



**2022-2027**

# EMERGENCY MANAGEMENT STRATEGIC PLAN



City of Fairfax Office of  
Emergency Management

Revised 4/04/2024

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# Letter from the Emergency Management Coordinator

I am excited and proud to publish the City of Fairfax Office of Emergency Management Strategic Plan for 2022-2027. This document serves as blueprint as we continue to build our city's capabilities, fill in gaps, learn from the past, and promote a more prepared future. This Plan was developed with input from the whole community. I am grateful to our internal partners, external stakeholders, and the community for their participation in this process and commitment to building a more resilient city.

The City of Fairfax, the Commonwealth of Virginia, and the entire country have witnessed the evolution of the threat and hazard environment and the ever-growing importance of robust preparedness, rapid and effective response, and sustainable and equitable recovery. This understanding, paired with the input of all of our city partners, has assisted in developing the strategic plan goals and objectives.

This Strategic Plan identifies four goals that we will work to achieve in order to continue to build our program to support our community:

- First, we will **build a culture of preparedness** to ensure the whole community is prepared during an emergency.
- Second, we must **ensure readiness to respond** by providing city personnel the plans, resources, and opportunities for training to be in a position to excel during emergencies.
- Third, we **standardize the emergency management program** in order to ensure our program is consistent with national standards and all employees understand the emergency management program.
- Fourth, we will work towards **obtaining national accreditation** to ensure the emergency management program is meeting or exceeding all national standards and best practices.

This Strategic Plan will guide our office over the next five years. I invite the community to join us in building a more resilient City of Fairfax.



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John O'Neal  
Emergency Management Coordinator



# EXECUTIVE SUMMARY

The City of Fairfax Office of Emergency Management (OEM) 2022-2027 Strategic Plan provides a foundation for supporting and guiding the City before, during, and after disasters. The OEM will guide the City in focusing on four main strategic goals and will drive progress through supporting objectives and performance measures. These strategic objectives will highlight meaningful ways the City identifies, understands, and communicates hazards and risks, prepares the community and partners to respond and recover from disasters, and standardizes the delivery of the emergency management program. This program will be developed based on the standards in the Emergency Management Accreditation Program (EMAP) which is recognized by local, state, and national emergency management organizations as the primary standard for the development and management of emergency management programs.



## STRATEGIC GOAL 1:

### **BUILD A CULTURE OF PREPAREDNESS**

Creating a culture of preparedness is a key component of our mission, and we know this can only be achieved through community engagement and outreach. We will ramp up our efforts to engage the whole community and strengthen our partnerships with public, private, non-profit, and faith-based organizations while also enhancing our public outreach efforts with City residents, civic organizations, the business community, and traditionally underrepresented or marginalized groups. The City will work on building cooperation between the public and private sectors around economic development, mitigation, and emergency management. Strengthening economic and public-private partnerships will assist with preparing the whole community.

The City will only be as resilient as our people, so we must ensure they are equipped and prepared for the hazards our community faces. Building trust within the City requires deliberate relationship building with community representatives. We also stress inclusion of perspectives and experience of all stakeholders, as well as cross-cultural communication. We must support local practices and successes that make use of local knowledge and traditions to help build this culture of preparedness.



## STRATEGIC GOAL 2:

### **ENSURE READINESS TO RESPOND**

Strategic Goal 2 focuses on enhancing readiness to respond to disasters. To achieve this goal, the OEM will continue to review and update plans and test these plans through regularly scheduled training and exercises. All City employees will be trained on their disaster response roles, and emergency operations center trainings will take place once a quarter. Through continuous practice and repetition, our staff will be ready to respond. We need to empower organizations and individuals to act decisively through leadership intent and ensure we improve continuity, resilient communications capabilities, and strengthen effective and reliable communication with partners to be able to coordinate before, during, and after disasters.



## STRATEGIC GOAL 3:

### **STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM**

Strategic Goal 3 ensures the City emergency management program is developing plans, policies, and procedures that are interoperable with regional, state, and national standards. Standardizing continuous learning processes will ensure the City maintains awareness and adherence to relevant standards. The Office of Emergency Management will continually review, update, test and evaluate policies, plans and procedures pertaining to preparedness, mitigation, response, and recovery.



