

ARKANSAS DIVISION OF EMERGENCY MANAGEMENT

FY 2022 – FY 2023 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 two years.

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

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

Strategy 1: Develop, conduct, and document four state level activities from July 1, 2021 – June 30, 2023.

Strategy 2: Review and document 154 local jurisdiction activities from July 1, 2021 – June 30, 2023.

Strategy 3: Continue development and revision of Training and Exercise Plan by September 30, 2021 and September 30, 2022.

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

Strategy 1: Conduct 30 Emergency Management classes from July 1, 2021 – June 30, 2023, with 600 participants (based on 20 seats per class).

Strategy 2: Conduct 20 Hazardous Materials (HazMat) classes from July 1, 2021 – June 30, 2023, with 300 participants (based on 15 seats per class). HazMat estimates are based on the Hazardous Materials Emergency Preparedness (HMEP) document.

Strategy 3: Continue development and revision of Training and Exercise Plan by September 30, 2021 and September 30, 2022.

Strategy 4: Review and revise Emergency Management and Hazardous Material course materials by January 31, 2022 and January 31, 2023.

Measureable Objective 3: 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 by conducting 3 CERT Train the Trainer courses by June 30, 2023.
- Strategy 2: Establish Youth Preparedness (YP) camps throughout Arkansas that would operate primarily at higher education colleges and universities. There are currently six programs in the state. Add two additional camps by June 30, 2023.
- Strategy 3: Expand County Youth Preparedness Councils (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 June 30, 2023.
- Strategy 4: 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. Coordinate with the Department of Career and Technical Education to add three additional programs to the public schools by June 30, 2023.

Measurable Objective 4: 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, 2023.

Measurable Objective 5: 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 Distribution Management Plan for the Arkansas Emergency Management System by June 30, 2023.

Measureable Objective 6: Organize State and Local resources into a robust emergency management capability.

- Strategy 1: Review and revise the Arkansas Comprehensive Emergency Management Plan (ARCEMP) by September 1, 2022 and again by September 1, 2023, to allow for final reviews before publishing on October 1 of each of those years.
- Strategy 2: Review and revise no fewer than 15 local jurisdictions' plans by September 30, 2022 and again by September 30, 2023.
- Strategy 3: Review Continuity of Operations Plans for each of the 12 Emergency Support Function (ESF) Lead Coordinating Agencies by March 1, 2022 and again by March 1, 2023.
- Strategy 4: Confirm compliance with the current Emergency Management Accreditation Program (EMAP) Standard each year by June 30, 2022 and June 30, 2023 and confirm inclusion of the elements of a viable continuity capability for non-federal entities listed in FEMA's Continuity Guidance Circular 1 (CGC 1).

Measurable Objective 7: Ensure the State's Emergency Management Program is monitored for compliance with EMAP.

- Strategy 1: Complete the EMAP, year 1 annual report by October 31, 2021.
- Strategy 2: Complete the EMAP, year 2 annual report by October 31, 2022.

Measureable Objective 8: Maintain 2 employees who are trained as EMAP accreditation managers.

- Strategy 1: ADEM, EMAP accreditation managers attend 5 EMAP standard review webinars as available by June 30, 2022.
- Strategy 2: ADEM, EMAP accreditation managers attend EMAP accreditation training on the 2022 EMAP standard if released by June 20, 2023.

Measureable Objective 9: Identify and assess the State's capabilities to respond to current threats and hazards.

- Strategy 1: Complete the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) by December 31, 2021.
- Strategy 2: Complete the Threat and Hazard Identification and Risk Assessment (THIRA) and Stakeholder Preparedness Review (SPR) by December 31, 2022.

Measureable Objective 10: 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, 2023.
- 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, 2023.
- 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, 2023.
- 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, 2023.

Measureable Objective 11: Enhance the awareness of the Arkansas Federal Surplus Property Program (ARFSP) and increase the number of active Donees eligible to receive property.

