

Emergency Management and Homeland Security
Agency Strategic Plan

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Ramsey County's Vision, Mission and Goals

Ramsey County has adopted a forward-thinking and responsive mission and embraced specific overarching goals towards achieving that mission. All of our activities at Emergency Management and Homeland Security are directed toward that mission, via those goals.

Ramsey County Emergency Management and Homeland Security is a core part of the overall public safety enterprise across the county, the state, and the nation. Emergency Management and Homeland Security staff activity and our strategy, policy and procedures reflect the vision, mission and goals of our county:

Ramsey County Vision

A vibrant community where all are valued and thrive.

Ramsey County Mission

A county of excellence working with you to enhance our quality of life.

Ramsey County Goals

Strengthen individual, family and community health, safety and well-being through effective safety-net services, innovative programming, prevention and early intervention, and environmental stewardship.

Cultivate economic prosperity and invest in neighborhoods with concentrated financial poverty through proactive leadership and inclusive initiatives that engage all communities in decisions about our future.

Enhance access to opportunity and mobility for all residents and businesses through connections to education, employment and economic development throughout our region.

Model fiscal accountability, transparency and strategic investments through professional operations and financial management.

Emergency Management and Homeland Security Mission and Vision

As a functioning public safety agency, Emergency Management and Homeland Security (EMHS) has adopted an individual mission to assist us in meeting the overall goals of the County. This Strategic Plan provides the goals and objectives we will strive to achieve in our effort to fulfill our individual mission as a part of the overall mission of the county.

EMHS Vision

A resilient county whose residents and business, through well-developed capabilities and an understanding of hazards, are part of a culture of preparedness.

EMHS Mission

Foster resilience in Ramsey County through development of a community-wide culture of preparedness and the coordination of public safety efforts to prevent, plan for, respond to, mitigate and recover from all hazards, disasters and emergencies – whether natural or human-caused, accidental or intentional.

EMHS Motto

Public Safety. Public Trust.

Executive Summary

On behalf of Ramsey County Emergency Management and Homeland Security (EMHS), it is my honor to share with you our 2017-2021 Strategic Plan. This document is a guide for EMHS' efforts in both the short- and long-term. We have a tremendous opportunity to make real progress through our approach to emergency management for Ramsey County.

Ramsey County provides a unique opportunity for the practice of emergency management. The county experiences a wide range of natural, technological and human-caused hazards. Our small geographic size and large, urbanized population pose both challenges and opportunities that require EMHS to be creative in its approach to problem solving.

The goals and objectives in this plan are based on requirements in Minnesota law (Minn. Stat. Chapter 12) and federal laws¹, as well as requirements of the US Department of Homeland Security, the Federal Emergency Management Agency and other agencies, national standards and best practices.

Going forward, a guiding principle for our strategy will be to develop the program based on the national *Emergency Management Standard*. The *Emergency Management Standard* is recognized in the US and elsewhere as the premier measure for assessing not only the agency, but also the overall emergency management program in any jurisdiction.

At all times, we recognize our responsibility to be good stewards of the taxpayers' money. EMHS manages the homeland security and FEMA grants for the county, and participates in a region-wide Joint Powers Agreement. We must take every step possible to ensure we

follow grant guidelines and maximize every dollar expended.

Creating a *culture of preparedness* is a key component of our mission, and we know this can only be achieved through engagement with our whole community, and outreach that enhances opportunity and prosperity across every neighborhood. We will strengthen our partnerships with public, private, non-profit and faith-based organizations to enhance resilience of all county residents and the business community. Our training and exercise programs are based on the needs of our emergency response partners to ensure we are developing their knowledge, skills and abilities effectively.

We put a high value on effective planning for the county as a whole – including not only county departments and agencies, but also the municipal jurisdictions. This ensures that as we move forward, we are taking into consideration all of the needs the county may have during a disaster.

Of course, all of these efforts mean nothing if we cannot execute our plans through effective emergency operations. We will enhance our operational capabilities by building emergency operations center teams and providing situational awareness to all jurisdictions. Maintaining and strengthening our response capabilities is perhaps one of our most important, and will be the true measure of our program when the next disaster strikes.

