

---

## MISSION

**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.**

### STRATEGIC GOAL 1

Create a healthier, safer, more secure, and more resilient Riverside County

### STRATEGIC GOAL 2

Ensure access and availability to resources needed to accomplish the mission, vision, and strategic priorities

### STRATEGIC GOAL 3

Continuously improve communications and information management capabilities through interagency cooperation, effective use of technology, the establishment of effective process controls, and necessary redundancies

### STRATEGIC GOAL 4

Improve employee engagement and development

### STRATEGIC GOAL 5

Develop, implement, adopt, and update plans, standards, policies, processes, and procedures that improve administrative and operational efficiencies

### STRATEGIC GOAL 6

Maintain budget commitments by submitting balanced budgets while achieving EMD's mission, vision, and strategic priorities

### STRATEGIC GOAL 7

Maximize funding by seeking and establishing revenue opportunities that enhance the mission, vision, and strategic priorities



# Table of Contents

3	Introduction
5	Strengths, Weaknesses, Opportunities, and Threats (SWOT)
6	Executive Summary
6	Mission and Vision Statements
7	Code of Ethics
9	Strategy Map
10	Priorities, Goals and Objectives
13	Plan Implementation and Updates
14	Metrics

# Introduction

On May 12, 2015 the Riverside County Board of Supervisors approved the creation of the County of Riverside Emergency Management Department (EMD). This approval resulted in the consolidation of Riverside County Fire Department's Office of Emergency Services (OES) and two of Riverside County Public Health Department branches—Public Health Emergency Preparedness and Response (PHEPR) Branch and Riverside County Emergency Medical Services Agency (REMSA). This consolidation allows for EMD to function as the lead department for a comprehensive all-hazards approach to emergency management for the County of Riverside. Since its inception, and within its first two years of existence, EMD consolidated resources while identifying and working on short-term one-year goals. It was during this time that EMD recognized its need for enhanced strategic planning, creating a multi-year strategic plan, and incorporating strategic planning practices into EMD's culture.

EMD's 2018-2021 Strategic Plan was developed with the input from a strategic planning team via five strategic planning meetings starting in the fall of 2017. Additionally, EMD staff provided input, via Strengths, Weaknesses, Opportunities and Threats (SWOT) analyses and gave feedback on the plan's foundational components—the mission, vision, goals, slogan, strategic priorities and the Code of Ethics. Page five (5) of this plan contains a table that combines and summarizes the SWOT analyses performed with the strategic planning team and with each of EMD's four divisions.

EMD's strategic planning team was comprised of the following individuals: Bruce Barton, EMD Director; Mark Bassett, EMD Emergency Services Manager; Monica Bettencourt, County of Riverside Human Resources Senior Analyst; Victoria Burns, EMD Deputy Director; Dennis Day, EMD Emergency Services Coordinator; Trevor Douville, EMD Emergency Management Program Supervisor; Joseph Dunlap, Riverside County Deputy Sheriff; Brooke Federico, EMD Senior Public Information Specialist; Marie Weller, Registered Nurse, Riverside University Health System-Public Health; Anjila Lebsack, City of Palm Springs Emergency Manager; Ramon Leon, EMD Program Chief; Brian MacGavin, EMD Program Director; Donna Mayer, EMD Emergency Services Coordinator; Robert Novak, Riverside County Sheriff Lieutenant; Michael Simpson, County of Riverside Human Resources Services Manager; and David Villegas, County of Riverside Information Technology Department Business Relationship Manager II.

The Executive Summary provides an overview of the foundational components of this plan. The Executive Summary is followed by the County of Riverside's Code of Ethics (page 7) and the Strategy Map (page 9). The Strategy Map provides a visual representation of the interdependent relationships of our Code of Ethics, strategic priorities and strategic goals. This helps us to understand how our work and progress in achieving strategic goals are interrelated and supportive

of other strategic goals as we adhere to our Code of Ethics. Our Code of Ethics provides us with the standards of professionalism and ethical conduct as we perform activities towards accomplishing our mission, vision, and goals.

