



# OEM Strategic Plan

Fiscal Years 2017 – 2020

Los Angeles County Chief Executive Office/  
Office of Emergency Management

*May 2018*

# Table of Contents

---

Message from OEM’s Director.....	3
Summary of Major Plan Elements.....	4
Introduction.....	5
OEM Organizational Inputs .....	6
Goal I.....	7
Goal II.....	8
Goal III.....	10
Acknowledgements.....	11
Appendix 1: Strategic Plan Summary Handout.....	12

## Message from OEM's Director

---

Dear Colleagues,

Few regions of the United States can rival Los Angeles County for the scale and complexity of the emergency management challenges we find here. Although these challenges are large, so are the resources we have at our disposal to meet them. Our success as emergency managers will be measured, in part, by how judiciously we use those resources, and how well we unite across discipline and jurisdictional lines to improve post disaster outcomes for all of our residents.

At the County of Los Angeles Chief Executive Office's Office of Emergency Management (OEM), we are committed to fostering an environment where by working together with our partners, we can achieve outcomes that collectively exceed the sum of anything we could have done individually. With that approach in mind, I am pleased to present the OEM Fiscal Years 2017-2020 Strategic Plan.

This plan, produced in collaboration with our emergency management partners from across the Los Angeles County Operational Area, will provide tighter organizational focus, create stronger unity of effort, facilitate improved inter-agency collaboration and communication, and anchor our operation with objectives crafted to improve emergency preparedness outcomes across the Operational Area.

OEM's success is also contingent upon how well our emergency management work integrates the principles of equity and inclusion. So as the County prepares for, responds to, and recovers from natural and manmade disasters, it is important that we provide solutions for all of our residents, particularly those who historically suffer a disproportionate impact from disasters: the young, the old, persons with disabilities and those with limited personal and economic resources.

As with all of our plans, this Strategic Plan is a dynamic entity; where we are starting is not where we will end up as we adapt to the dynamic and ever changing County around us. I invite you to join us in the journey!

Respectfully,



**JEFF L. REEB**, Director  
Los Angeles County Office of Emergency Management

# Summary of Major Plan Elements

---

## Our Vision:

Resilient communities totally capable of protecting lives, environment, and property from disasters.

## Our Mission:

Build and sustain a coordinated/integrated emergency management ecosystem.

## Our Values:

- ✓ **Integrity:** We are honest, truthful, and accountable in our interactions with others.
- ✓ **Collaborative:** We work together across boundaries to achieve a unified outcome.
- ✓ **Inclusive:** We recognize others’ perspectives and embrace the whole community.
- ✓ **Workforce Excellence:** We are committed to developing and retaining highly skilled emergency management professionals who consistently exceed expectations.

## Our Strategic Goals:



(I) <b>Emergency Management Excellence:</b>	(II) <b>External Engagement:</b>	(III) <b>Organization Operations and Systems:</b>
Our success is dependent on our assurance that our diverse communities and populations can mobilize to meet the demands of any disaster. <u>We will</u> unite a robust set of programs and services that are highly rated and valued throughout the County.	Our defined role establishes us as the County’s leader/coordinator in the development of a seamless emergency management ecosystem. <u>We will</u> expand our connections within the Operational Area, with State and Federal partners, and across departmental boundaries.	Our organizational responsibilities necessitate both a high performing staff and effective/efficient processes. <u>We will</u> establish a continuous improvement culture focused on employee professionalism and streamlined operations.

# Introduction

*During OEM’s strategic planning process, stakeholders who participated in the process applied the following key concepts to frame OEM’s service delivery approach and position in its operational environment:*

## The Disaster Management Cycle

Disaster Management focuses on both reducing the risk of losses prior to an emergency and ensuring a rapid response and subsequent recovery to an emergency. The most widely adopted model consists of pre-impact preparedness and post-emergency response, recovery, and mitigation. Table 1 identifies the components of the Disaster Management Cycle.

