

PEMA Strategic Plan

2015-2019



pennsylvania
EMERGENCY MANAGEMENT AGENCY



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FOREWORD



This Plan sets out strategic priorities for the Pennsylvania Emergency Management Agency's (PEMA) development and the tools and methods for achieving these priorities over the next four years. This plan identifies the vision for PEMA in a way that drives and strengthens its capabilities into the future. Objectives and strategy steps map the completion of priorities by identifying specific actions and dates for completion.

PEMA is committed to implementing and maintaining the newly updated strategic plan. Directorate, bureau and office directors, managers and supervisors will create individual year-long implementation plans for the next four years. Progress will be tracked quarterly and beginning in year two, the Agency will re-evaluate the plan and begin its next four-year plan. The tracking tool at the end of this document will be used to plot initiatives and objectives along a set timeline and to identify the owners of each task.

As we recognize PEMA, like all organizations, is ever changing. We intend to use this plan to manage change and direct the agency toward priorities outlined within it.

Our People and Partners

To bring the plan to fruition, the support of all PEMA staff is needed. We must work together with our staff members and our emergency management partners to ensure the implementation of the plan and the continued advancement of our Agency goals in order to meet the citizens' needs in the Commonwealth of Pennsylvania.

All PEMA staff members are responsible for working to attain the plan's objectives in the coming years.

Richard D. Flinn, Jr.

Director, PA Emergency Management Agency

Executive Summary

This 2015 Pennsylvania Emergency Management Agency (PEMA) Strategic Plan builds upon the 2014 Strategic Initiative. The 2014 Strategic Initiative developed tools and methods for achieving grand strategies, long-term goals, short-term objectives, and actions. It reignited commitment to strategic planning as an agency and outlined a realistic and feasible way for implementation and maintenance.

The Fiscal Year (FY) 2015-2019 Plan will continue to serve as a relevant and purposeful document, outlining the priorities for enhancing capabilities throughout the agency and thus allow for the Commonwealth to better prepare for emergencies and disasters. It will be referenced often and be a document that reflects changes in agency direction, updates that accommodate identified best practices, adjustments to the agency's capabilities, and areas for improvement learned from after action reports and incident responses.

The FY 2015-2019 Strategic Plan was developed for the purpose of:

- Unifying effort
- Enhancing organizational capabilities
- Increasing effectiveness and ensuring all mandates are being adequately met
- Increasing efficiency
- Improving decision making and process flow
- Improving communications and public relations

PEMA's Strategic Plan is based upon the Governor's Initiatives, the Director's Mission and Vision for the agency, and the National Preparedness Goal (NPG). PEMA has identified six (6) strategic priorities and two (2) strategic imperatives that will frame the Agency's approach to mission execution and program implementation. The two (2) strategic imperatives are integral to attaining all six (six) of the agency's priorities.

Strategic Priority 1: Be Survivor Focused in Mission and Program Delivery

- Be a "Center for Preparedness Excellence," assisting families, communities, non-profit organizations, faith-based, private sector, and governmental partners to manage consequences of unpredictable events or situations.

Strategic Priority 2: Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

- Continue to maintain and sustain a prompt and coordinated state level response in handling all phases of emergency management during a human caused or natural disaster.

Strategic Priority 3: Maintain Disaster Readiness through Forward Posturing

- Lead the effort to prepare the Commonwealth of Pennsylvania for a catastrophic event, engaging the whole community to harness, and enhance the capabilities of citizens and communities.

Strategic Priority 4: Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

- Promote Commonwealth-wide the importance of implementing risk reduction measures at all levels of government and throughout the whole community.

Strategic Priority 5: Strengthen PEMA's Organizational Foundation

- Invest in PEMA's workforce; ensure proficiency; streamline business processes; and align strategy, budget, execution, and performance.

Strategic Priority 6: Transition from Legacy to Next Generation Systems for 9-1-1

- Invest in technology that will allow more efficient, reliable, and effective emergency response for our citizens.

PEMA's two (2) strategic imperatives shape and influence the approach the Agency takes in carrying out its mission and achieving its strategic priorities and objectives.

Strategic Imperative 1: A Whole Community Approach to Emergency Management

- Disaster resilience is not just a government responsibility, but a whole community responsibility. PEMA must build upon existing efforts to promote responsibility across the community in regards to preparedness, response, recovery, and mitigation. This can be achieved by doing the following:
 - Plan *with* rather than *for* communities
 - Engage all parts of the community
 - Better understand and help the community meet its needs
 - Strengthen what is already working well in the community

Strategic Imperative 2: Foster Innovation and Learning

- Leverage best practices, existing resources and expertise, and innovative technologies to maximize mission capabilities. Place a premium on developing and improving organizational capacity. PEMA will encourage new ideas, learn from past experience, and quickly adapt to changing conditions.

PEMA Strategic Plan: Introduction

Background

Strategic planning is an approach to dealing with serious challenges that organizations, parts of organizations, collaborations, and communities face. These challenges require deliberation and discipline on the part of leaders if they are to be effectively managed.

All organizations are in a constant state of change and flux; even those that think of themselves as stable are typically changing in various ways. People are coming and going, mandates are shifting, budgets are changing, stakeholder participation fluctuating, and the needs of our customers, the citizens of the Commonwealth, are changing as well. A strategically managed organization is one that both defines where it wants to be and manages the changes effectively through an action agenda to achieve that goal.

These are characteristics of strategic planning:

- It is a way of thinking, acting, and learning.
- It usually takes a comprehensive view by focusing on the big picture, but it also leads to specific, targeted actions in the present, in light of their longer term consequences.
- It is often visionary and usually proactive rather than reactive in addressing the need for change.
- It is flexible and practical.
- It can serve as a guide for decision making, resource allocation and budgeting.

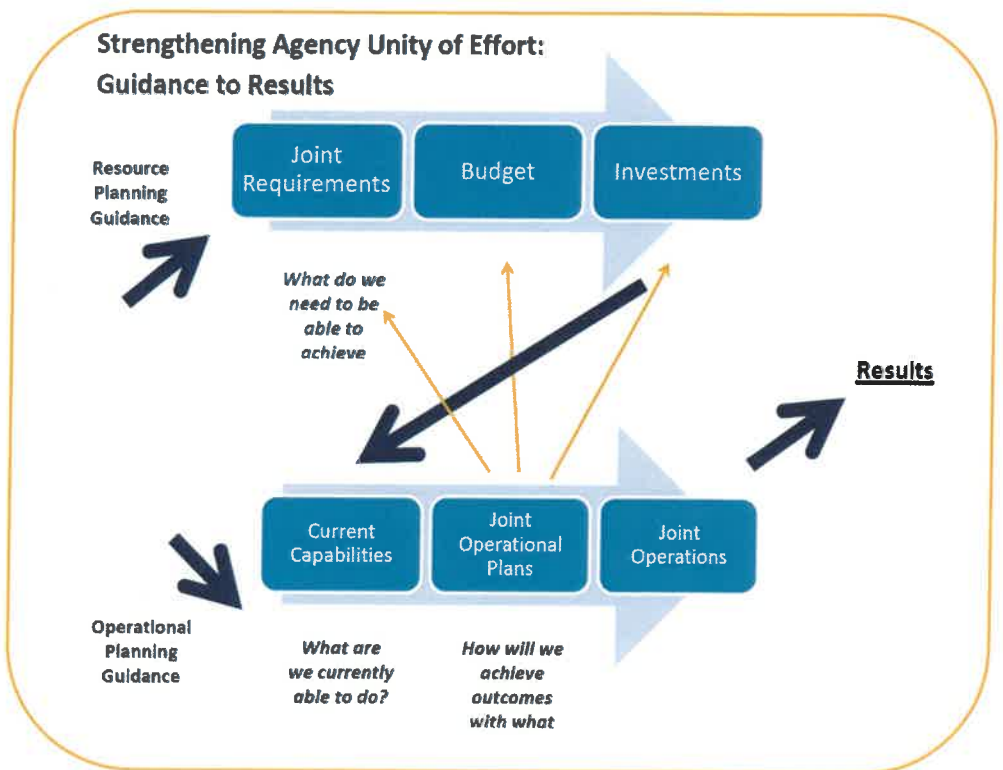


Figure 1: Organizational Unity of Effort

Strategic planning is a set of concepts, procedures, methodologies, and tools that can help organizations become more successful in defining and achieving their mission or vision and in creating significant and enduring public value.

Purpose

This Strategic Plan was developed for the purpose of:

- Unifying effort
- Enhancing organizational capabilities
- Increasing effectiveness and ensuring all mandates are being adequately met
- Increasing efficiency
- Improving decision making and process flow
- Improving communications and public relations



Figure 2:
Flight 93 National Memorial, Shanksville, PA

The Plan builds important linkages between the agency’s planning, programming, budgeting, and execution of processes, ensuring that the agency invests and operates in a cohesive, unified fashion, and makes decisions that are transparent and collaborative to drive strategic guidance results. The FY 2015-2019 PEMA Strategic Plan represents an important step in our process toward achieving unity of effort by articulating the strategies we employ to achieve our objectives and performance goals that we use to evaluate our progress.

Foundations for the Strategic Plan

PEMA’s mission is to save lives, reduce suffering, and protect property and the environment by leading and coordinating Commonwealth agencies and resources to prevent, protect, prepare for, respond to and recover from any man-made or natural disaster.

PEMA’s vision is to have a Commonwealth that is more prepared and resilient towards natural, man-made, and technological hazards.

Our values are: Integrity, Commitment/Dedication, Customer Service, Consistency, Timeliness, and Quality.

For multiple decades, PEMA has played a crucial role in leading the Commonwealth to prepare for, protect against, respond to, recover from, and mitigate all hazards. To continue to accomplish its mission in the years to come, PEMA must work collaboratively with stakeholders across the whole community to ensure the Commonwealth is better prepared for current and future disasters and risks. **This Strategic Plan** outlines the steps PEMA must take to adapt and strengthen its capabilities for the future environment.

This strategic plan builds upon the 2014 Strategic Initiative. The 2014 Strategic Initiative developed tools and methods for achieving grand strategies, long-term goals, short-term objectives, and actions. It reignited commitment to strategic planning as an agency and outlined a realistic and feasible way for implementation and maintenance.

The FY 2015-2019 plan builds upon the 2014 Strategic Initiative. It will continue to serve as a relevant and purposeful document, outlining the priorities for enhancing capabilities throughout the agency and thus allow for the Commonwealth to better prepare for emergencies and disasters. It will be referenced often and be a living document that reflects changes in agency direction, updates to accommodate identified best practices, adjustments to the agency's capabilities and areas for improvement from after action reports and incident responses.

Strategic Environment

PEMA's strategic plan is based upon the Governor's Initiatives, the Director's Mission and Vision for the agency and the National Preparedness Goal (NPG).

Governor's Initiatives

The Honorable Tom Wolf is the current Governor of Pennsylvania. Under his leadership three (3) priorities have been established: Schools that Teach, Jobs that Pay, and Government that Works.

Given those priorities, we as an agency must enhance our whole community approach to emergency management.

PEMA must sustain and further strengthen its already strong partnerships and relationships and effectively mobilize and support, resources, expertise, and capabilities from all levels of government, the private sector, non-profit community, and the public.

PEMA's staff must foster innovation and learning. As an agency, we need to place a premium on developing our organizational capacity to encourage new ideas, learn from past experience, rapidly orient and apply what we have learned in the proper context, and quickly adapt to changing conditions.

PEMA must continue to partner with the Pennsylvania Department of Education to ensure our schools have high quality Emergency Operations Plans (EOPs) that can be easily implemented in order to promote a safe learning environment for students and staff. The ultimate goal is to be able to bring an appropriate and safe settlement to any crisis for the welfare and benefit of the educational family, students, and parents.