This strategic plan represents our commitment to putting ideas into action that will improve Ramsey County and increase our disaster readiness and resilience. We are proud of our efforts to date, and we hope as you read through this document, you will gain a better understanding of the objectives the Emergency Management and Homeland Security program is undertaking over the next five years.

- Judson M. Freed, MA, CEM
Director



EMHS Director Judson M. Freed, MA, CEM

¹ Robert T. Stafford Disaster Relief and Emergency Assistance Act; Disaster Mitigation Act of 2000; Post Katrina Emergency Management Reform Act; Sandy Recovery Improvement Act; Homeland Security Act; among others.

Ramsey County Emergency Management & Homeland Security - History

The Ramsey County Emergency Management and Homeland Security mission is to *foster resilience in Ramsey County through development of a community-wide culture of preparedness and the coordination of public safety efforts to prevent, plan for, respond to, mitigate and recover from all hazards, disasters and emergencies – whether natural or human-caused, accidental or intentional.*

Working to foster resilience isn't new for this agency, which can trace its history back to the Cold War.

As part of Minnesota's overall Civil Defense program Ramsey County and Saint Paul created a Civil Defense commission in the years following World War II. The commission was formed due to the perceived likelihood of nuclear attack common to the time.

On March 27, 1961 the Ramsey County Board of County Commissioners

passed a resolution authorizing the formation of a *Ramsey County Civil Defense Department*. Mr. Lorin S. Allen, a Navy veteran, was named the department's first Director. Director Allen was later elected the first President of what is now the Association of Minnesota Emergency Managers.

The agency's goal at that time was to coordinate civilian protection activities with particular attention to nuclear attack. In an effort to make the best possible use of available funds, the agency combined the efforts of professional planners and volunteer responders (in a all-volunteer *Emergency Services Unit*, which still functions today) from the outset. The Board instructed Director Allen to seek out grant funding to supplement tax levy funding, and to coordinate the activities of county civil defense with those of the various municipalities – again as a means to providing the best service while leveraging every available dollar.

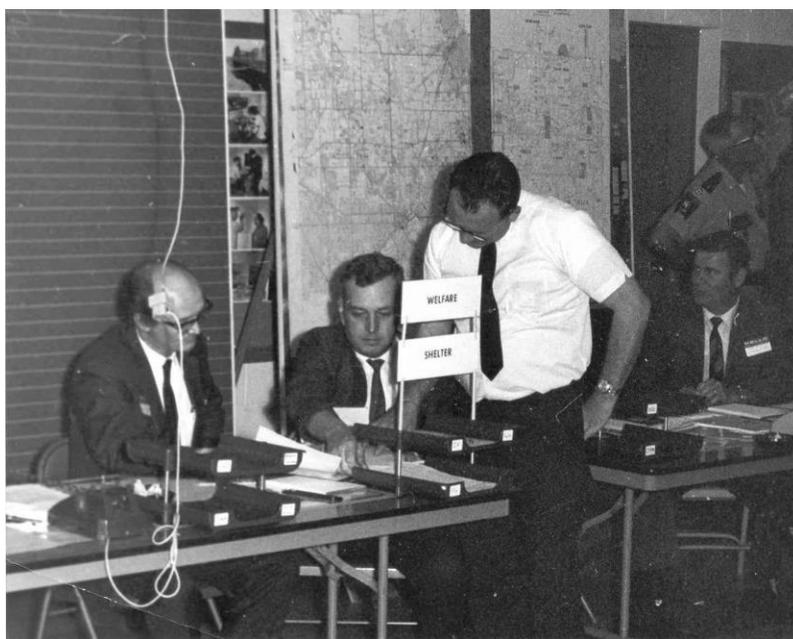
By the 1980's, the agency was known simply as *Emergency Services*. By that time, the emphasis of the agency shifted from a concentration on attack to an "all hazards" approach, assessing and addressing the myriad of risks Ramsey County faced. The government's role in disaster response continued to evolve throughout the 1970s until 1979, when President Carter signed the executive order creating the Federal Emergency Management Agency (FEMA).

