

## **Strategic Business Plan FY 2013-2017**

Emergency Management / Homeland Security Agency for  
Johnson County, Iowa.

This is a summary of the Johnson County Emergency Management Agency (JCEMA) FY 2014-2017 Strategic Business Plan. Additional information regarding the Johnson County Emergency Management Agency Operating Budget and Key Result Measures are available by contacting the EMA Coordinator at 319.356.6761

.....

## **Mission and Vision Statements:**

### **Johnson County Homeland Security & Emergency Management**

#### ***Mission Statement:***

The mission of our agency is to support our responders, citizens, visitors, businesses and municipalities, and to ensure that we all continuously work together to identify threats, build, sustain, and improve our local capabilities to prepare for, protect against, respond to and recover from any hazards that face our community and that through mitigation efforts we work to decrease the consequences of disasters that occur within or threaten our community.

#### ***Vision Statement:***

Our goal is to educate the citizens about their ongoing role in preparing for emergencies through education, community outreach and training. Through creating an increased emphasis on disaster preparedness, the Emergency Management Agency looks forward to reinforcing interdepartmental communications and cooperation throughout our County. By creating a community culture of preparedness and fostering partnerships with local public and private groups and businesses, it is our goal to work as community, with neighbor helping neighbor, when a disaster strikes.

#### ***Our Principles: We strive to be....***

1. Comprehensive – we consider and take into account all hazards, all phases, all stakeholders, and all impacts relevant to disasters
2. Progressive – we anticipate future disasters and take preventative and preparatory measure to build disaster-resistant and disaster-resilient communities
3. Risk-Driven – we use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources
4. Integrated – we ensure unity of effort among all levels of government and all elements of a community
5. Collaborative – we create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication
6. Coordinated – we synchronize the activities of all relevant stakeholders to achieve a common purpose
7. Flexible – we use creative and innovative approaches in solving disaster challenges

8. Professional – we value a science and knowledge-based approach founded on education, training, experience, ethical practice, public stewardship and continuous improvement

.....

### Strategic Result Goals <sup>1</sup>

<b>Goal 1</b>	Sustain the development of standard operating procedures that shall be established and implemented for response to those credible hazards identified in the County. Continue planning compliance with all State and Federal mandated preparedness and planning directives including NIMS. (Standard 3-9.3) (Completed in 2009) (Ongoing revisions and updates continue)
<b>Goal 2</b>	Develop, support and coordinate operations in support of a state of the art, County-wide Joint Communications Center to be co-located with the County-wide EOC, Joint Information Center and EMA offices. (Completed and occupied in October 2009)
<b>Goal 3</b>	The emergency management program shall include the ongoing development of plans and plan revisions including the update and revision of the Emergency Operations Plans. (Standard 3-6.1) (Completed in 2009 with the plan being entirely re-written, then converted to all ESF format in 2010) (Updates are annual)
<b>Goal 4</b>	Continue to develop, coordinate, and implement operational procedures to support the EMA / Homeland Security programs such as ensuring that 90% of community clusters will be ready and prepared for disasters or other emergencies, as determined annually by established standards for the following criteria (Standard 3-9.1): (1) Presence and awareness of Disaster Plans (2) Awareness and Preparedness by households (3) Training of trainers (4) Exercises and (5) Leadership teams in place. (6) Storm Ready Community Status. (Complete in 2005 but ongoing) 4 <sup>th</sup> renewal of Storm Ready completed in June of 2014 and good until 2017) (Ongoing compliance)
<b>Goal 5</b>	Develop and maintain a reliable capability to alert officials, the public and emergency response personnel including implementing new technology that enables JCEMA to have the capability to be the regional hub to enable real-time communication and sharing of data with all key regional partners through utilization of an Interoperable Joint Communications Center, EOC and through use of IPAWS technology. (Standard 3-8.2) (Operational June 2010 and ongoing maintenance)
<b>Goal 6</b>	The objective of our training shall be to create awareness and to enhance the skills required to develop, implement, maintain, and execute the programs including ensuring that 90% of targeted agency heads, elected officials, directors, and / or delegates will be actively involved and in regular attendance at the EMA Commission meetings and participate in multi discipline trainings and exercises as appropriate. (Standard 3-11.2) (Completed in 2010 but ongoing)
<b>Goal 7</b>	Personnel shall be trained in the entity's incident management system, including awareness of the operating systems of federal, state and local government, first responder and volunteer organizations. Including training of partner agency employees and community volunteers to serve as emergency first responders. This training will include ICS, NIMS, NRF and WMD Awareness level classes (Standard 3-11.4) (Completed in March 2010 but ongoing)
<b>Goal 8</b>	Develop financial and administrative procedures to support the program before, during, and after an emergency or disaster, including implementing new and expanded responsibilities and technologies to ensure greater efficiencies and maintain institutional knowledge and expertise. (Standard (3-14) (Completed in 2009 but ongoing)

<b>Goal 9</b>	Develop vehicle procurement, replacement and maintenance schedules for all EMA owned or operated vehicles. Support the purchase and rotation of agency vehicles and boats by ensuring that no vehicles or boats shall exceed their functionality of either 20 years of age or 120,000 miles. All agency vehicles should be mission capable and utilized to carry out the duties and functions of the agency and its personnel. (Completion in fall of 2012 with EOD Truck replacement) (Adherence ongoing with replacements as needed, EMA agency suburban replacement in 2014)
<b>Goal 10</b>	Continue to provide support, grants and equipment in support of ESF 4, 9 and 10 through local Fire Departments and the County Haz Mat Team to include support of the following existing agency specialty programs: Haz Mat, Water Rescue/Boat Program, and Dive Program with Swift water & ice capabilities, Vehicle Rescue – R52, Snowmobile & ATV, CERT, ARRL/RACES/ARES. (Completed December 2013) (Maintenance ongoing)
<b>Goal 11</b>	Provide support and work to secure grants, funds and equipment to support of local ESF 13 missions through local law enforcement specialty response teams such as EOD/BOMB, ERT/SWAT, K9, Riot Response. (Ongoing) (Secured over 2.3 million in various grants between 6-2007 and 12-2010)
<b>Goal 12</b>	Provide support and work to secure grants and funds for equipment to support ESF 8 missions through local EMS, CERT, MRC, Public Health and Hospital emergency preparedness departments. Programs priorities should be MCI response, Shelters to include Special Needs Shelters and enhancement of Local Public Health and ER response capabilities. (Complete December 2010 but ongoing maintenance)

<sup>1</sup> The Strategic Result Goals for JCEMA are categorized according to the Emergency Management Accreditation Program (EMAP) assessment standards. The EMAP Standard is the set of criteria designed to evaluate an emergency management program's organization, resources, plans, and capabilities against current standards to increase its effectiveness in protecting its residents. The EMAP Standard is built on the emergency management functions that form the structure of the National Fire Protection Association (NFPA) 1600 Standard on Disaster/Emergency Management and Business Continuity Program 2007 version.