- Strategy 1: Complete a county by county review of Donees to achieve a 10% increase from the underserved regions of the State. In order to accomplish this plan, direct marketing will be done in those Counties which will include determining why there is a lack of participation. This will be completed by June 30, 2022.
- Strategy 2: Develop an intense marketing strategy, working with the Public Information Officer, which will be used at conferences and trade shows ARFSP attends. This will include developing new tools to increase awareness (examples of property, videos playing in a loop, "homemade commercials" that can be sent out to Donees or played at the shows, etc.). This new strategy will be in place by June 30, 2022.
- Strategy 3: Develop a "scorecard" system to use internally to help ARFSP personnel look at things outside of the box and figure out new ways to market property, while monitoring the amount of time property remains in the warehouse. This will involve freight in, amount of time on floor and price received for the property. The plan will be in place by June 30, 2022.

GOAL 2 Ensure the sustainment and enhancement of Arkansas' mitigation, prevention, protection, response and recovery capabilities. Aligns with one of the six goals Governor Hutchinson set for the State of Arkansas: Efficient and Responsive.

Measureable Objective 12: Enhance community resiliency from disasters through education, outreach, and pre and post-disaster mitigation.

- Strategy 1: During this past fiscal year mitigation grants have been awarded to private non-profit organizations, cities, counties, school districts, etc. Meetings have been held with private non-profit organizations, levee districts, other state agencies, higher education, etc., to discuss the grant opportunities available. Next steps will be to 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, 2023.
- 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, 2023.
- Strategy 3: The Mitigation Branch identifies mitigation plans with the closest expiration dates and then prioritizes those jurisdictions for mitigation planning grant opportunities. The importance of mitigation planning is regularly encouraged. 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, 2023.
- Strategy 4: Continue education and outreach activities to promote earthquake preparedness primarily in northeast Arkansas, which is vulnerable to earthquakes on the New Madrid Seismic Zone. Activities are driven by the FEMA National Earthquake Hazard Reduction Program (NEHRP)/Individual State Earthquake Assistance (ISEA) cooperative agreement period of performance cycle and will be completed by July 31, 2021. Subsequent cycles of activities will be completed by July 31, 2022, and July 31, 2023.

Measureable Objective 13: 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, 2023.

Measurable Objective 14: ADEM will become more visible and informative to the public and all stakeholder's using social media, the news media, and direct outreach programs.

- Strategy 1: Develop more of a presence on social media by posting more regularly and focusing on targeted messages that tell the agency's story. Special attention will be given to assistance programs that are offered and how to access these programs. Showcasing what employees are doing inside and outside of the agency to further the mission will also provide more visibility. The increased presence will be seen by posting at least 5 times a week beginning July 1, 2021. Quarterly progress checks will be reviewed with consistent daily posts being achieved by January 1, 2022.
- Strategy 2: Utilize the news media (TV, radio, newspaper) to help tell stories of the agency. Push stories to the media and make appearances (Public Information Officer (PIO) or program coordinators) on news programs to talk about disaster preparedness, education, relief or communicate the disaster process. Beginning July 1, 2021, secure at least one

appearance, on TV news/morning shows or publications to talk about ADEM, preparedness or outreach. Starting in January 2022, garner two or more of these types of appearances.

Strategy 3: The PIO will take part in outreach programs by coordinating with those program leaders and developing a system whereby the program leaders keep the PIO up-to-date on their activities, providing information and pictures when possible for use on social media to highlight these programs. Beginning July 1, 2021 the PIO will touch base with program managers weekly to talk about upcoming events or exercises. By January 1, 2022 the PIO will attend at least one event per month.

Measurable Objective 15: Develop a more cohesive Public Affairs program.

Strategy 1: Designate two to three personnel to help with PIO activities as needed, especially in times of disaster. Hold a training/discussion session in-house once a year on media and public relations beginning January 2022.

Measurable Objective 16: Develop common talking points about the agency for all personnel to use when speaking about the agency, a message that is easily understood by the public.

Strategy 1: Meet with Director, Deputy Directors, and personnel to discuss “If you could sum up what ADEM is/does what would that be?” Plan to have a concise message by October 31, 2021.

Measurable Objective 17: Ensure the efficiency of ADEM programs through use of the Lean 6 Sigma method for staff to improve performance through the collaborative review of programs.

Strategy 1: Work with members of the Arkansas Crime Lab team to get started into the Lean 6 Sigma process. By December 31, 2021 identify 2 to 3 ADEM staff who will train with the Crime Lab team on Lean 6 Sigma.