Under the agency's second director, William Conter, Ramsey County Emergency Services followed suit, focusing more on disaster response and issues involving hazardous materials, tornadoes and winter storms. In 1987, the agency was incorporated as a division of the Ramsey County Sheriff's Office

As part of the Sheriff's Office, the *Emergency Services Division*, as it was then known, developed significant capabilities directed toward support of on-scene response and communications. From offices in the old Public Works facility on Rice Street, the division became somewhat unique in Minnesota due to that on-scene

role. Through Director Conter's leadership, Emergency Services built command vehicles, communications vehicles, and portable lighting and generator trailers. This equipment was needed at some time by all of our communities, but is not used frequently by any of them. By developing those capabilities at the county, the assets became available to all of the county (and our neighbors) without unwarranted duplication or repeated expense.

In the aftermath of the attacks of 9/11, the legal, educational, training and other compliance requirements for emergency management agencies increased astronomically. The move of FEMA into the new US Department of Homeland Security, new and emerging threats, the need for scientific risk



Civil Defense Director Allen at Ramsey County Tornado Exercise c1969

analysis and advanced capabilities, ushered in a need for personnel with new skill sets and diverse experience.

Following Director Conter's retirement, the County Board made the decision that the agency would best serve all of the county – and meet all of these new requirements – as an independent organization able to concentrate on the full gamut of emerging threats. Once again, the agency became a stand-alone entity answering directly to the County Manager.

Stressing the need to address the ever-changing range of threats, and to stay in line with federal and state activities and a rapidly evolving set of laws and rules, the Board renamed the agency as *Emergency Management and Homeland Security* (EMHS) in 2003, shortly after hiring Judson Freed as the third Director.

Building on the hard work and foundation laid by the first directors, EMHS continued to provide the scene support services and response roles, and the all-of-county emphasis originally crafted under Director Allen. EMHS reorganized staffing and has developed new methods of risk assessment and analysis, as well as reengineering the county's Emergency Operations Plans.

In 2005, Ramsey County became the first county in Minnesota to adopt a common Emergency Operations Plan (EOP) for the entire county. All of the suburban municipalities located fully in the county signed on to the document. This EOP created a single doctrine for emergency management in Ramsey County. It established common terminology, common incident management processes, and common assessments.

The adoption of a common countywide plan drastically reduced the duplication of efforts otherwise required of municipal and county emergency managers. Most importantly, it fostered greater trust and relationships between county and municipal leaders, and reduced the time needed to bring assistance to any municipality impacted by emergency or disaster.

Just after Director Freed began work, Ramsey County was included by the Department of

Homeland Security in the new federally-implemented *Twin Cities Urban Area Security Initiative* (UASI). The UASI required new means of collaboration and cooperation between the member jurisdictions – collaboration and cooperation already developed in Ramsey County with the common county planning efforts. The UASI also made available federal grant funds, allowing EMHS to hire another emergency planner, purchase equipment for the county and the municipalities, pay for newly required and desired training and education, and to develop and conduct exercises for public safety response to terrorism and a host of other threats.

In addition to the Director, EMHS staff includes a Deputy Director and three fulltime coordinators, (one of whom is UASI-funded), three part-time intermittent coordinators (also UASI funded as is a currently unfilled position) and numerous volunteers of the Emergency Services Unit. All paid staff are certified by the State of Minnesota as Emergency Managers and all have undergone substantial additional training in specific subject areas. All have several years of college education, and most have bachelor's degrees. The Director holds a Master's Degree and is nationally certified as an Emergency Manager and as a Business Continuity Planner. All paid staff are active in local, state and national organizations or professional associations and each have some ability to attend specialized training in other parts of the country.

EMHS personnel are sought-after advisors to other areas, too. EMHS staff helped to develop statewide policies for sheltering and for animals in disaster, held leadership in associations, and provided expert testimony to both the Minnesota Legislature and to the US Congress. Through the National Association of

Counties, Director Freed helped develop several emergency management laws and initiatives and the national Emergency Management Standard. He now serves as a commissioner for the organization that maintains and administers that standard, representing America's counties.

EMHS is currently in 100% compliance with all federal and state laws for emergency management organizations. The primary governing law is MINN



STAT Chapter 12². There are other state and federal laws, rules, and guide that mandate the performance of specific aspects of the enterprise. More recently, however, national and international standards have been developed that address not only the legal requirements, but also the basic level of performance a government body should have in place.

