

JASPER COUNTY LOCAL EMERGENCY PLANNING COMMITTEE

STRATEGIC PLAN

Purpose

The Mission - The overarching purpose of the Jasper County Local Emergency Planning Committee [LEPC] is to provide for the safety, security and general welfare of the public in the event of a major emergency or disaster. This is to be achieved through planning, preparation, and by equipping the public with information to assist in personal planning and preparation. The LEPC has committed to this mission and is determined to fulfill the responsibilities before it.

The Strategic Plan – It is the intent of this plan to provide direction and focus to the activity of the LEPC and to provide specific goals and objectives to serve as a ‘roadmap’ to take us from where we are at to where we want to go. In addition, a summary view of the past and present status of the LEPC is offered to provide context to this strategic plan.

Background

The following background information is offered to provide a sense of past LEPC activity and an understanding of past circumstances and influences that brought the LEPC into the present situation. This information is intended to assist the LEPC in developing strategies to minimize the potential for a ‘repeat performance’.

Formation - The Iowa Emergency Response Commission is formed under the direction and authority of State and Federal law. In turn, the Commission has established planning districts within Iowa and designated Jasper County as such. Within each planning district a Local Emergency Planning Committee is required to be established for the purpose of emergency planning and to maintain essential public information as outlined in the Code of Iowa, Chapter 30. Each local LEPC is self governing with little or no oversight provided for by the State Emergency Response Commission.

Activity - A review of recent history of the Jasper County LEPC has shown that activity was limited and very general in nature prior to September 2001. Following ‘9 / 11’ there was a rise in activity with quarterly meetings. Meetings generally involved discussion and review of terrorism related topics. A review of subsequent LEPC minutes and rosters show a steady decline in activity and membership to the point that the Jasper County LEPC was virtually non-existent by 2007.

Further analysis of LEPC activity suggests three underlying factors, which collectively, contributed to the present state of the LEPC. They are briefly described as follows:

□ *Lack of membership participation* – There is an annual requirement for the Emergency Management Commission and the Jasper County LEPC to each develop, review, and revise a Hazardous Materials Response Plan. The Emergency Management Coordinator provided the availability and convenience of ‘staff’ to complete a response plan that would satisfy the requirement for both entities. The statutory requirement to submit a ‘plan’ became the sole focus and was accomplished through the Emergency Management Agency. Consequently, the role of the LEPC membership was primarily one of observation with meetings becoming no more than a means to satisfy some degree of legal expectation. This environment fostered a perceived lack of purpose, faltering commitment, and the ensuing lack of interest and participation among the LEPC membership.

□ *Lack of resources* – The requirement for an LEPC and its mission is for all practical purposes an unfunded mandate. The Iowa Code does allow the LEPC to solicit funds from those who store, transport, or manufacture hazardous materials, with the rationale being that they are the ones creating the need for the LEPC. In addition the LEPC may ‘ask’ for voluntary financial support from other governmental entities or private sector partners. The LEPC has not utilized either option in the recent past. Consequently the LEPC does not have funds to conduct the most basic functions.

The LEPC does have opportunity to apply for grant funding for specific projects relating to hazardous material planning and training through the Hazardous Materials Grant Program. However, these grants do not provide discretionary funds for the LEPC to utilize in conducting normal day to day business. In addition, the grant eligibility rules require the LEPC to document activity in a number of areas. As outlined in the first bullet, this has not been the case making the LEPC ineligible to apply for a grant in 2007.

The lack of funding has made it virtually impossible to conduct business in a meaningful manner.

□ *Lack of Leadership* – The third factor leading to the current state of the LEPC is leadership, or the lack thereof.

It should be noted that the issue of leadership is not raised to find fault or intended to be attributed to any one person[s], but to point out the inherent tendencies and dangers of an organizational environment in which meaningful purpose and a clear sense of direction is lacking. With that being said, it is understood that the leadership vacuum within the LEPC has been the primary reason the LEPC has failed to perform its duty or realize its potential.

In recognition of the vital role and responsibility of leadership, it is the intent of this Strategic Plan to assist leadership by presenting specific strategies that have an end in view and to develop objectives that will be meaningful, achievable, and measurable, and to provide for a reasonable degree of accountability.

Current Situation

An organized effort to resuscitate the LEPC began in the summer of 2008. A group of committed individuals representing approximately 32 entities assembled and began the process of developing the LEPC into a viable organization, capable of fulfilling its mission, and more.

