

Keystone Emergency Management Association

2009-2011 STRATEGIC PLAN



DATES REVIEWED

Draft 1 – 9/12/08

Draft 2 – 1/26/09

Mission Statement – Our Purpose

MISSION STATEMENT

To promote, support and advocate the Emergency Management mission in Pennsylvania.

Vision Statement – Our Quest

VISION

KEMA shall be recognized by the Pennsylvania emergency management community as a results-driven organization of emergency management professionals.

Motto – Our Marketing Tool

MOTTO

“KEMA is long on tradition, but with an eye toward the future.”

Strengths – What We Do Well

- ❖ We provide a forum for the profession.
- ❖ We have identified representatives across the Commonwealth.
- ❖ We have depth in talent.
- ❖ We are organized.
- ❖ We have dedicated leadership.
- ❖ We have diversity of leadership.
- ❖ We meet regularly.
- ❖ We are strong financially.

Weaknesses – What We Can Do Better

- ✓ We are a volunteer organization.
- ✓ We have weak communications.
- ✓ Our mission/vision/goals are unclear.
- ✓ We are frequently ignored –EM is a concept and not considered a profession.
- ✓ We have weak participation – hard to find volunteers with time to commit.
- ✓ We are missing opportunities to bond with the private sector and higher education.
- ✓ We have not fully embraced the IT advances that will help us do our work or reach more members.

Opportunities – External Environment

- ❖ Expand representation
- ❖ Promote and influence legislation
- ❖ Continue recognition
- ❖ Strengthen outreach to members, businesses and universities
- ❖ Expand communications
- ❖ Develop public/private partnerships
- ❖ Provide answers to issues
- ❖ Promote educational curricula
- ❖ Engage the All Hazards Consortium
- ❖ Influence PEMA Quarterly Training
- ❖ Influence PEMA certification process

Threats - External Challenges

- ✓ Constant change in environment & personnel
- ✓ Ownership of Emergency Management unclear
- ✓ Rigorous certification requirements
- ✓ Austere budget environment
- ✓ High workloads
- ✓ Parochial view
- ✓ Risk communication - interoperability
- ✓ Frequency of disasters
- ✓ Public perception and reaction
- ✓ Secondary importance
- ✓ Geographic size of state

Products and Services

- ❖ Joint PEMA-KEMA Conference & Symposium
- ❖ Website
- ❖ Three awards
- ❖ Scholarships
- ❖ Representation
- ❖ Identification of profession's needs and issues
- ❖ Programmatic and policy recommendations to PEMA and Governor's Office

Goals

- I. Provide training, mentoring, networking and outreach programs for public and private emergency management professionals.
- II. Partner with other agencies and organizations to advance emergency management.
- III. Influence legislation and policy.
- IV. Develop, support and communicate with members.

GOALS and OBJECTIVES

GOAL I. Provide training, mentoring, networking and outreach programs for public and private emergency management professionals.

- Assist in the development of recommended emergency management training programs that are needed to attain and maintain an effective disaster preparedness program.
- Identify retired emergency managers that could help the KEMA program that may have more time to dedicate to the cause than those currently working.
- Identify minimum training and goals for local emergency managers to meet and get PEMA's support to promote to localities; serve as mentors to new emergency managers.
- Invite all state and local emergency managers who are not members of KEMA to join – this would include the State EPLOs, business continuity planners, educational institution and private emergency managers; use the www.LLIS.gov membership (1257 members!) and IAEM listserv as places to start.

GOAL II. Partner with other agencies and organizations to advance emergency management.

- Seek to ensure KEMA representation on Commonwealth of Pennsylvania committees addressing and setting policy on emergency management issues.
- Promote emergency management as a profession within Pennsylvania.
- Maintain good relations with PEMA and be equal partners.
- Invite the private sector and higher education to partner with and join KEMA.

GOAL III. Influence legislation and policy.

- Annually, develop a legislative proposal package that can be sent to all KEMA representatives addressing key issues for Emergency Management that is commensurate with that of fire and law enforcement.
- Provide a representative on the statewide Marcellus Shale working group.
- Partner with PEMA and the governor's office for the revisions to the Title 35 enabling legislation.

GOAL IV. Develop, support and communicate with members.

- Using the latest technologies, communicate more with the KEMA general membership and all county EMCs whether they are members or not. Increase awareness of KEMA.
- Increase membership; invite all state and local emergency managers who are not members of KEMA to join – this would include the State EPLOs, business continuity planners, educational institution and private emergency managers. Use the www.LLIS.gov membership (1257 Pennsylvania members!) and IAEM listserv as places to start.
- Enhance information and technology proficiencies in the profession.
- Achieve the mission of the organization through its committees.
- Provide support and encouragement to new emergency managers.

