

Our Whole Community, Wholly Engaged

# Comprehensive Community Emergency Management (C<sup>2</sup>EM) Strategy



June 30, 2013

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# Introduction

## A Comprehensive Community (C<sup>2</sup>EM) Emergency Management Strategy

This Comprehensive Community Emergency Management (C<sup>2</sup>EM) Strategy presents a pathway for increasing individual preparedness and engaging with members of the community as vital and responsible partners in enhancing the resiliency and security of Clackamas County. The Strategy is intended to build on the County's extensive assets and to further strengthen what works well in communities on a daily basis. The Strategy aims for more efficient emergency management (EM) operations through the comprehensive mobilization of EM efforts and resources in the County and across the region. Pooling efforts and resources is a way to compensate for budgetary pressures, not only for government agencies but also for many private and nonprofit sector organizations.

The Clackamas County C<sup>2</sup>EM Strategy maps a path of policy and program priorities for the next five years. It provides a high-level overview of the Vision, Mission, Values, and Strategic Goals for Clackamas County Emergency Management (CCEM). The Strategic Goals offer CCEM and Clackamas County executive decision-makers practical guidance to begin a journey along this path. Adopting and implementing this C<sup>2</sup>EM Strategy shows the County at its best by embracing the EM threats with imagination and professionalism in collaboration with a wide range of local and regional stakeholders.

The C<sup>2</sup>EM Strategy builds on the concept of a "whole community" approach. The whole community approach is "a means by which residents, emergency management practitioners, organizational and community leaders, and

government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests" (U.S. Department of Homeland Security, 2011). As Oregon's third most populous county with 375,992 residents located in cities, small towns, and unincorporated rural areas, this is no small feat (University of Oregon's Community Service Center, 2012). Further, the region is susceptible to natural hazards such as droughts, earthquakes, floods, landslides, public health events, extreme weather, wildfires, and potentially, volcanic events, and could also be affected by man-made disasters, such as a biological release, terrorism, or chemical spill. To be resilient to these situations—and others—residents of Clackamas County must come together as a whole community, wholly engaged.



## Involving the Community in the Strategy Development Process

The purpose of this five-year C<sup>2</sup>EM Strategy is to provide the Director of CCEM with a longer-term decision making framework to focus budget and operations decisions on the community's most critical emergency management needs. CCEM and Portland State University's Center for Public Service (CPS) co-produced this evidence-based Strategy.

The team conducted thorough internal and external assessments to inform the Strategy and ensure the Department's investments strategically capitalize on its strengths, prioritize community needs, and align with changes in the emergency management field. The Strategy builds on the solid foundation laid over the last decade by the dedicated EM professionals operating in the County and is informed by input from a wide range of EM stakeholders throughout the region. The team used a variety of assessment and analysis tools including:

### • Collaborative Working Sessions

CCEM and CPS held several intensive working sessions to co-produce the Mission, Vision, Values, Strategic Goals, and Risks. In collaboration with CCEM staff, CPS analyzed the strengths, weaknesses, opportunities, and threats (SWOT) of CCEM. The results of the analysis were used to develop the Strategic Goals and Values.

### • Literature and Document Review

The CPS team reviewed internal CCEM documents, State and National emergency management reports, and scholarly articles on emergency management.

### • Stakeholder Analysis

The CPS team conducted in-person and over-the-phone interviews with internal and external stakeholders in order to gather data about what stakeholders value about CCEM and to guide the development of a new Strategy. Overall, 4 in-person interviews were conducted with Clackamas County Commissioners, 34 phone interviews, and 6 electronic interviews were conducted with local, regional, state, and federal stakeholders. The CPS team used the results of the Stakeholder Analysis to develop the Mission and the Strategic Goals.