## STRATEGIC GOAL 4:

### **OBTAIN NATIONAL ACCREDITATION THROUGH EMAP**

Strategic Goal 4 ensures the City emergency management program is being designed to comply with the Emergency Management Accreditation Program. The Emergency Management Standard by EMAP is the set of 64 standards by which programs that apply for EMAP accreditation are evaluated. The Emergency Management Standard is designed as a tool for continuous improvement as part of the voluntary accreditation process for local and state emergency management programs. EMAP maintains a three-year cycle for the Emergency Management Standard. The three-year review cycle is designed to ensure committee and commission review of comments from the public, applicant programs, and assessors as well as evolving industry practices. The Emergency Management Standard is reviewed and updated through the work of the EMAP technical committee, which makes recommendations to the EMAP Commission.



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# INTRODUCTION

The City of Fairfax Office of Emergency Management is responsible for fulfilling the local government role for preparing the City for hazards of all kinds. The OEM maintains the Emergency Operations Center (EOC), coordinating emergency mutual aid requests, and facilitating communications between the City and state. This document is intended to serve as a guide for the office in both the short and long term. The Strategic Plan is designed to determine the Office direction and to focus organizational efforts to achieve the Mission and Vision. The plan endeavors to set a roadmap for the next five years, complete with goals and objectives necessary to meet the overall mission of the City of Fairfax Office of Emergency Management.

## Mission Statement

*To provide a safe and resilient community through emergency management and coordination within the City of Fairfax. To protect lives, property, and the economy by preparing, planning, mitigating, responding to, and recovering from disasters and emergencies.*

*Emergency management protects the community by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disaster.*

## Vision



*Preparation through education is less costly than learning through tragedy*  
*- Max Mayfield*



# FOUNDATION FOR THE STRATEGIC PLAN

This Strategic Plan outlines the goals and objectives the City of Fairfax OEM must implement to strengthen the agency and carry out our mission. The January 2022 – 2027 Strategic Plan will guide City efforts to mobilize the whole community to build a culture of preparedness, engage partners and stakeholders in the process, and ensure the capabilities of the emergency management program are sustainable for the future.

## PLAN DEVELOPMENT

### STAKEHOLDER INPUT

This plan is designed to incorporate feedback from executive leadership, stakeholders, partners, and EOC Management Team members, as well as After-Action Reports and feedback provided by City departments to develop this plan.



After-Action Reports



Operational Area Meetings



Training Evaluation Forms



City of Fairfax Community Space





# STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

## STRATEGIC OBJECTIVES

### 1.1 Promote Community Preparedness for Disasters

The City of Fairfax OEM will deliver preparedness communications and outreach, presentations, and learning opportunities for the whole community. The OEM will also bolster our volunteer workforce by promoting increased membership in the local Community Emergency Response Team (CERT) and engage residents and families in disaster preparedness activities. The OEM will develop a robust training plan to ensure that the City workforce is prepared.

### 1.2 Identify and Communicate Disaster Risk

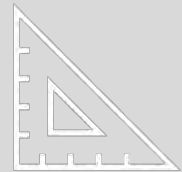
The City of Fairfax OEM will collaborate with our neighborhoods, schools, businesses, NGOs, and other operational area partners to conduct a thorough hazard and risk assessment. This information will be used as the basis for planning, training, and equipping the OEM and partner agencies with the information and tools needed to reduce disaster risk and increase disaster resilience. In addition, the OEM will conduct asset mapping, and leverage existing resources that residents can utilize.

### 1.3 Build and Sustain Community Partnerships

The City of Fairfax OEM will work with community partners to develop agreements for mutual aid, facilitate discussion with partners regarding preparedness planning, conduct outreach activities to engage residents, and attend emergency management trainings and conferences to stay up to date with the most current practices for disaster preparedness. The City will partner with local businesses and civic organizations to ensure they are prepared and engaged. Targeted outreach will be made to reach and support vulnerable populations and traditionally underrepresented groups.