As we perform activities towards achieving our mission, vision, and goals it is important that strategic planning processes are incorporated into our attitudes and behaviors. This will be facilitated by using three approaches to ensure EMD's 2018-2021 Strategic Plan is translated into action. First, by leaving extraneous information out of our 2018-2021 Strategic Plan it will help keep the focus on its essential components and guide our decisions and activities towards achieving our mission, vision and goals. Second, improving employee engagement and development (Goal 4) will require activities that will enhance the association of assignments and professional development towards attaining our mission, vision and goals. Third, using an implementation process that connects the EMD's 2018-2021 Strategic Plan's goals and objectives to EMD's Master Workplan makes our plan actionable. Further details on our 2018-2021 Strategic Plan's implementation process is on page 13.

# EMERGENCY MANAGEMENT DEPARTMENT SYNTHESIZED SWOT ANALYSIS

Helpful / Favorable

Harmful / Unfavorable

	Strengths 	Weaknesses 
Internal Factors 	<ul style="list-style-type: none"> <li>Leadership that is supported by the Board of Supervisors, the County Executive Office and other County departments</li> <li>Teamwork / Collaboration</li> <li>New and novel organization with willingness towards innovation</li> <li>Established programs such as:                             <ul style="list-style-type: none"> <li>Ambulance Ordinance enforcement</li> <li>Training and volunteer programs</li> <li>EMS specialty care</li> <li>EMS credentialing</li> <li>Electronic Patient Care Reporting</li> <li>EMS continuous quality improvement</li> <li>Medical Health Operational Area Coordinator</li> <li>Duty Officer</li> <li>Regional Disaster Medial Health Coordinator/Regional Disaster Medical Health Specialist</li> <li>Contract and grant management</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Small department with small budget / no economies of scale</li> <li>Reliance on grants</li> <li>No institutionalized process to manage priorities and monitoring the status / measuring the success of projects</li> <li>No consistent and integrated use of multiple communication platforms</li> <li>Collaboration and sharing of resources internally (Silos)</li> <li>Employee engagement and organizational issues:                             <ul style="list-style-type: none"> <li>Perceived lack of parity and opportunities for improvements in pay, work assignments, privileges and promotional / developmental opportunities</li> <li>High employee turnover rate</li> <li>Non-optimal organizational structure— inconsistent distribution of resources workload and span of control. Reporting lines are not consistent with the org chart</li> </ul> </li> </ul>
External Factors 	<ul style="list-style-type: none"> <li>Lessons learned from other departments and organizations</li> <li>Improve relationships and communications with the Operational Area (OA), other departments and stakeholders</li> <li>Ability to create an open and transparent process</li> <li>Improved funding sources</li> <li>EMAP accreditation</li> <li>Improve political savviness</li> <li>Improve communications / educating stakeholders on how they can become more resilient to emergencies and disasters</li> <li>Building public trust</li> </ul>	<ul style="list-style-type: none"> <li>Changes in demographics / politics</li> <li>Increasing demands on services due to increases in emergencies, disasters, infectious diseases and terrorism</li> <li>Keeping abreast of the latest technology while minimizing costs</li> <li>Economic recession</li> <li>EMD is a small department that provides resources, services, and support to a broad group of stakeholders in a large geographic area</li> <li>Many stakeholders have little knowledge and unrealistic expectations of EMD's responsibilities and capabilities</li> </ul>
	Opportunities 	Threats 

# Executive Summary

The Emergency Management Department's 2018-2021 Strategic Plan sets the stage for improved coordination and focus among staff members, teams, and divisions in working toward meeting the mission, vision, and goals while setting the framework of ethical behavior as described in the County of Riverside's Code of Ethics.

## 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

## Strategic Priorities:

1. Improve systemwide resiliency
2. Improve information management capabilities
3. Become the emergency management organization employer of choice
4. Improve administrative and operational efficiencies
5. Maintain fiscal discipline as we manage costs and maximize revenue opportunities

## Strategic Goals:

**Strategic Goal 1**—Create a healthier, safer, more secure, and more resilient Riverside County.

**Strategic Goal 2**—Ensure we have the resources needed to accomplish our mission, vision, and strategic priorities.

**Strategic Goal 3**—Continuously improve our communications and information management capabilities through interagency cooperation, effective use of technology, the establishment of effective process controls, and necessary redundancies.