**Table 1: Disaster Management Cycle Components**

<p><b>Preparedness:</b></p> 	<p>Steps taken to ensure readiness when a disaster event occurs, such as developing detailed emergency management plans for communities, County departments, and individuals, conducting training exercises, and educating the public.</p>
<p><b>Response:</b></p> 	<p>Actions taken during a disaster event with a focus on saving lives, such as rescuing trapped individuals, providing medical services to injured individuals, evacuating and housing individuals, and securing hazardous areas.</p>
<p><b>Recovery:</b></p> 	<p>Measures taken to return life to normal following a disaster event, such as providing financial assistance, repairing and reconstructing physical facilities and community infrastructure, and offering lifelines, housing, and psychological counseling services.</p>
<p><b>Mitigation:</b></p> 	<p>Activities aimed at preventing the future threat of disaster or minimizing the damaging effect of a disaster, such as updating and/or enforcing building codes, retrofitting existing infrastructures, clearing hazards, and restoring/improving critical infrastructure.</p>

## The Los Angeles County Operational Area

The Los Angeles County Operational Area (LA OA) is an intermediate level of the State’s emergency services organization which consists of the County and all the political subdivisions within the County area. The LA OA is used by the County and the political subdivisions to coordinate emergency activities and to serve as a link in the communication system used during a state of emergency. OEM supervises the day-to-day responsibilities associated with organizing, directing, and coordinating the emergency organization of the LA OA and the County.

## Office of Emergency Management (OEM) Organizational Inputs

OEM, as an organization, has a unique position in the LA OA due to the multiple roles it fulfills. Our strategic planning process recognized, at its onset, that there are various inputs that collectively craft and designate OEM's priorities, its focus, and how resources are consequently used. Figure 1 illustrates the primary inputs that impact OEM.

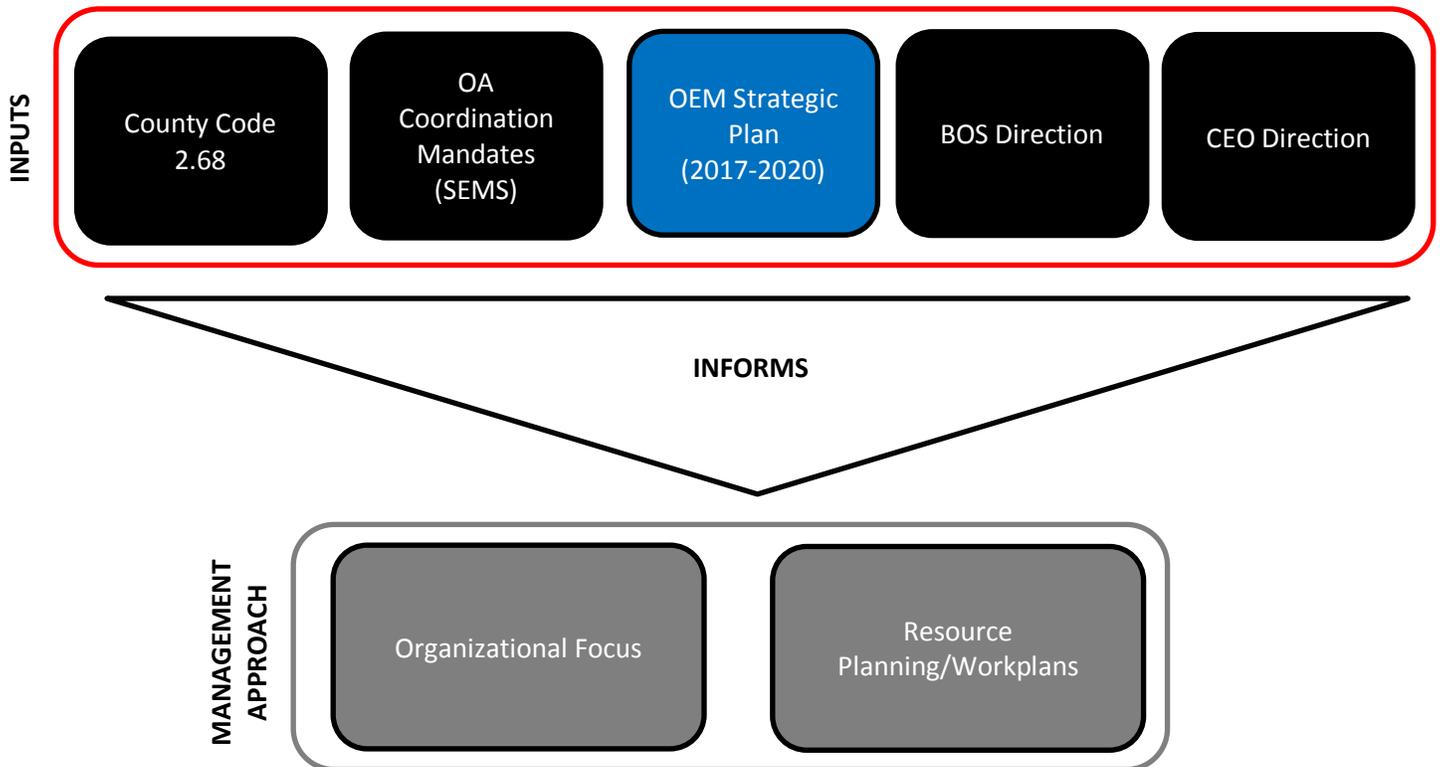


Figure 1: OEM Organizational Inputs

# Goal I: Emergency Management Excellence

---

*Our success is dependent on our assurance that our diverse communities and populations can mobilize to meet the demands of any disaster. We will unite a robust set of programs and services that are highly rated and valued by throughout the County.*