The national Emergency Management Standard was developed by professional emergency managers from across the nation. The developers represented local, state and federal agencies as well as educational institutions, the private sector, and non-governmental organizations. The requirements of the standard are maintained in compliance with the American National Standards Institute (ANSI)³ by the Emergency Management Accreditation Program (EMAP). The standard is actually a set of 64 standards representing research-based best practices by which the overall emergency management programs of a jurisdiction can be evaluated. The *Emergency Management Standard* is designed as a tool for continuous improvement for local, state and even federal emergency management programs.

The *Emergency Management Standard* covers:

- Program Management
- Administration and Finance
- Laws and Authorities
- Hazard Identification, Risk Assessment and Consequence Analysis
- Hazard Mitigation
- Prevention
- Operational Planning
- Incident Management
- Resource Management and Logistics
- Mutual Aid
- Communications and Warning
- Operations and Procedures
- Facilities
- Training
- Exercises, Evaluations and Corrective Action

- Crisis Communications, Public Education and Information

As part of a voluntary accreditation process, EMAP sends a team of emergency management experts who review the policies and records of that government (not only the Emergency Management agency) to measure compliance with this set of best practices and minimums.

For several years, EMHS has used the Standard as part of our performance measures, submitted to the County Board as part of the overall budgeting process. As you will find in this Strategic Plan, EMHS will now take the next step and seek 100%, independently verified compliance with the complete set of requirements in the Standard. Going forward, the agency will seek formal accreditation from EMAP. In keeping with the county goal of modeling fiscal accountability, transparency and strategic investments, EMAP accreditation will provide objective measures of our use of your taxpayer dollars.

In 2011, EMHS began the process of developing operational continuity plans for Ramsey County. By the end of 2015, every Ramsey County department and agency had developed these plans, aimed to ensure that the agencies can continue to provide service to the people during and after disaster. The system implemented by EMHS is also available for use by all of the municipalities at no cost.

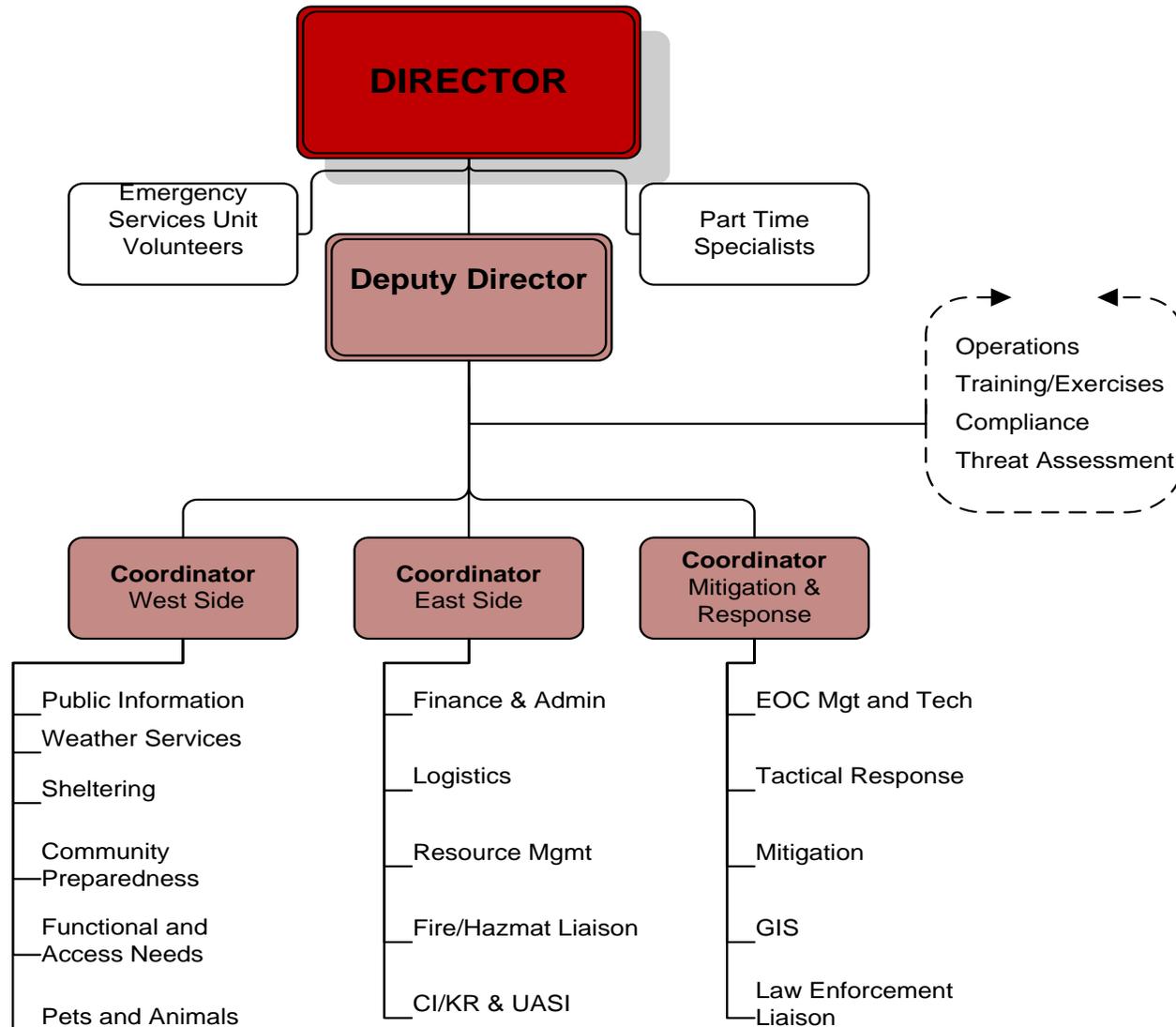
Of course, no set of laws or voluntary standards compliance can guarantee that there will never be a disaster, or even guarantee that everything will “go right” during that disaster. However, we believe that having an outside, independent review of every plan, policy, process and record involved in the management of disaster (in all agencies and departments) will demonstrate to the public our best efforts and attempts to minimize mistakes and maximize opportunities to build a culture of preparedness and a resilient County.