Strategy 2: Identify the program to be reviewed using the Lean 6 Sigma method by March 31, 2022.

Strategy 3: Conduct the Lean 6 Sigma process using the ADEM staff identified. During this process the ADEM staff will receive their certification. Completion of the program review and ADEM staff certification by June 30, 2023.

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 one of the six goals Governor Hutchinson set for the State of Arkansas: Safe.

Measurable Objective 18: Critical Infrastructure Protection Branch will work with the U.S. Department of Homeland Security (DHS) to conduct critical infrastructure assessments and studies in Arkansas.

Strategy 1: Conduct 15 assessments between July 1, 2021 and June 30, 2023.

Strategy 2: Conduct 2 dependency studies on critical infrastructure assets between July 1, 2021 and June 30, 2023.

Measurable Objective 19: 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, 2023.

- Strategy 2: Utilize Regional Response Team data from the regional terrorism response areas to compile a response report to share with DHS/FEMA and other entities by March 31, 2023.
- Strategy 3: Coordinate with ADEM Exercise Section to conduct at least 1 regional terrorism response joint exercise by October 31, 2023.
- Strategy 4: Develop regional response teams for the implementation of drone capabilities to assist in intelligence gathering in high risk areas of the state. Develop two drone teams in specified regions of the state by June 30, 2023.

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

Measurable Objective 20: Develop, implement, and practice cyber-security best practices.

- Strategy 1: Develop a Cyber Protection Plan for the agency in conjunction with the State's Plan provided by Transformation and Shared Services - Department of Information Systems by June 30, 2022. The plan will align with and mirror that of the Department of Public Safety.
- Strategy 2: Educate all staff members on cybersecurity within 60 days of plan completion so they understand their individual responsibility, as well as how to avoid, identify, and respond to a cyber event. Provide four virtual trainings a year to all staff. Completion is expected by December 31, 2022.
- Strategy 3: Perform a penetration test by June 30, 2023 to ensure the most cost efficient intrusion detection and protections measures are in place.
- Strategy 4: Implement, maintain, and monitor technology for vulnerabilities to ensure all meet or exceed state security standards by June 30, 2022.

Measurable Objective 21: Strengthen Arkansas Wireless Information Network (AWIN) User experience

- Strategy 1: Review membership of the Arkansas Interoperable Communications Executive Committee (AICEC) to be more inclusive of the user community. Ensure a balance between large and small organizations, city and rural organizations and full-time and part-time users. Completion of this review by June 30, 2023.
- Strategy 2: Address gaps in system coverage by review of those gaps and receiving recommendations for remediation by June 30, 2023.
- Strategy 3: Ensure regular communication regarding the AWIN Upgrade and other items of interest to the user community. Review communications provided quarterly to ensure there is a regular trend of notification.
- Strategy 4: Educate users on funding opportunities by hosting a grants workshop aimed at public safety communications needs, by June 30, 2023.

Measurable Objective 22: Ensure AWIN system resiliency and redundancy

- Strategy 1: Move the Zone Controller currently installed in the MAC building to a more accessible location by June 30, 2023.
- Strategy 2: Evaluate any existing spurs and determine a method to provide a redundant service for those sites by June 30, 2023.

Measurable Objective 23: Develop strategic investment plan for AWIN

- Strategy 1: Identify and prioritize needs related to the AWIN infrastructure by June 30, 2023.
- Strategy 2: Identify and prioritize needs for capacity and coverage by June 30, 2023.
- Strategy 3: Identify opportunities to better support agencies joining AWIN by June 30, 2023.

Measurable Objective 24: Support the goals and objectives of the Arkansas 911 Board.

- Strategy 1: Through attending monthly Arkansas 911 Board meetings, provide encouragement and support for the Arkansas 911 Board in their pursuit of submitting a plan of Public Safety Answering Point (PSAP) consolidation to the Arkansas legislature by January 1, 2022.
- Strategy 2: By participating in Arkansas 911 Board meetings, support their objective of implementing Next-Generation 911 capabilities with the first PSAP being live on ESInet and Next- Generation Core Services by June30, 2022.

Arkansas Emergency Management Program Multi-Year Strategic Plan