As a result of this effort, the LEPC has recently reorganized and joined with the Emergency Management Commission, functioning as the 'operations arm' of the Commission. This was done to overcome some of the obstacles and limitations inherent as stand alone organizations and to eliminate redundant planning. A number of preliminary objectives have been initiated to date including the development of LEPC membership, organizational goals, and governing by-laws. In addition, the Jasper County LEPC Strategic Plan is in the preliminary stage of development. The Strategic Plan will provide direction for future activity and development of the LEPC.

Vision

The stated vision of the Jasper County LEPC is to develop a multi- jurisdictional, multi discipline, planning group that is representative of the response agencies, organizations, and community partners that may be called upon in the time of a disaster. This group will jointly develop realistic and usable response plans that will provide for a unified response by all with a shared responsibility to provide for the safety and health of the public. In addition, the LEPC will encourage and assist the public and the business community in development of individual plans and preparation efforts.

Strategic Goals

There are six strategic goals recommended within the LEPC Strategic Plan as submitted. It is understood that the strategic planning is dynamic in nature and subject to review and revisions. Therefore the LEPC Strategic Plan is intended to be a fluid document, with goals presented in a simple format to easily accommodate new information and / or goals when updated and as determined by the LEPC.

In addition, these goals are presented in a manner that reflects the need to 'begin at the beginning' so that what is built will be on a strong foundation and with the desired end result in view. Therefore they are prioritized to some degree.

However, it is understood that there may be any number of goals or objectives being worked at any one time and that there may be priorities or timelines within the plan that may need to be adjusted due to circumstances beyond the control of the LEPC.

Strategic Goal # 1 – Establish a functional LEPC

□ Objective 1-A Establish LEPC Membership

Action items:

- Recruit LEPC members

Performance Measure:

- Have a committed membership representative of the agencies / disciplines as outlined in the Iowa Code, Chapter 20, submitted and approved by the Iowa Emergency Response Commission

Timeline: December 2008

□ Objective 1-B Define ‘mission’ and goals of the LEPC

Action items:

- Develop a Mission Statement
- Develop written goals that reflect achievable steps toward the mission and the vision of the LEPC membership

Performance Measure: Adopted Mission Statement and goals

Timeline: December 2008

□ Objective 1-C Develop an Organizational Structure

Action items:

- Complete objective 1-B
- Identify functions / responsibilities crucial to achieving the LEPC goals.
- Identify and organize sub groups within the LEPC to develop strategies and objectives for each function.

Performance Measure:

- Working groups for each area identified and assigned. Recommended working groups include:
 - Public Information Committee
 - Planning Groups
 - Membership Training / Education Committee
- An organizational chart reflecting the functions and positions within the LEPC

Timeline:

- Complete the establishment of the groups / committees and establishing mission purpose for each – April 2009.

□ Objective 1-D Develop a Strategic Plan

Action item:

- Development of a Strategic Plan to guide LEPC activity and focus

Performance measure:

- Adoption of a Strategic Plan by the LEPC membership

Timeline: February 2009

Objective 1-E Determine LEPC Assets

[Insert]

□ Objective 1-E Determine LEPC Assets

Action item:

- Development of an assessment / survey tool to identify the assets and resources within the LEPC Membership to include; Specialized Knowledge, Skills, or Abilities and tangible support services and resources.

Performance Measure:

- Completion of the objective will result in a written document categorizing the resources / assets within the LEPC and instructions for accessing them.

Timeline: Survey and data base to be completed by July 1 2009. Annual updates to be completed as part of the annual business meeting per LEPC By-laws

[Insert]

□ Objective 1- F Provide for LEPC Support

Action item:

- Develop a business plan for the on-going operation of the LEPC by developing adequate logistical and financial support.
- Incorporate recommendations into LEPC policies and procedures

Performance measure:

- A written 'Business Plan' providing for a 'sustainable' LEPC

Timeline: TBD

[Insert]

□ Objective 1- G Promote Membership Interest and Productivity

Action Item:

- Identify and develop methods to maintain the interest and productivity of the LEPC Membership

Performance Measure: Annual feedback / evaluation of the LEPC to be provided by the LEPC membership

Timeline: On-going with summary of evaluations to be completed and shared at the business meeting

Strategic Goal # 2 Establish Plan Development Process

□ Objective 2-A Establish Planning Assumptions and Goals

Action item:

- Develop basic assumptions and goals that will serve as the foundation for all plan development

Performance measure:

- Completion of the Planning Assumptions and Goals section in the Jasper County Basic Plan

Timeline: TBD

□ Objective 2-B Determine Plan Topics

Action item:

- Identify and prioritize planning requirements and needs

Performance measure:

