Gunnison County – Managing for Results

Strategic Business Plan
Emergency Management Department
Approved April 21, 2016

Gunnison County Vision Statement	Gunnison County cherishes its sense of community and place. We strive to preserve and promote the well-being of the County's citizens, natural environment and rural character. We will deliver services and set standards that reflect our values and preserve our unique quality of life for present and future generations to enjoy.
Department Mission	The mission of the Emergency Management Department is to provide comprehensive emergency management services to Gunnison County agencies, first responders and citizens so they have the necessary tools, information and assistance to develop and implement effective mitigation, preparedness activities, and response and recovery plans.
Issue Statements	1. Extreme weather, large-scale emergencies and mass-casualty incidents will continue to present the most immediate and predictable emergency threats to the residents of Gunnison County and, due to local resource and capacity limitations, these large-scale incidents may require significant non-local assistance, which may be significantly delayed or altogether unavailable because of the remoteness of and terrain around Gunnison County. If not addressed, this will result in: • Higher than normal numbers and sizes of wildfires; • Negative economic impacts in ranching, tourism and recreation; • Increased demand on emergency response resources; and • Increased demand for Emergency Operations Center (EOC) activations and operations. 2. The continued lack of Continuity of Operations Plans (COOP), if not addressed, will result in: • Lack of understanding of departmental succession and authority; • Inability to provide basic services to citizens in emergency situations; and • Inability to meet statutory and legal requirements. 3. The continued lack of adequate staff and volunteer capacity in the EOC, if not addressed, will result in: • Inability to support Incident Command requests; • Lack of timely public warnings and notifications; • Increased risk of poor long-term planning; and • Inadequate Recovery Planning. 4. Citizen preparedness and pre-incident mitigation are crucial to the positive outcome of any emergency, and if not encouraged and fostered, will result in: • Increased risk of life-safety issues; • Increased risk of property damage/loss; • Increased pressure on first responders to mitigate above issues; and • Decreased first responder resources available for other emergencies. 5. The continued lack of a Recovery Plan will, if not addressed, result in: • Public frustration and confusion following wildfires and other emergencies; and • Inefficiencies in operations when Finance, Community Development, Public Works and other County departments are faced with the high demands that follow major incidents.
Department Strategic Results	1. 90% of public warning messages will continue to be sent within 8 minutes of receiving the request; 2. By December 31, 2016, 90% of functional activations of the EOC occur will within 10 minutes of the activation request; 3. By December 31, 2016, 75% of County staff members will be trained in NIMS appropriate to their role;

	4. By December 31, 2016, 25 people will be trained in aspects of operating the EOC; 5. By December 31, 2016, 100% of Gunnison County departments will have completed Continuity of Operations Plans; 6. By December 31, 2018, a County Recovery Plan will be approved by the BOCC.
Department Manager	Emergency Manager Scott Morrill
Department MFR Live Contact	Deputy Emergency Manager Bobbie Lucero
Program / Activity Structure	Emergency Management / Education and Support Emergency Management / Emergency Operations Center

Program	**Emergency Management**
Program Purpose Statement	The purpose of the Emergency Management Program is to provide mitigation, preparedness, response and recovery information services to the public, County departments and first responders so that they can effectively prepare for and respond to emergencies.
Program Key Results	• 10 people are trained in aspects of operating the EOC; • 65% of County staff members are trained in NIMS appropriate to their role; • 90% of public warning messages are sent within 8 minutes of receiving the request; • 90% of functional activations of the EOC occur within 10 minutes of the activation request; and • 100% of Gunnison County departments have completed Continuity of Operations Plans.
Program Manager	Emergency Manager Scott Morrill
Activity	**Education and Support**
Activity Purpose Statement	The purpose of the Education and Support Activity is to provide preparedness and emergency information to the public, county personnel and first responders so they can successfully prepare for, manage and recover from emergencies.
Services that Comprise the Activity	• Education Presentations • National Incident Management System (NIMS) Training Coordination • Preparedness Awareness Presentations and Announcements • Equipment Grants Administration and Procurement • Committee Facilitations • Needs Assessments • Risk Assessments • Emergency Response Exercises • Continuity of Operation Plan Consultations • Emergency Planning Committee Facilitations
Activity Performance Measures (Measure & Target)	<u>Result Measures:</u> • 74% of respondents to the biennial Citizen Survey indicate that emergency preparedness services offered by Gunnison County are good or excellent; • 65% of County staff members are trained in NIMS appropriate to their role; and • 100% of Gunnison County departments have completed Continuity of Operations Plans. <u>Output Measures:</u> • 12 public service announcements provided; • 20 County departmental Continuity of Operations Plans developed and/or updated; and • 30 committee facilitations provided. <u>Demand Measures:</u> • 12 public service announcements expected to be provided; • 20 County departmental Continuity of Operations Plans expected to be developed and/or updated; and • 30 committee facilitations expected to be requested. <u>Efficiency Measures:</u> • None.
Activity	**Emergency Operations Center**

Activity Purpose Statement	The purpose of the Emergency Operations Center Activity is to provide coordination and emergent informational support services to first responders, County departments, and the public so that they can successfully manage emergency incidents.
Services that Comprise the Activity	• Emergency Operations Center (EOC) Management • Emergency Operations Center Activations • Public Warnings / Notifications • Evacuation Coordinations • Out-of-Area Resource Coordinations • Emergency Reception Areas and Shelter Coordinations • Recovery Coordinations • Long Term Operational Plans • State and Federal Liaisons
Activity Performance Measures (Measure & Target)	Result Measures: • 90% of public warning messages are sent within 8 minutes of receiving the request; • 90% of functional activations of the EOC occur within 10 minutes of the activation request; and • 10 people are trained in aspects of operating the EOC. Output Measures: • 6 Emergency Operations Center (EOC) real-event activations provided; and • 24 Emergency Operations Center (EOC) trainings provided. Demand Measures: • 6 Emergency Operations Center (EOC) real-event activations expected to be required; and • 24 Emergency Operations Center (EOC) trainings expected to be provided. Efficiency Measures: • None.