### 1.4 Pursue Funding for Resilience Projects

The City of Fairfax OEM will make strategic investments using disaster preparedness funding to reduce disaster risk, build community resilience to disaster, and sustain and enhance capabilities to prepare for, respond to, and recover from disaster. This will include the use of the Federal Emergency Management Agency (FEMA) Building Resilient Infrastructure and Communities (BRIC) grant to strengthen community resilience. The goal is to pursue funding for resilience projects and utilize those funds in coordination with community stakeholders to make out a community resilience plan.



*What gets  
measured, gets  
managed*

*- Peter  
Drucker*



# PERFORMANCE MEASURES

## STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

### YEAR 1: 2022 - 2023

- Identify community groups, business, local government etc. and ensure there is a plan for them to stay engaged
- Design and conduct inclusive preparedness initiatives
- Diversify outreach engagements (i.e. meetings, events)
- Update, test, and evaluate preparedness plans
- Update community emergency disaster planning guide

- Deliver trainings and exercises provided to businesses and community organizations
- Develop and update MOUs with partner agencies
- Continue to evaluate emergency and disaster education needs of the city and target outreach efforts accordingly
- Update, test, and evaluate preparedness plans updated and exercised

### YEAR 2: 2023 - 2024

### YEAR 3: 2024 - 2025

- Plan inclusive engagement with private sector and community groups
- Update and evaluate MOUs with partner agencies
- Begin development of City Volunteer Program
- Diversify outreach engagements (i.e., meetings, events)
- Update, test, and evaluate preparedness plans updated and exercised
- Pursue the development and implementation of a mobile app for preparedness integration

- Coordinate and promote the City Preparedness Fair in September
- Pursue funding for resiliency projects
- Focus on EMAP planning
- Recruit residents and publicize City Volunteer Plan
- Build cooperation between public and private sectors around economic development, mitigation, and emergency management

### YEAR 4: 2025 - 2026

### YEAR 5: 2026 - 2027

- Pursue funding for resiliency projects
- Focus on EMAP planning
- Train City volunteers as part of Volunteer Plan



# STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND



*Remember:  
when disaster  
strikes, the time  
to prepare has  
passed*

- Steven Cyros

## STRATEGIC OBJECTIVES

### 2.1 Build and Sustain the Best Incident Response Workforce

The City of Fairfax OEM will organize a scalable and capable incident workforce by recruiting new EOC Management Team members, provide training and exercise opportunities that will progressively challenge and develop skills, and promote credentialing of the incident workforce.

### 2.2 Improve Continuity of Operations and Resilient Communication Systems

The City of Fairfax OEM will improve continuity of operations (COOP) by updating City department COOP plans, developing the continuity of government (COG) plan, and documenting communications systems and strategies for risk communications. The OEM will also make strategic investments to enhance the City's disaster cache and redundant communications systems. In addition, the OEM will ensure the primary and alternate EOC's are always in a ready state by updating technology and standard operating procedures.

### 2.3 Enhance Situational Awareness and Common Operating Picture

The City of Fairfax OEM will enhance situational awareness and common operating picture by integrating data systems to develop intelligence dashboards that will provide situational awareness and oversight of risks, threats, and assigned resources. Data systems such as Computer Aided Dispatch (CAD) First Watch, and Geographic Information Systems (GIS) will be used to assist with making decisions regarding incident response strategies and local resource allocation. Additionally, situational awareness needs to be connected between the City, County, and State – a major need across all government.



# PERFORMANCE MEASURES

## STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND

### YEAR 1: 2022 - 2023

- Recruit EOC Management Team (EOCMT) members
- Offer training and exercise opportunities for EOCMT
- Update Multi-year Training and Exercise Plan (MYTEP); Update City COOP and COG Plans; verify and update training plans
- Ensure tracking of identified After-Action items in a compiled list
- Update, test, and evaluate training plans
- Continue to evaluate the emergency and disaster education needs of the City, and target outreach efforts accordingly
- Conduct WebEOC refresher training for ESFs once per quarter
- Conduct a minimum of one exercise per year to test emergency management processes and systems
- Provide COOP planning guidance to City departments and partner agencies

