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County of Riverside Emergency Management Department

2022-2025 Strategic Plan

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# Table of Contents

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A Message from EMD Leadership.....3

Strategic Plan Foundational Elements.....4

Overview of Strategic Plan Update.....5

SWOT Analysis.....6

TOWS Matrix.....7

Goals and Objectives.....8

Plan Implementation and Measuring Progress.....11

## A Message from EMD Leadership

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Emergency Management Department (EMD) Employees and Stakeholders:

We are honored to present EMD's 2022-2025 Strategic Plan. This is the first major change to EMD's Strategic Plan since its last update in 2019 which was prior to the impacts and our response to the COVID-19 pandemic. The COVID-19 pandemic provided lessons learned with an opportunity to re-evaluate our priorities and realign our Strategic Plan. This enabled us to enhance our department's position to lead and coordinate the County's preparedness, response, and recovery to hazards having a prolonged impact on our system and those we serve.

Ensuring our department and our partners are prepared to coordinate and respond to all situations and hazards requires the proper equipment with experienced, trained personnel guided by current and useful policies, procedures, plans, and administrative and financial practices.

Public communications, education, and awareness are key to resiliency for the communities we serve. Traditional ways of outreach were impacted by COVID-19 which required innovation and increase use of webinars, social media, and video trainings. These innovative ways will continue to be used to enhance communications with our stakeholders. However, we will need to find the balance with the traditional methods of outreach to better serve the highest at-risk communities.

Our Duty Officer program provides us with situational awareness which is a key component of emergency management because it positions our department for the timely collection, analysis, and dissemination of information. This is critical for early alert notifications, collaboration with our partners and making sound decisions for our Operational Area.

We have relied on our leaders and plans for guidance and the dedication from EMD and County staff throughout the recent years. As we prevail into 2022 and beyond, we will continue to modify our plans based on lessons learned and best practices as we lead the way in Emergency Management for Riverside County.

## Strategic Plan Foundational Elements

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### Mission Statement:

Enhance the safety and security of the whole community by leading the efforts to mitigate, prepare for, respond to, and recover from emergencies and disasters.

### Vision Statement:

Strive to become a nationally recognized leader in emergency management.

### Slogan:

RivCoReady

### Core Values:

- Concern and service to others
- Public awareness
- Commitment to excellence
- Leadership and dedication

### Strategic Priorities:

1. Provide regionwide leadership, planning, and emergency response coordination
2. Continue to develop and maintain a workforce and resources needed to provide an efficient and a well-coordinated all hazard response
3. Enhance efficiencies and capabilities by striving for continuous improvement, the adoption of best practices, and servant leadership
4. Continue to develop and enhance Countywide resiliency

## Overview of the Strategic Plan Update

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This 2022-2025 EMD Strategic Plan updates the 2019 update to EMD's 2018-2021 Strategic Plan. EMD's leadership participated in strategic planning workshops conducted in February and March of 2022 performing an analysis of EMD's Strengths, Weaknesses, Opportunities, and Threats (SWOT), renewing Strategic Plan goals, objectives, and the Workplan. EMD's leadership developed milestones and timeframes for goals and objectives to be incorporated into EMD's Workplan. The following staff participated in the workshops:

Anne Accurso, Emergency Management Program Supervisor  
Bertha Vaca, Administrative Services Analyst II  
Branden Boyd, Senior EMS Specialist  
Brian MacGavin, Program Director  
Brian Tisdale, Program Chief II  
Bruce Barton, EMD Director  
Catherine Farrokhi, Supervising Research Specialist  
Daniel Bates, Emergency Management Program Supervisor  
Eric Cadden, Emergency Management Program Supervisor  
Hilda Leyva, Administrative Services Manager I  
Jennifer Smith, Program Coordinator II  
Jose Torres, Support Services Supervisor  
Kelly Moore, Executive Assistant I  
Mark Bassett, Emergency Services Manager  
Michelle Kelly, Emergency Management Program Supervisor  
Ralph Serrano, Emergency Management Program Supervisor  
Ramon Leon, EMD Deputy Director  
Renee Poselski, Administrative Services Officer  
Shane Reichardt, Senior Public Information Specialist  
Trevor Douville, County EMS Administrator

