



Strategic Plan 2023-2024

Vision: The vision of Douglas County Emergency Management is that Douglas County, Kansas will be a community that is disaster aware and disaster prepared.

Mission: The mission of Douglas County Emergency Management is to provide a comprehensive emergency management program to effectively mitigate against, prepare for, respond to, and recover from all types of major emergencies or disasters; and to educate and train Douglas County residents, responders, and governing officials so that a disaster's impact on people, property, and communities is minimized.

Key Organizational Values & Beliefs

To realize our vision and mission, we follow these values and beliefs:

- Communication
- Dedication
- Accountability
- Organization
- Inclusion
- Community and Partner Engagement
- Outreach
- Collaboration

Strategic Focus Areas

- Support Systems
- Stakeholder Readiness
- Community Resilience

*Strategic Focus Areas ensure the overall operational readiness of the EM Program.

Strategic Focus Area 1: Support Systems – Finance, Facilities, Equipment, Technology, Processes, Strategy, Human Capital

Goal 1: Ensure clear direction and guidance

Strategy 1: Maintain Emergency Management (EM) internal policies

	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Create an internal policy manual	Review current policies, develop additional policies	Director and Deputy	End of 2 nd Quarter 2023
Objective 2: Create a master job aid list	Update spreadsheet with job aids and organize	Director and Deputy	End of 1 st Quarter 2023
Objective 3: Annually review and revise policy manual and job aids	Develop schedule; Create tasks in project software; Review policies and procedures and identify any gaps	EM Staff	3 rd Quarter Annually

Strategy 2: Develop and maintain internal processes for scheduling

	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Calendar of annual outreach events and essential dates	Finalize annual outreach event timelines and tasks in project management software	EM Staff	End of 1 st Quarter 2023
Objective 2: Evaluate process for managing staff time, delegating projects, and ensuring timelines are being met	Review utilization of project management software	EM Staff	2 nd Quarter 2023

Strategy 3: Maintain processes and technology to support all stakeholders

Objective 1: Review and redesign EM website to support stakeholder readiness, community resilience and emergency operations	Assign and prioritize areas to staff for review and update; build plan for design and creation of content	EM Staff	2 nd Quarter 2023
Objective 2: Implement the organizational plan for the EM website	Create and update website content	EM Staff	Annually

Revised: 12/16/2022

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Objective 3: Maintain and enhance the Emergency Operations Center (EOC) dashboard and functions (GIS)	Schedule regular meetings with GIS; Establish protocols for use; review new product development; review settings and options	Director and Deputy Director	Bi-weekly meetings by end of 1 st Quarter 2023
Goal 2: Ensure a workplace environment of respect, inclusion and engagement to foster professional, competent staff and volunteers			
Strategy 1: Train, recruit and engage			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Cross train staff	Assign roles and responsibilities; develop review/training plan; execute	EM Staff	Ongoing
Objective 2: All office staff become and maintain Kansas Certified Emergency Manager (KCEM) designation	Outline training and exercise requirements for each individual	EM Staff	By end of 2 nd Quarter 2023
Objective 3: Identify areas of improvement, interest and training for staff	Research and offer opportunities	Director and Deputy	Ongoing
Objective 4: Recruit and engage current and new volunteers	Maintain online presence, outreach events, CERT courses, training, event support, exercises	EM Staff	Ongoing
Goal 3: Strengthen the Emergency Management Department's operational capabilities			
Strategy 1: Maintain operational readiness			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Maintain and improve operational readiness of the EOC	Review and revise EOC procedures and technology	Director and Deputy	1 st Quarter 2023 (Procedures) 4 th Quarter 2023 (Technology)
Objective 2: Maintain and improve operational readiness of the Emergency Management Operations Center (EMOC)	Review and revise EMOC procedures and technology	Director and Deputy	Statewide Tornado Drill (March) 2023

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			Statewide Tornado Drill (March) 2024
Objective 3: Establish an alternate EOC including SOGs and job aids	Design, acquire equipment, establish contracts	Director and Deputy	By end of 2023
Objective 4: Maintain and improve readiness of staff and duty officers	Host all-staff meetings; conduct training; participate in exercises; conduct event reviews	Director and Deputy	Quarterly (staff meetings) Ongoing
Goal 4: Secure grant funding to enhance and support the Emergency Management Program			
Strategy 1: Identify and apply for grant opportunities.			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Apply for Emergency Management Performance Grant (EMPG) in accordance with grant timeline	Complete application upon receipt from KDEM	EM Staff	Upon receipt (3 rd Quarter)
Objective 2: Apply for Hazardous Materials Emergency Preparedness (HMEP) Grant in accordance with grant timeline	Review projects with LEPC; complete application	EM Staff	December 1st
Objective 3: Apply for Hazard Mitigation Assistance Grants in accordance with grant timeline	Complete application or Letter of Intent (LOI) upon receipt from KDEM	EM Staff	Upon receipt (October)
Objective 4: Expand grant opportunities and leverage partnerships	Research new opportunities and partnerships	EM Staff	Ongoing
Goal 5: Internal organization and accountability governance			
Strategy 1: Establish and maintain accurate processes for managing equipment and information			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Create master equipment list and replacement cycle	Review and validate current lists; Inventory	EM Staff	By end of 2023
Objective 2: Organize and maintain the internal electronic filing system (shared drive)	Determine structure; organize files	EM Staff	By end of 2 nd Quarter 2023 (file plan)