- Recruit EOCMT members
- Recruit credentialed EOCMT members
- Update the Operational Area MYTEP
- Update, test, and evaluate City COOP plans
- Address and identify 75-100% of after-action items
- Continue to enhance professional development through conference and workshop attendance
- Upgrade technology in the primary and alternate EOC's
- Develop data dashboards for the EOC
- Update, test, and evaluate training plans
- Coordinate with human services for Shelter Worker Training
- Coordinate a SKYWARN weather spotter training with the National Weather Service
- Conduct WebEOC refresher training for Emergency Support Functions (ESFs) once per quarter
- Conduct a minimum of one exercise per year to test emergency management processes and systems
- Provide COOP planning guidance to City departments and partner agencies

### YEAR 2: 2023 - 2024



**YEAR 3:**  
2024 - 2025

- Continue to evaluate the training and exercise needs of City staff
- Recruit EOCMT members
- Identify qualified/credentialed EOCMT members for local incident Management Team development
- Update the Operational Area MYTEP
- Update, test, and evaluate City COOP plans
- Address identified after-action items
- Develop City Continuity of Government Plan
- Conduct WebEOC refresher training for ESFs once per quarter
- Conduct a minimum of one exercise per year to test emergency management processes and systems
- Storm spotter, storm ready review annual visit, tour, and meeting with the National Weather Service
- Provide COOP planning guidance to City departments and partner agencies

- Continue to evaluate the training and exercise needs of City staff
- Conduct WebEOC refresher training for ESFs once per quarter
- Conduct a minimum of one exercise per year to test emergency management processes and systems
- Develop and implement a "Know Your Role" program to assign disaster roles to all employees
- Review planning processes for EOP Comprehensive Emergency Management Plan (CEMP), including Emergency Support Function Annex, review, and update
- Storm spotter, storm ready review annual visit, tour, and meeting with the National Weather Service
- COOP planning guidance to City departments and partner agencies.

**YEAR 4:**  
2025 - 2026

**YEAR 5:**  
2026 - 2027

- Conduct WebEOC refresher training for ESFs once per quarter
- Conduct a minimum of one exercise per year to test emergency management processes and systems
- Storm spotter, storm ready review annual visit, tour, and meeting with the National Weather Service
- Provide COOP planning guidance to City departments and partner agencies.



# STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

## STRATEGIC OBJECTIVES

### 3.1 Improve Records Management Policies and Procedures

The City of Fairfax OEM will identify office records and establish records management policies and practices that supports regional, state, and national standards and ensures long-term sustainment of the emergency management program.

### 3.2 Document Local Resource Management Practices and Incident Personnel Training Standards

The City of Fairfax OEM will update the training and qualification standards for EOC, Joint Information Center (JIC), and elected or appointed officials and publish the new training standards. The OEM will also standardize the process to identify and track operational area resources in real-time.

### 3.3 Align the Emergency Management Program with Regional, State, and National Standards

The City of Fairfax OEM will align the Emergency Management program with national standards. The OEM will assess readiness for accreditation and implement changes to bring the program up to regional, state, and national standards. In addition, the OEM will update policy and procedures for requesting and deploying operational area resources.

### 3.4 Develop, Review, Update, Test, and Evaluate Plans, Polices, and Procedures Pertaining to Preparedness, Mitigation, Response, and Recovery

The City of Fairfax OEM will develop, review, update, test, and evaluate plans, policies, and procedures for implementing preparedness, mitigation, response, and recovery activities and ensuring current practices align with best practices. This will include incorporating community lifelines and developing a schedule to update and test plans.