	HELPFUL	POTENTIALLY HARMFUL
INTERNAL	<p><b>STRENGTHS</b></p> <ul style="list-style-type: none"> <li>• Lead coordinating organization for the Operational Area</li> <li>• Support of the EO and elected officials</li> <li>• Strong relationships with other departments</li> <li>• Organizational structure / Agility</li> <li>• SME depth of experience</li> </ul>	<p><b>WEAKNESSES</b></p> <ul style="list-style-type: none"> <li>• Small department that has high expectations from the public and elected officials</li> <li>• Staffing turnover</li> <li>• The impacts of using staff for activations / responses on carrying out non-emergency response activities</li> <li>• Reliance on grants</li> </ul>
EXTERNAL	<p><b>OPPORTUNITIES</b></p> <ul style="list-style-type: none"> <li>• Grants and funding sources</li> <li>• EMAP Accreditation</li> <li>• Improvements in technology allowing for enhancements in public education, communications, and public outreach</li> <li>• Enhance steady state / day-to-day activities</li> </ul>	<p><b>THREATS</b></p> <ul style="list-style-type: none"> <li>• Increases in emergencies and disasters</li> <li>• Economic depressions</li> <li>• Political changes that do not support the emergency management program</li> <li>• Other County departments have competing priorities</li> <li>• Formal traditional processes hinder efficiency and timeliness of action during emergencies / disasters</li> </ul>

## Threats, Opportunities, Weaknesses, and Strengths (TOWS) Matrix

	<p><u>Internal Strengths:</u></p> <ol style="list-style-type: none"> <li>1. Lead coordinating organization</li> <li>2. Support of the Executive Office and elected officials</li> <li>3. Strong relationships</li> <li>4. Organizational structure / agility</li> <li>5. SME depth and experience</li> </ol>	<p><u>Internal Weaknesses:</u></p> <ol style="list-style-type: none"> <li>1. Small dept high expectations</li> <li>2. Staffing turnover</li> <li>3. Impact of activations on daily activities</li> <li>4. Reliance on grants</li> </ol>
<p><u>External Opportunities:</u></p> <ol style="list-style-type: none"> <li>1. Grants and funding sources</li> <li>2. EMAP accreditation</li> <li>3. Improvements in technologies</li> </ol>	<p><u>Strengths/Opportunities:</u></p> <ol style="list-style-type: none"> <li>1. Provide regionwide leadership, planning, and emergency response coordination</li> <li>2. Enhance efficiencies and capabilities by striving for continuous improvement, the adoption of best practices, and servant leadership</li> <li>3. Continue to develop and enhance Countywide resiliency</li> </ol>	<p><u>Weakness/Opportunities:</u></p> <ol style="list-style-type: none"> <li>1. Enhance efficiencies and capabilities by striving for continuous improvement, the adoption of best practices, and servant leadership</li> <li>2. Continue to develop and maintain a workforce and resources needed to provide an efficient and a well-coordinated all hazard response</li> </ol>
<p><u>External Threats:</u></p> <ol style="list-style-type: none"> <li>1. Increases in emergencies / disasters</li> <li>2. Recessions</li> <li>3. Non supportive political changes</li> <li>4. Other Co. depts having competing priorities</li> <li>5. Formal / traditional processes can hinder timeliness and progress</li> </ol>	<p><u>Strengths/Threats:</u></p> <ol style="list-style-type: none"> <li>1. Continue to develop and maintain a workforce and resources needed to provide an efficient and a well-coordinated all hazard response</li> <li>2. Enhance efficiencies and capabilities by striving for continuous improvement, the adoption of best practices, and servant leadership</li> </ol>	<p><u>Opportunities/Threats:</u></p> <ol style="list-style-type: none"> <li>1. Continue to develop and maintain a workforce and resources needed to provide an efficient and a well-coordinated all hazard response</li> <li>2. Enhance efficiencies and capabilities by striving for continuous improvement, the adoption of best practices, and servant leadership</li> </ol>