# The Future We Envision

## Vision 2018

*We envision our whole community being wholly engaged in emergency management, empowered to act knowledgeably before, during, and after disasters and major emergencies.*

## Mission

*The Clackamas County Emergency Management Department serves as a professional and dynamic gateway between community and government partners to minimize the immediate and long-term effects of disasters and major emergencies.*



Damascus Sheltering Exercise, 09/16/17

## What We Value

- ▶ **Service**—We are committed to serving our community and our partners through a shared responsibility for overall emergency management.
- ▶ **Integrity**—Our actions and communications are reliable, honest, and transparent.
- ▶ **Comprehensiveness**—We consider all hazards, all phases, all stakeholders, and all impacts of disasters and major emergencies.
- ▶ **Flexibility**—We are responsive and adapt to the changing needs of our community and the uniqueness of each major emergency.
- ▶ **Future-Leaning**—We anticipate future disasters and take preventative and preparatory measures to build disaster-resistant and resilient communities.
- ▶ **Innovation**—We recognize change all around—in our community, in government, in technology, in the nature and frequency of disasters, and in the field of Emergency Management—and strive to be innovative in everything we do.



## What We Do

- ▶ Advocate for policy reform that advances emergency management mitigation and preparedness
  - ▶ Identify natural hazards and mitigate the potential impact of those hazards
  - ▶ Serve as a national leader in natural hazard mitigation and provide technical assistance to partners
  - ▶ Take a leadership role in fostering relationships with community leaders and other stakeholders within the County
  - ▶ Assess the needs of our community and determine best ways to strengthen local capacity
- ▶ Promote individual, family, and community preparedness
  - ▶ Collaborate with cities within Clackamas County to ensure emergency communication and notification procedures are in-place
  - ▶ Develop and conduct a wide range of training and exercise programs
  - ▶ Develop the County's Emergency Operations Plan
  - ▶ Manage the Emergency Operations Center
  - ▶ Build relationships, plan and respond with regional, State, and Federal emergency management partners



Sandy River Flooding, 01/16/11

# Scanning the Strategic Context

Emergency Management operations must be attuned to both national EM policy developments and the local community's needs. CCEM's partners noted that emergency management is often driven by the occurrences of disasters and emergencies around the world and that global events or trends have implications far beyond the immediately affected area. For example, the 2011 earthquake and tsunami in Japan heightened Pacific Northwest earthquake and tsunami awareness. In February 2013, the Oregon State Legislature released the Oregon Resilience Plan focused on a potential large-scale earthquake and tsunami.

To develop an evidence-based, future-looking Strategy that acknowledges dynamic changes in the broader emergency management profession and meets the changing needs of the community, we examined major trends affecting emergency managers and asked our partners how these trends would impact our community and our EM operations in the next five years. Weighing the "big picture" trends, applying them locally, and engaging our stakeholders around ways to address them enabled us to create a fluid strategy that captures the strengths of CCEM and propels it forward to stay relevant and cutting-edge amid constant change.

## Trends and Local Impacts

Drawing on external documents as well as interviews with stakeholders, we identified

key trends in emergency management and the ways in which they impact Clackamas County. They include economic constraints and decreased funding, rapid changes in technology, and increasing weather events due to climate change.

### Economic Constraints

The Great Recession of 2009 continues to affect individuals and communities. The most common concern stakeholders expressed was declining emergency management funds, particularly federal funding. The Federal Emergency Management Agency's (FEMA) Crisis Response and Disaster Resilience 2030 report acknowledges that limited economic growth is constraining government budgets and thus, this is a trend to watch for the long-term (U.S. Department of Homeland Security, 2012). Historically, however, funding for EM has coincided with the occurrence of EM events. So, while constrained government budgets are likely to continue, funding for emergency management units will vary. Currently, federal EM grants are decreasing for the Portland Metro region for fiscal year 2014.

The economic conditions affecting the nation have not spared the County. The median income in Clackamas County decreased from a high in 2008 of \$66,122 to \$57,298 in 2010 and the percentage of children in Clackamas County eligible for free/reduced lunch increased by 8.4% from 2005 to 2010 (US Census Bureau and Children First for Oregon,

cited in University of Oregon's Community Service Center, 2012). Though by many measures, Clackamas County residents are faring better economically than other Oregonians; they have still been impacted by larger economic trends of the recession. This is significant for emergency management: low-income populations may be less resilient since they may not have adequate savings and often rely more upon public services, which may be interrupted during a disaster (University of Oregon's Community Service Center, 2012).

Additionally, although the County's population growth has slowed since the start of the recession in 2008, Clackamas County remains one of the most "developable" areas in the state (Gonzales, 2012). Some stakeholders expressed concern that there may be pent-up demand for growth in the County. Should economic condition improve, there may be an increase in development pressure, which could impact emergency management as developers move into higher-risk flood areas or build without taking proper precautions.

