

# **Metropolitan Nashville and Davidson County**

## **Emergency Management Council &**

## **Office of Emergency Management**

# **Strategic Plan**

*2012 through 2017*

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*This document sets out a strategic plan for the Metropolitan Nashville and Davidson County Office of Emergency Management (OEM) and Emergency Management Council (EMC). The EMC includes multiple partner organizations, including all key local, state, and private organizations that play a significant role in providing the public protection from emergencies. These entities are identified in the county's Comprehensive Emergency Management Plan (CEMP). This plan presents a series of statements relating to the Metro Nashville and Davidson County Emergency Management Program vision, mission, and objectives; and sets out its five year proposed strategies and goals.*

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### **Mission**

The mission of the Metro Nashville Office of Emergency Management and the Emergency Management Council is to develop, coordinate, and lead the local emergency management program; enabling effective preparation for and efficient response to emergencies and disasters in order to save lives, reduce property loss, and stop human suffering.

To accomplish this mission, the Nashville Office of Emergency Management and the Emergency Management Council will:

- Develop plans and procedures to ensure the highest level of mitigation, preparedness, response and recovery.
- Maintain a comprehensive, risk-based, multi-hazard emergency management and training program.
- Coordinate federal, state, and local resources for mitigation, preparedness, response and recovery operations.

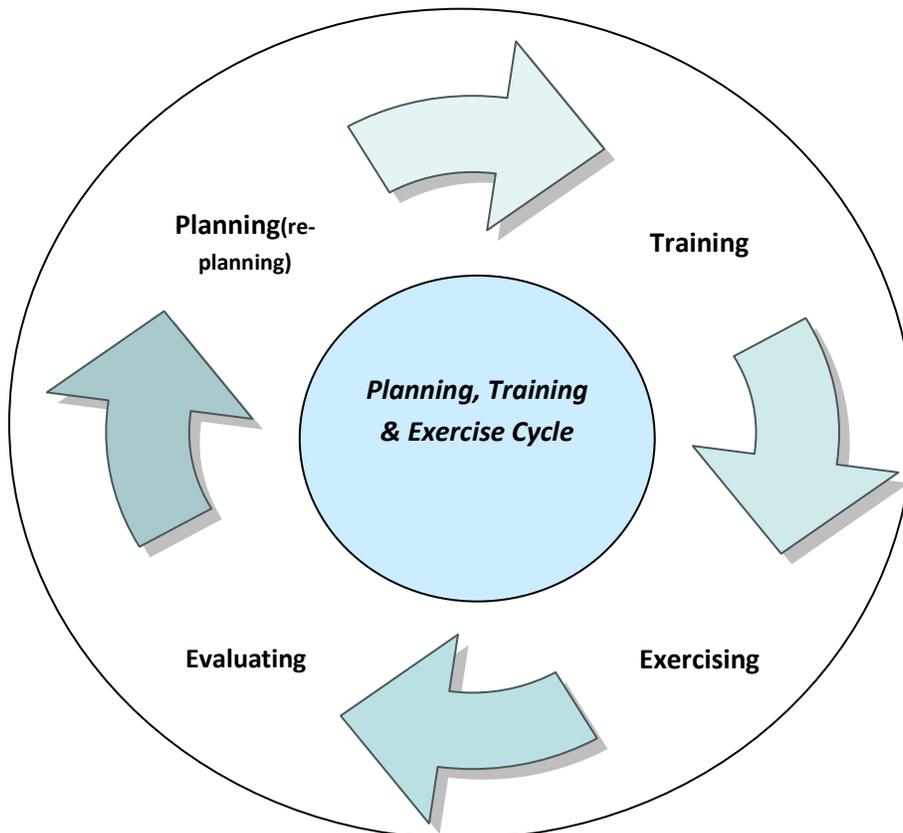
## Vision

The vision of the Metropolitan Nashville Emergency Management Council is to strive to be the most effective multi-agency public/private council for the Nashville Davidson County community at large.

## Strategic Priorities

Strategic priorities of the Metro Nashville Emergency Management Council and Nashville Office of Emergency Management are summarized as:

- Preservation of life and property
- Ensure critical services the community depends on are continually provided
- Ensure emergency personnel and stake holders are properly trained and equipped to accomplish their expanded duties during a major emergency or disaster situation.
- Make the most effective use of available funding and resources to reach our mission and accomplish our goals.
- Maintain an acceptable level of service for the community regardless of challenges.



## Strategic Goals

The following goals will be accomplished through the Metropolitan Nashville Emergency Management Council and Office of Emergency Management:

- Continually improve and strengthen all four phases of emergency management.
- Continue to strengthen personnel and resource capabilities of the council through planning, training and exercising.
- Strengthen citizen preparedness through educational programs and outreach activities.
- Continually improve Emergency Operations Center (EOC) functions and capabilities based on comprehensive assessments.
- Enhance and expand community partnerships and collaboration sharing of resources with Non-Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
- Maintain a formal Training and Exercise program that is driven by hazard vulnerabilities, mayoral priorities, corrective actions from After Action Reports, and gaps in capabilities and plans.

## Objectives

The following objectives are targeted to support the key goals as shown.

1. Strengthen citizen preparedness through educational programs and outreach activities
  - a. Develop and maintain a comprehensive citizen preparedness training program.
  - b. Identify and target community preparedness education efforts for vulnerable communities.
2. Continually improve Emergency Operations Center functions and capabilities based on comprehensive assessments.
  - a. Upgrade EOC equipment and technology.
  - b. Improve and test EOC Standard Operating Procedures (SOPs).
  - c. Train EOC staff on updated protocols.
  - d. Build personnel depth in EOC functional areas.
  - e. Form a backup EOC planning Group.

