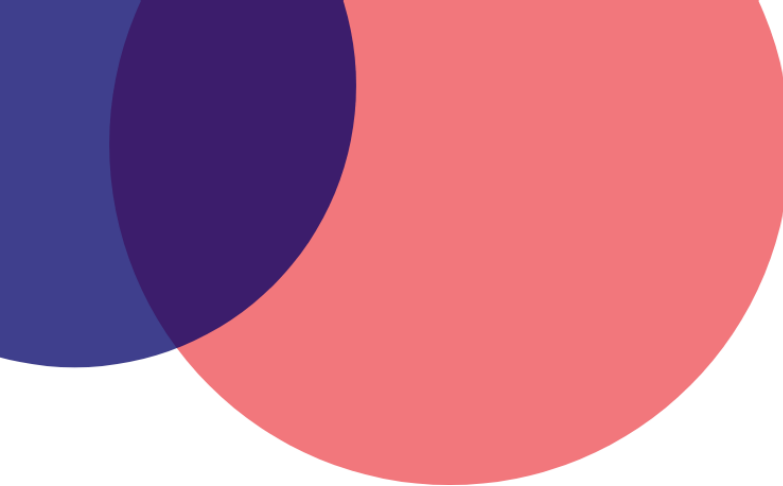




Florida Emergency Preparedness Association

Strategic Plan
2024-2025



GET INVOLVED

ENHANCE EM

FEPFA FAMILY

STAY ENGAGED

BUILD EXPERTISE

Introduction

The Florida Emergency Preparedness Association (FEPA) Strategic Plan is a two-year guide spanning 2024-2025 that sets a course of continuous improvement and establishes the major programmatic, policy and performance goals for FEPA. The Strategic Plan marks FEPA's commitment to continue to serve our membership as Florida's Premier Association of Emergency Managers.

Purpose

This planning document serves as the strategic vision for the progression of FEPA's desire to promote a professional emergency management organization comprised of emergency managers from the public, non-governmental, and private sector; promote professional expertise through training and best practices; enhance the effective management and operation of professional emergency management programs and services throughout the state of Florida; and to study, research, collect, compile, and disseminate information about effective emergency management processes and related functions.

This strategy comprises a series of goals, objectives and tasks intended to provide a clear, and measured approach towards a phased implementation of the vision. For each goal statement, a set of objectives is presented as key components to achieve the desired result. For each objective, a series of tasks are developed to provide a systematic set of actions to accomplish each activity.

While the goals, objectives and tasks are all interconnected, the availability of resources and operating environment will affect each time frame for completion differently. In some cases, progress can continue even if certain parts are delayed; while in other cases, a delay in one-component will delay the completion of the entire goal. No document or strategy can anticipate every issue, and new, unexpected challenges will always arise.

Mission Statement

The mission statement of the Florida Emergency Preparedness Association is:

To provide an educational network between emergency managers and their partners at the federal, state, county, municipal, tribal, volunteer, and private industry level, on critical emergency management issues.

Summary Strategic Goals

GOAL 1

Provide a dynamic forum for Florida's emergency management community to exchange ideas, share best practices, and network with other professionals.

GOAL 2

Identify opportunities to increase brand recognition of the Association, develop mechanisms to support members and create a lifecycle of engagement for membership to build a stronger Association.

GOAL 3

Develop a suite of external FEPA training on subject matter expertise, utilizing existing FEPA templates to develop, at a minimum, a presentation and instructor guide.

GOAL 4

Identify legislative and regulatory policy priorities of importance to membership and develop mechanisms to support and educate on key issues impacting emergency management.

2024-2025 Strategic Plan

GOAL 1

Provide a dynamic forum for Florida's emergency management community to exchange ideas, share best practices, and network with other professionals.

Objective 1.1 – Maintain and increase opportunities for member engagement throughout the year through bi-annual Area meetings.