### Social Media and Technology

Rapid changes in technology have implications for how emergency management professionals communicate with the public and plan for and respond to disasters and major emergencies. Social media technology creates opportunities for expanded and reciprocal communication with stakeholders and the broader community and can present opportunities for improved disaster response. However, new technology communications also present challenges. EM Departments must invest in the resources necessary to fully utilize, maintain, and upgrade this technology, which can be difficult given the

aforementioned budget constraints. Further, emergency managers should be aware of the demographics of their community and maintain traditional communication strategies for those who are not connected to the Internet.

Clackamas County is experiencing a minor increase in the number of elderly residents. The County's population of residents 60 and over is expected to increase from 20.2% in 2010 to 22% in 2020 (US Census Bureau and Office of Economic Analysis, cited in University of Oregon's Community Service Center, 2012). The elderly living alone is a particular concern for communication strategies that rely heavily on the latest technology (OSSPAC, 2013). According to FEMA, "being digitally disconnected is a big issue for senior citizens and other vulnerable populations. Thus, it is good practice to maintain various outreach methods and avoid overreliance on the newest reforms of technology.." (U.S. Department of Homeland Security, 2011). Further, though only 11% of Clackamas County's population speaks a language other than English, 39.5% of those people are not proficient in English, which presents additional challenges for emergency management communication (US Census Bureau, cited in University of Oregon's Community Service Center, 2012).

### Increased Natural Disasters

Finally, stakeholders recognized that, regardless of what one believes to be the cause, the environment is changing in a way that leads to more natural disasters and emergencies. According to FEMA, "Climate change impacts are expected to increase the severity, frequency, or scale of extreme weather events, droughts, floods, sea-level



rise, precipitation patterns, and the spread of life-threatening diseases” (2012). The changing environment could lead to the need for Emergency Management Departments to address an increased number or severity of disasters, as well as disasters that had not historically occurred in the local area.

Clackamas County’s location in the Willamette Valley with the Cascade region to the east--including Mt. Hood--means increased vulnerability to floods when compared to other areas in the metropolitan region. Due to the annual snowmelt and volcanic sediment in the soil, areas around Mt. Hood are particularly susceptible to landslides and floods (University of Oregon’s Community Service Center, 2012). Some stakeholders reported that the severity and number of floods have been increasing, perhaps as a result of climate change. One respondent stated, “We have a 100 year flood every three years.”

## Stakeholder Interests in Trends and Suggested Strategic Responses

As a major component of the strategy development process, we collected, synthesized, and analyzed the perceptions and interests of key stakeholders to inform the strategic direction of CCEM. The stakeholder interviews shed light onto the ways in which stakeholders believe CCEM should respond to these driving trends.

### Counter Decreasing Funding through Collaboration and Advocacy

Stakeholders overwhelmingly identified decreased funding as a concerning influence. They were concerned particularly about the decrease in federal grant funding availability but were also concerned about the stability of