² Chapter 12 is available online at <https://www.revisor.mn.gov/>

³ Information on ANSI and what a “Standard” is can be found at https://www.ansi.org/about_ansi/faqs/faqs.aspx?menuid=1

EMHS Organizational Chart



Business and Team Summary

The primary business of EMHS consists of the following:

Emergency Management, Homeland Security, Continuity of Government, and community resilience.

The core team members of EMHS are as follows:

Judson M. Freed, MA, CEM

Director

- Setting overall agency direction
- Agency leadership
- Agency management and organization
- Building ad hoc organizations as needed

Kristy Stauffer

Deputy Director

- Compliance.
- Training and Exercise.
- EOC Director
- Liaison
- Assists with Director's roles as needed.

Kristen Sailer

Coordinator – East Side

- Urban Area Security Initiative
- Critical Infrastructure and Key Resources (CI/KR)
- Logistics
- Procurement
- Financial Management

Karma Kumlin-Diers

Coordinator – West Side

- Public Information and Outreach
- Severe Weather
- Community Preparedness
- Family Assistance, Functional Needs, Animals in Disaster planning

Bryan Mayer

Coordinator – Mitigation and Response

- Technical Operations
- Mitigation Planning
- Communications
- EOC and DOC management

Analysis of Strengths, Weaknesses, Opportunities, and Threats

EMHS undertook a formal review of services and operations during the last quarter of 2015 into the second quarter of 2016. Through local surveys and comparisons with similar agencies nationwide, EMHS identified areas in which the agency showed particular strengths and weaknesses. The analysis also identified potential opportunities for programmatic growth and potential threats to the agency’s ability to meet legally mandated services.

Strengths	Opportunities
Countywide Planning	Communicating message to whole community
Exercises and Training	Community recovery planning
On-Scene Incident Support	THIRA maintenance and integration to all activity
Regulations, rules, law compliance	Outreach to under-served communities
EOC Operations Support	Support from County leadership, County Board
Warning Point	Risk awareness communication to public and community leaders
Severe Weather operations	
Building ad hoc organization in crisis	
Anticipating change in risk and regulatory environments	
Adapting to evolving threats	

Weaknesses	Threats
Lack of funding diversity	Diminishing UASI grant funding
Limited penetration in under-served populations	Dependence on grant funding for mandated activities
Shelter plans	Increasing rules and regulations
Community recovery plans	Large-scale evacuation capabilities

Analysis of Industry

The current state of government emergency management industry is as follows:

Emergency management and “civil defense”/homeland security is a longstanding requirement of government. Academic research places emphasis on these roles at the county level. However, the field continues to evolve as new threats and hazards evolve.