**Strategy I.1 Program and Service Quality:** Ensure that all programs and services offered by OEM, both singularly and collectively, make superior performance a hallmark within the Operational Area and the industry.

- **Objective I.1.1** By December 2019, complete a gap analysis of the emergency management ecosystem; by June 2020, develop a 3-year plan and cost estimates to move from the current state to a desired future state; by July 2021, begin plan implementation.
- **Objective I.1.2** By January 2019, create a new OEM Policies and Procedures Manual that specifies standard operational methods and expected, measurable program or service outcomes.

**Strategy I.2 Best practice:** Adopt a set of working methods that represent officially accepted, industry-wide agreement on the most efficient and effective way to accomplish OEM program or service outcomes.

- **Objective I.2.1** By December 2018, assess all core programs and services against industry standards and benchmarks; by December 2019, establish OEM as the standard/benchmark for at least three programs and/or services.
- **Objective I.2.2** By July 2018, update the County directive on inclusive emergency management; serve as an advocate for people with disabilities and others with access and functional needs by leading annual workshops, seminars and trainings for County departments and all operational area partners on inclusive emergency management; serve as a subject matter expert on inclusive emergency planning for all County departments and operational area partners by participating in operational area planning, training, exercise and recovery initiatives on an ongoing basis.

**Strategy I.3 Department Demonstration Initiatives:** Work with selected departments to exemplify emergency readiness at all phases of the Disaster Management Cycle.

- **Objective I.3.1** By January 2019, by serving as a subject matter expert, assist three to four departments in the planning and preparations they need to achieve a high standard of emergency readiness thereby serving as roles for other departments to achieve the same high level.

## Goal II: External Engagement

---

*Our defined role establishes us as the County's leader/coordinator in the development of a seamless emergency management ecosystem. We will expand our connections within the Operational Area, with State and Federal partners, and across departmental boundaries.*

**Strategy II.1 The Disaster Management Area (DMA) Coordinator Partnership:** Maximize collaborative partnerships with the eight Disaster Management Area Coordinators (DMACs) to promote disaster management planning, training, and preparedness in the County's 88 cities.

- **Objective II.1.1** By July 2018, jointly establish a process and protocol to improve and sustain communication, collaboration, and coordination between the DMACs and OEM. This reciprocal process should address interactions on projects, planning exercises as well as day-to-day actions intended for the entire OA, and those developed by the DMACs specifically for their respective DMAs.
- **Objective II.1.2** By July 2018, jointly review the DMAC assignment during the County Emergency Operations Center activation, in order to improve communication and effectiveness where possible, while considering the roles and responsibilities of the DMACs as defined by the Joint Powers Authority (JPA), bylaws, and established practice.

**Strategy II.2 Value-Added Collaborations:** Utilize/establish Operational Area networks to expand the sharing of information, learning from joint exercises and training activities, and leveraging of resources emergencies.

- **Objective II.2.1** By December 2018, in collaboration with Cities and Special Districts create a guidebook to the local disaster recovery process; by December 2019, implement trainings and exercises to teach the recovery plan procedures and strengthen Operational Area capabilities.
- **Objective II.2.2** By December 2019, in collaboration with Cities and Special Districts develop and place online a Just-In-Time Recovery training program.

**Strategy II.3 Public Awareness Campaign:** Broaden efforts to inform communities and populations within the Operational Area on emergency preparedness and response activities that can be taken to reduce the impact of a disaster.

- **Objective II.3.1** By December 2018, leverage Operational Area networks and contacts to develop emergency preparedness (e-prep) whole community neighborhood coalitions: by December 2020, standardize e-prep programs and services throughout the Operational Area.

- **Objective II.3.2** By December 2019, solicit and incorporate input from key partners and stakeholders in the development and distribution of preparedness materials.
- **Objective II.3.3** By December 2020, create a community interface that uses social media applications, contemporary websites, and emergent technologies to provide preparedness education and information.