Abernethy Creek Flooding, 01/19/12

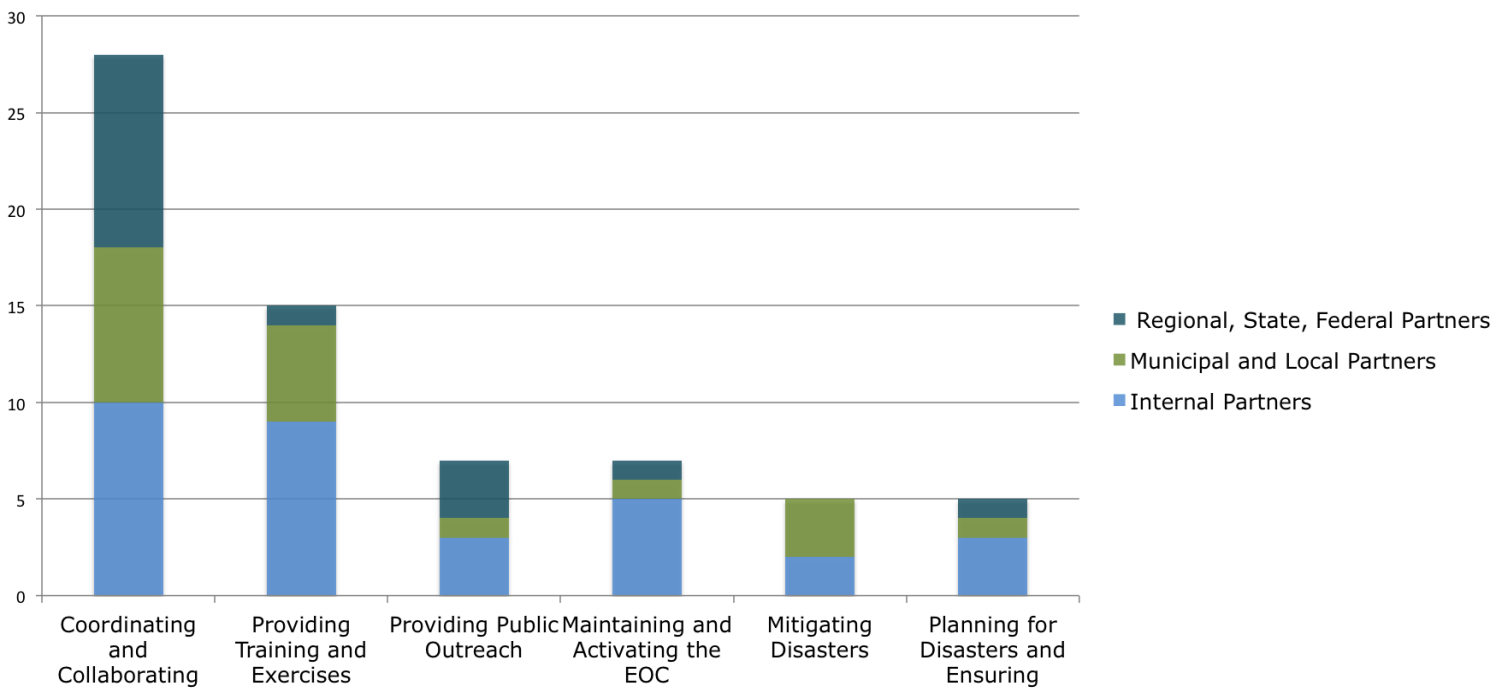
local funding, given the financial constraints felt almost universally by local governments. In order to withstand this trend stakeholders recommended that CCEM leverage their existing capacity for collaboration and advocate for the development of EM related policies and for support of their department.

CCEM’s ability to collaborate, coordinate, facilitate, and convene its partners, yields high value to stakeholders. This value is at the essence of the “gateway” metaphor in CCEM’s Mission statement and is the driving mechanism for CCEM to achieve its Vision. This faculty is also an important strategy for building resiliency in the face of decreased funding. Stakeholders noted that CCEM excels at collaborating with other jurisdictions and recommended that CCEM expand its collaborative partnerships to include more non-profits, businesses, schools, and the faith community. In this way, CCEM can leverage the resources that partners can bring to the

table to build community resilience that is government facilitated instead of government led.

Additionally, a large proportion of stakeholders internal to Clackamas County advised CCEM to focus an element of its strategy on raising its political influence by becoming more engaged with policy development and advocating for itself in the policy arena. These stakeholders observed that by influencing policy, CCEM could both create structures that are more conducive for long-term EM planning but also continue to demonstrate and communicate the value of EM to key decision makers. Stakeholders also valued being consulted to participate in the strategy development process and encouraged CCEM to continue to think strategically. See Table 1 for additional details on stakeholders’ values.