- A written document outlining planning priorities and incorporated as an addendum to the LEPC Strategic Plan

Timeline: February 2009

□ Objective 2-C Develop Plan Format

Action item:

- Identify the key components and a format to be used as a pattern for all plan development

Performance measure:

- A Plan template that can be used for all planning

Timeline: TBD

□ Objective 2-D Identify Plan Development Process

Action item:

- Outline all the steps of the planning process from beginning to completion and adoption of the final plan

Performance measure:

- Written document / flow chart showing the planning process in detail

Timeline: April 2009

□ Objective 2E Determine Plan Testing – Exercise Guidelines

Action item:

- Provide Plan testing and / or exercising recommendations for each plan developed and submitted by planning groups

Performance measure: A recommended method to test the proposed plan

Timeline: TBD

Strategic Goal # 3 Plan Development

Objective 3-A: Identify Planning Groups

Action item:

- Identify key groups / individuals to participate in plan development

Performance measure:

- Planning groups identified for each emergency support function

Timeline: February 2009

□ Objective 3-B Provide Plan Development Orientation

Action item:

- Complete objectives 2-A through 2-E
- Develop Power Point on planning process
- Schedule basic training as a LEPC agenda item

Performance measure:

- Completed presentation

Timeline: TBD

Strategic Goal # 4 Establish Educational Opportunities

Mission: To provide opportunities for the LEPC to become well informed regarding potential threats and knowledgeable in basic planning principles

[Insert]

□ Objective 4A Identify minimum training standards for LEPC membership

Action item:

- Establish and adopt minimum training requirements as required to obtain and maintain National Incident Management System compliancy
- Develop a minimum level of instruction regarding exercise design and evaluation and basic planning principles
- Develop a training / education matrix to document LEPC membership completion
- Utilize NIMS / ICS principles into all LEPC projects and activities as atool to provide on-going and hands-on training

Performance Measure: Recommend and adopt minimum training requirements for LEPC members

Timeline: August 2009

Timeline: On-going

□ Objective 4B Lessons Learned – Learning from others Experiences

Action item:

- Invite individuals / agencies to speak to the LEPC regarding experiences and lessons learned

Performance Measure: Identify and establish two speakers annually

Timeline: On-going

Strategic Goal # 5 Develop Private Sector Relationships

Mission: To identify facilities, services, or other resources within the private sector that are critical to the response to or recovery from a disaster and to assist in the development of emergency plans and preparation within the private sector.

[Insert]

□ Objective #5 – A Develop Strategies to Establish Communications with the Private Sector Private Sector

Action Items:

- Identify businesses / groups within the Private Sector in which mutual assistance would be beneficial
- Determine the method[s] and the message to be communicated.
- Communicate the message

Performance measure: Established lines of communication between the LEPC and principal business, non-profit, and non-governmental agencies.

Timeline: TBD

□ Objective #5-B Identify informational sources to assist the private sector in disaster planning and preparation

Action Items:

- Determine planning, preparation, and informational needs of the business community
- Locate and make available resources that may benefit the private sector in disaster planning and preparation

Performance measure: Development of a survey tool to determine the above

Timeline: TBD

□ Objective #5-C Identify resources within the private sector that may be available to assist in response and recovery efforts

Action Items:

- Establish working relationships with key Non-Profit / Non-Governmental Organizations and other volunteer agencies with potential roles in response and recovery
- Identify response / recovery needs that may be fulfilled within the private sector

Performance measure: Completed ESF #7 Resource Management Plan with master resource appendix

Timeline: TBD

Strategic Goal # 6 Public Outreach

Mission: Develop and disseminate relevant and practical information to the public that will assist them in personal preparedness. Information will be disseminated on a regularly scheduled, on-going basis and coordinated through local media outlets

Objective 6-A Develop 'Public Information' Team [ESF 15]

Action Items

- Develop a Group to undertake the mission and develop a written action plan to achieve it.

Performance Measure

- Development of written objectives and strategy to provide public education and information

Timeline: TBD

[Insert]

□ Objective 6-B Provide the public with information useful for the development of personal and family preparedness

Action Items:

- Develop a series of Public Service Announcements to be published in area newspapers on a monthly basis.
- Develop a series of Public Service Announcements to be broadcast on local radio stations.