## Goals and Objectives

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### **GOAL 1: DEVELOP AND ENHANCE PROGRAMS DESIGNED TO OPTIMIZE THE WHOLE COMMUNITY'S ABILITY TO PREPARE FOR, RESPOND TO, AND RECOVER FROM EMERGENCIES AND DISASTERS**

- Objective 1.1: Establish mechanisms to identify, track, and measure emergency management programs, projects, and initiatives by 1/2023
- Objective 1.2: Optimize the ability for County Departments and partners to maintain essential functions and participate in Countywide emergency, disaster response, and recovery efforts by 6/30/22
- Objective 1.3: Structure and resource EMD's emergency response program to effectively achieve EMD's mission and priorities by April 2022
- Objective 1.4: Continue development of the EMS Continuous Quality Improvement (CQI) plan in support of clinical programs that optimize patient outcomes from 2022 throughout 2025
- Objective 1.5: Continue to evaluate EMS system resource utilization and development of initiatives that optimize system efficiencies from 2022 throughout 2025
- Objective 1.6: Work with RUHS Behavioral Health and EMS system partners to evaluate and develop solutions to improve EMS system operating efficiencies and services for behavioral health patients from 2022 throughout 2025
- Objective 1.7: Continue to develop and support cooperative EMS education and training initiatives utilizing CQI program outputs and the most current best EMS practices from 2022 throughout 2025
- Objective 1.8: Plan and conduct the annual Riverside County Preparedness Summit for 2023, 2024, and 2025
- Objective 1.9 Update the Multi-Jurisdictional Local Hazard Mitigation Plan (MJLHMP) by July 2023
- Objective 1.10 Finalize changes the Operational Area (OA) Emergency Management Strategic Plan by October 2022
- Objective 1.11 Finalize changes in the EOP by August 2022
- Objective 1.12 Partner with RUHS-Public Health to develop and implement the County of Riverside Health Equity Campaign to serve at-risk communities in Riverside County

### **GOAL 2: ENSURE EMD HAS THE ORGANIZATIONAL STRUCTURE, MANAGEMENT PROCESSES AND RESOURCES TO ACCOMPLISH OUR MISSION, VISION, AND STRATEGIC PRIORITIES**

- Objective 2.1 Annually evaluate EMD's organizational structure and management processes to assure alignment with the department mission, vision, and values
- Objective 2.2: Complete an annual Gap Analysis and develop Resource Management Objectives by May 31 of each year
- Objective 2.3: Enhance healthcare surge equipment availability by enhancing strategic stockpiles, logistics support, and medical mutual aid processes by January 2023



### **GOAL 3: ASSESS, DEVELOP, ADOPT, AND IMPLEMENT, BEST PRACTICES, GOVERNANCE, AND AGREEMENTS THAT IMPROVE ADMINISTRATION, COMMUNICATIONS, INFORMATION MANAGEMENT, AND OPERATIONAL EFFICIENCIES**