Table 1 : What Stakeholders Value



## Leverage Changing Technology by Public Outreach Through Social Media

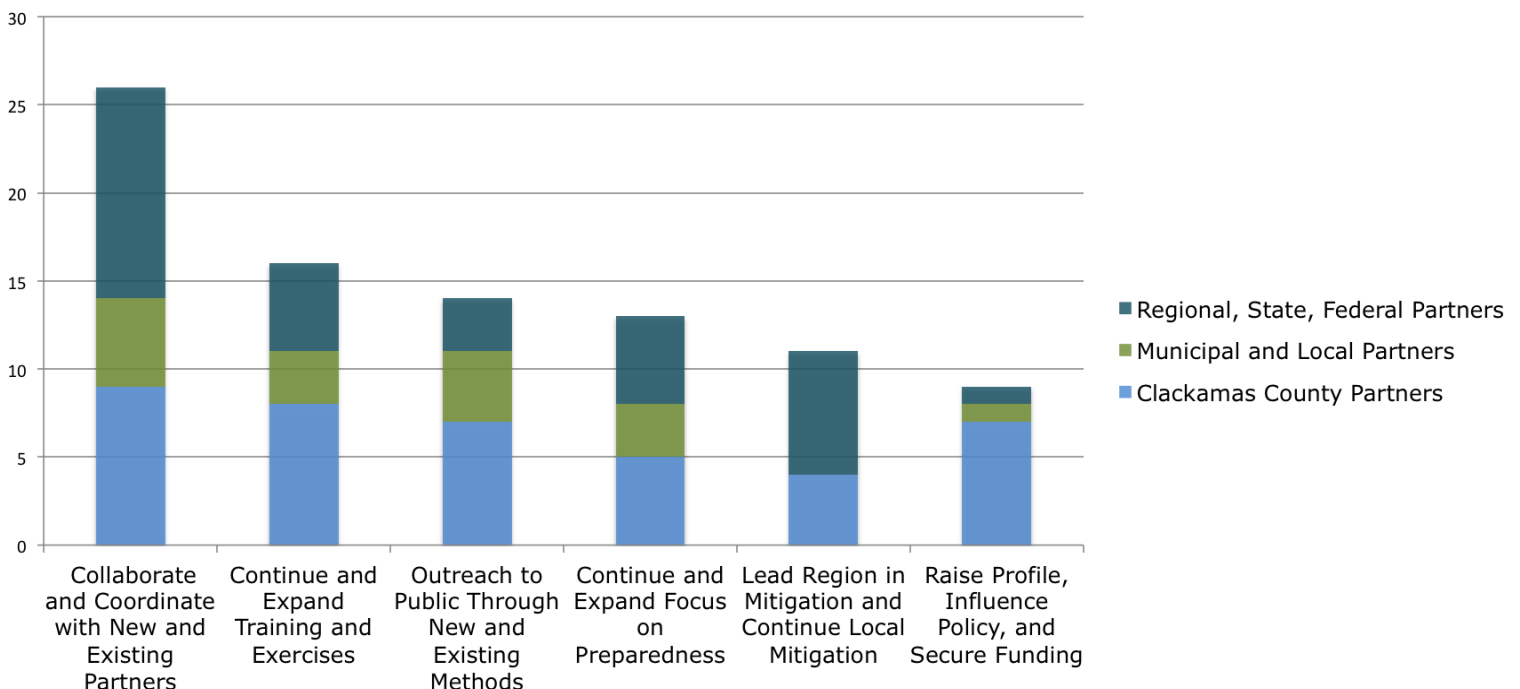
The most common recommendation for CCEM to respond to the trend of rapidly changing technology was to leverage the opportunity for social media to play a key role in communicating with the public. Stakeholders also recommended targeting outreach and planning to vulnerable communities and being aware that electronic communication may not reach everyone. A few stakeholders even recommended planning for scenarios in which CCEM is not able to rely on communications technology. Finally, some stakeholders also suggested obtaining more technologically advanced equipment, such as over the air communications equipment with improved radio frequencies, though they recognized that would require additional resources.

## Respond to Local Vulnerability through Expanding Training and Exercises, Focusing on Preparedness, and Mitigation Leadership

In the face of increasing floods and flood severity due to climate change and the increased awareness of a potential Cascadia Subduction Zone earthquake, stakeholders recommended that CCEM continue and expand its training and exercise activities, focus on preparedness, and become a regional leader in mitigation.

The CCEM's provision of training and exercises was the second most valued activity after coordinating and collaborating with partners. Stakeholders found the training and exercises to be an integral part of preparing for disasters. However, they also saw room for expansion, particularly in the variety of scenarios exercised. Stakeholders stated that they would find great value in exercising around their individual areas of expertise.