*Training proves  
to be the key  
ingredient to  
handling any  
disaster*

- *Walter  
Maddox*



# PERFORMANCE MEASURES

## STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

**YEAR 1:**  
2022 - 2023

- Office records identified and records management plan outlined
- Training requirements for EOC, JIC, and Elected/Appointed Officials updated
- Policy and procedures identified to track disaster recovery costs

- Records management plans, policies, and procedures developed
- Records management system identified and implemented
- Policy and procedures developed for resource management
- Cost recovery documentation standards developed
- Policy and procedures developed for disaster cost recovery

**YEAR 2:**  
2023 - 2024

**YEAR 3:**  
2024 - 2025

- Records management system sustained with policy and procedures in place
- Operational Area resources inventoried, and credentialed personnel catalogued
- Office of Emergency Management 2027-2031 Strategic Plan drafted

- Continue to follow and update records management plan
- Incorporate Community Lifelines into plans
- Training requirements for EOC, JIC, and Elected/Appointed Officials updated

**YEAR 4:**  
2025 - 2026

**YEAR 5:**  
2026 - 2027

- Continue to follow and update records management plan
- Develop a schedule to test and update plans
- Training requirements for EOC, JIC, and Elected/Appointed Officials updated



# STRATEGIC GOAL 4: OBTAIN NATIONAL ACCREDITATION THROUGH EMAP



*Planning is bringing the future into the present so that you can do something about it now*

- Alan Lakein

## STRATEGIC OBJECTIVES

### 4.1 Develop a Team for EMAP Accreditation and a Timeline for Process, and conduct a Gap Analysis

The City of Fairfax OEM will develop a team to work on revisiting and developing plans that fit EMAP standards to move the City towards EMAP accreditation. The City OEM will develop a timeline for this process and deadlines for meeting these requirements. An accreditation manager will be selected and EMAP will be notified. A gap analysis will be conducted of the emergency management program using EMAP standards.

### 4.2 Involve and Educate Stakeholders and City Leadership

The City of Fairfax OEM will educate stakeholders and City leadership on the importance of EMAP accreditation, what changes will be made, and how they will affect them going forward. The process for accreditation, including how compliance is demonstrated will be explained.

### 4.3 Develop the Pre-Assessment Process and apply for Accreditation Review

The City of Fairfax OEM will align the Emergency Management program with EMAP standards and prepare for the pre-assessment process through EMAP to qualify for accreditation review. The accreditation process consists of the following steps: subscription, self-assessment and application, on-site assessment, and committee review and commission decision.

### 4.4 Achieve Compliance with the Criteria in the Emergency Management Standard

Coordinate EMAP Assessment and Introduce to all City Stakeholders, Staff, and Leadership to Foster Excellence and Accountability in the Emergency Management Program. The City of Fairfax OEM will coordinate the EMAP assessment with the governing body, and introduce the finalized, accredited plans with all stakeholders, staff, and City leadership. This process will improve emergency management program capabilities and increase professionalism.





# PERFORMANCE MEASURES

## STRATEGIC GOAL 4: OBTAIN NATIONAL ACCREDITATION THROUGH EMAP

### YEAR 1: 2022 - 2023

- Assign an EMAP accreditation manager
- Conduct a gap analysis of the emergency management program
- Review EMAP standards and assign individual standards to staff
- Develop a timeline for process

- Present plan to executive committee and get their support to seek accreditation
- Educate stakeholders on standards
- Manage quarterly update meetings
- Accreditation manager to attend EMAP training
- Provide quarterly progress updates to director

### YEAR 2: 2023 - 2024

- Manage quarterly update meetings
- Accreditation manager to attend EMAP training
- Provide quarterly progress updates to director

### YEAR 3: 2024 - 2025

- Provide quarterly progress updates to director
- Develop pre-assessment process
- Coordinate pre-assessment
- Emergency Management program operating at national standard and is ready to apply for accreditation review
- Register for assessment
- Coordinate assessment by EMAP

### YEAR 4: 2025 - 2026

### YEAR 5: 2026 - 2027

- Review plans and update as required.



# IMPLEMENTATION AND MAINTENANCE

The 2022 – 2026 Emergency Management Strategic Plan contains strategic goals and objectives designed to drive the agency’s actions over the next five years. To ensure that meaningful action is taken to achieve these priorities, the City of Fairfax OEM has identified performance measures and milestones that will track the progress of the emergency management program and provide insight to how successful the program is in achieving results.

## IMPLEMENTATION TIMELINE

This Strategic Plan will be implemented January 1, 2022, and the performance period will end December 31, 2026.