PEMA's Mission and Vision

PEMA is an agency that has many roles and responsibilities. We prioritize these many roles and responsibilities into five (5) categories; prevention, protection, response, mitigation, and recovery. Identified below are three (3) focus areas. These three focus areas are significant and cross-cut along the five (5) categories. In order to continue to meet our mission and strive towards accomplishing our vision we must set goals and measurable metrics. Metrics are important as they allow for progress evaluation, course corrections, and assisting in decision making related to strategy and resourcing.



Figure 3: Strategic Plan Approach

Below are the metrics associated with the three focus areas.

Response: The Pennsylvania Emergency Management Agency will work with all stakeholders, governmental and private, as well as citizens, toward the objective of stabilization of any incident within seventy-two hours of its occurrence.

Preparedness: PEMA will increase by five (5) percent the number of counties and local municipalities with updated emergency preparedness plans maintained in an electronic format.

Outreach: PEMA will conduct a 2016 Commonwealth-wide emergency preparedness survey in order to better understand the level of preparation and planning Pennsylvanians have taken to be ready in the event of a disaster or emergency situation. Moving forward, PEMA staff will develop outreach programs and targeted messaging to increase the percentage of prepared Pennsylvanians.

National Preparedness Goal (NPG)

In 2011, President Obama signed Presidential Policy Directive 8: National Preparedness (PPD-8), describing the Nation's approach to preparing for threats and hazards that pose the greatest risk to national security. The United States Department of Homeland Security (DHS) and the Federal Emergency Management Agency (FEMA) coordinate the All-of-Nation effort to improve preparedness for and resilience to all hazards. The Directive calls for a whole community approach to preparedness that includes all levels of government, the private and nonprofit sectors, civic and faith-based organizations, communities, and individuals. PPD-8 is organized around the following elements:

- **The National Preparedness Goal (NPG)** states the outcome to be achieved: a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from threats and hazards.
- **The National Preparedness System** describes the means to achieve the NPG, using an integrated set of guidance, programs, and processes.
- **National Planning Frameworks and Federal Interagency Operational Plans** describe the coordinating structures for delivering capabilities for particular threats and incidents.
- An annual **National Preparedness Report** evaluates and documents the progress made toward achieving the NPG.

As a stakeholder and recipient of grant funding from DHS and FEMA, PEMA must do its part to collaborate with all federal partners, state agencies and departments, the private and nonprofit sectors; and the public to implement the National Preparedness System. PEMA must strive to make the Commonwealth a more secure and resilient state which will in turn contribute to having a more secure and resilient nation.

With the Governor’s Initiatives, the Director’s Mission and Vision for the agency and the NPG serving as a vision for the future, PEMA has identified the six (6) strategic priorities and two (2) strategic imperatives that will frame the Agency’s approach to mission execution and program implementation.

Out of these strategic priorities we form objectives, performance objective goals to evaluate our progress and strategy steps that need to be taken in order to meet our objectives and, ultimately, our strategic priorities.



Figure 4: Strategic Planning Hierarchy

Strategic Priorities and Imperatives

The strategic priorities and imperatives reflect PEMA’s consistent focus on building unity of effort among the entire emergency management team to meet the needs of disaster survivors and address our most significant risks, including potential catastrophic disasters. This emphasis on survivors and preparing for unprecedented events has reinforced the importance of PEMA as a robust and well-coordinated agency, that has depth in staffing, implemented risk reduction efforts, and practices efficient business operations in order to best accomplish the emergency management mission.

The strategic priorities listed below are PEMA’s top-level goals. These goals provide guidance for strategic efforts at all levels of the organization and serve as a framework for this Strategic Plan.



Figure 5: PEMA Strategic Priorities and Imperatives



Figure 6: Elevation Project Southeastern Pennsylvania

Strategic Priority 1: Be Survivor Focused in Mission and Program Delivery

Be a “Center for Preparedness Excellence,” assisting families, communities, non-profit organizations, faith-based, private sector, and governmental partners to manage consequences of unpredictable events or situations.

Strategic Priority 2: Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Continue to maintain and sustain a prompt and coordinated state level response in handling all phases of emergency management during a human caused or natural disaster.

Strategic Priority 3: Maintain Disaster Readiness through Forward Posturing

Lead the effort to prepare the Commonwealth of Pennsylvania for a catastrophic event, engaging the whole community to harness and enhance the capabilities of citizens and communities.

Strategic Priority 4: Enable Disaster Risk Reduction and Promote Commonwealth-wide Resiliency

Promote Commonwealth wide the importance of implementing risk reduction measures at all levels of government and throughout the whole community.

Strategic Priority 5: Strengthen PEMA’s Organizational Foundation

Invest in PEMA’s workforce; ensure proficiency; streamline business processes; and align strategy, budget, execution and performance.

Strategic Priority 6: Transition from Legacy to Next Generation Systems for 9-1-1

Invest in technology that will allow more efficient, reliable and effective emergency response for our citizens.

PEMA’s two (2) strategic imperatives shape and influence the approach the Agency takes in carrying out its mission and achieving its strategic priorities and objectives.

Strategic Imperative 1: A Whole Community Approach to Emergency Management

Disaster resilience is not just a government responsibility, but a whole community responsibility. PEMA must build upon existing efforts to promote responsibility across the community in regards to preparedness, response, recovery and mitigation. This can be achieved by doing the following:

- Plan *with* rather than *for* communities
- Engage all parts of the community
- Better understand and help the community meet its needs
- Strengthen what is already working well in the community

Strategic Imperative 2: Foster Innovation and Learning

Leverage best practices, existing resources and expertise, and innovative technologies to maximize mission capabilities. Place a premium on developing and improving organizational capacity. PEMA will encourage new ideas, learn from past experience, and quickly adapt to changing conditions.

The following sections provide details for each of the strategic priorities, beginning with identifying the outcomes to be achieved, and then describing the objectives and strategy steps that will be pursued in support of those outcomes. Each objective also includes an associated performance goal—a measurable target for the Strategic Plan period (2015-2019) that represents meaningful progress toward achieving the outcome.

Strategic Priority 1

Be Survivor Focused in Mission and Program Delivery

PEMA recognizes that communities may suffer severe impact from a disaster event that may or may not meet the criteria for a federal major disaster, emergency, or Small Business Administration (SBA) declaration. The socio-economic impact is no less important to the inhabitants of the Commonwealth and must be addressed when the ability to respond and recover exceeds the capability of a community.

PEMA, as a leader in emergency management and as the Commonwealth's lead coordinating agency, must enhance our whole community approach in order to better recognize and support both the needs and the capabilities of affected disaster survivors-including individuals, households, organizations, and communities.

Living through a disaster can be a traumatic, life-altering experience. It's important to have efficient and effective disaster services that ease the rebuilding process. These services must constantly be reviewed in order to ensure that those impacted by a disaster are having their needs met. PEMA will work with the whole community to ensure equal access to disaster services and to meet the functional needs of all individuals without discrimination.

Through the following objectives, PEMA will continue to work to ease the impact of disasters on survivors and increase their capacity to take effective and practical steps to help themselves, their families, and their communities.

Objective 1.1: Streamline and Simplify Disaster Services for Individuals and Communities

Strategy Step 1.1.1- Develop a non-Stafford Act plan for resources available to Pennsylvanians.

Strategy Step 1.1.2- Work with state agencies and private sector partners that have access to assets that can assist survivors with short-term housing resources and ensure an effective plan is in place.



Objective 1.1 Performance Goal:

PEMA along with other whole community partners will review materials, tools, and other resources available to assist disaster survivors on an annual basis to ensure accuracy and effectiveness.



Figure 7:
Venango County CART Team
Sheltering Animals during an Event

Strategy Step 1.1.3- Develop and publish Commonwealth of Pennsylvania Disaster Recovery Guidance such as recovery plan and checklists, which will serve as a relevant and effective tool for disaster survivors.

Strategy Step 1.1.4- In coordination with local emergency managers, and in accordance with Act 187, develop an effective communication plan and training program for emergency managers in a non-declared disaster event.

Strategy Step 1.1.5- Work with sheltering partners such as the American Red Cross and Pennsylvania Department of Human Services in order to develop a

concept of operations and training plan for setting up and staffing large capacity shelters. The developed materials will need to include provisions for populations with communications or mobility limitations, accessory requirements for functional needs, and for those who are accompanied by pets and/or service animals.

Objective 1.2 Performance Goal:

During disaster situations PEMA Press Office will ensure that information pertaining to the event will be posted on the PEMA website and ReadyPA Facebook page within 2 hours of being notified about the event with updates every 4 hours until the situation returns to steady state.

Objective 1.2: Provide Support to Local Leaders to Strengthen Recovery and Mitigation Capabilities

Strategy Step 1.2.1- Provide training to local and state agencies to maximize the coordination and communication of the processes in recovery.

Strategy Step 1.2.2- Provide timely and reliable information about an incident or disaster event to local government, non-profit organizations, faith-based, private sector, individuals and communities.

Strategy Step 1.2.3- Improve the delivery and expand the quality and quantity of Individual Assistance to homeowners, renters, and businesses after a disaster while encouraging responsible mitigation actions to decrease future physical or economic losses.

Objective 1.3: PEMA will work toward the objective of stabilization of any incident within seventy-two hours of occurrence. This includes coordination or rescue activities, sheltering, and ensuring basic needs are being met.

Strategy Step 1.3.1- Maintain 24/7 readiness for an incident or disaster event Commonwealth-wide.

Strategy Step 1.3.2- Prepare and deliver specific weather briefings imperative to the success of the mission for PEMA and its stakeholders, including the Governor’s Office.

Objective 1.3 Performance Goal:

The State Emergency Operations Center (SEOC) will activate to a full activation level within 2 hours of notification to staff and Emergency Preparedness Liaison Officers (EPLOs)

Strategy Step 1.3.3- Ensure timely and appropriate activation of the State Emergency Operations Center (SEOC) and PEMA’s Area Offices.

Strategy Step 1.3.4- As an agency, strive to provide timely information to the counties, emergency management community, 9-1-1 community, and other stakeholders.

Strategy Step 1.3.5- Ensure PEMA Logistics and Resource Management has adequate contracts, commodities and capabilities in place to begin coordinating and moving resources upon request.

Strategy Step 1.3.6- Work with all stakeholders: governmental, private, as well as citizens, to enhance communications, situational awareness and incident stabilization by pre-staging resources and pushing out current and actionable information.

Objective 1.4: Increase Hazard Awareness and Action by Improving Planning, Mechanisms of Outreach, and Communication Tools

Strategy Step 1.4.1- PEMA will conduct a Commonwealth-wide emergency preparedness survey in order to better understand the level of preparation and planning Pennsylvanians have taken to be ready in the event of a disaster or emergency situation and will develop outreach programs to increase the percentage of prepared Pennsylvanians.

Strategy Step 1.4.2- Enhance PEMA’s social media presence within the Commonwealth.

Strategy Step 1.4.3- Develop and oversee educational campaigns for PEMA, stakeholders, and the public to better prepare Pennsylvanians for weather hazards.

Strategy Step 1.4.4- Participate in traditional and social media outreach to further a weather savvy Commonwealth.



Figure 8: PEMA's ReadyPA Mobile App

Objective 1.4 Performance Goal:

Increase the number of schools with high quality emergency operations plans (EOPs). PEMA is striving for an annual 10 percent increase. PEMA will also assess overall increase in understanding of safe schools planning by launching a pre-and post-project survey to Central Susquehanna Intermediate Units (CSIUs) and Schools.

Strategy Step 1.4.5- Provide all Pennsylvania school entities with evidence-based planning tools and technical assistance in order to create and maintain high quality school emergency operations plans (EOPs).

Strategy Step 1.4.6- Meet with business community partners throughout the Commonwealth to educate them about business continuity and inform them of emergency management strategies and procedures.