Table 2 : Stakeholders' Interests in Strategic Directions





By continuing and expanding training and exercises, CCEM can engage stakeholders and increase the ability to effectively respond to a variety of disasters and major emergencies.

Stakeholders also appreciated CCEM’s focus on government and community preparedness and encouraged CCEM to continue readying government partners and the community for pending disasters.

Stakeholders also valued CCEM’s mitigation activities and would like to see CCEM take a stronger leadership role in regional mitigation and recovery planning. CCEM is already recognized as being on the forefront of the mitigation field, however partners expressed that they could benefit from CCEM’s expertise

and leadership, as well as a demonstration of the public value of mitigation work, in order to expand regional capacity for mitigation and recovery planning. Table 2 provides additional details on the areas in which stakeholders would like CCEM to invest.





# Strategic Goals

The C<sup>2</sup>EM Strategy is intended to map a pathway for the County's policy and program priorities for the next five years. The Strategy includes five Strategic Goals along with associated sub-strategies, success indicators and key milestones. The Goals align with the C<sup>2</sup>EM Strategy's Vision and Mission as well as with key stakeholder interests. These Goals offer the CCEM and Clackamas County executive decision makers the practical guidance on how to take the journey along the whole community path.

## Goal 1

### **Advance policy formulation and adoption in Clackamas County consistent with the Vision and Values of the C<sup>2</sup>EM Strategy.**

► **Success Indicator:** Clackamas County Board of Commissioners considers and adopts new policies aligned with C<sup>2</sup>EM Strategy.

► **Key Milestones:**

- 2014: Board of Commissioners appoints an EM Policy Liaison
- 2018: A minimum of three new CCEM-recommended policies enacted by Board of Commissioners

### Sub-Strategies

1. Working with County Administration, advance the idea of formally appointing

one County Commissioner to serve as an Emergency Management Policy Liaison with CCEM. The Director of CCEM will collaborate with the Liaison on matters of policy development related to implementation of the C<sup>2</sup>EM Strategy. The Liaison will bring new policy recommendations to the Board of County Commissioners for consideration.

2. Develop a stakeholder policy group to assist in the identification and development of needed policy consistent with the C<sup>2</sup>EM Strategy, and develop a countywide community outreach initiative with stakeholders and community partners.
3. Formulate and seek adoption of one priority emergency management policy each year, beginning in 2014. For example, the County could establish a formal program identifying mitigation as the core within CCEM. This program could spearhead mitigation efforts by building on the widely recognized competence of Clackamas County in this critical area, focusing on innovative risk reduction measures so that communities will not only be better protected from life-threatening physical harm, but will also recover more quickly and with less continuing vulnerability following a disaster or major emergency.
4. Enhance the perceived public value of CCEM's mitigation work. The Department should systematically assess the value of its ongoing mitigation work using return on investment analysis. The Department should actively communicate the results of the public value analysis, along with

success stories, to key government and community stakeholders.

## Goal 2

### **Shift the Emergency Management Department's role from one of "Department-led" to "Department-facilitated" to enable community ownership for disaster readiness and to significantly enhance community partner and stakeholder investments in emergency management.**

► **Success Indicator:** Demonstrated increase in community investments for disaster and emergency preparedness among targeted stakeholder groups.

► **Key Milestones:**

- 2014: The "EM-Engaged Community Team" will have developed a set of preliminary guidelines for CCEM's Department-facilitated role
- 2018: Community partners will manifest an evolving set of emergency preparedness civic practices and habits that are embedded in the life of the community

### Sub-Strategies

1. Convene an "EM-Engaged Community Team", comprised of current and prospective community partners, to dialogue on the CCEM's "Department-facilitated" role. The Department should promote and coordinate, but not direct, this conversation focused on long-term community capacity building. The working group should develop a set of preliminary guidelines for CCEM to

follow to engage new community partners in preparedness, including provisions for building social capital that is essential for resilience. The Department should connect with several other counties nationally who are recognized as leaders in their "Department-facilitated" EM role.