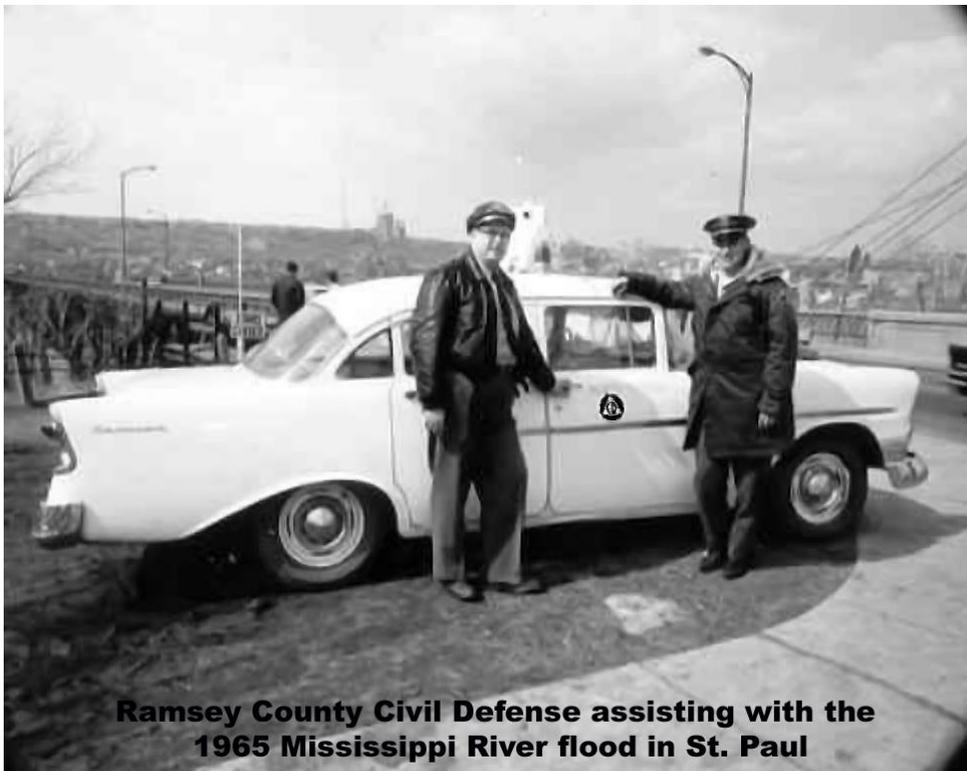
Local emergency management agencies are the core of the national emergency management enterprise. National capability depends on the resilience of as many local communities as practicable, so that resources from those communities are available to assist communities with less access, resources and/or capacity to cope with disaster. Emphasis over the past five years has shifted to building resilience, and approaching all facets of the enterprise in a manner that encompasses the whole community.

Unfortunately, the primary response of the federal government to each new threat or crisis is the creation of new rules, laws, and policy. As such, the roles and responsibilities of Emergency

Management Agencies (EMA) have expanded. Following World War I civil defense was the major role. After World War II and the advent of the Cold War, EMA efforts concentrated on nuclear attack survival. In the 1980's, the concentration shifted to hazardous materials and community right-to-know. Despite this, natural and accidental disasters over the decades influenced EMA regulation so that, by the 1990's, the "all hazards" approach (with emphasis on mitigation) became the norm.

In 2001, the attacks on the World Trade Center and Pentagon followed that October by letters containing anthrax that were sent to several people in the US heralded a shift to terrorism prevention and response and "homeland security" issues. Despite this, events such as Katrina and, later, Sandy re-emphasized that the "other" hazards had not gone away.