Objective 1.5: Enhance PEMA’s Situational Awareness and Common Operating Picture (SA and COP) to Better Support the Communications and Information Management Component of the National Incident Management System (NIMS).

Strategy Step 1.5.1- Ensure staff have a thorough understanding of PEMA’s situational awareness/common operating picture (SA/COP) system and provide basic and refresher training to staff as needed.

Strategy Step 1.5.2- Evaluate the effectiveness of PEMA’s current SA abilities and COP system.

Strategy Step 1.5.3- Apply best practices and facilitate improvement to the current SA and COP system such as checklists, electronic web-tools, and other pertinent materials.

Strategy Step 1.5.4- Provide training on situational awareness tools, specifically social media products, and their ability to enhance information gathering procedures. Incorporate these tools and products into daily EOC and other agency operations to enhance abilities associated with maintaining a common operating picture.

Objective 1.5 Performance Goal:

By June 2016 update PEMA’s current Situational Awareness and Common Operating Picture (SA and COP) system and processes to better support communications and information management.

Strategic Priority 2

Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

In order to meet the needs of disaster-impacted residents of the Commonwealth, PEMA must have an experienced cadre of staff members capable of delivering resources to the right people at the right time. Our partners at the county and municipal levels serve as a force multiplier and ultimately comprise a team of emergency management professionals that stand ready to deliver these resources as needs arise. A comprehensive planning, training, equipment, and business process must remain current and adaptable in order to align incident operations with the needs of the Commonwealth and maintain this readiness at all levels. In order to do so we have identified strategies that will be pursued.



Objective 2.1: Develop and Implement the PEMA Qualification System (PQS)

Strategy Step 2.1.1- Work with PEMA staff and emergency management partners to develop a transparent and fair structure for ensuring the agency's staff are certified and credentialed.

Strategy Step 2.1.2- Develop and formalize the process for certifying and credentialing members of the Commonwealth's Emergency Management Workforce including Emergency Preparedness Liaison Officers (EPLOs) and members of the State Incident Management Team (IMT).

Strategy Step 2.1.3- Develop a suite of tools that PEMA credentialing stakeholders can use.

Strategy Step 2.1.4- Develop an exportable program that can be utilized by county, regional, and local emergency management programs for their credentialing needs.

Objective 2.2: Continue to Maintain and Sustain a Prompt and Coordinated State Level Response in Handling All Phases of Emergency Management During a Human Caused or Natural Disaster.

Strategy Step 2.2.1- PEMA will continue to work with its stakeholders in order to better align response capability with the needs of the Commonwealth.

Strategy Step 2.2.2- Maintain an up-to-date EOP.

Objective 2.1 Performance Goal:

By June 2017 fully implement the PEMA Qualification System (PQS) for all PEMA employees. By June 2018 fully implement PQS for all EPLO's.

Strategy Step 2.2.3- Continue to expand the statewide implementation of the National Incident Management System (NIMS) in order to increase compliance statewide.

Strategy Step 2.2.4- Strive for continuous quality improvement of response, notification, and communication between agencies and Emergency Support Functions (ESFs).

Objective 2.2 Performance Goal:

Increase the number of NIMS Adoption resolutions as well as the applicable entities that are reporting NIMS compliance by 10 percent. This will be measured annually.

Strategy Step 2.2.5- Review, modify, and develop policies, procedures, and systems to promote effective response to natural or manmade disasters.

Strategy Step 2.2.6- Use data-driven decision making to inform right-sizing of disaster staffing and operations.

Objective 2.3: Implement an Integrated Commonwealth-wide Training and Exercise Program

Strategy Step 2.3.1- Develop a curriculum management process for course development, delivery, and maintenance.

Strategy Step 2.3.2- Review, enhance, and modify as needed PEMA's learning management system.

Strategy Step 2.3.3- Develop and implement a quality assurance program to assure effectiveness of instructors, course materials and delivery, and training readiness evaluation.

Strategy Step 2.3.4- Refine and formalize the interagency process for developing, designing, conducting, and evaluating performance-based exercises.

Strategy Step 2.3.5- Foster and enhance cooperative training and exercise relationships with state, regional, local, and private sector stakeholders.

Objective 2.3 Performance Goal:

Develop and implement a course delivery process that involves on-site assessments for PEMA sponsored course deliveries by June 2017.

Objective 2.4 Performance Goal:

PEMA along with training and exercise partners will conduct a thorough capabilities assessment by June 2016.

Objective 2.4: Develop a Comprehensive Commonwealth-wide Training and Exercise Strategy

Strategy Step 1.1.1- Identify training and exercise priorities by conducting a bottom up gap analysis and thorough capabilities assessment with state, regional, and local partners in order to formulate a baseline.

Strategy Step 2.4.2- Develop a Training and Exercise Multi-year Strategic Plan that aligns with PEMA's strategic priorities and the National Preparedness Goal (NPG) and incorporates future direction for organization, mission, goals, functions, resources, and budgetary needs.

Strategy Step 2.4.3- Implement a training and exercise forecasting process with state, regional, and local partners in order to identify activities that can fulfill priority gaps and activities that can be consolidated or collaborated in order to eliminate redundancies and more effectively utilize funding and resources.

Objective 2.5 Performance Goal:

By June 2018, develop a second path leading to certification of county and local emergency management personnel that includes in-state deliveries of Emergency Management Institute's (EMI's) Basic and Advanced Academies.

Objective 2.5: Develop a Robust Commonwealth-wide Emergency Management Certification and Accreditation Program

Strategy Step 2.5.1- Review and modify as appropriate the existing emergency management certification program.

Strategy Step 2.5.2- Work with emergency management and higher education partners to develop a dual pathway to emergency management certification by leveraging EMI's basic and advanced academy concepts for delivery in Pennsylvania.

Strategy Step 2.5.3- Work with emergency management partners to identify, develop, and maintain a seasoned cadre of emergency management instructors approved to deliver PEMA courses in Pennsylvania.

Strategy Step 2.5.4- Identify and develop instructors to support state level deliveries of the Emergency Management Institute (EMI) Basic and Advanced Academies in order to provide a second pathway towards professional certification.

Strategy Step 2.5.5- Develop and implement a voluntary emergency management accreditation program for emergency management organizations at the county and local levels (Incident Ready Program).

Objective 2.6: Streamline Emergency Management Course Delivery by Increasing Availability of Online Courses

Strategy Step 2.6.1- Identify and prioritize course offerings that can be made available online.

Strategy Step 2.6.2- Develop a Standard Operating Procedure (SOP) for developing, uploading, and promoting online course offerings.

Strategy Step 2.6.3- Develop a multi-year schedule for online course offerings.

Strategy Step 2.6.4- Develop an online survey process that allows emergency management stakeholders to make recommendations and provide feedback for improvement.

Objective 2.6 Performance Goal:

Starting January 2017, provide eight (8) online course offerings annually.

Objective 2.7: Enhance State-wide Emergency System Infrastructure to Support Emergency Response and the General Public Safety Priorities.

Strategy Step 2.7.1- Maintain and enhance situational awareness capability by utilizing advanced information technologies that can be further maximized to streamline processes and increase productivity.

Strategy Step 2.7.2- Strengthen interoperability for all technical communications systems within all levels of state, county, and local governments.

Strategy Step 2.7.3- Enhance the communications and technology capabilities for onsite and remote incident management.

Strategy Step 2.7.4- Establish a common Geographic Information System (GIS) platform and develop a trained cadre of staff that can utilize GIS for analysis, situational awareness, and coordination of resources.

Strategy Step 2.7.5- Forecast weather related impacts for first responders and aid in forecasting best timing for lowest risk to complete their mission.

Objective 2.7 Performance Goal:

Provide event notifications to stakeholders via EAS, EMnet and other available communications methodologies within 15 minutes of receiving information.

Objective 2.8 Performance Goal:

Provide EPLO training on a quarterly basis.

Objective 2.8: Effectively Organize and Staff the State Emergency Operations Center (SEOC) for Response to Emergencies and Disasters.

Strategy Step 2.8.1- Regularly test and exercise all personnel, technology, vehicles, plans, systems and equipment to ensure operational and response readiness.

Strategy Step 2.8.2- Review, modify, and update position specific task books for the SEOC.

Strategy Step 2.8.3- Provide the tools and training necessary for EPLOs to streamline SEOC activations.

Strategy Step 2.8.4- Provide meteorological support to non-weather specific responses such as natural and technological hazards as well as terrorism.

Strategy Step 2.8.5- Develop a Resource Support Plan to enhance resource support coordination activities.

Objective 2.9: Work with Various Stakeholders to Enhance and Develop New Systems that Strengthen Existing Capabilities.

Strategy Step 2.9.1- Implement the Pennsylvania Business Emergency Operations Center (PBEOC).

Strategy Step 2.9.2- Identify opportunities for Computer Automated Dispatch (CAD) to CAD integration with other state agency partners.

Strategy Step 2.9.3- Enhance collaborative efforts with the Commonwealth’s Voluntary Organizations Active in Disaster (VOAD) organizations ability to function as an integral partner in the recovery phase of a disaster.

Objective 2.9 Performance Goal:

By April 2016 fully implement the Pennsylvania Business Emergency Operations Center (PBEOC) program at PEMA.

Objective 2.10: Prioritize Efforts to Include a Wide Range of Partners to Better Utilize the Knowledge, Skills and Abilities of the Private Sector, Non-Government Organizations, and Volunteers in Disaster Response.

Objective 2.10 Performance Goal:

Increase the number of School EOPs being developed and stored in the PEMA’s online planning repository by 3 percent. This will be measured annually.

Strategy Step 2.10.1- Increase the enrollment of counties participating in the Community Emergency Response Team (CERT) Program.

Strategy Step 2.10.2- Work with the Pennsylvania Department of Education to establish regular emergency management content in K-12 schools Commonwealth wide.

Strategy Step 2.10.3- Work with the Department of Education to develop a Pennsylvania Weather Hazards Awareness program for use in all schools to educate on hazards rather than solely reactionary.

Strategy Step 2.10.4- Push the National Weather Service (NWS) Weather Ready Nation and Storm Ready campaigns for state and local agencies as well as private sector.

Strategy Step 2.10.5- Utilize volunteer resources more effectively by providing structures for service.



Figure 9:
Northeast Search and Rescue (NESAR),
a participating CERT agency
based out of Monroe County

Strategic Priority 3

Maintain Disaster Readiness through Forward Posturing

The greatest challenge in emergency management lies in preparing for a catastrophic disaster---an event with impacts so severe that existing emergency plans, coordination structures, and communications are insufficient and governmental capacity at all levels is quickly depleted. Through disaster preparedness strategies we will have a greater understanding of our gaps and capabilities in order to better our readiness for any given scenario.



Objective 3.1 Strengthen Capabilities that Have the Greatest Potential to Reduce Impacts from Disaster Events

Objective 3.1 Performance Goal:

Increase Planning, Organization, Exercise, Training, and Equipment (POETE) rankings for the core capabilities associated with response and recovery. Rankings will be reviewed annually via the State Preparedness Report (SPR) process.

Strategy Step 3.1.1- Maintain an active role in the National preparedness, response, mitigation, recovery and homeland security enterprise to ensure resiliency within the Commonwealth of Pennsylvania.

Strategy Step 3.1.2- Identify and address critical response and recovery capability gaps.

Strategy Step 3.1.3- Support efforts that ensure continuity of state government operations during a wide range of emergencies.

Strategy Step 3.1.4- Update and develop supporting plans to address all-hazards prevention and preparedness, and provide the necessary support to conduct local, state, and regional exercises.

Strategy Step 3.1.5- Institutionalize threat and hazard identification, risk assessment and hazard-mitigation planning to reduce vulnerability and provide effective tools for planning, preparedness and recovery.

Strategy Step 3.1.6- Develop and enhance emergency support function capabilities to improve coordination and capabilities for disasters.