**Strategic Goal 4**—Improve employee engagement and development

**Strategic Goal 5**—Develop, implement, and adopt standards, policies, processes, and procedures that improve administrative and operational efficiencies.

**Strategic Goal 6**—Maintain our budget commitments by submitting balanced budgets while achieving EMD's mission, vision, and priorities.

**Strategic Goal 7**—Maximize funding and establish revenue opportunities for financial support required to achieve our mission, vision, and strategic priorities.

**Preamble:**

The County of Riverside Emergency Management Department must demonstrate the highest standards in ethical and professional behavior. Adherence to these standards reflects our commitment to the well-being of Riverside County residents, businesses, partners, stakeholders, and visitors. Therefore, all EMD staff are committed to abiding by the following County of Riverside's Code of Ethics:

## COUNTY OF RIVERSIDE CODE OF ETHICS

**PUBLIC'S INTEREST:** We recognize that the principal function of County government is to serve the best interests of all.

**DEDICATION:** We are dedicated to the concepts of effective and democratic government by responsible elected officials and believe that professional management is essential to the achievement of this objective.

**POLICY MAKERS:** We submit policy proposals to our elected Board of Supervisors, provide them with impartial facts and advice on which to base informed decisions, recommend establishment of community goals and implement and uphold policies adopted by the Board.

**PUBLIC AWARENESS:** We will keep the community informed on County programs and issues, encourage communication between our residents and all County officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.

**HONESTY:** We are honest and truthful in all our dealings and do not deliberately mislead or deceive others. We will seek no credit or favor, and believe that personal aggrandizement or profit secured by confidential information or by misuse of public time is unacceptable and dishonest.

**INTEGRITY:** We demonstrate personal integrity and the courage of our convictions. We will not sacrifice principle for expediency, be hypocritical, or unscrupulous. We will respect and protect the privileged information to which we have access in the course of official duties.

**TRUSTWORTHINESS:** We are candid and forthcoming in supplying relevant information, and make every reasonable effort to fulfill the letter and spirit of our promises and commitments. We will avoid any interest or activity which is in conflict with the conduct of our official duties.

**FAIRNESS:** We are fair and just in all dealings; we do not exercise power arbitrarily, and do not take undue advantage of another's mistakes or difficulties.

**CONCERN FOR OTHERS:** We manifest commitment to justice, equal treatment of individuals; and tolerance for and acceptance of diversity. We will support, implement, and promote merit employment and programs of affirmative action to assure equal employment opportunity by our recruitment, selection and advancement of qualified persons from all elements of society.

**LAW ABIDING:** We abide by all legal rules and regulations relating to our business activities. We will work together to eliminate all forms of illegal fraud and mismanagement of public funds, and support responsible efforts to correct such mismanagement or abuse.

**COMMITMENT TO EXCELLENCE:** We pursue excellence in performing our duties, and constantly strive to increase our proficiency. We are committed to encouraging the professional development of our associates and those seeking to enter the field of public administration.

**LEADERSHIP:** We are cognizant of our responsibilities and opportunities for leadership, and strive to be positive role models. By our conduct, we create an environment in which principled reasoning and ethical decisions are made.

**REPUTATION AND MORALE:** We seek to protect and build the County's good reputation and the morale of all associated with the organization by taking whatever necessary action to correct or prevent inappropriate conduct of others.