ACTION PLAN

<p>GOAL 1 Provide training, mentoring, networking and outreach programs for public and private emergency management professionals.</p>				
<p>OBJECTIVE: Assist in the development of recommended emergency management training programs that are needed to attain and maintain an effective disaster preparedness program.</p>				
ACTION:	Lead	Assist	Completion	Notes
Host regional training opportunities with PEMA & promote region-wide to increase participation.				Identify what are mitigating factors for non-attendance.
Develop a training committee to work with PEMA to look at alternative training methods like video conferencing and interactive web.				Speak with PEMA; learn what is planned (new certification program, etc.). Partner with a university.

OBJECTIVE:

Identify retired emergency managers that could help the KEMA program that may have more time to dedicate to the cause than those currently working.

<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Compile list of opportunities, responsibilities & expectations.				

OBJECTIVE:

Identify minimum training and goals for local emergency managers to meet and get PEMA's support to promote to localities; serve as mentors to new emergency managers.

<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Compare FEMA's Professional Development Series, Applied Professional Series and PEMA's Certification program requirements.				

OBJECTIVE:
 Invite all state and local emergency managers who are not members of KEMA to join - this would include the State EPLOs, business continuity planners, educational institution and private emergency managers; use the www.LLIS.gov membership (1257 members!) and IAEM listserv as places to start.

ACTION:	Lead	Assist	Completion	Notes
Continue to send out invitation letters or emails to new Emergency Managers and those who have not joined.	President	Membership Committee	Annual	
Continue to speak about KEMA at Quarterly Trainings.	Area Directors	Membership Committee	Annual	
Reach out to other public safety organizations, health & social service organizations', etc. members to join through current KEMA members who also belong to them.	Membership Committee			For example Law Enforcement community – xxx can help spread KEMA information and help recruit new members. xxx can send info to HSS.
Revamp membership brochure	TBD			

GOAL 2:				
Partner with other agencies and organizations to advance emergency management.				
OBJECTIVE:				
Seek to ensure KEMA representation on Commonwealth of Pennsylvania committees addressing and setting policy on emergency management issues.				
ACTION:	Lead	Assist	Completion	Notes
Seek funding sources to have part-time Professional KEMA Manager.		TBD		
Promote higher education in Emergency Management		TBD		

Objective:				
Promote emergency management as a profession within Pennsylvania.				
ACTION:	Lead	Assist	Completion	Notes
Maintain open communications	President	Executive Board		

Objective:				
Maintain good relations with PEMA and be equal partners.				
ACTION:	Lead	Assist	Completion	Notes

<i>Objective:</i> Invite the private sector and higher education to partner with and join KEMA.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>

GOAL 3: Influence legislation and policy.				
<i>Objective:</i> Annually, develop a legislative proposal package that can be sent to all KEMA representatives addressing key issues for Emergency Management that is commensurate with that of fire and law enforcement.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Consider hiring a lobby firm or partnering with CCAP?	Legislative Committee	TBD		
Create a legislative proposal package for members	Legislative Committee		Annual	

<i>Objective:</i> Provide a representative on the statewide Marcellus Shale working group.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>

<i>Objective:</i> Partner with PEMA and the governor's office for the revisions to the Title 35 enabling legislation.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>

GOAL 4:				
Develop, support and communicate with members.				
<i>Objective:</i> Using the latest technologies, communicate more with the KEMA general membership and all county EMCs whether they are members or not. Increase awareness of KEMA.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Make better use of website				
Work with other professional associations (Fire Chiefs, Etc)				
Create newsletter				
Contact with state legislature				

<i>Objective:</i> Increase membership; invite all state and local emergency managers who are not members of KEMA to join – this would include the State EPLOs, business continuity planners, educational institution and private emergency managers. Use the www.LLIS.gov membership (1257 Pennsylvania members!) and IAEM listserv as places to start.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Identify non-members from IAEM directory; make contact and explain benefits	Membership Committee			
Maintain Membership	Membership Committee		On-going	

<i>Objective:</i> Enhance information and technology proficiencies in the profession.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Establish a Technology Committee				
Coordinate Tech Day for annual conference				
Provide what technologies are available and its uses to members				<i>i.e. VoIP</i>
Improve & Update website and brochure				

<i>Objective:</i> Achieve the mission of the organization through its committees.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Write charters for all KEMA committees				
Provide opportunities for all members to participate on a committee				

<i>Objective:</i> Provide support and encouragement to new emergency managers.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Creation of cadre of mentors				
Notification to KEMA from PEMA anytime there is a new EM	PEMA Area Offices			
Create a toolkit of resources for the new EM from KEMA				Include copy to regional office