Tasks	Team Responsible	Target Completion	Status
Conduct virtual/in-person FEPA meetings in each Area, facilitated by the appropriate Area/Alt. Governor.	Area Governors	January 2024	Pending
Develop a standard agenda and talking points, inclusive of status of working groups and committees, for use during Area Meetings.	Area Governors	January 2024	Pending
Utilize Area Meetings to collect feedback from membership on key issues, concerns, or successes and share with Executive Committee.	Area Governors	January 2024	Pending
Review feedback provided and discuss during Board of Directors meetings.	Executive Committee	January 2024	Pending

Objective 1.2 – Leverage technology to find new and creative ways to increase connection points for membership.

Tasks	Team Responsible	Target Completion	Status
Host quarterly virtual lunch and learns; engage Committees/Working Groups and Liaisons to identify and present on current projects and topics.	Membership and Awards Committee	January 2024	Pending
Host virtual sessions targeted to student members and members with limited EM experience-to outline various facets of the EM profession and paths for success.	Higher Education Working Group	January 2024	Pending

Maintain a repository of information, explain current structure for information sharing and availability of resources to all membership.	Executive Committee through IT vendor services	January 2024	Pending
Maintain procedure for requests for information and subsequent information sharing to be maintained.	Executive Committee through IT vendor services	January 2024	Pending
Maintain/Evaluate/Enhance online system for the submission of Certification Applications by the membership.	Certification Commission with IT vendor services support	January 2024	Pending

Objective 1.3 – Leverage FEPA Committees and Working Groups (WG) to identify common issues and solutions.

Tasks	Team Responsible	Target Completion	Status
Offer a selection of workshops, trainings, and general sessions at Annual and Mid-Year Meetings that are reflective of all sectors represented by the FEPA membership.	Annual Meeting Committee Executive Committee	January 2024	Pending
Evaluate and align Certification requirements against EM professional capabilities and national standards.	Certification Committee	January 2024	Pending
Continue to be the lead coordination group for the AlertFlorida Program	AlertFlorida Working Group	January 2024	Pending
Determine future needs of mentoring program.	Mentoring Program	January 2024	Pending
Conduct at least 10 monthly virtual meetings per year to discuss topics of interest	County EM Directors WG	January 2024	Pending

Develop supporting operational procedures for F-MAST Program	EOC Mutual Aid WG	January 2024	Pending
Continue to educate and register individuals for F-MAST	EOC Mutual Aid WG	January 2024	Pending
Monitor the changing state of healthcare in Florida and adapt to the Emergency Preparedness needs of both Emergency Management and the Healthcare industry.	Healthcare WG	January 2024	Pending
Participate in outreach activities with state agencies and professional healthcare associations to further the understanding and collaboration between Emergency Management and the Healthcare industry in Florida.	Healthcare WG	January 2024	Pending
Engage with state agencies and professional healthcare associations to collaborate on Healthcare Emergency Preparedness issues in the State of Florida.	Healthcare WG	January 2024	Pending
Provide a means to share information and communicate with EM and Healthcare partners during disasters with healthcare impacts.	Healthcare WG	January 2024	Pending
Develop and maintain a knowledge base and tools through FEPA for Florida Emergency Management Healthcare Plan Reviewers and Emergency Managers.	Healthcare WG	January 2024	Pending
Continue to hold Mass Care working group meetings to discuss current issues in Mass Care with membership.	Mass Care WG	January 2024	Pending
Communicate with membership on updated policies and procedures, and mitigation initiatives, as needed.	Mitigation WG	January 2024	Pending
Update goals and objectives in the existing draft REP Work Plan.	Radiological Emergency Preparedness WG	January 2024	Pending
Provide a regular forum for evolving best practices and lessons learned captured from WebEOC utilization in real world emergencies and or events	WebEOC WG	January 2024	Pending

Monitor and serve as a resource to statewide WebEOC expansion project	WebEOC WG	January 2024	Pending
Evaluate Working Group mission, focus and priorities to reflect membership needs and enhanced member services.	Higher Ed WG Legislative WG	January 2024	Pending
Maintain descriptions and expectations for liaison roles, requesting feedback from those serving in those positions	Executive Committee	January 2024	Pending

Objective 1.4 – Ensure overall organizational continuity and governance

Tasks	Team Responsible	Target Completion	Status
Maintain legacy documentation for Committees and Working Groups.	Executive Committee through IT vendor support	January 2024	Pending
Perform a comprehensive review of By-Laws and Administrative Policies and Procedures for clarity and consistency.	Executive Committee Governance Committee	February 2024	Pending
Develop an Association Business Plan to evaluate FEPA revenue streams to ensure financial solvency and sustainability.	Executive Committee	February 2024	Pending

GOAL 2

Identify opportunities to increase brand recognition of the Association, develop mechanisms to support members during disasters, and create a lifecycle of engagement for membership to build a stronger Association.