Strategy Step 3.1.7- Develop and implement a process for ensuring after action reporting takes place after all exercises regardless of size and complexity and that all items identified in improvement plans are completed.

Objective 3.2 Enhance the Virtual Comprehensive Emergency Management Planning Tool to Better Synchronize Planning Efforts Commonwealth-wide and Provide Remote Access to Ensure a Common Operating Picture and Central Repository.

Strategy Step 3.2.1- Identify additional all-hazards plans, special event plans, and resources that would be suitable for entry into the Commonwealth’s online emergency management planning environment.

Objective 3.2 Performance Goal:
Identify state agency strategic partners by June 2016 to explore cost sharing and long-term sustainability options.

Strategy Step 3.2.2- Develop and prioritize strategies for incorporation of different hazard specific planning templates and repositories into the virtual planning tool.

Strategy Step 3.2.3- Establish and solidify partnerships with stakeholders for cost sharing and long-term sustainability of the online planning tool.

Strategy Step 3.2.4- Develop a long-term training and maintenance plan for the virtual planning tool.

Objective 3.3 Enhance Resource-Sharing Opportunities for Emergency Events and Disasters

Strategy Step 3.3.1- Improve capabilities through the full implementation of the National Incident Management System (NIMS), the National Response Framework (NRF), and the use of emergency management technologies.

Objective 3.3 Performance Goal:
Annually conduct four (4) exercises that test PEMA’s resource management capabilities in being able to process requests and transport resources.

Strategy Step 3.3.2- Strengthen statewide and national mutual assistance compacts. Work with various partners to develop new systems and agreements and provide exercises to strengthen existing mutual aid compacts.

Strategy Step 3.3.3- Continue to develop a state and local resource management capability that includes the creation of a commonwealth-wide inventory database containing capabilities that can support and coordinate disaster response.

Strategy Step 3.3.4- Enhance PEMA’s ability to mitigate the effects of large scale events through comprehensive planning of recovery efforts prior to any emergency event or disaster. This can include pre-positioning of resources such as damage assessment teams, generators, and mission response packages in advance of an event.

Objective 3.4 Encourage Citizen Preparedness While Integrating the Needs of Vulnerable Populations

Objective 3.4 Performance Goal:

Coordinate and collaborate with Pennsylvania Department of Health, Department of Aging, Department of Labor and Industry, Department of Human Services and other appropriate agencies in order to build a database by December 2016 that can track pertinent information for enhancing vulnerable population planning throughout the Commonwealth.

Strategy Step 3.4.1- Ensure the needs of vulnerable populations are incorporated into early-warning notification systems, mass care and shelter plans, emergency response activities, prevention and planning efforts, transportation, and evacuation plans, exercises, and other emergency related measures.

Strategy Step 3.4.2- Collaborate with stakeholders to develop community resource listings, citizen emergency plans, and commonwealth-wide exercises to assess citizen preparedness and community recovery plans.

Strategy Step 3.4.3- Provide tools and guidance to help prepare citizens for disasters.

Strategy Step 3.4.4- PEMA, in conjunction with the Pennsylvania Department of Labor and Industry and other partners, will develop and formalize procedures to ensure that a sign language interpreter and closed captioning are utilized when delivering messages to Commonwealth citizens.

Strategic Priority 4
Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

The Commonwealth faces increasing disaster risk in the near and long term future due to multiple interacting factors such as shifting demographics, aging infrastructure, and climate change. In order to reduce loss of life, injuries, and disaster costs, PEMA must create a greater awareness of risk and inform the residents of the Commonwealth about mitigation measures they can take in order to be more resilient.



Objective 4.1: Promote a Better Understanding of Resiliency throughout the Commonwealth

Strategy Step 4.1.1- Modernize and promote PEMA’s and FEMA’s risk assessment tools including Hazus and the Threat and Hazard Identification and Risk Assessment (THIRA) process for better integration and understanding across the whole community.

Objective 4.1 Performance Goal:
 Facilitate at least one hazard awareness-resiliency training quarterly in the Commonwealth.

Strategy Step 4.1.2- Participate in FEMA’s development of a national all-hazard risk information and collaboration portal.

Strategy Step 4.1.3- Advance risk management capability across the whole community.

Strategy Step 4.1.4- Promote hazard awareness Commonwealth-wide.

Objective 4.2: Mitigate the Commonwealth’s Risk of Loss of Life and Physical and Economic Damage from Natural and Manmade Hazards.

Strategy Step 4.2.1- Assess critical infrastructure on a regional level, focusing on vulnerabilities, threats, and potential consequences from an all-hazards perspective.



Figure 10:
 Flood Walls along Market Street, Wilkes-Barre, Pennsylvania

Objective 4.2 Performance Goal:

By December 2016, add a resilience component to local and state hazard mitigation plans that is in alignment with FEMA National Planning Frameworks and Federal Interagency Operational Plans (FIOPs) for mitigation and recovery.

Strategy Step 4.2.2- Identify critical dependencies, interdependencies, cascading effects, resiliency characteristics, and gaps.

Strategy Step 4.2.3- Work with regional task forces and counties to assess the status of the integrated preparedness and protection capabilities of critical infrastructure owners and operators, local law enforcement, and emergency response organizations.

Strategy Step 4.2.4- Work with the Pennsylvania State Police, Governor’s Office of Homeland Security and other appropriate partners to better coordinate protection and response efforts and addresses security gaps to enhance resilience within the geographic region.

Objective 4.3: Promote FEMA’s Pre-and Post-Disaster Programs that Support and Encourage Resilient Building Practices.

Strategy Step 4.3.1- Collaborate with FEMA to align the 404 and 406 mitigation programs to assist communities in managing current and future risk.

Strategy Step 4.3.2- Facilitate collaborations to strengthen risk standards, leverage market forces, and guide resilient investments.

Strategy Step 4.3.3- Collaborate with FEMA to re-shape funding agreements with states, counties, and municipalities to expand cost-sharing and deductibles.

Strategy Step 4.3.4- Develop plans and strategies to fully leverage public/private partnerships to assist in disaster recovery.

Objective 4.3 Performance Goal:

In conjunction with the Pennsylvania Department of Community and Economic Development (DCED), work with communities post-disaster to develop a long-term recovery plan. Increase community recovery plans by two (2) percent annually.

Objective 4.4: Promote the Importance and Value of the National Flood Insurance Program (NFIP).

Objective 4.4 Performance Goal:

Mitigate 3-5 Severe Repetitive Loss (SRL) properties per year.

Strategy Step 4.4.1- Support flood insurance outreach initiatives.

Strategy Step 4.4.2- Support FEMA’s RiskMap Program.

Strategy Step 4.4.3- Prioritize Severe Repetitive Loss (SRL) and Repetitive Loss (RL) properties for mitigation projects: including demolition, acquisition, and elevation.

Strategy Step 4.4.4- Work with the State NFIP Coordinator to ensure floodplain management ordinances are current throughout the Commonwealth.

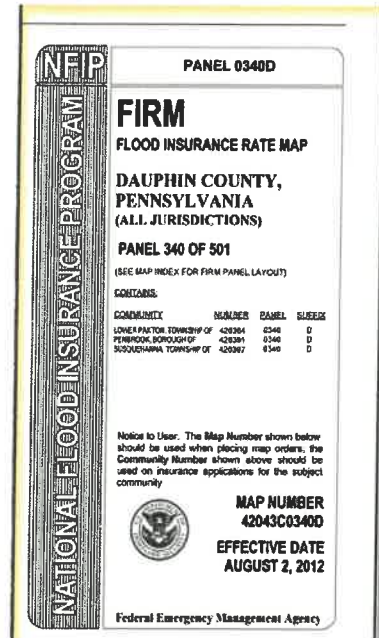


Figure 11:
FEMA Flood Insurance Rate Map
(FIRM) Panel

Strategic Priority 5
Strengthen PEMA’s Organizational Foundation

In order to fulfill its mission PEMA must be flexible and adaptable and put value not only on external customers but also its talented workforce. The strategies outlined below are designed to build relationships with our stakeholders and provide employees with the skills, resources, and support necessary to excel.



Objective 5.1: Reduce the Average Cost and Time Spent on Transactional Processes (Including, but not limited to, Requisitions, Procurement, Contracts, Travel, and Document Management) within the Agency.

Strategy Step 5.1.1- Conduct an assessment of business processes (including, but not limited to, requisitions, procurement, contracts, travel, and document management) and streamline processes accordingly.

Objective 5.1 Performance Goal:
 By the end of 2016, ensure all PEMA- Policy Information Memorandum (PIMs), standard operation policies, guidelines, and procedures have been reviewed and an update schedule has been developed.

Strategy Step 5.1.2- Update and maintain applicable PEMA- Policy Information Memorandum (PIMs), standard operating policies and procedures.

Strategy Step 5.1.3- Improve personnel processes through development and utilization of a paperless system.

Strategy Step 5.1.4- Maintain and sustain national accreditation via the Emergency Management Accreditation Program (EMAP).

Strategy Step 5.1.5- Develop an agency intranet site where staff can reserve conference rooms, vehicles, equipment, AV, and other items to eliminate paper processes.

Strategy Step 5.1.6- Develop a PEMA centralized office supply and requisitioning process for the agency.

Strategy Step 5.1.7- Implement a single platform for all helpdesk tickets.

Objective 5.2: Ensure Customer Satisfaction

Strategy Step 5.2.1- Identify essential functions, core services and critical gaps in meeting desired customer service levels and develop staff plans to address known gaps.

Strategy Step 5.2.2- Develop a systematic process to gather and use customer satisfaction and dissatisfaction data. This can be done by developing transactional surveys, an annual customer satisfaction survey, and developing a customer complaint process.



Objective 5.2 Performance Goal:
Develop a customer satisfaction survey and ensure analysis is completed semi-annually and processes are improved as appropriate.

Strategy Step 5.2.3- Evaluate forms and processes utilized by external stakeholders.

Strategy Step 5.2.4- Engage our external stakeholders in process improvement discussions and process mapping.

Objective 5.3: Ensure that PEMA has the Data, Technology, and Knowledge to Achieve Its Mission

Strategy Step 5.3.1- Develop a Service Level Agreement (SLA) that capitalizes on lessons learned, accounts for changes in technology and allows both PEMA and the Office of Administration to utilize resources to the fullest extent in order to continue to successfully complete the missions we support.

Objective 5.3 Performance Goal:
Annually test critical systems and equipment necessary to carry out time sensitive, mission essential functions at the pre-determined COOP site location for each PEMA bureau and office.

Strategy Step 5.3.2- Develop a knowledge management system that collects and transfers knowledge, experience and best practices throughout the agency.

Strategy Step 5.3.3- Ensure that each bureau and office within PEMA have the critical systems and equipment necessary to carry out time sensitive, mission essential functions at the pre-determined Continuity of Operations Planning (COOP) site location.

Strategy Step 5.3.4- Identify enterprise technologies that can be further maximized to streamline processes and increase productivity.

Strategy Step 5.3.5- Develop maintenance schedules to provide preventative servicing for PEMA communications assets.

Objective 5.4: Streamline the Delivery and Investment of Homeland Security and Emergency Management Funding

Strategy Step 5.4.1- Streamline grant application and approval processes.

Strategy Step 5.4.2- Provide technical assistance and resources to customers.

Objective 5.4 Performance Goal:

By the end of 2016 fully implement an e-Grants system.

Strategy Step 5.4.3- Involve PEMA personnel in grants training to encourage an understanding of the roles and responsibilities PEMA bureaus play in the administration of state and federal funding sources. Train counties to ensure programs and projects are compliant with all regulations and 44 CFR § 13.40.

Strategy Step 5.4.4- Ensure transparency and accountability.