Performance measure: A written plan to include a list of topics, schedule for the broadcast of information and source[s] of information to develop the public service announcements

Timeline: June 2009

- Develop an LEPC web site that may be utilized to place information regarding LEPC activity, public information for preparedness and any statutory requirements for reporting [hazardous materials]

Performance measure: Jasper County LEPC Web Page on-line

Timeline August 2009

- Identify opportunities and distribute personal / family preparedness information through major employers
- Evaluate the potential for distributing public information through local community school districts

Performance measure: A written process established with materials distributed to area employers and school districts

Timeline TBD

[Insert]

□ Objective 6-C Inform the public of the LEPC and its mission

Action Items:

- Develop a LEPC public relations program to build public awareness and to serve as a catalyst for an ongoing public information / relations program
 - Develop talk points for feature article / on-air interview
 - Provide information / interview to print and broadcast media

- Develop policy and procedures for the submitting future information regarding the activity of the LEPC for local media outlets

Performance measure Print / Broadcast information regarding LEPC activity quarterly

Timeline: July 2009

- Develop a multi media presentation that can be used to inform the public of the LEPC purpose and activity

Performance measure: Presentations to local organizations / events

Timeline: January 2010

Conclusion

As stated from the outset, the intent of this plan is to provide direction and focus to the activity of the LEPC and to provide specific goals and objectives designed to serve as a 'roadmap' which leads to the desired destination. There will undoubtedly be road blocks and detours along the way. There may also be opportunities or occasions to take unplanned 'side trips' which may present the need to adjust the plan. However we must not lose sight of our ultimate destination and why it is we are going there.

Therefore, the Plan will be reviewed and revised as determined by the LEPC and not less than annually, at the first meeting of each calendar year. In addition, a plan status report will be included as a regular agenda item at each for the purpose of accountability.

LEPC Strategic Plan Outline

Purpose

Background

- Lack of membership participation
- Lack of resources
- Lack of Leadership

Current Situation

Vision

Strategic Goals

Strategic Goal # 1

- Objective 1-A
- Objective 1-B
- Objective 1-C
- Objective 1-D
- Objective 1-E
- Objective 1-F
- Objective 1-G

Establish a functional LEPC

- Establish LEPC Membership
- Define 'mission' and goals of the LEPC
- Develop an Organizational Structure
- Develop a Strategic Plan
- Determine LEPC Assets
- Develop LEPC Support
- Promote Membership Interest and Productivity

Strategic Goal # 2

- Objective 2-A
- Objective 2-B
- Objective 2-C
- Objective 2-D

Establish Plan Development Process

- Establish General Planning Assumptions and Goals
- Develop Plan Format
- Document Plan Development Process
- Determine Plan Test / Exercise Guidelines

Strategic Goal # 3

- Objective 3-A
- Objective 3-B
- Objective 3-C

Plan Development

- Identify Planning Groups
- Provide Plan Development Orientation
- Identify and Prioritize Planning Topics

Strategic Goal # 4

- Objective 4-A

Develop Educational Opportunities

- Identify minimum training standards for LEPC membership

- Objective 4-B

Lessons Learned – Learning from others Experiences

Strategic Goal # 5

- Objective #5-A
- Objective #5- B
- Objective # 5-C
- Objective # 5-A

Develop Private Sector Relationships

- Develop Strategies to Establish Communications with the Private Sector Private Sector
- Identify informational sources to assist the private sector in disaster planning and preparation
- Identify resources within the private sector that may be available to assist in response and recovery efforts
- Identify potential resources within the business
- Provide assistance for contingency planning

Strategic Goal # 6

- Objective 6-A
- Objective 6-B
- Objective 6-C

Develop Public Outreach Goals / Strategies

- Develop 'Public Information' Team [ESF 15]
- Provide the public with information useful for the development of personal and family preparedness
- Inform the public of the LEPC and its mission

JASPER COUNTY LEPC

OUR MISSION:

The Mission of the Jasper County LEPC is to identify incidents or events that present a threat to the health, safety, and well being of people, and to coordinate the planning and preparation efforts of the local response community and private sector partners.

OUR GOALS:

To achieve our mission we, the Jasper County LEPC, adopt the following goals;

- 1. To maintain a membership that is active and committed to the mission of the LEPC.***
- 2. To provide meaningful purpose and productive activity for those who devote their time to the LEPC.***
- 3. To ensure there is a legitimate planning process involving those who have a role in and /or responsibility for the development of a plan.***
- 4. To develop plans that:***
 - a. Are straight forward, realistic, and easily understood by those who will be expected to carry them out.***
 - b. Provide a clear relationship with the emergency plans of other jurisdictions and /or agencies***
- 5. To test our plans to make sure they accomplish Goal # 4***
- 6. To provide relevant information and training opportunities for LEPC members.***