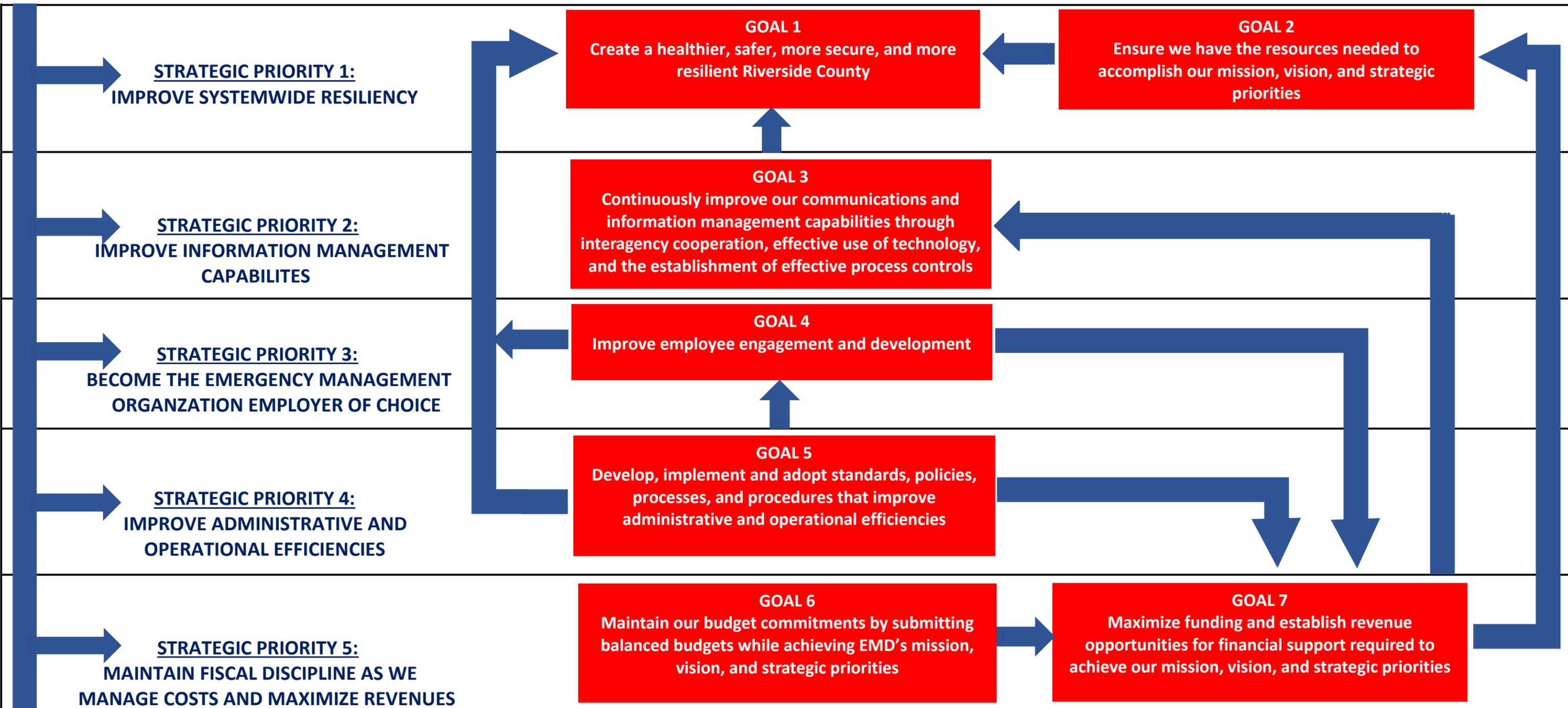
**ACCOUNTABILITY:** We acknowledge and accept personal accountability for the ethical quality of our decisions and omissions to ourselves, our colleagues, and our residents.

Some of the wording in the above Code of Ethics has been slightly modified but does not change the intent or meaning of the original County of Riverside Code of Ethics as approved by the County Board of Supervisors on January 29, 1991.

COUNTY OF RIVERSIDE EMERGENCY MANAGEMENT DEPARTMENT STRATEGY MAP

**Mission:** 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:** To become a nationally recognized leader in emergency management.



<b>CODE OF ETHICS:</b>	Public Interest	Dedication	Policy Makers	Public Awareness	Honesty	Integrity	Trustworthiness
	Fairness	Concern for Others	Law Abiding	Commitment to Excellence	Leadership	Reputation and Morale	Accountability

# Priorities, Goals and Objectives

## Priority 1: Improve Systemwide Resiliency

Goal 1: Create a healthier, safer, more secure, and more resilient Riverside County.