**Strategy II.4 Inter-Organizational Communication:** Provide a single portal that links OEM, County Departments, and other Operational Area entities in an information exchange network.

- **Objective II.4.1** By December 2020, create a web-based information exchange for information sharing, training documents, and disaster forms; by December 2020, provide written technical and operational guidelines for using the information exchange network.

## Goal III: Organization Operations and Systems

---

*Our organizational responsibilities necessitate both a high performing staff and effective/efficiency processes. We will establish a continuous improvement culture focused on employee professionalism and streamlined operations.*

**Strategy III.1 Codes, Policies, and Procedures:** Review and, if appropriate, recommend to the Emergency Management Council changes to improve the efficiency and effectiveness of the County and Operational Area emergency management systems.

- **Objective III.1.1** By August 2017, begin a systematic review of all emergency management related codes, policies and procedures; by June 2019, if appropriate, recommend changes to the Emergency Management Council; by June 2020, develop new policies and procedures manual.
- **Objective III.1.2** By June 2019, determine OEM compliance with County, State, and Federal codes, policies and procedures; by June 2020, if appropriate, develop and implement a work plan to achieve compliance in deficient areas.

**Strategy III.2 Performance Management:** Develop individual employee work plans, performance expectations, and consistent feedback; link performance outcomes to individual training and development plans.

- **Objective III.2.1** By June 2019, conduct an organizational, leadership focused training needs assessment to identify an initial set of training and development programs to help employees gain standard-based competencies as an emergency manager with the knowledge skills and abilities needed to meet current and future OEM expectations.

**Strategy III.3 Organization Redesign:** Establish a highly nimble, team-based organization designed to meet increased emergency preparedness responsibilities.

- **Objective III.3.1** By December 2018, put in place a modified organization configuration, including new or reconstruct space, cross-boundary governance processes and updated job descriptions and classifications.

# Acknowledgements

*OEM would like to acknowledge and thank the following stakeholders and individuals who participated in our strategic planning process. Any robust planning process is predicated upon the input of partner entities; it is the input of the many that forges the way ahead for the collective whole. We thank you for your time, support, and commitment to disaster management in the Los Angeles County Operational Area.*

Listed in Alphabetical Order by Agency Name:

<b>American Red Cross - Los Angeles Region</b> Scott Underwood	<b>County of Los Angeles Department of Public Works</b> Phil Doudar
<b>California Office of Emergency Services – Southern Region</b> Douglas Huls	<b>County of Los Angeles Fire Department</b> Deputy Chief Anthony C. Marrone
<b>City of Los Angeles – Emergency Management Department</b> Rob Freeman	<b>County of Los Angeles Internal Services Department</b> Celina Ortiz
<b>Disaster Management Area Coordinators</b> Pamela Mottice-Miller (Area A) Debbie Pedrazzoli (Area B) John Pinedo (Area C) Diana Manzano (Area D) Cullen Armet (Area E) David Ashman (Area F) Jeff Robinson (Area G) Gary Singer (Area H)	<b>County of Los Angeles Sheriff’s Department – Emergency Operations Bureau</b> Captain Leonard McCray
<b>County of Los Angeles Department of Public Health</b> Stella Fogleman	<b>Los Angeles Unified School District</b> Jill Barnes

# Appendix 1: Strategic Plan Summary Handout



LOS ANGELES COUNTY OFFICE OF EMERGENCY MANAGEMENT  
**STRATEGIC PLAN**  
2017-2020



## Our Vision

Resilient communities totally capable of protecting lives, environment, and property from disasters

## Our Mission

Build and sustain a coordinated/ integrated emergency management ecosystem

## Our Values

- Integrity:** We are honest, truthful, and accountable in our interactions with others.
- Collaborative:** We work together across boundaries to achieve a unified outcome.
- Inclusive:** We recognize others' perspectives and embrace the whole community.
- Workforce Excellence:** We are committed to developing and retaining highly skilled emergency management professionals who consistently exceed expectations.

## Organizational Goals and Corresponding Strategies

1

### Emergency Management Excellence

- Program and Service Quality
- Best Practices
- Department Demonstration Initiatives

2

### External Engagement

- The DMAC Partnership
- Value-Added Collaborations
- Public Awareness Campaign
- Inter-Organizational Communication

3

### Organization Operations and Systems

- Codes, Policies and Procedures
- Performance Management
- Organization Redesign



**Los Angeles County Chief Executive Office/Office of Emergency Management**



[www.lacoa.org](http://www.lacoa.org)



(323) 980-2260



@LACOOEM