Objective 2.1 – Further develop FEPA's identity to appropriately continue membership engagement.

Tasks	Team Responsible	Target Completion	Status
Develop FEPA branding standards and social media guidelines.	Comms Team President	January 2024	Pending
Identify and support Communications Team to manage external media and communications aspects of the Association.	President	January 2024	Pending

Objective 2.2 – Develop process of engagement for new members throughout the year.

Tasks	Team Responsible	Target Completion	Status
Organize a monthly Working Group/Committee highlight article	Membership Committee Comms Team	January 2024	Pending
Update the Welcome to FEPA presentation.	Executive Committee	January 2024	Pending
Conduct virtual resume reviews for student members.	Higher Education WG	January 2024	Pending
Organize and coordinate yearly FEPA Careers in Emergency Management event.	Higher Education WG	January 2024	Pending

GOAL 3

Develop a suite of external FEPA training on subject matter expertise, utilizing existing FEPA templates to develop, at a minimum, a presentation and instructor guide.

Objective 3.1 – Develop skill-specific training which can be offered at FEPA meetings or as virtual or Area training opportunities.

Tasks	Team Responsible	Target Completion	Status
Create templates with presentation, instructor guide, and training summary for Working Groups and Committees.	Training and Professional Development Committee	January 2024	Pending
Ensure cohesiveness of trainings when placed together so they may become basis for FEPA Academies trainings.	Training and Professional Development Committee	January 2024	Pending
Develop skill-specific trainings and engage members' subject matter expertise to utilize knowledge to enhance (ex. recovery, project management, time management, etc.).	Training and Professional Development Committee	January 2024	Pending
Coordinate training and update opportunities in concert with Juvare and FDEM to meet Working Group needs based on the current Minimum Standards document.	WebEOC WG	January 2024	Pending
Revise/develop practitioner level EM training academies.	Training and Professional Development Committee	January 2024	Pending
Identify and develop training through FEPA to improve Healthcare Emergency Preparedness in the State of Florida.	Healthcare WG	January 2024	Pending
Develop and deliver a Mass Care Practitioner 101 Training Course (8hrs).	Mass Care WG	January 2024	In Progress
Develop and deliver a Mitigation Practitioner 101 Training Course (4hrs).	Mitigation WG	January 2024	In Progress

Objective 3.2 – Ensure consistent training credit information is available to FEPA members and to support Association training initiatives and member needs

Tasks	Team Responsible	Target Completion	Status
Coordinate with Certification Committee to ensure credit is provided for appropriate trainings, particularly those conducted at FEPA sponsored events.	Training and Professional Development Committee	January 2024	Pending
Maintain FEPA Approved Training List for Certification Committee	Training and Professional Development Committee	January 2024	Pending
Perform periodic survey of membership training needs, availability, and interests	Training and Professional Development Committee	January 2024	Pending

GOAL 4

Identify legislative priorities of importance to membership and develop mechanisms to support and educate on key issues impacting emergency management.

Objective 4.1 – Educate membership by providing tools to be successful in engaging elected leadership and increasing awareness of the Association with elected officials.

Tasks	Team Responsible	Target Completion	Status
Evaluate Legislative Working Group purpose, structure, priorities.	Executive Committee	January 2024	Pending
Develop briefs, toolkits, and talking points to support conversations with elected leadership.	Executive Committee	January 2024	Pending
Support EM Day at the Florida Capitol.	Executive Committee	January 2024	Pending
Collaborate and strengthen relationships with other Florida Associations to share best practices.	Executive Committee & Liaisons	January 2024	Pending
Prepare recommendations for state agencies and professional healthcare associations regarding Florida Law/Administrative Rules as requested.	Healthcare Working Group	January 2024	Pending