Objective 5.5: Strengthen and Unify PEMA’s Operations and Management to Increase Operational Efficiency and Effectiveness

Strategy Step 5.5.1- Assess employee satisfaction and workplace environment on an annual basis and implement training sessions focused on organizational values and productivity as needed.

Strategy Step 5.5.2- Develop and implement agency retention plans for key staff.

Strategy Step 5.5.3- Increase organizational opportunities for learning and professional growth.

Strategy Step 5.5.4- Coordinate and align PEMA’s strategic, operational, and tactical planning efforts to achieve overall consistency.

Strategy Step 5.5.5- Develop networks for identifying and sharing lessons learned and best practices.

Objective 5.5 Performance Goal:

By the end of 2017, increase the percentage of PEMA employees on an established performance work plan within 30 days of joining the Agency, starting a new position, or at the beginning of a new performance cycle to 95 percent.

Strategic Priority 6

Transition from Legacy to Next Generation Systems for 9-1-1

PEMA 9-1-1 Directorate and Office is responsible for:

- Carrying out the provisions of the Pennsylvania 9-1-1 Act
- Decision-making aspects of Next Generation 9-1-1 (NG9-1-1) development
- Ensuring compliance with 9-1-1 Policy and all supporting plans/procedures
- Collaboration among stakeholders
- Informing the public about relevant aspects of 9-1-1 transformation.

PEMA strives to act as both a visionary and a change agent for NG 9-1-1 transformation initiatives. Our role is to capture a diverse mixture of business, technology, and finance uniquely integrated from multiple industry experiences. Consider both short and long term strategies for constantly improving our NG9-1-1 service.

Our Vision is to develop, coordinate, and integrate the foundation for an evolved, fully-functional NG9-1-1” system that responds anytime, anywhere, from any device in order to realize the full potential for 9-1-1 to provide public access to emergency services, enable interoperability between systems, protect human life, preserve property, and maintain public safety.

Our Mission is to enhance public safety for Pennsylvania by developing reliable statewide access to 9-1-1 and by fostering a unified approach to NG9-1-1 services supported by policy leadership, operational review, technological advancement, education, and training.

9-1-1 Overview:

Basic 9-1-1 (9-1-1) provides the caller the ability to reach a Public Safety Answering Point (PSAP) by dialing the digits 9-1-1. The technology is based on a legacy analog platform. Basic 9-1-1 is nearing end-of-life and will soon be obsolete.

Enhanced 9-1-1 (E9-1-1) relies on an analog-digital platform that adds the following three key capabilities to basic 9-1-1 service, and has been implemented throughout the state for landline, wireless and voice over internet protocol (VoIP) service.

- Selective routing provides intelligence and flexibility in the routing of calls to the correct, predetermined PSAP.



- Automatic Number Identification (ANI) provides the caller’s telephone number so call takers can call back if the call is disconnected.
- Automatic Location Identification (ALI) provides call takers with the caller’s location or address, which assists in the dispatch of emergency services.

New, emerging technology allows the country and Pennsylvania to move to the next level of improving public safety for citizens. NG9-1-1 is based on an emerging digital-replacement solution that requires a new statewide infrastructure. This new platform is based on emerging Federal specification and standards tailored for Pennsylvania. NG9-1-1 uses an Emergency Services Internet Protocol (IP) Network (ESInet) platform supported by an end-to-end Network Monitor and Maintenance (NMM) capability and having multiple data centers that host a geospatial routed, call handling system.

NG9-1-1 will allow more efficient, reliable and effective emergency response for our citizens. It will allow our citizens to access 9-1-1 via current communications means, including:

- i3 architecture and services including, voice, data, text messaging, photos, and live video
- Wireless text messaging (in progress)

This strategic priority will serve as a baseline for future years strategic planning. The following objectives and strategy steps will outline our initial path.

Objective 6.1: Develop a Commonwealth-wide 9-1-1 Inventory System

Strategy Step 6.1.1- Review existing regional assessments and remove antiquated requirements no longer applicable for developing an inventory system.

Objective 6.1 Performance Goal:
Have a Commonwealth-wide 9-1-1 Inventory System in place by March 2016.

Strategy Step 6.1.2- Work with our stakeholders such as the PSAPs, FirstNet, and the Pennsylvania State Police (PSP) to avoid duplication of effort and ensure critical elements pertaining to facilities, hardware, software, communications, and network capability are included into the inventory.

Strategy Step 6.1.3- Ensure that the updated inventory assessment meets legislative requirements and can capture NG 9-1-1 readiness.

Strategy Step 6.1.4- Initiate data collection.

Strategy Step 6.1.5- Conduct site visits where applicable to validate information collected in order finalize a baseline inventory system.

Objective 6.2: Establish a Compliance Monitoring Program

Strategy Step 6.2.1- Close-out and reconcile old processes and tools developed from past 9-1-1 legislation.

Strategy Step 6.2.2- Review, update, and develop technical standards, personnel certification and training standards, and quality assurance standards for all 9-1-1 systems and employees that operate and work respectively in jurisdictions under Act 78 as amended.

Strategy Step 6.2.3- Establish eligible uses of 9-1-1 funds on an annual basis.

Strategy Step 6.2.4- Develop standard operating procedures for completing 9-1-1 programmatic and financial monitoring visits.

Strategy Step 6.2.5- Establish a monitoring schedule.

Strategy Step 6.2.6- Develop a process for incorporating corrective actions and best practices.

Objective 6.2 Performance Goal:

By December 31, 2016 complete compliance monitoring visits with 10 percent of PSAPs. In 2017 and onward, strive to monitor 50 percent of PSAPs ongoing each year.

Objective 6.3: Improve Funds Management and Allocation Methodology

Strategy 6.3.1- Develop an allocation methodology that factors in population, call volume, density, and risk/vulnerability in order to better disperse available 9-1-1 funds.

Strategy Step 6.3.2- Develop a statewide interconnectivity grant program for shared regional projects Commonwealth-wide.

Strategy Step 6.3.3- Develop project selection criteria.

Objective 6.3 Performance Goal:

By October 2016, finalize a funds distribution plan for 83 percent of the 9-1-1 fund.

Objective 6.4: Continue 9-1-1 Outreach, Education, and Quality Assurance with Stakeholders

Strategy Step 6.4.1- Survey PSAPs and other stakeholders in order to identify and better target needs for certification.

Objective 6.4 Performance Goal:

By the end of 2016 submit a copy of the Agency's Comprehensive 9-1-1 Certification Program to the Pennsylvania-Independent Regulatory Review Commission (PA-IRRC).

Strategy Step 6.4.2- Develop a program that meets regulatory requirements and certification needs.

Strategy Step 6.4.3- Implement a comprehensive certification program that outlines necessary baseline training and continuing education requirements for 9-1-1 staff from entry level to 9-1-1 Coordinator positions.

Objective 6.5: Build and Enhance State-wide Inter-connectivity (ESInet)

Strategy Step 6.5.1- Conduct an assessment to determine which existing networks can be leveraged and which networks have to be built for statewide interconnectivity.

Strategy Step 6.5.2- Analyze existing ESInets deployed in order to identify best practices and models for build out of statewide interconnectivity.

Strategy Step 6.5.3- Execute and develop an agency strategy for connectivity with all Commonwealth PSAPs.

Objective 6.5 Performance Goal:

By the end of 2016 have an agency strategy developed and begin implementation in 2017.

Objective 6.6: Comprehensive State-wide 9-1-1 Plan

Strategy Step 6.6.1- Ensure participation from all critical stakeholders such as the PSAPs, telecommunications industry, elected officials, and adjacent states in the development of a State-wide 9-1-1 Plan.

Strategy Step 6.6.2- Develop frameworks for closing identified gaps and for full implementation of NG9-1-1.

Strategy Step 6.6.3- Ensure the State-wide plan incorporates national standards and best practices.

Objective 6.6 Performance Goal:

Have a draft comprehensive Commonwealth-wide 9-1-1 Plan developed by December 2016.

Achieving Results

Implementing the Plan

Once the 2015-2019 PEMA Strategic Plan has been approved by the Director of PEMA, copies will be distributed accordingly. A final version of the plan will also be housed on the PEMA common drive and also uploaded to the agency's website. Ensuring effective implementation of agency goals, objectives, and actions paves the way for continued momentum in the planning process and gives direction for the future. This section explains who will be responsible for maintenance and updating activities and what those responsibilities entail. It also provides a methodology and a schedule of maintenance activities including a description of how all staff have a responsibility to implement the plan.

Roles for Implementation

This section below explains the roles associated with implementation of PEMA's Strategic Plan:

Bureau and Office Directors

Bureau and office directors have the responsibility of keeping their respective implementation matrix current. They or a nominated point of contact are responsible for completing and submitting quarterly progress reports. Bureau and office directors are also responsible for educating their staff about the strategic plan and for ensuring that their projects and tasks are in alignment with the strategic plan.

Bureau of Strategic Planning

All quarterly progress reports are submitted to the Bureau Director of Strategic Planning. The bureau director of strategic planning serves as the Agency's lead and has the responsibility for updating the strategic plan and for compiling a roll-up summary report for the Deputy Directors and Executive staff.

Deputy Directors

Deputy Directors have the responsibility of meeting with their bureau or office directors to ensure that strategic initiatives are being completed and ensure that any issues such as accountability, opportunities to accomplish more, threats/issues, and recommended changes are being discussed.

Executive Staff

Executive staff will be briefed quarterly about the progress being made. This will also serve as opportunity to discuss changes in direction to the plan due to organizational structure, governance, technology issues, etc. If changes are required, the Executive staff or Deputy Directors will notify the Bureau Director of Strategic Planning to revise the plan accordingly.

Maintaining the Plan

It will be the PEMA's Bureau of Strategic Planning that has responsibility for maintaining PEMA's Strategic Plan. Although, this point of contact will have the primary responsibility, it is the responsibility of all participants to ensure that Bureau/Office specific strategic plans are kept current, reviewed quarterly and updated based off of the quarterly reviews.

The information received from quarterly reviews will be rolled-up into a report for the Deputy Directors and the Executive Office. The Bureau Director of Strategic Planning will be responsible for completing the quarterly reports.

At a minimum, PEMA's Strategic Plan will be updated annually. The review and updates will be completed in conjunction with the State Performance Measures review in the first quarter of the State Fiscal Year (SFY). This occurs between July and September of each FY.

Performance Measures

See Appendix B.

Accountability Reviews

Accountability reviews will be conducted in conjunction with all quarterly reviews. Accountability reviews ensure all responsible parties are maintaining the plan as directed and preserve economy of work by ensuring continuous plan maintenance.

Tracking Progress

Monitoring, evaluating, and updating this plan are critical to maintaining its value and success in the Agency's efforts. Progress will be tracked quarterly by the respective bureau or office director or an assigned point of contact. Quarterly reports will be submitted to the PEMA's Strategic planning lead. The strategic planning lead will be responsible for reporting progress to PEMA Executive staff. A sample quarterly report checklist can be found in Appendix A. The entire plan will be reviewed annually and updated accordingly.

Analyzing the Results

Upon completion of any review, the results and findings will be analyzed, vetted and implemented into the plan. This includes changes in roles, responsibilities and titles. All results should be viewed as after action review comments and implemented accordingly.

Updating the Plan

All strategic plans must be reviewed and updated, at a minimum, annually. All participants are encouraged to ensure that bureau specific plans are reviewed quarterly based on the Commonwealth of Pennsylvania's SFY beginning July 1 of every calendar year.

The timetable below is to be utilized to track review dates and update timeframes.

