

# ARKANSAS DIVISION OF EMERGENCY MANAGEMENT

FY 2020 – FY 2021 STRATEGIC PLAN

**MISSION:** The Arkansas Division of Emergency Management (ADEM) provides efficient state level leadership, resources, and coordination for a comprehensive all-hazards approach to emergencies and disasters impacting Arkansas.

**VISION:** ADEM will be a recognized partner in Arkansas' emergency management system for providing quality protection, prevention, mitigation, response and recovery to individuals and communities across the State.

**CORE VALUES:**

Leadership: Creating an environment for success among all of our partners.

Excellence: Providing the highest quality service to the citizens of Arkansas.

Teamwork: Working together for the good of all; ensuring public safety and public trust.

Compassion: Providing selfless service to the citizens of Arkansas before, during and after a disaster.

**IMPLEMENTATION AND MAINTENANCE:** This plan is implemented upon publication to the ADEM website. It will be discussed quarterly during manager meetings with full review every 2 years.

**GOAL 1** Develop and enhance the States capabilities at the Local and State level to respond to all-hazards through coordinated activities of equipping, planning, training and exercise. Aligns with the Governor's goals of Efficient and Responsive, Educate and Safe.

**Measurable Objective 1:** Test capabilities for all hazards through coordinated exercises.

- Strategy 1: Develop, conduct and document 24 state level activities from July 1, 2019 – June 30, 2021.
- Strategy 2: Review and document 150 local jurisdiction activities from July 1, 2019 – June 30, 2021.
- Strategy 3: Develop, conduct and document 1 communications specific exercise by June 30, 2020.

**Measurable Objective 2:** Conduct classroom training for first responders and emergency management professionals.

- Strategy 1: Conduct 48 Emergency Management classes from July 1, 2019 – June 30, 2021, with 960 participants (based on 20 seats per class).
- Strategy 2: Conduct 353 Hazardous Materials (HazMat) classes from July 1, 2019 – June 30, 2021, with 5,295 participants (based on 15 seats per class). HazMat estimates are based on the Hazardous Materials Emergency Preparedness (HMEP) document.

Strategy 3: Conduct 30 Interoperable Communications classes from July 1, 2019 – June 30, 2020.

**Measurable Objective 3:** Build out an emergency management reserve cadre.

Strategy 1: Develop a comprehensive plan to recruit, train, fund and engage a qualified Reserve Cadre to support Arkansas Emergency Management by June 30, 2021.

**Measurable Objective 4:** Expand the Logistics capability of the State Emergency Operations Center.

Strategy 1: Utilizing the Federal Emergency Management Agency (FEMA) Logistics Capability Assessment Tool (LCAT), develop a comprehensive logistics plan for the Arkansas Emergency Management System by June 30, 2021.

**Measurable Objective 5:** Organize State and Local resources into a robust emergency management capability.

Strategy 1: Review and revise the 36 sections of the Arkansas Comprehensive Emergency Management Plan (ARCEMP), including addition of a Distribution Management Annex by December 31, 2019.

Strategy 2: Change Emergency Support Function (ESF) #14 from Long Term Recovery to Private Sector and Infrastructure by October 31, 2019.

Strategy 3: Finish work on the review and revision of the ARCEMP by September 1, 2020 and again by September 30, 2021, to allow for final reviews before publishing on October 1 of each of those years.

Strategy 4: Review and revise no fewer than 15 Local jurisdictions' plans by September 30, 2020 and again by September 30, 2021.

Strategy 5: Secure Emergency Management Accreditation Program (EMAP) compliant Continuity of Operations Plans from each of the 12 ESF Lead Coordinating Agencies by January 10, 2020. Confirm compliance each year by September 30 for EMAP self-assessment.

**Measurable Objective 6:** Continue to ensure the State's Emergency Management Program is monitored for compliance with EMAP.

Strategy 1: By June 30, 2020, identify 1 to 2 employees who will take the EMAP Accreditation Manager and Assessor training in order to keep the State's program in line with emerging guidelines.

**Measurable Objective 7:** Expand community preparedness and education throughout the State, utilizing multiple training methods and media avenues.

Strategy 1: Continue to build community resiliency by promoting Community Emergency Response Team (CERT) training in local communities among adult citizens as well as high school students. Conduct 3 CERT Train the Trainer courses by December 31, 2020.

Strategy 2: Encourage the development of CERT teams in communities and on school campuses, including Reserve Officer Training Corp (ROTC) programs, especially within rural areas. Develop an additional 2 CERT Programs by December 31, 2020.

Strategy 3: Promote the career fields of law enforcement, fire services, and emergency medical services through the continued development and expansion of the Youth Preparedness Councils (YPC). Encourage students to engage with emergency management and response personnel to implement preparedness and response

- programs in the schools and communities. Increase the number of first responder contacts to assist with camps to 20% of the YPC instructor staff by August 31, 2020.
- Strategy 4: Establish Youth Preparedness (YP) camps throughout Arkansas that would operate primarily at local community colleges, as well as Arkansas Tech University and Arkansas State University, with an additional 2 camps completed by August 31, 2020.
- Strategy 5: Expand County YPCs into each county in Arkansas. These Councils would be composed of students from each high school that adopts the Community Preparedness and Response curriculum. Currently there are 12 councils, plan to add an additional 3 by July 1, 2020.
- Strategy 6: Work with the Department of Career and Technical Education to implement the Community Preparedness and Response Curriculum in Arkansas high schools. This program encourages interest in the career fields as well as imparts preparedness and response skills to high school students. Complete the pilot program resulting in the statewide implementation of this curriculum in all Arkansas high schools by August 31, 2021.