- Objective 1.1: Establish metrics for measuring health, safety, security and resiliency for the people who live, work, and visit Riverside County by 2021.
- Objective 1.2: Optimize the ability for County Departments and partners to maintain essential functions and participate in Countywide emergency and disaster responses, and recovery efforts by 2021.
- Objective 1.3: Further develop and define the functions and capabilities of volunteer programs such as: Community Emergency Response Teams (CERT)s, Disaster Corps, Disaster Response Teams (DRT), Medical Reserve Corps (MRC), Pharmacy Emergency Response Team (PERT), and Radio Amateur Civil Emergency Services (RACES) by 2021.
- Objective 1.4: Structure and resource EMD's field emergency response program to effectively achieve EMD's mission and priorities by 2021.
- Objective 1.5: Develop and conduct the annual Riverside County Preparedness Summit.
- Objective 1.6: Develop and implement Memorandum of Agreements (MOA) with Regions I and VI Operational Area (OA) partners for emergency management mutual aid assistance by 2021.
- Objective 1.7: Develop and implement an updated Region VI Medical/Health Agreement for mutual aid assistance by October 31, 2018.
- Objective 1.8: Continue to develop the Continuous Quality Improvement (CQI) plan in support of clinical programs that optimize patient outcomes.
- Objective 1.9: Continue to develop, initiate, and support clinical research projects.
- Objective 1.10: Continue the evaluation of EMS system resource utilization and development of initiatives that optimize system efficiency.
- Objective 1.11: Develop and implement an Advanced Life Support (ALS) interfacility transport program by April 1, 2019.
- Objective 1.12: Update the EMS System Strategic Plan and REMSA's EMS Plan by October 31, 2018.
- Objective 1.13: Develop and implement updated policies and protocols for Tactical EMS (TEMS) programs in compliance with new California EMS Authority Guidelines by October 31, 2018.
- Objective 1.14: Work with Riverside University Health System (RUHS) Behavioral Health and EMS system partners to evaluate and develop solutions to improve EMS system operating efficiencies and services for behavioral health patients by 2021.
- Objective 1.15: Continue to work with system partners to refine data reporting and implement initiatives to reduce Ambulance Patient Offload Delays (APOD)s at hospitals.

- Objective 1.16: Develop and support cooperative education and training initiatives utilizing CQI program outputs and the most current best EMS practices.

Goal 2: Ensure we have the resources needed to accomplish our mission, vision, and strategic priorities.

- Objective 2.1: Relocate EMD's headquarters to a campus capable of supporting all EMD's functions to include a fully functional primary Emergency Operations Center (EOC) by April 1, 2020.
- Objective 2.2: Create a process for identifying and addressing proposed legislative and regulatory changes to the emergency management program by January 31, 2019.
- Objective 2.3: Develop a resource management system that addresses hazards identified in the Hazard Identification Risk Assessment (HIRA) with procedures to identify, locate, acquire, store, maintain, test, distribute and account for resources used in emergency and disaster operations by June 30, 2019.

## Priority 2: Improve Information Management Capabilities

Goal 3: Continuously improve EMD's communications and information management capabilities through interagency cooperation, effective use of technology, establishment of effective process controls, and necessary redundancies.

- Objective 3.1: Develop a whitepaper outlining existing and desired EMD intelligence management capabilities including Terrorism Liaison Officer (TLO) Program, integration with Terrorism Early Warning Group (TEWG), Joint Terrorism Task Force (JTTF) and Terrorism Information Center Program (TICP) and information flow protocols by January 31, 2019.
- Objective 3.2: Integrate Medical Health Communications into EMD plans and update communications equipment by April 1, 2020.
- Objective 3.3: Continue to develop and refine a web-based crisis management system that uses Incident Command System (ICS) as the method for Operational Area (OA) emergency management information management and the coordination of significant events.
- Objective 3.4: Evaluate the use a standardized OA Geographic Information System (GIS) information collection and dissemination platform by June 30, 2018.
- Objective 3.5: Continue development of Riverside County Emergency Medical Services Information Systems (REMSIS) to include integration of the Electronic Patient Care Report (ePCR) platform, data, and CQI reporting registries, real time early warning surveillance systems, and emergency medical communications systems.
- Objective 3.6: Continue the development of tools for alerting the public to approaching hazards and dissemination of protective action information.
- Objective 3.7: Complete an assessment of the RACES radio infrastructure and develop recommendations for improvement by June 30, 2019.
- Objective 3.8: Develop an OA plan to communicate internally and externally with stakeholders and emergency personnel by 2021.