2015 – 2019 PEMA’s Strategic Plan Review Schedule										
	2015		2016		2017		2018		2019	
	Annual Review	Plan	Annual Review	Plan	Annual Review	Plan	Annual Review	Plan	Annual Review	Plan
July - September										
<ul style="list-style-type: none"> Progress Reports Due 1st Quarter Minor Plan Adjustments 										
October - December										
<ul style="list-style-type: none"> Progress Reports Due 2nd Quarter Minor Plan Adjustments 										
January - March										
<ul style="list-style-type: none"> Progress Reports Due Update 3rd Quarter Minor Plan Adjustments 										
April - June										
<ul style="list-style-type: none"> Progress Reports Due 4th Quarter Minor Plan Adjustments 										

Appendix A: Tools for Accountability

PEMA's Quarterly Strategic Plan Review Checklist

Instructions: Each bureau/office director shall complete this checklist on a quarterly basis and return it to the **Strategic Planning Lead** either in person or via email to **RA-EMSTRATPLAN@pa.gov**. This checklist should be received for each quarter and no later than: **December 15th, March 15th, June 15th, and September 15th**. **In addition to the checklist, Bureau and Office Directors need to submit an updated implementation matrix.**

Quarterly Review Checklist	
<p>Review Bureau Goals and Objectives</p> <p>Use this section to review your strategic plan and assign roles and actions.</p>	√
As bureau or office director, be a champion for implementing your strategic plan/goals, or assign this important role to someone who can keep that vision front and center in the minds of leaders and others. This will provide support and direction to others and ensure that the required resources are committed.	
Anticipate major stages of a project and follow-up dates. This will ensure that the project stays on track. If the project begins to get behind, you or the project lead will be able to identify this in short order and help to get it back on track.	
Determine a completion date if applicable. Although many strategic goals and objectives are long term, the tactics identified in an individual year can be assigned a completion date. Track these activities to ensure that the completion dates can be met.	
Identify the resources required to accomplish the strategic goals. Be sure to provide staff with the time and/or the budget required.	
Create a method of measuring performance to assure the goals and objects are met.	
<p>Monitor Progress</p> <p>Use this section to validate that you are meeting the goals and objectives of your strategic plan.</p>	√
Ensure that the project leader stays on top of the plan by monitoring activities and milestones. Follow-up with the person responsible, ensure commitment and offer support.	
Ensure that the appropriate person reports regularly on progress to keep people updated between meetings or to inform stakeholders. This will help to keep momentum.	
Require written reports at meetings and update leaders on the progress of all initiatives. Consider how meeting agendas could reflect the major goals of the strategic plan. It is important that regular reports are presented with respect to the progress on all initiatives. These reports can be short and simple – <i>they can say, no progress at this time, here are a few items that we are working on, here are some of our challenges, here's when we hope to complete some of the goals or the project is complete.</i>	
Use the strategic plan/goals as the framework for planning agendas. Wherever possible, agendas should strongly reflect the progress and the goals of the strategic plan. They should be at a high level and reflect visionary thinking.	
Secure commitments for the next quarter. If leaders are going to monitor the strategic plan/goals there have to be certain guidelines, short-term goals and timelines for the next quarter or specific period of time. That way, leaders and stakeholders have targets to shoot for and to report on at the end of each quarter.	

Quarterly Review Checklist

Areas for Improvement

Use this section to list any identified or potential revisions to the strategic plan or items that you would like further clarification and/or training on.

√

Attachments

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(Required): Please attached your quarterly update of your bureau or office implementation matrix.

- Please remember to include dates of completion in month/date/year format.

(Optional): Please attach any additional documents that you would like to be captured in Appendix E: Progress Reports and Summaries.

(Optional): Please attach any substantial revisions that you would like incorporated into the Agency Strategic Plan.

Acknowledgement

Bureau/ Office of

Bureau/Office Director Signature:

Date:

Appendix B: PEMA's Strategic Plan Implementation Matrix

To bring the plan to fruition, the support of all PEMA staff is needed. We must work together with our staff members and our emergency management partners to ensure the implementation of the plan and the continued advancement of our Agency priorities in order to meet the citizens' needs in the Commonwealth of Pennsylvania.

All PEMA staff members are responsible for working to attain the plan objectives in the coming years!

Each individual bureau or office will be responsible for further build-out and completion of the specific objective they are assigned.

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
1.1- Streamline and Simplify Disaster Services for Individuals and Communities	PEMA along with other whole community partners will review materials, tools, and other resources available to assist disaster survivors on an annual basis to ensure accuracy and effectiveness.	1.1.1- Develop a non-Stafford act plan for resources available to Pennsylvanians.				
		1.1.2- Work with state agencies that have access to assets that can assist survivors with short-term housing resources and ensure an effective plan is in place.				
		1.1.3- Develop and publish Commonwealth of Pennsylvania Disaster Recovery Guidance such as recovery plan and checklists, which will serve as a relevant and effective tool for disaster survivors.				

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
<p>1.2- Provide Support to Local Leaders to Strengthen Recovery Mitigation Capabilities and</p>	<p>During disaster situations PEMMA Press Office will ensure that information pertaining to the event will be posted on the PEMMA website and ReadyPA Facebook page within 2 hours of being notified about the event and will maintain updates every 4 hours until the situation returns to steady state.</p>	<p>1.1.4- In coordination with local emergency managers, and in accordance with Act 187, develop an effective communication plan and training program for emergency managers in a non-declared disaster event.</p> <p>1.1.5- Work with sheltering partners such as the American Red Cross and Pennsylvania Department of Human Services in order to develop a concept of operations and training plan for setting up and staffing large capacity shelters that will need to include provisions for populations with communications or mobility limitations, accessory requirements for functional needs, and for those who are accompanied by pets and/or service animals.</p> <p>1.2.1- Provide training to local and state agencies to maximize the coordination and communication of the processes in recovery.</p>				

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
<p>1.3- PEMA will work toward the objective of stabilization of any incident within seventy-two hours of occurrence. This includes coordination or rescue activities, sheltering, and ensuring basic needs are being met.</p>	<p>The State Emergency Operations Center (SEOC) will activate to a full activation level within 2 hours of notification to staff and Emergency Preparedness Liaison Officers (EPLOs)</p>	<p>1.2.2- Provide timely and reliable information about an incident or disaster event to local government, non-profit organizations, faith-based, private sector, individuals and communities. 1.2.3- Improve the delivery and expand the quality and quantity of Individual Assistance to homeowners, renters, and businesses after a disaster while encouraging responsible mitigation actions to decrease future physical or economic losses.</p>				
		<p>1.3.1- Maintain 24/7 readiness for an incident or disaster event Commonwealth- wide. 1.3.2- Prepare and deliver specific weather briefings imperative to the success of the mission for PEMA and its stakeholders, including the Governor's Office.</p>				

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		<p>1.3.3- Ensure timely and appropriate activation of the State Emergency Operations Center (SEOC) and Area Offices.</p> <p>1.3.4- As an agency, strive to provide timely information to the counties, emergency management community, 9-1-1 community, and other stakeholders.</p> <p>1.3.5- Ensure PEMA Logistics and Resource Management has adequate contracts, commodities and capabilities in place to begin coordinating and moving resources upon request.</p> <p>1.3.6- Work with all stakeholders: governmental, private, as well as citizens, to enhance communications, situational awareness and incident stabilization by pre-staging resources and pushing out current and actionable information.</p>				
<p>1.4- Increase Hazard Awareness and Action by Improving Planning, Mechanisms of Outreach, and Communication Tools</p>	<p>Increase in number of schools with high quality emergency operations plans (EOPs). PEMA is striving for an annual 10 percent increase. PEMA will also assess overall increase in understanding of safe schools planning by launching a pre-and post-project survey to Central Susquehanna</p>	<p>1.4.1- PEMA will conduct a Commonwealth-wide emergency preparedness survey in order to better understand the level of preparation and planning Pennsylvanians have taken to be ready in the event of a disaster or emergency situation and will develop outreach programs to increase the percentage of prepared Pennsylvanians.</p>				

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
	Intermediate Units (CSIU's) and Schools.	1.4.2- Enhance PEMA's social media presence within the Commonwealth.				
		1.4.3- Develop and oversee educational campaigns for PEMA, stakeholders, and public to better prepare Pennsylvanians for weather hazards.				
		1.4.4- Participate in traditional and social media outreach to further a weather savvy Commonwealth.				
		1.4.5- Provide all Pennsylvania school entities with evidence-based planning tools and technical assistance in order to create and maintain high quality school emergency operations plans (EOP's).				
1.5- Enhance PEMA's Situational Awareness and Common Operating Picture (SA and COP) to Better Support the Communications and Information	By June 2016 update PEMA's Situational Awareness current PEMA's Situational Awareness and Common Operating Picture (SA and COP) system and processes to better support the communications and information management.	1.4.6- Meet with business community partners throughout the Commonwealth to educate them about business continuity and inform them of emergency management strategies and procedures.	Strategy 1.5.1- Ensure staff have a thorough understanding of PEMA's situational awareness/common operating picture (SA/COP) system and provide basic and refresher training to staff as needed.			

Priority 1 - Be Survivor-Focused in Mission and Program Delivery

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
Management Component of the National Incident Management System (NIMS).		Strategy 1.5.2- Evaluate the effectiveness of PEMIS's current SA and COP system. Strategy 1.5.3- Apply best practices and facilitate improvement to the current SA and COP system. Strategy 1.5.4- Provide training on situational awareness tools, specifically social media products, and their ability to enhance information gathering procedures. Incorporate these tools and products into daily EOC and other agency operations to enhance abilities associated with maintaining a common operating picture.				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
2.1- Develop and Implement the PEMA Qualification System (PQS)	By June 2017 fully implement the PEMA Qualification System (PQS) for all PEMA employees. By June 2018 fully implement PQS for all EPLO's.	2.1.1- Work with PEMA staff and emergency management partners to develop a transparent and fair structure for ensuring the agency's staff are certified and credentialed.				
		2.1.2- Develop and formalize the process for certifying and credentialing members of the Commonwealth's Emergency Management Workforce including Emergency Preparedness Liaison Officers (EPLOs) and members of the State Incident Management Team (IMT).				
		2.1.3- Develop a suite of tools that PEMA credentialing stakeholders can use.				
		2.1.4- Develop an exportable program that can be utilized by county, regional, and local emergency management programs for their credentialing needs.				
2.2- Continue to Maintain and Sustain a Prompt and Coordinated State Response Level in Handling All Phases of Emergency Management During	Increase NIMS Adoption resolutions as well as the applicable entities that are reporting NIMS compliance by 10 percent. This will be measured annually.	2.2.1- PEMA will continue to work with its stakeholders in order to better align response capability with the needs of the Commonwealth.				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
<p>a Human Caused or Natural Disaster.</p>		<p>2.2.2- Maintain an up-to-date (EOP). 2.2.3- Continue to expand the statewide implementation of the National Incident Management System (NIMS) in order to increase compliance statewide. 2.2.4- Strive for continuous quality improvement of response, notification, and communication between agencies and Emergency Support Functions (ESFs).</p>				
<p>2.3- Implement an Integrated Commonwealth-wide Training and Exercise Program</p>	<p>Develop and implement a course delivery process that involves on-site assessments for PEMA sponsored course deliveries by June 2017.</p>	<p>2.2.5- Review, modify, and develop policies, procedures, and systems to promote effective response to natural or manmade disasters. 2.2.6- Use data-driven decision making to inform right-sizing of disaster staffing and operations. 2.3.1- Develop a curriculum management process for course development, delivery, and maintenance. 2.3.2- Review, enhance, and modify as needed PEMA's learning management system. 2.3.3- Develop and implement a quality assurance program to assure effectiveness of instructors, course materials and delivery, and training</p>				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		readiness evaluation.				
		2.3.4- Refine and formalize the interagency process for developing, designing, conducting, and evaluating performance-based exercises.				
		2.3.5- Foster and enhance cooperative training and exercise relationships with state, regional, local, and private sector stakeholders.				
2.4- Develop a Comprehensive Commonwealth-wide Training and Exercise Strategy	PEMA along with training and exercise partners will conduct a thorough assessment by June 2016.	2.4.1- Identify training and exercise priorities by conducting a bottom up gap analysis and thorough capabilities assessment with state, regional, and local partners in order to formulate a baseline. 2.4.2- Develop a Training and Exercise Multi-year Strategic Plan that aligns with PEMA's strategic priorities and the National Preparedness Goal (NPG) and incorporates future direction for organization, mission, goals, functions, resources, and budgetary needs.				
		2.4.3- Implement a training and exercise forecasting process with state, regional, and local partners in order to identify activities that can fulfill priority gaps and activities that can be consolidated or collaborated in order to eliminate redundancies and more effectively				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
2.5- Develop a Robust Commonwealth-wide Emergency Management Certification and Accreditation Program	By June 2018, develop a second path leading to certification of county and local emergency management personnel that includes in-state deliveries of Emergency Management Institute's (EMI's) Basic and Advanced Academies.	2.5.1- Review and modify as appropriate the existing emergency management certification program.	2.5.2-Work with emergency management and higher education partners to develop a dual pathway to emergency management certification by leveraging Emergency Management Institute's (EMI's) basic and advanced academy concepts for delivery in Pennsylvania.			
		2.5.3- Work with emergency management partners to identify, develop, and maintain a seasoned cadre of emergency management instructors approved to deliver PEMA courses in Pennsylvania.	2.5.4- Identify and develop instructors to support state level deliveries of the EMI Basic and Advanced Academies in order to provide a second pathway towards professional certification.			