## IMPLEMENTATION METHOD

This Strategic Plan will be distributed via email to all stakeholders who were involved in its development. This Plan will also be published on the City of Fairfax Office of Emergency Management’s website.

## EVALUATION SCHEDULE

This Strategic Plan will be reviewed annually at the beginning of the last quarter of the current fiscal year. The next review is scheduled to begin in April 2022. Tracking will be in Appendix A and will measure performance based on criteria established in this Strategic Plan.

## REVISION AND UPDATE SCHEDULE

This Strategic Plan will be revised at the end of the performance period, in 2026.





Fairfax City Hall



# CONCLUSION

This Strategic Plan is not only the City of Fairfax’s Emergency Management program’s path forward, but also describes a future state to which the entire emergency management community may collectively aspire. When achieved, it will change the way the OEM does business and improve the support it provides the City of Fairfax before, during, and after disasters. With this Strategic Plan, we have set big goals and laid the groundwork for how they will be achieved over the next five years and sustained into the future.

The City of Fairfax OEM represents the very best of Virginia’s Government public service – providing front-line support to City departments, local jurisdictions, partners, and residents during times of greatest need. This Strategic Plan presents an outstanding opportunity for the City of Fairfax OEM to improve by standardizing our processes, strengthening our incident workforce, and building and sustaining new and stronger partnerships with the whole community. In this, the OEM will achieve its mission to provide a safe and resilient community through emergency management and coordination within the City of Fairfax Operational Area to protect lives, property, and the economy by preparing, planning, mitigating, responding to and recovering from disasters and emergencies.

*We cannot stop natural disasters, but we can arm ourselves with knowledge: so many lives wouldn’t have to be lost if there was enough disaster preparedness.*

- Petra Nemcova



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# APPENDIX A: MILESTONES

## STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

Report Period  
January 2022 - 2027

### Objective 1.1: Promote Community Preparedness for Disasters

Milestones	Date	Complete Y/N
Community groups, businesses, local government, etc. identified		
Plan developed for community groups etc. to stay engaged		
Outreach engagements are diversified		
Preparedness plans are updated and exercised	2023	Y
Community emergency disaster planning guide is updated	2023	Y
Trainings & exercises provided to organizations increased by 10-15% yearly	2022	Y
MOUs with partner agencies are developed and updated	2024	Y

### Objective 1.2: Identify and Communicate Disaster Risk

Milestones	Date	Complete Y/N
Emergency and disaster education needs of the city are evaluated and outreach efforts are targeted accordingly	2022	Y
Inclusive engagement is conducted with private sector and community groups	2023	Y
The City Volunteer Program is drafted and socialized		
Development and implementation of a mobile app for preparedness integration is pursued		

### Objective 1.3: Build and Sustain Community Partnerships

Milestones	Date	Complete Y/N
Coordination and promotion the City Preparedness Fair in September 2025	2023	Y
Pursue funding for resiliency projects	2022	Y
Participate in (1) quarterly (per year) outreach event (i.e. meeting, exercise)	2023	Y
Establish, review, or update at least (2) Mutual Aid Agreements	2024	Y
Public-private econ dev., mitigation, emergency management prioritized		

### Objective 1.4: Pursue Funding for Resilience Projects

Milestones	Date	Complete Y/N
Focus efforts on EMAP planning	2023	Y
Recruit residents and publicize the City Volunteer Program after finalization		
Train City volunteers as part of the new Volunteer Program		
Secure (1) additional preparedness grant	2023	Y



# APPENDIX A: MILESTONES

## STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND

Report Period  
January 2022 - 2027

### Objective 2.1: Build and Sustain the Best Incident Response Workforce

Milestones	Date	Complete Y/N
Reconcile and update the EOCMT membership list	2022	Y
Recruit at least (2) new EOCMT members	2022	Y
Host at least (2) training or exercise events for EOCMT members	2023	Y
Update the EOCMT membership guide		
Update the EOCMT training plan	2024	Y
Update the MYTEP	2023	Y
Developed and implemented a "Know Your Role" program to assign disaster roles to all employees		
Provided COOP planning guidance to City departments and partner agencies	2022	Y