### Priority 3: Become the Emergency Management Organization Employer of Choice

Goal 4: Improve employee engagement and development.

- Objective 4.1: Formulate a team consisting of representatives from each of EMD's divisions to give recommendations on improving employee engagement and development by June 29, 2018.
- Objective 4.2: Develop and establish a plan and program to address recommendations for improving employee engagement and development by July 31, 2018.
- Objective 4.3: Establish training, policies, and procedures that optimize the safety and security of EMD personnel by September 30, 2018.

### Priority 4: Improve Administrative and Operational Efficiencies

Goal 5: Develop, implement, adopt, and update plans, standards, policies, processes, and procedures that improve administrative and operational efficiencies.

- Objective 5.1: Complete the EMD Strategic Plan by June 29, 2018.
- Objective 5.2: Achieve Emergency Management Accreditation Program (EMAP) accreditation for the Riverside County Emergency Management System by July 1, 2021.
- Objective 5.3: Update all EMD's plans as needed and create a comprehensive list that identifies the date of implementation, maintenance and review requirements, and schedules for required updates by June 30, 2019.
- Objective 5.4: Develop and complete EMD's Policy Manual by September 30, 2018.

### Priority 5: Maintain Fiscal Discipline as We Manage Costs and Maximize Revenue Opportunities

Goal 6: Maintain our budget commitments by submitting balanced budgets while achieving EMD's mission, vision, and strategic priorities.

- Objective 6.1: Business and Finance Division (BFD) will establish reports and processes to assist EMD and its divisions in achieving and maintaining budget commitments.
- Objective 6.2: EMD will submit structurally balanced budgets annually.

Goal 7: Maximize funding and establish revenue opportunities for financial support required to achieve our mission, vision and strategic priorities.

- Objective 7.1: Redesign the city contracting model and funding methodology by June 30, 2018.
- Objective 7.2: Develop OA agreements master SEMS/emergency management agreements by December 31, 2019.
- Objective 7.3: Maximize grant funding for EMD.

# Plan Implementation and Updates

Action items from EMD's 2018-2021 Strategic Plan objectives are incorporated into a Master Workplan. The Master Workplan is kept in a secure location on EMD's website to facilitate ongoing updates are incorporated into a common version that is accessible to leadership staff. This version is kept current by EMD's leadership and reviewed on a regular basis. Questions and concerns regarding the progress in meeting EMD's 2018-2021 Strategic Plan's goals and objectives are addressed monthly by the EMD's Director and Deputy Director at the manager supervisor meetings. It is this process that facilitates and maintains accountability as we progress towards our mission, vision, and goals. 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 Master Workplan. The attached Master Workplan (Appendix A) is an example of a dynamic document that is regularly updated as we move through the implementation of our 2018-2021 Strategic Plan.

Monthly reviews and updates of the Master Workplan by EMD leadership facilitates the ongoing evaluation of essential components from the 2018-2021 Strategic Plan. Minor changes will be made to the plan as we perform monthly reviews and progress through its implementation. More significant changes and updates will take place during annual strategic planning meetings to be scheduled in the first week of April of each year.

# Metrics

Metrics measuring the progress in achieving our mission, vision, and goals by using an estimation of the percentage completion of key activities are detailed in the Master Workplan attached (Appendix A). This estimation helps to determine if adjustments to our 2018-2021 Strategic Plan are needed. EMD is currently developing metrics for measuring the health, safety, security, and resiliency of people receiving our services. Additionally, a cross-divisional team has been formed to address goal number four (4)—improve employee engagement and development. This will require establishment of metrics for measuring this goal.