3. Enhance and expand community partnerships and collaboration sharing of resources with Non-Governmental Organizations (NGO's), faith-based organizations, the private sector, and public sector agencies.
  - a. Continue to hold Emergency Service Coordinator meetings, Voluntary Organizations Active in Disaster (VOAD) meetings, Disaster Medical Committee meetings and others as identified or created.
  - b. Attend community meetings and special community events. Provide support to the private sector.
  - c. Reach out for more ESC's to assist with the NGOs, private and public sector outreach.
  
4. Maintain a formal Training and Exercise program that is driven by hazard vulnerabilities, mayoral priorities, corrective actions from After Action Reports, and gaps in capabilities and plans.
  - a. Define priorities, and develop and implement a 5 year training and exercise plan.
  - b. Continue to establish training and exercise program protocols.
  - c. Establish formal corrective action planning protocols for all After Action Reports and Improvement Plans.
  - d. Ensure exercises are conducted following the HSEEP methodology and NIMS guidelines.
  
5. Continue to strengthen personnel and resource capabilities of the council through planning, training and exercising.
  - a. Ensure the emergency management program maintenance is followed accordingly and plans are review and updated as necessary.
  - b. Ensure revised plans or newly created plans are trained on and followed with appropriate exercise building blocks.

6. Continually improve and strengthen all four phases of emergency management.
  - a. Regularly convene the community planning team to review and revise the Multi-Hazard Mitigation plan as mentioned in the program maintenance.
  - b. Ensure the CEMP stakeholders are trained and prepared appropriately on their emergency responsibilities as outlined in the CEMP.
  - c. Provide the tools necessary for CEMP stakeholders and citizens alike to properly be able to respond to emergency situations in a safe and effective manner.
  - d. Ensure a seamless and effective transition for short and long term recovery that brings Metro Nashville and Davidson County to its pre-disaster state as soon as practical.

## **Implementation**

Implementation of the above priorities and goals will be accomplished through a combined effort with OEM management and staff, Metro government officials, Emergency Services Coordinators, and other individuals or departments. Meetings will be conducted as needed to review goals and priorities, and to define and update strategy for achieving the goals.

## **Accomplishments & Projected Milestones**

Recent Accomplishments:

- Training and Exercise Plan updated.
- Enhanced community partnerships and citizen outreach by becoming involved and partnering with the Nashville Immigration and Refugee Task Force, and the EARS group for deaf and hard-of-hearing individuals.
- CERT training performed with various community groups as requested.
- OEM Operations SOPs updated to reflect changing needs and responsibilities.
- Multi-Hazard Mitigation Plan and CEMP revised and updated.
- Davidson County HIRA updated and distributed to partner organizations and stakeholders.
- NERVE Program created, tested, and implemented to better communicate with the community during times of emergency.

Projected milestones:

- Two EOC exercises conducted prior to 2017
- EOC procedures expanded annually
- Training and Exercise Planning Workshop conducted annually
- Technological upgrades by 2014

## **Emergency Services Coordinators**

Metro Nashville OEM has installed an Emergency Management Council. It is comprised of appointed department representatives known as Emergency Services Coordinators (ESC's). The ESC's are representatives of various Metro departments, agencies, divisions, and private sector organizations, who are empowered by Metropolitan Code, Chapter 2.10 to act on behalf of their department on matters pertaining to major emergencies in the county. ESC's are required to be on call 24-hours a day to assist in resolving emergencies within the scope of their office, and are empowered to commit departmental personnel and/or resources to any situations requiring the attention of that department.

## **Program Maintenance**

The emergency management program has many elements, and many stakeholders. In order for the program to be successful, it is necessary to ensure a documented schedule and plan to ensure all plans are evaluated, maintained and revised as appropriate.

All plans are subject to revision after any EOC activation, incident, or planned event such as an exercise, in which time the plan would reflect items from the After Action Report and/or Corrective Action Plan. This schedule is subject to change based on Federal, State or local requirements, or items with grant funding attached, or as needed.

OEM will be responsible for:

- Ensuring this program maintenance is adhered to by initiating the review and revision process
- Maintaining records of plan maintenance
- Maintaining records of corrective actions on plans exercised or tested during real or planned events.
- Ensure the appropriate members of the Emergency Management Council are involved in the review/revision process, and all members have access to plans.

**PROGRAM PLAN MAINTENANCE TABLE**

<b>Plan</b>	<b>Last Review</b>	<b>Last Revision</b>	<b>Next Review or Revision Due*</b>	<b>Revision Cycle*</b>
CEMP	2012	2012	2017	5 years per TEMA/FEMA
COG	2012	2012	2017	5 years
COOP	2012	2012	2017	5 years
Emergency Management Council Strategic Plan	2014	2014	2017	3 years
Multi-Hazard Mitigation Plan	2012	2012	2017	5 years per FEMA
Recovery Plan	2012	2012	2017	5 years
Resource Management Plan	2012	2012	2014	2 years
Training & Exercise Plan	2013	2012	2014	Annually reviewed (TEPW)
CBD Evacuation Plan	2010	2009	2015	5 years
LP Field Multi Dept Plan	2014	2014	2017	3 years

*\* or earlier as deemed necessary*

**RECORD OF CHANGES**

<b>Nature of Change</b>	<b>Date of Change</b>	<b>Page(s) Affected</b>	<b>Changes Made By</b>
Creation	2009	All	HJM
Complete Revision	2012	All	HJM
Program Plan Maintenance Table & Record of Changes	2014	7	HJM