

**Virginia Emergency
Management
Association (VEMA)**

**2006-2008
STRATEGIC PLAN**

DATES CONDUCTED

Session 1 - 4/6/05
Session 2 - 6/23/05
Session 3- 8/17/05
Session 4 - 11/18/05
Session 5 - 1/20/06

+ Mission Statement - Our Purpose

MISSION STATEMENT

**"To promote, support and advocate the
Emergency Management mission in
Virginia."**

+ Vision Statement - Our Quest

VISION

**"The recognized expert and advocate for
excellence in the management of
emergency preparedness, response,
recovery and mitigation throughout the
Commonwealth of Virginia."**

+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 -
Accomplished Summer 2005
- 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

+ Opportunities - External Environment

- +expand representation
- +promote and influence legislation
- +continue recognition
- +strengthen outreach to members and businesses
- +expand communications
- +develop public/private partnerships
- +provides answers to issues
- +promote education/colleges

+ Threats - External Challenges

- constant change in environment & personnel
- ownership of Emergency Management unclear
- rigorous certification requirements
- austere budget environment
- high workload
- parochial view
- risk communication - interoperability
- frequency of disasters
- public perception and reaction
- secondary importance
- geographic size of state

+ Products and Services

- +Joint VDEM Conference - Forum
- +Summer Conference - Forum

- +Training
 - ++Three level certification program

- +website

- +Two awards

- +Scholarships

- +Representation

- +Review & Feedback

- +Identify needs and issues

- +Recommendations

- + VDEM's Coordinator's Briefing Opportunity to Promote

GOALS

- I. PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS**
- II. PARTNER WITH OTHER AGENCIES & ORGANIZATIONS TO ADVANCE EMERGENCY MANAGEMENT**
- III. INFLUENCE LEGISLATION AND POLICY**
- IV. DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS**

+ GOALS & OBJECTIVES**I. PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS**

- VEMA needs to develop recommended jurisdictional Emergency Management training outlining specific training and delivery of reaching out to localities for all emergency response concerns within jurisdictions to attain and maintain an effective disaster preparedness program.
- Identify retired Emergency Managers that could help the VEMA 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 as a minimum and get VDEM's support to promote to localities.
- Invite all City and County emergency managers who are not members of VEMA to join
- Invite Private Industry to partner and join with VEMA.

II. PARTNER WITH OTHER AGENCIES & ORGANIZATIONS TO ADVANCE EMERGENCY MANAGEMENT

- Seek to ensure VEMA representation on Commonwealth of Virginia committees addressing and setting policy on Emergency Management issues.
- Promote emergency management as a profession within Virginia.
- Maintain good relations with VDEM and be equal partners

III. INFLUENCE LEGISLATION AND POLICY

- Annually VEMA needs to develop legislative proposal package that can be sent to all VEMA representatives addressing key issues for Emergency Management addressing necessary operational changes and changes required to bring the Emergency Management profession to the public safety recognition level commensurate with that of fire and law enforcement.

IV. DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS

- VEMA Executive Board needs to communicate more with VEMA General Membership. No one knows what is going on with VEMA except the Executive Board. Increase awareness of VEMA.
- Increase Membership
- Enhancing Information and Technology
- Provide Support and Encouragement to New Emergency Managers.

+ **ACTION PLAN**

GOAL I: PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS				
<i>Objective:</i> VEMA needs to develop recommended jurisdictional Emergency Management training outlining specific training and delivery of reaching out to localities for all emergency response concerns within jurisdictions to attain and maintain an effective disaster preparedness program.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Host regional training opportunities with VDEM & promote region-wide to increase participation.				Identify what are mitigating factors for non-attendance.
Look at alternative training methods like video conferencing and interactive web.				Speak to Sam Hoffman at VDEM to see what he has worked on. Partner with a university.
Develop a training committee to work with VDEM to look at alternative training methods.	Mark Penn	VDEM & Steve Eanes		

<i>GOAL I:</i> PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS				
<i>Objective:</i> Identify retired Emergency Managers that could help the VEMA 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	Tom Hassler			

<i>GOAL I:</i> PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS				
<i>Objective:</i> Identify minimum training and goals for local emergency managers to meet as a minimum and get VDEM's support to promote to localities.				
<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 VEMA's Certification program requirements.	Mark Penn	VDEM & Tom Hadjuk		