### Objective 2.2: Improve Continuity of Operations and Resilient Communication Systems

Milestones	Date	Complete Y/N
Update and evaluate the COOPs	2023	Y
Update and evaluate the COG	2023	Y
Conduct at least (2) COOP planning workshops or meetings	2023	Y
Plan to upgrade technology in the primary and alternate EOCs		
Conduct monthly mass notification system tests	2022	Y
Develop data dashboards for the EOC	2022	Y
Update, test, and evaluate training plans	2022	Y
Storm spotter, storm ready review annual visit, tour, and meeting with the National Weather Service	2022	Y

### Objective 2.3: Enhance Situational Awareness and Common Operating Picture

Milestones	Date	Complete Y/N
Update the Operational Area MYTEP	2022	Y
Complete 100% of After-Action Items by 2024		
Disaster cache established with minimum identified stock levels		
Fusion Center situational dashboards operational		



# APPENDIX A: MILESTONES

## STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

Report Period  
January 2022 - 2027

### Objective 3.1: Improve Records Management Policies and Procedures

Milestones	Date	Complete Y/N
Office records have been identified and documented	2023	Y
Records management plan outline drafted	2023	Y
Training requirements for EOC, JIC, and Elected/Appointed Officials updated		
A schedule to test and update plans has been developed	2023	Y

### Objective 3.2: Document Local Resources Management Practices and Incident Personnel Training Standards

Milestones	Date	Complete Y/N
Records management system identified and implemented Policy and procedures developed for resource management		
Update the minimum training standards for EOC personnel	2023	Y
Update the minimum training standards for JIC personnel	2022	Y
Update the minimum training standards for Elected/Appointed Officials		

### Objective 3.3: Align the Emergency Management Program with National Standards

Milestones	Date	Complete Y/N
Assign an Accreditation Manager and document by letter of appointment	2023	Y
Assign the Accreditation Manager to complete the EMAP Standards training	2023	Y
Complete the EMAP gap analysis	2023	Y
Complete an EMAP overview training for all Emergency Management personnel	2023	Y
Emergency Management Division 2024-2027 strategic plan drafted		
Community Lifelines are incorporated into plans		

### Objective 3.4: Integrate Disaster Recovery Plans, Policies, and Procedures

Milestones	Date	Complete Y/N
Update the EOP Recovery ESF Annex to include EMAP required content	2024	Y
Cost recovery documentation standards developed	2024	Y
Draft local procedures to track disaster costs		
Draft local procedures for damage assessments	2024	Y



# APPENDIX A: MILESTONES

## STRATEGIC GOAL 4: OBTAIN NATIONAL ACCREDITATION THROUGH EMAP

Report Period  
January 2022 - 2027

Objective 4.1: Develop a Team for EMAP Accreditation and a Timeline for Process, and conduct a Gap Analysis

	Date	Complete Y/N
Assign an Accreditation Manager and document by letter of appointment	2023	Y
Assign the Accreditation Manager to complete the EMAP Standards training	2023	Y
Complete the EMAP gap analysis	2023	Y
Complete an EMAP overview training for all Emergency Management	2023	Y

Objective 4.2: Involve and Educate Stakeholders and City Leadership

Milestones	Date	Complete Y/N
Present plan to executive committee and get their support to seek accreditation	2023	Y
Educate stakeholders on standards	2023	Y
Manage quarterly update meetings		
Provide quarterly progress updates to director	2023	Y

Objective 4.3: Develop the Pre-Assessment Process and Apply for Accreditation Review

Milestones	Date	Complete Y/N
Provide quarterly progress updates to director	2023	Y
Develop pre-assessment process and coordinate pre-assessment	2024	
Emergency Management program operating at national standard and is ready to apply for accreditation review	2024	
Register for assessment	2023	Y

Objective 4.4: Achieve Compliance with the Criteria in the Emergency Management Standard

Milestones	Date	Complete Y/N
Coordinate assessment by EMAP		
Complete EMAP steps including subscription, self-assessment and application, on-site assessment, and committee review and commission decision.		