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Objective 3: Conduct annual needs assessment and gap analysis (budget)	Identify equipment, software needs for operations; replacement plans	EM Staff	By end of 2023 (File purge) February 2023 February 2024
Strategy 2: Department accountability			
Objective 1: Ensure stakeholder, partner and community transparency	Complete Annual Report	EM Staff	By 2 nd Quarter 2023 By 2 nd Quarter 2024
Objective 2: Ensure established resolutions and Local Emergency Planning Committee (LEPC) Bylaws meet stakeholder needs	Review and revise resolutions and bylaws	EM Staff	Annually by end of 2 nd Quarter
Objective 3: Collaborate with city/county leadership on expectations/roles and responsibilities related to emergency management governance and program operations	Develop transparent process for educating, updating and engaging city/county leadership	Director and Deputy Director	By end of 2 nd Quarter 2023

Strategic Focus Area 2: Stakeholder Readiness - Strengthen the Emergency Management Program’s operational capabilities.			
Goal 1: Maintain adequate and appropriate plans, identify planning gaps, and strengthen partnerships			
Strategy 1: Review and update the Local Emergency Operations Plan (LEOP)			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Review base plan and Emergency Support Function (ESF) Annexes	Schedule ESF meetings/exercises	EM Specialist	Annually
Objective 2: Review or develop appendix/annexes (debris management, evacuation, recovery, animal & volunteer reception center plans including vulnerable populations)	Prioritize and schedule planning meetings	EM Specialist	Annually

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Objective 3: Prepare and complete rewrite including ESFs	Internal staff review, schedule reviews with partners, finalize and submit.	EM Staff	6/30/2024 due to KDEM
Strategy 2: Review and update the All-Hazard Region K Mitigation Plan			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Review	Schedule projects review	EM Specialist	By 4 th Quarter 2023
Objective 2: Review	Schedule projects review	EM Specialist	By 4 th Quarter 2024
Strategy 3: Review, update and expand Continuity of Operations (COOP) Plan			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: EM COOP Plan	Review and revise plan and binder	EM Specialist	Annually
Objective 2: Maintain and support the development of partner and County Department COOP plans	Outreach, schedule meetings and conduct training workshops; develop and facilitate exercises	Director, Deputy & EM Specialist	Annually by December
Strategy 4: Develop and support County building emergency plans			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Support the development and revision of County-specific emergency plans	Provide subject matter expertise, meet with Administration and Sheriff's Office; Coordinate use of Everbridge in countywide notifications	Director, Deputy & EM Specialist	Annual (overall) Everbridge County Policy/Procedure (February 2023)
Objective 2: Support development of and provide subject matter expertise for training and exercises	Provide subject matter expertise, meet with Administration and Sheriff's	EM Staff	Annually Statewide Tornado Drill (March)

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	Office; develop and/or participate in training/exercises		
Strategy 5: Build and enhance partnerships and planning efforts			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Engage in and strengthen partnerships with public, private and non-profit organizations.	Conduct monthly LEPC Executive Committee Meetings, Conduct quarterly LEPC Meetings	EM Staff	Monthly & Quarterly as determined by the annual schedule.
Objective 2: Maintain an Integrated Preparedness Plan (IPP) (3 year)	Schedule IPP Workshop; review and revise plan	EM Specialist	1st Quarter 2023
Objective 3: Support partner planning efforts (cities)	Identify gaps; build template, share with other cities	Director, Deputy & EM Specialist	Lawrence (By 3 rd Quarter 2023) Other cities (2024)
Objective 4: Identify and provide incident and event planning support to partners	AARs from events and incidents, outreach to annual event organizers	EM Staff	Annual/Ongoing
Goal 2: Maintain a progressive and comprehensive training and exercise program			
Strategy 1: Coordinate all hazard emergency training			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Provide for state-sponsored training opportunities	Request local delivery; share with partners	EM Staff	Ongoing
Objective 2: Provide for local training opportunities	Identify and develop internally or as provided by grant funding	EM Staff	As needed
Objective 3: Maintain ESF representatives' EOC proficiency	Provide training on EOC roles and responsibilities	EM Staff	Ongoing
Strategy 2: Coordinate all hazard emergency exercises			
	Tactic(s):	Responsible Party:	Timeframe:

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Objective 1: Provide for state-sponsored exercise opportunities	Coordinate local participation; share with partners	EM Staff	Ongoing
Objective 2: Provide for local exercise opportunities	Identify and develop internally or as provided by grant funding	EM Staff	As needed
Objective 3: Maintain ESF representatives' EOC proficiency	Conduct EOC exercises	EM Staff	Ongoing
Objective 4: After Action Report (AAR) and Improvement Plan (IP) follow up	Implement procedure and update IPs	EM Staff	Ongoing
Strategic Focus Area 3: Community Resilience			
Goal 1: Foster the "whole community" approach to preparedness through partnerships and outreach with private facilities, organizations and the community			
Strategy 1: Personal preparedness			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Continue all hazard community education programs	Conduct one CERT course annually; Conduct or coordinate one public severe weather course annually; Host and participate in public outreach programs	EM Staff	Ongoing
Objective 2: Provide reliable and timely information for all hazards	Continue use of social media sites; utilize and promote the countywide call notification system; support Douglas County PIO Group;	EM Staff	Ongoing
Objective 3: Provide education in Exercise High Risk Areas highlighted within the Commodity Flow Study (CFS)	Determine outreach plan; execute	EM Staff	By end of 2023
Objective 4: Identify and promote community based mitigation actions and programs	Share grant information; engage with potential partners/organizations	EM Specialist	Ongoing

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Strategy 2: Organization and Business Preparedness			
	Tactic(s):	Responsible Party:	Timeframe:
Objective 1: Support development of community organization and business COOP Plans	Outreach, schedule meetings and conduct training workshops	EM Specialist	2024
Objective 2: Continue all hazard community organization/business education and outreach programs	Plan workshops and reviews; facility walk-throughs; outreach presentations	EM Staff	Ongoing

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