- Objective 3.1: Develop the infrastructure to support internal and Operational Area (OA) communication capabilities by September 2025
- Objective 3.2: Develop a standardized OA Geospatial Information System (GIS) collection and dissemination platform to enhance situational awareness and data driven decision making throughout the OA by June 2023
- Objective 3.3: Continue to develop, integrate, and utilize innovative tools to communicate with internal and external emergency management personnel in an Incident Command System (ICS) by December 2023
- Objective 3.4: Continue to develop, integrate, and utilize innovative tools for alerting the public to approaching hazards and dissemination of evacuation information by June 2023
- Objective 3.5: Assemble stakeholders and initiate an update of the EMS System Strategic Plan by August 2022 with delivery of the completed plan by December 2023
- Objective 3.6: Enhance EMS patient care through the Riverside County EMS Information System (REMSIS) and bi-directional workflow of EMS patient information from the prehospital electronic patient care record (ePCR) system to the hospital by February 2025
- Objective 3.7: Attain EMAP accreditation by October 2022 and maintain accreditation from 2022 throughout 2025
- Objective 3.8: Monitor and maintain EMD governance documents according to their maintenance schedules from 2022 throughout 2025
- Objective 3.9: Develop and implement Memorandums of Agreements (MOA)s with Operational Area partners for emergency management mutual aid/assistance from 2022 throughout 2025
- Objective 3.10: Continuously update and maintain the department Workplan to ensure that department activities and resources are appropriately prioritized from 2022 throughout 2025
- Objective 3.11: Division managers / supervisors will perform monthly reviews and updates of division / team Workplans from 2022 throughout 2025

### **GOAL 4: CONTINUE TO ENHANCE EMPLOYEE ENGAGEMENT AND DEVELOPMENT WITH A FOCUS ON RETAINING AND PROMOTING EMPLOYEES**

- Objective 4.1: Initiate a tools and methods for measuring, tracking, and enhancing employee engagement levels by July 2022
- Objective 4.2: Develop and implement actions for enhancing employee engagement by addressing factors derived from the tools in objective 4.1 by August 2022
- Objective 4.3: Plan, organize, and conduct employee recreational / fundraising activities and the annual holiday awards luncheons to advance employee engagement from 2022 throughout 2025
- Objective 4.4: Promote employee safety and wellness from 2022 throughout 2025

### **GOAL 5: MAINTAIN BUDGET COMMITMENTS BY SUBMITTING BALANCED BUDGETS THAT SUPPORT ACHIEVING EMD'S MISSION, VISION, GOALS, AND PRIORITIES**

- Objective 5.1: Maintain the financial framework to support EMD in achieving its goals and budget commitments from 2022 throughout 2025
- Objective 5.2: Redesign the model and funding methodology for contracting cities by June 2022
- Objective 5.3: Maximize funding opportunities and establish opportunities for financial support required to achieve our mission, vision, and strategic priorities from 2022 throughout 2025

## Plan Implementation and Measuring Progress

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Milestones and timeframes have been derived from the Strategic Plan objectives are incorporated into EMD's Workplan. The Workplan is kept in a secure location on EMD's website to facilitate regular reviews and updates made to a common version that is accessible to EMD leadership. This version will be reviewed regularly by EMD's Director / designee and questions or concerns regarding the progress in meeting EMD's Strategic Plan's goals and objectives are addressed regularly by the EMD's Director / designee during quarterly EMD Workplan review meetings. It is this process that facilitates adjustments and maintains accountability as we progress towards our mission, vision, and goals. Minor changes will be made to the plan as we perform regular reviews and progress through its implementation. More significant changes and updates will take place during annual strategic planning meetings to be scheduled by April of each year. Team leaders are expected to emulate this process with their teams and add the detail needed to carry out key activities towards meeting specific objectives in the department's Workplan. The attached Workplan (Appendix A) is an example of the initial dynamic document that will be regularly updated as we move through the implementation of EMD's Strategic Plan. This process of using workplans creates a focus on milestones and actions which reveals to EMD staff how their work relates to achieving EMD's mission, vision, goals, and objectives.

Measuring the progress in achieving our mission, vision, and goals will be accomplished by team leaders reporting on the progress in completing their assigned milestones within the timeframes detailed in the attached Workplan (Appendix A). This process will also help to determine if additional resources will be required or adjustments to the Strategic Plan and Workplan are needed.