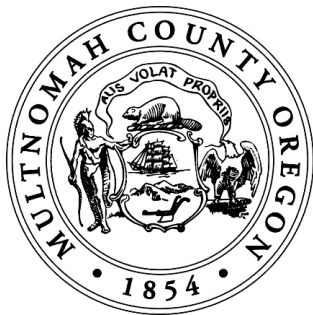


# Emergency Management Audit

Eagle Creek Fire offers lessons to improve County readiness for future disasters.  
July 2018

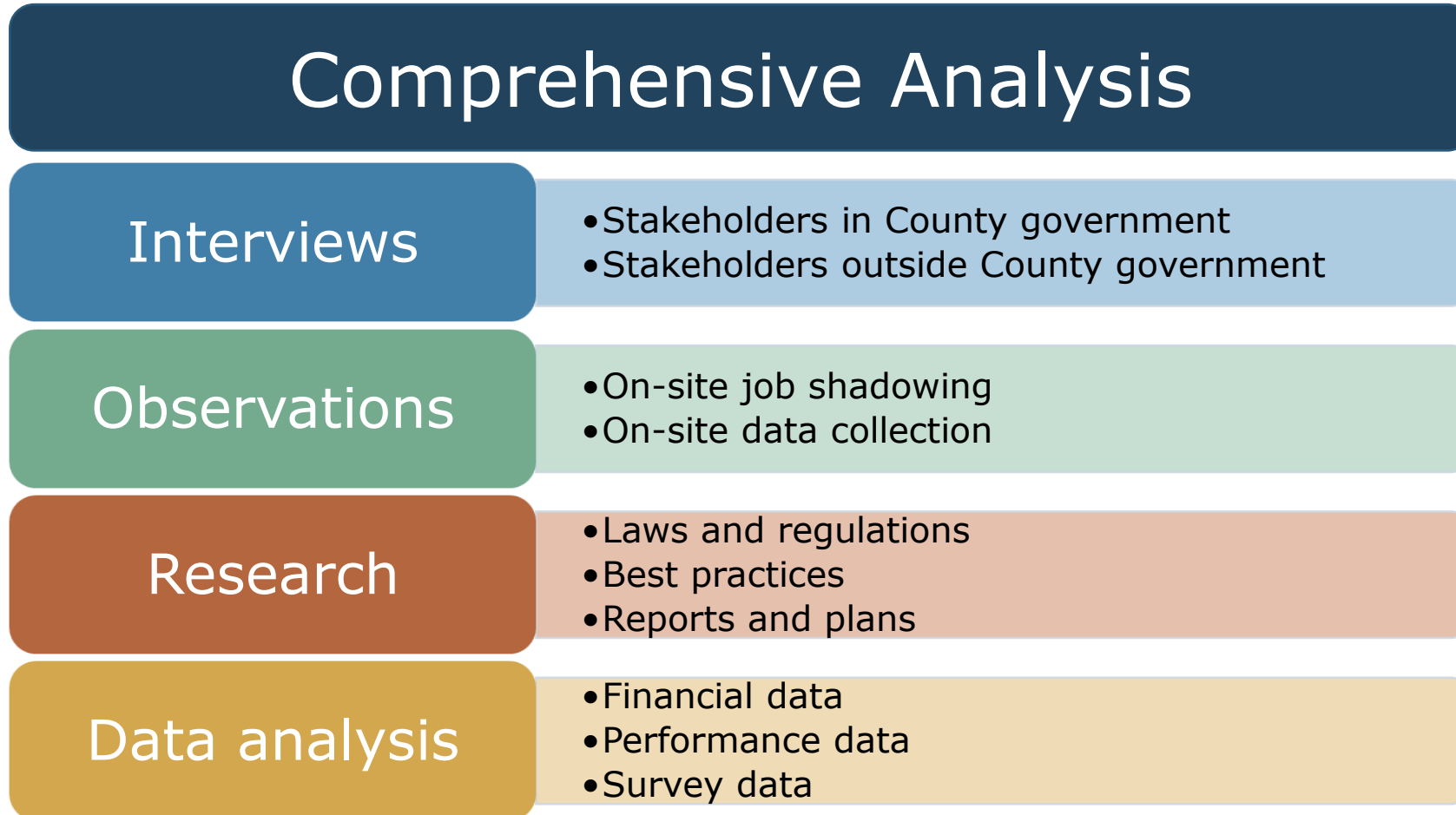


Steve March, Multnomah County Auditor, CIA, PhD  
Marc Rose, Senior Management Auditor, CFE, MBA  
Caroline Zavitkovski, Senior Management Auditor, MPA

Emergency Management has far reaching implications in protecting life, safety and property.



The Auditor's Office is objective and independent. Our work is based on evidence. Our goal is to improve government services.



We go to great lengths to make sure our information is correct.

To obtain evidence we:

- Conducted over 50 interviews
- Analyzed financial data
- Surveyed County participants in the Eagle Creek Emergency Operations Center
- Reviewed the Office's reports and plans
- Researched applicable laws, grant requirements, standards, and best practices.
- **And much more**

Our reports go through a rigorous quality review process

## Office of Emergency Management's coordination role.

During the Eagle Creek Fire,  
Multnomah County:

- led evacuations
- operated checkpoints
- provided public information
- offered shelter and other support



The County Office of Emergency Management:

- Activated the Emergency Operation Center
- Coordinated support for the response

We heard a lot of positive feedback from partners.



Positive feedback about Eagle Creek

*"It was a very exciting way to be helpful for such an important project and everyone else seemed to be as invested as well. It was a great experience and a good test of the team's abilities."*



General feedback about increased credibility

*"monumental moving forward"*



Eagle Creek also offers lessons to improve readiness.

Continuing to build the County's capacity to staff the Emergency Operations Center (EOC)

➡ will help build readiness for future disasters.



*"The underlying challenge in our region is that risks like earthquakes don't come along often, but when they do, we need to be ready."*

Eagle Creek also offers lessons to improve readiness.

County needs a system for tracking staff qualifications and training

➡ to target gaps and track progress.



Office's aim: 250 people trained

Current status: unclear, 127 people on contact list



# Eagle Creek also offers lessons to improve readiness.



Extending the Office’s oversight of expense tracking and reimbursement will prepare the County better in the future.

Eagle Creek Fire	
Total County expenses	Likely recovery through FEMA
\$605K	\$367K

Not all departments analyzed or recorded expenses:

- Health Department later appended an application
- DCHS did not code the hours toward the fire

## Continuity of operations planning lacks central coordination.

The Office has deprioritized coordinating Continuity Of Operations Planning (COOP)

COOP is important, so that the County can maintain critical services when disaster strikes



## The County faces additional challenges for emergency readiness.

- The Office's priorities and goals should be actionable and transparent.
- Staffing challenges limit the amount of work that can be done to prepare.
- The EOC facility is rarely used, including during actual events.

## Recommendations

We recommend that the Office:

- Continue to build capacity for staffing the EOC
- Develop procedures regarding expense reimbursement and COOP planning
- Develop strategies to reduce staff turnover
- Set realistic action plans with concrete goals and timelines
- Develop EOC facility plans in line with intended usage

# Questions?



## Presentation Photo Sources:

FEMA; Mult. Co. Communications/Motoya Nakamura, Flickr; Multnomah County; Auditor's Office; U.S. Geological Survey/Jonathan Godt; and U.S. Geological Survey