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
2.6- Streamline Emergency Management Course Delivery by Increasing Availability of Online Courses	Starting January 2017, provide eight (8) online course offerings annually.	2.6.1- Identify and prioritize course offerings that can be made available online. 2.6.2- Develop a Standard Operating Procedure (SOP) for developing, uploading, and promoting online course offerings. 2.6.3- Develop a multi-year schedule for online course offerings. 2.6.4- Develop an online survey process that allows emergency management stakeholders to make recommendations and provide feedback for improvement.				
2.7- Enhance Statewide Emergency System Infrastructure to Support Emergency Response and the General Public Safety Priorities.	Provide notifications to event stakeholders via EAS, EMNet and other available communications methodologies within 15 minutes of receiving information.	2.7.1- Maintain and enhance situational awareness capability by utilizing advanced information technologies that can be further maximized to streamline processes and increase productivity. 2.7.2- Strengthen interoperability for all technical communications				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		systems within all levels of state, county, and local governments.				
		2.7.3- Enhance the communications and technology capabilities for onsite and remote incident management.				
		2.7.4- Establish a common Geographic Information System (GIS) platform and developed a trained cadre of staff that can utilize GIS for analysis, situational awareness, and coordination of resources.				
		2.7.5- Forecast weather related impacts for first responders and aid in forecasting best timing for lowest risk to completing their mission.				
2.8- Effectively Organize and Staff the State Emergency Operations Center (SEOC) for Response to Emergencies and Disasters.	Provide EPL O training on a quarterly basis.	2.8.1- Regularly test and exercise all personnel, technology, vehicles, plans, systems and equipment to ensure operational and response readiness.				
		2.8.2- Review, modify, and update position specific task books for the SEOC.				
		2.8.3- Provide the tools and training necessary for EPL O s to streamline SEOC activations.				
		2.8.4- Provide meteorological support to non-weather specific responses such as natural and				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
2.9- Work with Various Stakeholders to Enhance and Develop New Systems that Strengthen Existing Capabilities.	By April 2016 fully implement the Pennsylvania Business Emergency Operations Center (PBEOC) program at PEMA.	2.9.1- Implement the Pennsylvania Business Emergency Operations Center (PBEOC).				
		2.8.5- Develop a Resource Support Plan to enhance resource support coordination activities.				
		technological hazards as well as terrorism.				
2.10- Prioritize Efforts to Include a Wide Range of Partners to Better Utilize the Knowledge, Skills and Abilities of the Private Sector, Non-Government	Increase the number of School EOPs being developed and stored in the PEMA's online planning repository by 3 percent. This will be measured annually.	2.10.1- Increase the enrollment of counties participating in the Community Emergency Response Team (CERT) Program.				
		2.9.2- Identify opportunities for Computer Automated Dispatch (CAD) to CAD integration with other state agency partners.				
		2.9.3- Enhance collaborative efforts with the Commonwealth's Voluntary Organizations Active in Disaster (VOAD) organizations ability to function as an integral partner in the recovery phase of a disaster.				

Priority 2 - Foster Adaptation in Order to Respond as Needed with Agility and Flexibility

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
Organizations and Volunteers in Disaster Response.		2.10.2- Work with the Pennsylvania Department of Education to establish regular emergency management content in K-12 schools Commonwealth-wide.				
		2.10.3- Work with Department of Education to develop a Pennsylvania Weather Hazards Awareness program for use in all schools to educate on hazards rather than solely reactionary.				
		2.10.4- Push the National Weather Service (NWS)-Weather Ready Nation and Storm Ready campaigns for state and local agencies as well as private sector.				
		2.10.5- Utilize volunteer resources more effectively by providing structures for service.				

Priority 3 - Maintain Disaster Readiness through Forward Posturing

Priority 3 - Maintain Disaster Readiness through Forward Posturing

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
3.1- Strengthen Capabilities that Have the Greatest Potential to Reduce Impacts from Disaster Events	Increase Planning, Organization, Exercise, Training, and Equipment (POETE) rankings for the core capabilities associated with response and recovery. Rankings will be reviewed annually via the State Preparedness Report (SPR) process.	3.1.1- Maintain an active role in the National preparedness, response, mitigation and recovery and homeland security enterprise to ensure resiliency within the Commonwealth of Pennsylvania.				
		3.1.2- Identify and address critical response and recovery capability gaps.				
		3.1.3- Support efforts that ensure continuity of state government operations during a wide range of emergencies.				
		3.1.4- Update and develop supporting plans to address all-hazards prevention and preparedness, and provide the necessary support for conducting local, state, and regional exercises.				
		3.1.5- Institutionalize threat, hazard identification, risk assessment and hazard-mitigation planning to reduce vulnerability and provide effective tools for planning, preparedness and recovery.				

Priority 3 - Maintain Disaster Readiness through Forward Posturing

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
3.2- Enhance the Virtual Comprehensive Emergency Management Planning Tool to Better Synchronize Planning Efforts Commonwealth-wide and Provide Remote Access to Ensure a Common Operating Picture and Central Repository.	Identify state agency strategic partners by June 2016 to explore cost sharing and long-term sustainability options.	<p>3.1.6- Develop and enhance emergency support function capabilities to improve coordination and capabilities for disasters.</p> <p>3.1.7- Develop and implement a process for ensuring after action reporting takes place after all exercises regardless of size and complexity and that all items identified in improvement plans are completed.</p>				
		<p>3.2.1- Identify additional all-hazards plans, special event plans, and resources that would be suitable for entry into the Commonwealth's online emergency management planning environment.</p> <p>3.2.2- Develop and prioritize strategies for incorporation of different hazard specific planning templates and repositories into the virtual planning tool.</p> <p>3.2.3- Establish and solidify partnerships with stakeholders for cost sharing and long-term sustainability of the online planning</p>				

Priority 3 - Maintain Disaster Readiness through Forward Posturing

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
<p>3.3-Enhance Resource-Sharing Opportunities for Emergency Events and Disasters</p>	<p>Conduct annually four (4) exercises that test PEMA's resource management capabilities in being able to process requests and transport resources.</p>	<p>3.2.4- Develop a long-term training and maintenance plan for the virtual planning tool. 3.3.1- Improve capabilities through the full implementation of the National Incident Management System (NIMS), the National Response Framework (NRF), and the use of emergency management technologies.</p>	<p>3.3.2- Strengthen statewide and national mutual assistance compacts. Work with various partners to develop new systems and agreements and provide exercises to strengthen existing mutual aid compacts.</p>			
		<p>3.3.3- Continue to develop a state and local resource management capability that includes the creation of a Commonwealth-wide database to inventory, support and coordinate disaster and response capabilities.</p>				
		<p>3.3.4- Enhance the PEMA ability to mitigate the effects of large scale events through thorough planning of recovery efforts prior to any emergency event or disaster. This can include pre-positioning of resources in advance of an event.</p>				

Priority 3 - Maintain Disaster Readiness through Forward Posturing

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
<p>3.4- Encourage Citizen Preparedness While Integrating the Needs of Vulnerable Populations</p>	<p>Coordinate and collaborate with Pennsylvania Department of Health, Department of Aging, Department of Labor and Industry, Department of Human Services and other appropriate agencies in order to build a database by December 2016 that can track pertinent information for enhancing vulnerable population planning throughout the Commonwealth.</p>	<p>3.4.1- Ensure the needs of vulnerable populations are incorporated into early-warning notification systems, mass care and shelter plans, emergency response activities, prevention and planning efforts, transportation, and evacuation plans, exercises and other emergency-related measures.</p>				
		<p>3.4.2- Collaborate with stakeholders to develop community resource listings, citizen emergency plans, commonwealth wide exercises to assess citizen preparedness and community recovery plans.</p>				
		<p>3.4.3- Provide tools and guidance to help prepare citizens for disasters.</p>				
		<p>3.4.4- PEMA in conjunction with the Department of Labor and Industry and other partners will develop and formalize procedures to ensure that a sign language interpreter and closed captioning are utilized when delivering messages to Commonwealth citizens.</p>				

Priority 4 - Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

Priority 4 - Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
4.1- Promote a Better Understanding of Resiliency throughout the Commonwealth	Facilitate at least one hazard awareness-resiliency training quarterly Commonwealth.	4.1.1- Modernize and promote FEMA's risk assessment tools including Hazus and the Threat and Hazard Identification and Risk Assessment (THIRA) process for better integration and understanding across the whole community.				
		4.1.2- Participate in FEMA's development of a national all-hazard risk information and collaboration portal.				
		4.1.3- Advance risk management capability across the whole community.				
		4.1.4- Promote hazard awareness Commonwealth wide.				
4.2- Mitigate the Commonwealth's Risk of Loss of Life and Physical and Economic Damage from Natural and Manmade Hazards.	By December 2016, add a resilience component to local and state hazard mitigation plans that is in alignment with FEMA National Planning Frameworks and Federal Interagency Operational Plans (FIOPs) for mitigation and recovery.	4.2.1- Assess critical infrastructure on a regional level, focusing on vulnerabilities, threats, and potential consequences from an all-hazards perspective.				
		4.2.2- Identify critical dependencies, interdependencies, cascading effects, resiliency characteristics,				

Priority 4 - Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
4.3- Promote FEMA's Pre-and Post-Disaster Programs that Support and Encourage Resilient Building Practices	In conjunction with Pennsylvania Department of Community and Economic Development (DCED), work with communities post-disaster to develop a long-term recovery plan. Increase community recovery plans by (2) two percent annually.	4.2.3- Work with regional task forces and counties to assess the status of the integrated preparedness and protection capabilities of critical infrastructure owners and operators, local law enforcement, and emergency response organizations. 4.2.4- Work with the Pennsylvania State Police, Governor's Office of Homeland Security and other appropriate partners to better coordinate protection and response efforts and addresses security gaps to enhance resilience within the geographic region.	4.3.1- Collaborate with FEMA to align the 404 and 406 mitigation programs to assist communities in managing current and future risk. 4.3.2- Facilitate collaborations to strengthen risk standards, leverage market forces, and guide resilient investments. 4.3.3- Collaborate with FEMA to reshape funding agreements with states, counties, and municipalities			

Priority 4 - Enable Disaster Risk Reduction and Commonwealth-wide Resiliency

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
4.4- Promote the Importance and Value of the National Flood Insurance Program (NFIP).	Mitigate 3-5 Severe Repetitive Loss properties per year.	4.4.1- Support flood insurance outreach initiatives. 4.4.2- Support FEMA's RiskMap Program. 4.4.3- Prioritize Severe Repetitive Loss (SRL) and Repetitive Loss (RL) properties for mitigation projects: including demolition, acquisition and elevation. 4.4.4- Work with the State NFIP Coordinator to ensure floodplain management ordinances are current throughout the Commonwealth.				
		to expand cost-sharing and deductibles. 4.3.4- Develop plans and strategies to fully leverage public/private partnerships to assist in disaster recovery.				