<i>GOAL I:</i> PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS				
<i>Objective:</i> Invite all city and County emergency managers who are not members of VEMA to join.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Continue to send out invitation letters to new Emergency Managers and those who have not joined.	President	Joe Mellander and Membership Committee	Annual	
Continue to speak about VEMA at Coordinator's Briefing	President	Joe Mellander and Membership Committee	Annual	
Reach out to other Public Safety Organizations', Health & Human Services organizations', etc. members to join through current VEMA members who also belong to them.	Joe Mellander and Membership Committee			For example Law Enforcement community – Jack White can help spread VEMA information and help recruit new members. Larry Smith can send info to HSS.
Revamp membership brochure	Joe Mellander			

<i>GOAL I:</i> PROVIDE TRAINING, NETWORKING AND OUTREACH PROGRAMS FOR PUBLIC AND PRIVATE EMERGENCY MANAGEMENT PROFESSIONALS				
<i>Objective:</i> Invite Private Industry to partner and join with VEMA.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Build relationships between VEMA members and the business community	Clarence Elliott	Tom Hassler		
Share VEMA information on multiple email lists and joint website links	Clarence Elliott	Tom Hassler		
Hold meetings with information/items on agenda that pertain to both VEMA members and the private industry.	Clarence Elliott	Tom Hassler		
Increase personal outreach to private industry to increase awareness of VEMA and increase membership.	Clarence Elliott	Tom Hassler	On-going	
Promote sharing of Public and Private Continuity of Operations Plans' updated list of contact information.	Clarence Elliott	Tom Hassler, Willie Howlett & Associates	Annual	George Roarty, VDEM, has list of businesses and contacts for the Tier II reporting facilities.
Compile all toolkits & resource lists into one recommended list provided by VEMA	Clarence Elliott	Tom Hassler		

GOAL 2: PARTNER WITH OTHER AGENCIES & ORGANIZATIONS TO ADVANCE EMERGENCY MANAGEMENT				
<i>Objective:</i> Seek to ensure VEMA representation on Commonwealth of Virginia committees addressing and setting policy on Emergency Management issues.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Gain a seat for emergency management on the Secure Commonwealth Panel	President	Kay Goss		
Gain a seat for emergency management on the State Interoperability Executive Committee	President			Currently, no representation from VEMA

GOAL 2: PARTNER WITH OTHER AGENCIES & ORGANIZATIONS TO ADVANCE EMERGENCY MANAGEMENT				
<i>Objective:</i> Promote emergency management as a profession within Virginia				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Seek legislation with funding sources to have full-time EM in each jurisdiction	Lynda Price	Larry Gallagher & Legislation Committee		
Promoting higher education in Emergency Management	Ed Fuzzy			
Research funding sources such as homeowners insurance bond; adding to budgets				

GOAL 2: PARTNER WITH OTHER AGENCIES & ORGANIZATIONS TO ADVANCE EMERGENCY MANAGEMENT				
<i>Objective:</i> Maintain good relations with VDEM and be equal partners.				
<i>ACTION:</i>	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Maintain open communications	President	Executive Board		

GOAL 3: INFLUENCE LEGISLATION AND POLICY				
<i>Objective:</i> Annually VEMA needs to develop legislative proposal package that can be sent to all VEMA representatives addressing key issues for Emergency Management addressing necessary operational changes and changes required to bring the Emergency Management profession to the public safety recognition level 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 lobbyist	Legislative Committee	Larry Smith & Hui-Shan Walker		
Create a legislative proposal package for members	Legislative Committee		Annual	

GOAL 4: DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS				
<i>Objective:</i> VEMA Executive Board needs to communicate more with VEMA General Membership. No one knows what is going on with VEMA except the Executive Board. Increase awareness of VEMA.				
ACTION:	<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)				
Improve newsletter				
Contact with state legislature				

GOAL 4: DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS				
<i>Objective:</i> Increase Membership				
ACTION:	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Identify non-members from IAEM directory Make Contact (Regional Coordinators and VEMA staff) Explain Benefits				
Maintain Membership	Joe Mellander		On-going	

GOAL 4: DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS				
<i>Objective:</i> Enhancing Information and Technology				
ACTION:	<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.e. VoIP
Improve & Update website				

GOAL 4: DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS				
<i>Objective:</i> Achieving the mission of the organization through its committees.				
ACTION:	<i>Lead</i>	<i>Assist</i>	<i>Completion</i>	<i>Notes</i>
Write charters for all VEMA committees				
Provide opportunities for all members to participate on a committee				

GOAL 4: DEVELOP, SUPPORT AND COMMUNICATE WITH MEMBERS				
Objective: Provide Support and Encouragement to New Emergency Managers				
ACTION:	Lead	Assist	Completion	Notes
Creation of cadre of mentors				
Notification to VEMA from VDEM anytime there is a new EM				
Provide a letter of support from VEMA to the new EM's Chief Administrative Officer (CAO)				Include copy to regional coordinator
Create a toolkit of resources for the new EM from VEMA				