**Measureable Objective 8:** Strengthen fire services capabilities and coordination through the implementation of accessible, robust and comprehensive services.

- Strategy 1: Train 25% of the 75 fire service coordinators in strategic planning, management and administration of the fire service program by June 30, 2020.
- Strategy 2: To enhance awareness and coordination, provide a one day workshop in each of the five ADEM areas for Judges/Local Emergency Management Coordinators (LEMC) and County Fire Coordinators by June 30, 2020.
- Strategy 3: Continue to gather fire service resource and capability information utilizing GIS verification with the Fire Portal database with reassessment of the system by June 30, 2021.
- Strategy 4: Continue to work with County LEMCs/Fire Coordinators, state fire service associations, state partner agencies and local fire departments to promote portal use for the Act 833 application process with 50% of fire departments using the portal for Act 833 by June 30, 2021.

**Measureable Objective 9:** Provide low cost equipment, allowing Donees to stretch their budget dollars in order to accomplish their mission.

- Strategy 1: Physically evaluate equipment, on site, 48 times by June 30, 2021.
- Strategy 2: Meet with the Federal Surplus Property (FSP) Advisory Board to ensure the program is meeting the needs of the Donees 4 times by June 4 time by June 30, 2021.
- Strategy 3: Increase donee participating in the FSP program by 15% by June 30, 2021.
- Strategy 4: Increase social media visibility by 20% by June 30, 2021.

**Measureable Objective 10:** Develop and implement a Cyber Protection Plan

- Strategy 1: Develop a Cyber Protection Plan for the agency in conjunction with the State's Plan provided by the Department of Information Systems by June 30, 2021.
- Strategy 2: Provide training to all staff in order to implement within 60 days of plan completion.

**GOAL 2** Ensure the sustainment and enhancement of Arkansas' mitigation, prevention, protection, response and recovery capabilities.

Aligns with the Governor's goal of Efficient and Responsive.

**Measureable Objective 11:** Enhance community resiliency from disasters through education, outreach, and pre and post-disaster mitigation.

- Strategy 1: Expand the promotion of mitigation grant opportunities beyond local jurisdictions to include planning commissions, municipal leagues, and other stakeholders that have the capability to implement projects by June 30, 2021.
- Strategy 2: Collaborate with hazard specific subject matter experts from other organizations to leverage solutions to mitigate future impacts. This also includes promoting the importance of individuals purchasing hazard insurance as well as communities implementing and enforcing building codes. Completion by June 30, 2021.
- Strategy 3: Continue support of mitigation planning by prioritizing planning grants, ensuring approved plans do not lapse, and encouraging participation for those that do not currently have a mitigation plan. Completion by June 31, 2021.

**Measureable Objective 12:** Build the Recovery Support Function (RSF) capability.

- Strategy 1: Develop and finalize the structure of the Disaster RSF to include draft recovery plans by June 30, 2021.

**GOAL 3** Ensure the coordination of activities between local, State, citizen and private entities so that potential targets deemed crucial for public health and safety, governance, economic and national security and public confidence are protected.

Aligns with Governor's goal of Safe.

**Measurable Objective 13:** Critical Infrastructure Protection Branch will work with the U.S. Department of Homeland Security to conduct critical infrastructure assessments and studies in Arkansas.

- Strategy 1: Conduct 15 assessments between July 1, 2019 – June 30, 2021.
- Strategy 2: Conduct 4 dependency studies on critical infrastructure assets between July 1, 2019 and June 30, 2021.

**Measureable Objective 14:** Enhance and sustain the Regional Terrorism Response Team capabilities within the State to ensure maximum capability with minimal funding.

- Strategy 1: Reassess Arkansas' threat, risk, and consequence data to ensure the identified regional terrorism response areas represent the high risk areas within the state. Completion by October 31, 2020.
- Strategy 2: Utilize Regional Response Team data from the regional terrorism response areas to compile a response report to share with Department of Homeland Security (DHS)/FEMA and other entities by March 31, 2021.
- Strategy 3: Coordinate with ADEM Exercise Section to conduct at least 1 regional terrorism response joint exercise by October 31, 2020.

**Measureable Objective 15:** Continue to work with all agencies and boards within the Department of Public Safety (DPS) to ensure a smooth and efficient transformation.

Strategy 1: Through working groups established within DPS determine the efficient use of shared services by June 30, 2021.

Strategy 2: Determine programs within DPS that may be duplicated in order to streamline the delivery to internal/external customers by June 30, 2021.

**GOAL 4** Enhance statewide emergency communications interoperability.  
Aligns with the Governor's goals of Efficiency and Safe.

**Measureable Objective 16:** Efficiently use state funding available for Arkansas Wireless Information Network (AWIN) by establishing sound procurement processes.

Strategy 1: In coordination with AWIN stakeholders engage in negotiations that will result in an upgrade of the AWIN system Contract by March 31, 2020.

Strategy 2: Review services that are required for the smooth operation of AWIN and establish contracts to gain efficiencies by November 30, 2019.

Arkansas Emergency Management Program Multi-Year Strategic Plan