Priority 5 - Strengthen PEMA's Organizational Foundation

Priority 5 - Strengthen PEMA's Organizational Foundation

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
5.1- Reduce the Average Cost and Time Spent on Transactional Processes (Including But Not Limited to Requisitions, Procurement, Contracts, Travel, and Document Management) within the Agency	By the end of 2016, ensure all PEMA- Policy Information Memorandum (PIMs), standard operation policies and procedures have been reviewed and an update schedule has been developed.	5.1.1- Conduct an assessment of business processes (including but not limited to requisitions, procurement, contracts, travel, and document management) and streamline processes accordingly.				
		5.1.2- Update and maintain applicable PEMA- Policy Information Memorandum (PIMs), standard operating policies and procedures.				
		5.1.3- Improve personnel processes through development and utilization of a paperless system.				
		5.1.4- Maintain and sustain national accreditation via the Emergency Management Accreditation Program (EMAP).				
		5.1.5- Develop an agency intranet site where can reserve conference rooms, vehicles, equipment, AV, and other items to eliminate paper processes.				

Priority 5 - Strengthen PEMAs's Organizational Foundation

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
5.2- Customer Satisfaction	Ensure	Develop a customer satisfaction survey and ensure analysis is completed semi-annually and processes are improved as appropriate.	5.2.1- Identify essential functions, core services and critical gaps in meeting desired customer service levels and develop staff plans to address known gaps. 5.2.2- Develop a systematic process to gather and use customer satisfaction and dissatisfaction data. This can be done by developing transactional surveys, annual customer satisfaction survey, and developing a customer complaint process.			
5.3- Ensure that PEMAs has the Data, Technology, and Knowledge to Achieve Its Mission	Annually test critical systems and equipment necessary to carry out time sensitive, mission essential functions at the pre-determined COOP site location for each PEMAs bureau and office.	5.1.6- Develop a PEMAs centralized office supply and requisitioning process for the agency. 5.1.7- Implement a single platform for all helpdesk tickets. 5.2.1- Identify essential functions, core services and critical gaps in meeting desired customer service levels and develop staff plans to address known gaps. 5.2.2- Develop a systematic process to gather and use customer satisfaction and dissatisfaction data. This can be done by developing transactional surveys, annual customer satisfaction survey, and developing a customer complaint process.	5.2.3- Evaluate forms and processes utilized by external stakeholders. 5.2.4- Engage our external stakeholders in process improvement discussions and process mapping. 5.3.1- Develop a Service Level Agreement (SLA) that capitalizes on lessons learned, accounts for changes in technology and allows both agencies to utilize resources to the fullest extent in order to continue to successfully complete the missions we support.			

Priority 5 - Strengthen PEMMA's Organizational Foundation

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		5.3.2- Develop a knowledge management system that collects and transfers knowledge, experience and best practices throughout the agency.				
		5.3.3- Ensure that each bureau and office within PEMMA have the critical systems and equipment necessary to carry out time sensitive, mission essential functions at the pre-determined Continuity of Operations Planning (COOP) site location.				
		5.3.4- Identify enterprise technologies that can be further maximized to streamline processes and increase productivity.				
		5.3.5- Develop maintenance schedules to provide preventative servicing for PEMMA communications assets.				
5.4- Streamline the Delivery and Investment of Homeland Security and Emergency Management Funding	By the end of 2016 fully implement an e-Grants system.	5.4.1- Streamline grant application and approval processes.				
		5.4.2- Provide technical assistance and resources to customers.				
		5.4.3- Involve PEMMA personnel in grants training to encourage an understanding of the roles and responsibilities PEMMA bureaus play in the administration of state and				

Priority 5 - Strengthen PEMMA's Organizational Foundation

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
5.5- Strengthen and Unity PEMMA's Operations and Management to Increase Operational Efficiency and Effectiveness	By the end of 2017, increase the percentage of PEMMA employees on an established performance work plan within 30 days of joining the Agency, starting a new position, or at the beginning of a new performance cycle to 95 percent.	<p>5.5.1- Assess employee satisfaction and workplace environment on an annual basis and implement training sessions focused on organizational values and productivity as needed.</p> <p>5.4.4-Ensure transparency and accountability.</p>	<p>5.5.2- Develop and implement agency retention plans for staff.</p> <p>5.5.3- Increase organizational opportunities for learning and professional growth.</p> <p>5.5.4- Coordinate and align PEMMA's strategic, operational, and tactical planning efforts to achieve overall consistency.</p> <p>5.5.5- Develop networks for identifying and sharing lessons learned and best practices.</p>			

Priority 6 - Transition from Legacy to Next Generation Systems for 9-1-1

Priority 6 - Transition from Legacy to Next Generation Systems for 9-1-1

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
6.1- Develop an Commonwealth-wide 9-1-1 Inventory System	Have a Commonwealth-wide 9-1-1 Inventory System in place by March 2016.	<p>6.1.1- Review existing regional assessments and remove antiquated requirements no longer applicable for developing an inventory system.</p> <p>6.1.2- Work with our stakeholders such as the PSAPs, FirstNet, and the Pennsylvania State Police (PSP) to avoid duplication of effort and ensure critical elements pertaining to facilities, hardware, software, communications, and network capability are included into the inventory.</p> <p>6.1.3- Ensure that the updated inventory assessment meets legislative requirements and can capture NG 9-1-1 readiness.</p> <p>6.1.4- Initiate data collection.</p> <p>6.1.5- Conduct site visits where applicable to validate information collected in order finalize a baseline inventory system.</p> <p>6.2.1- Close-out and reconcile old processes and tools developed from past 9-1-1 legislation.</p>				
6.2- Establish a Compliance Monitoring Program	By December 31, 2016 complete compliance monitoring visits with 10 percent of PSAPs. In 2017 and onward, strive to monitor 50 percent PSAPs ongoing each year.					

Priority 6 - Transition from Legacy to Next Generation Systems for 9-1-1

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		6.2.2- Review, update, and develop technical standards, personnel certification and training standards, and quality assurance standards for all 9-1-1 systems and employees that operate and work respectively in jurisdictions under Act 78 as amended.				
		6.2.3- Establish eligible uses of 9-1-1 funds for an annual basis.				
		6.2.4- Develop standard operating procedures for completing 9-1-1 programmatic and financial monitoring visits.				
		6.2.5- Establish a monitoring schedule.				
		6.2.6- Develop a process for incorporating corrective actions and best practices.				
6.3- Improve Funds Management and Allocation Methodology	By October 2016, finalize a funds distribution plan for 83 percent of the 9-1-1 fund.	6.3.1- Develop an allocation methodology that factors in population, call volume, density, and risk/vulnerability in order better disperse available 9-1-1 funds.				
		6.3.2- Develop a statewide interconnectivity grant program for shared regional projects Commonwealth-wide.				
		6.3.3- Develop a project selection criteria.				

Priority 6 - Transition from Legacy to Next Generation Systems for 9-1-1

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
6.4- Continue 9-1-1 Outreach, Education, and Quality Assurance with Stakeholders	By the end of 2016 submit a copy of the Agency's Comprehensive 9-1-1 Certification Program to the Pennsylvania-Independent Regulatory Review Commission (PA-IRRC)	6.4.1- Survey PSAPs and other stakeholders in order to identify and better target needs for certification.				
		6.4.2- Develop a program that meets regulatory requirements and certification needs.				
		6.4.3- Implement a comprehensive certification program that outlines necessary baseline training and continuing education requirements for 9-1-1 staff from entry level to 9-1-1 Coordinator positions.				
6.5- Build and Enhance Statewide Inter-connectivity (ESInet)	By the end of 2016 have an agency strategy developed and begin implementation in 2017.	6.5.1- Conduct an assessment to determine which existing networks can be leveraged and which next works have to be built for statewide interconnectivity.				
		6.5.2- Analyze existing ESInets deployed in order to identify best practices and models for build out of statewide interconnectivity.				
		6.5.3- Execute and develop an agency strategy for connectivity with all Commonwealth PSAPs.				
6.6- Comprehensive State-wide Plan	Have a draft comprehensive State-wide 9-1-1 Plan developed by December 2016.	6.6.1- Ensure participation from all critical stakeholders such as the PSAPs, telecommunications industry, elected officials, adjacent states in the development of a State-wide 9-1-1 Plan.				

Priority 6 - Transition from Legacy to Next Generation Systems for 9-1-1

Objective	Objective Performance Goal	Strategy Step	Action Item	Accountable Parties	Timeline	Date Completed
		6.6.2- Develop frameworks for closing identified gaps and for full implementation of NG9-1-1.				
		6.6.3- Ensure the State-wide plan incorporates national standards and best practices.				

Appendix C: Management Tools (Templates)

Staff

Weekly Activity Report	Monday	Tuesday	Wednesday	Thursday	Friday
<p>Week of: (Insert Date)</p> <ul style="list-style-type: none"> • During this week please indicate whether you will be out of the office. • Please indicate what projects you will be working daily as well as any tangible deliverables/accomplishments that you may have. • Please indicate any “free time” that you may have available to assist the team in projects. 					
<p>Please list all active projects and indicate whether they are related to the Agency’s Strategic Plan.</p> <p>Please indicate any pending deadlines (internal or external):</p> <p>Areas of concern (actual or potential):</p> <p>Please list any travel in the upcoming 2 weeks:</p> <p>Please identify some priorities for the following week:</p> <p>My quarterly goals are (Insert Quarter Timeframe)</p>					

Deputy and Executive Office: Strategic Compass

ADMINISTRATION/OPERATIONS/9-1-1) DIRECTORATE: Strategic Compass

OUR VALUES:

Ultimate Long-Term Goal and Accomplishment (timeline and stakeholders):	Date	What is my Directorate's Role in the Goal/Accomplishment (Accountability):	Date	Steps/Tasks My Directorate Needs to Achieve This Goal/Accomplishment (Short-Term Goals):	Date

Checks and Balances to Gauge Progress:

Accountability	Opportunities to Accomplish More	Threats/Issues	Changes

What do we do now for 2015 (Projects/Opportunities)

Bureau	1 st Quarter (July-September)	2 nd Quarter (October-December)	3 rd Quarter (January-March)	4 th Quarter (April-June)	Metrics	Milestones	Deadline

What do we do now for 2016 (Projects/Opportunities)

Bureau	1 st Quarter (July-September)	2 nd Quarter (October-December)	3 rd Quarter (January-March)	4 th Quarter (April-June)	Metrics	Milestones	Deadline

(ADMINISTRATION/OPERATIONS/9-1-1) DIRECTORATE: Strategic Compass

What do we do now for 2017 (Projects/Opportunities)				
1st Quarter (July-September)	2nd Quarter (October-December)	3rd Quarter (January-March)	4th (April-June)	
Metrics	Milestones	Deadline		
What do we do now for 2018 (Projects/Opportunities)				
1st Quarter (July-September)	2nd Quarter (October-December)	3rd Quarter (January-March)	4th (April-June)	
Metrics	Milestones	Deadline		
What do we do now for 2019 (Projects/Opportunities)				
1st Quarter (July-September)	2nd Quarter (October-December)	3rd Quarter (January-March)	4th (April-June)	
Metrics	Milestones	Deadline		

Appendix D: PEMA's Progress Reports and Summaries

<Will be inserted into this appendix as they are submitted each quarter once the strategic plan is approved and implemented>