2. Select one or two community partners as "learning laboratories" for the new Department-facilitated role. The selection should be based on partner interest (as documented in the stakeholder interviews carried out in developing the C<sup>2</sup>EM Strategy) and the likelihood for early and visible progress. Excellent candidates include the Clackamas County school districts, assisted living centers, and the Red Cross, among others. CCEM should augment its role with social media and cutting-edge technology to assist in building community partner ownership. For example, community schools could incorporate "emergency preparedness asset mapping" into their service learning curriculum using GIS mobile devices.
3. Based on the results of the initial "learning laboratories", CCEM should scale-up its Department-facilitated role in cooperation with additional community partners. CCEM could begin working intensively with at least one new community partner each year. Results of CCEM's work in this area should be actively communicated both in the region and nationally.

## Goal 3

### **Integrate emergency management into relevant Clackamas County plans and operations by enhancing collaboration with government partners in order to**

## be ready for all types of disasters and emergencies.

► **Success Indicator:** Clackamas County departments and programs adopt new emergency management approaches and integrate them into organizational plans.

► **Key Milestones:**

- 2014: Several County departments are identified for initial emergency management mainstreaming collaboration
- 2018: County staff in all departments have a high level of emergency management awareness and meet minimum standards of preparedness

### Sub-Strategies

1. CCEM should work with both County Administration to identify departmental units in need of additional emergency management learning exercises to enhance employee readiness. The Department should choose one or more of these departmental units each year for priority EM preparedness engagement. Lessons learned from this mainstreaming of EM preparedness should be documented and then adapted for use in other departments over the 5-year Strategy implementation period.
2. With regard to the County's vulnerable populations, such as individuals with disabilities and aging residents, CCEM should collaborate with relevant County departments to develop special emergency preparedness plans. Provide these departments with specialized emergency

management actions to incorporate into their ongoing and new services.

3. CCEM should sponsor a new County initiative on "EM Preparedness Scenario Thinking". Scenario thinking can help County departments and their community stakeholders to account for the unpredictability associated with emergencies and major disasters. As stated in FEMA's May 2013 report on Toward More Resilient Futures: Putting Foresight into Practice, "Instead of simply assuming that there's one 'most likely' future, we should critically assess how an uncertain future may play out in many different ways. We do this by analyzing a wide spectrum of drivers like technology and socio-economic factors, drivers that may fundamentally change the way the world works" (Pg. 1). The results of this initiative would improve the overall state of readiness for emergencies and disasters in the County.

### Goal 4

**Enhance emergency management professional development, including actively building relationships and integrating modern technology into all plans and operations.**

- **Success Indicator:** Emergency management staff increase professional relationships.
- **Key Milestones:**
- 2014: CCEM has new internal policy for professional development based on active sharing of new EM information
  - 2018: An EM Profession perspective is

fully embedded in CCEM and all of its staff

### Sub-Strategies

1. Incorporate an “EM Profession Development” perspective into all facets of CCEM’s staff roles and responsibilities. This includes, but is not limited to, involvement in planned professional development sessions, designated attention to improving staff credentials in various areas of specialization and increasing the ability of CCEM staff to engage County and community partners via social media and cutting edge technology.
2. Capitalize on events that have happened throughout the year in the US as well as other countries by visiting those sites (i.e. Joplin, New Jersey, Japan) and collecting best practices that enhances planning, response and recovery.
3. Set aside “reflective practice” time for all staff to share new information following attendance of cutting-edge EM conferences and seminars. The Department should give priority to information that builds the staff’s professional stature, while being of direct relevance to the County.
4. Explore professional accreditation and credentialing opportunities and associated costs for CCEM and take the initial steps to move toward greater professionalism.

### Goal 5

**Adopt a strategic emergency management perspective in CCEM by setting annual budget priorities, allocating Department resources, and adapting to emergent opportunities and risks.**

► **Success Indicator:** The C<sup>2</sup>EM Strategy’s Goals and sub-strategy priorities are fully integrated into County and Department policies, operations, and budgets.

► **Key Milestones:**

- 2015: CCEM completes a thorough review of the C<sup>2</sup>EM Strategy implementation along with recommendations for necessary and feasible adjustments
- 2018: CCEM has achieved the Success Indicators outlined in this C<sup>2</sup>EM Strategy

### Sub-Strategies

1. Translate the C<sup>2</sup>EM Strategic Goals into new budget priorities for 2014 and beyond. The Department can use the Success Indicators identified for the Strategy for setting budget priorities and tracking progress. The Department should further refine the indicators and milestones with measurable targets compatible with the Annual Budgeting process.
2. After two years of C<sup>2</sup>EM Strategy implementation, conduct a thorough evaluation. Based on the results of this assessment, CCEM should assemble key stakeholders to discuss progress to date and make suggestions for adapting the Strategy to reflect learnings and changing EM trends and drivers in the County.
3. Meet with key stakeholder representatives annually to review the C<sup>2</sup>EM Strategy’s Vision, Values and Mission, discuss lessons learned, and adjust annual operations and risk mitigation plans.



# C<sup>2</sup>EM Strategy Implementation

## Risks and Mitigation Tactics

The C<sup>2</sup>EM Strategy contains several identifiable risks, which the CCEM should continuously assess and minimize as part of the strategy implementation process. Active risk management increases the likelihood that Clackamas County can achieve its C<sup>2</sup>EM strategic goals.

There are four major risks associated with the implementation of the C<sup>2</sup>EM Strategy. Each is highlighted below along with a suggested mitigation approach for CCEM.

### Risk 1

**The strong commitment currently voiced by Clackamas County executives for the C<sup>2</sup>EM Strategy could diminish or become fragmented in the future.** A future decrease in shared County executive support for the C<sup>2</sup>EM Strategy would increase the probability of failure and the uncertainty of achieving the Strategy's Goals.

- ▶ **Suggested mitigation approach for Risk 1:** The Department should work with the County Board of Commissioners and County Administration to appoint one Commissioner to serve as a C<sup>2</sup>EM Strategy implementation "champion". CCEM would then work closely with this "Champion C<sup>2</sup>EM Commissioner" to actively communicate the Strategy's

major achievements and benefits to County executives and other key stakeholders. This would contribute to continuing buy-in and investment in the C<sup>2</sup>EM Strategy.

### Risk 2

**Community partners targeted in the C<sup>2</sup>EM Strategy may be unable or unwilling to invest local resources required for building community resilience.** The C<sup>2</sup>EM is grounded in the premise that community partners place high value on EM preparedness. Therefore, these community partners will be eager to collaborate with CCEM in building whole community resilience capacity. If community partner priorities toward EM preparedness alter in the future, this will decrease the probability of the Strategy's success.

- ▶ **Suggested mitigation approach for Risk 2:** In selecting community partners for building community resilience, the CCEM should ensure that partners are fully committed to the C<sup>2</sup>EM's Vision and that the partners can mobilize sufficient local resources for active collaboration. CCEM should develop a set of "partner collaboration criteria" and diligently apply these in deciding which community partners to engage.

### Risk 3

**The occurrence of a major emergency or disaster with prolonged CCEM response and recovery concentrated in a specific area could divert attention and available resources away from other priorities in the C<sup>2</sup>EM Strategy.** CCEM's experience with previous emergencies is that all of their staff resources are redirected while the recovery process is underway. This could be exacerbated during a prolonged emergency situation.

- ▶ **Suggested mitigation approach for Risk 3:** A prolonged EM situation could actually provide an opportunity for the Department to leverage and focus all of the C<sup>2</sup>EM Goals. The Department could more readily communicate the visible value they are providing in collaboration with community partners and the overall importance of community preparedness and mitigation. A prolonged emergency may require the Strategy to be placed on temporary hold, but CCEM should be able to refocus on it at a later date.

### Risk 4

**While implementing the C<sup>2</sup>EM Strategy, the Department's limited resources may be stretched too thin, which will result in a poorly handled emergency situation with the resultant loss of stakeholder support.** At present, stakeholders highly regard CCEM's professional and high quality services, as documented in the stakeholder interviews and survey carried out for the C<sup>2</sup>EM Strategy. If service quality decreases,

that could result in the loss of stakeholder collaboration and have serious negative consequences on the Department's success.

- ▶ **Suggested mitigation approach for Risk 4:** CCEM needs to develop a clear management plan for the C<sup>2</sup>EM Strategy. This should include, building on current Departmental practices, the assignment of clear roles and responsibilities for each of the Strategy's Goals and Milestones. In addition, CCEM staff should share in the responsibility for mitigating the four risks highlighted in this section.



# Resource Documents

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