Each of these events resulted in new laws and policies, new requirements, and even some new funding. The funding proved a double-edged sword, as EMA worked with partner agencies to build capability and capacity first. Now, as those new funds dwindle, EMA are left to discover new ways to maintain these capabilities without the federal funds.



Ramsey County Civil Defense assisting with the 1965 Mississippi River flood in St. Paul

Strategic Goals/Objectives/Tasks

Ramsey County's Goals are listed on page 1 of this plan. Each of the EMHS goals supports one or more of the countywide goals. The four goals are shortened to fit into the tables below. The county goals are listed below as: Well-being; Prosperity; Opportunity; and Accountability.

This Strategic Plan represents guiding principles for EMHS over the next five years. As time goes on and situations change, the plan will adapt to meet those changes. As such, it is not a ridged set of requirements but rather a direction for the future.

On-Going/Monthly Goals

Goal 1: Maintain Readiness Through Compliance and On-Going Testing and Validation of Critical Systems and Capabilities

Maintain awareness of laws, rules, regulations, capabilities	
Strategy	Ongoing activity with national, state and local associations
Financial Projections	\$12,000
Execution Person(s)	All Staff
Evaluation Person(s)	Director
Evaluation Criteria	Staff meeting briefings
County Goal	Well-being; Accountability

Test of notification and communications to ensure response ability	
Strategy	Weekly tests of Alerts, Everbridge and Active911
Financial Projections	No Additional Funds
Execution Person(s)	Bryan Mayer
Evaluation Person(s)	Judson Freed
Evaluation Criteria	Everbridge reports at staff meetings
County Goal	Well-being

Validation of technology in EOC, DOC, and vehicles	
Strategy	Monthly checks on all systems
Financial Projections	Central Fleet Funding
Execution Person(s)	Bryan Mayer
Evaluation Person(s)	Judson Freed
Evaluation Criteria	Briefings and staff meetings
County Goal	Well Being, Accountability

Objective 1.1 – Maintain Awareness of Laws, Rules, Regulations and Capabilities

Task	Responsibility	Target Date
1.1.1: Maximize lead-time knowledge of potential, new, or changed laws, rules, regulations or best practices through engagement with NACo, IAEM, AMEM, and Ramsey County Government Relations staff	All Staff	On-going
1.1.2: Provide information on relevant issues to Ramsey County Government Relations staff	EMHS Director	On-going

Objective 1.2 – Maintain Internal Alert, Warning and Notification Capabilities

Task	Responsibility	Target Date
1.2.1: Weekly tests of Everbridge, Active 9-1-1, and SPOK paging	Coordinator – Mitigation and Response	On-going

Objective 1.3 – Implement Continuous Improvement and Validation for Critical Technology/Equipment

Task	Responsibility	Target Date
1.3.1: Monthly tests of DOC, EOC and all mobile technology	Coordinator – Mitigation and Response	On-going
1.3.2: Monthly checks of all vehicles and rolling stock	Coordinator – Mitigation and Response	10/1/16



Year One Goals (2017)

Goal 2: Validate Plans and Capabilities

Debris Management Plan	
Strategy	Work with Public Works, Environmental Health, and Parks to create plan and design exercise
Financial Projections	Up to \$25,000
Execution Person(s)	Kristen Sailer – may also require contracted consultants
Evaluation Person(s)	Judson Freed; MnHSEM; Ramsey County Board, FEMA
Evaluation Criteria	Approved plan as part of RCEOP; FEMA approval
County Goal	Well-Being, Prosperity, Accountability

100% Compliance with all State and Federal EMA requirements	
Strategy	Refreshed Countywide EOP
Financial Projections	No Additional
Execution Person(s)	Judson Freed, All Staff
Evaluation Person(s)	MnHSEM RPC And Region 6 LEPC
Evaluation Criteria	Adoption of plan by all municipalities and the Ramsey County Board
County Goal	Accountability

Accreditation Through National Emergency Management Standard Criteria	
Strategy	Use EMAP tools
Financial Projections	\$10,000
Execution Person(s)	Kristy Stauffer
Evaluation Person(s)	EMAP Baseline
Evaluation Criteria	National EM Standard
County Goal	Accountability

Develop Community Outreach Partnerships	
Strategy	Strengthen community engagement efforts through programs and initiatives to develop a "Culture of Preparedness" in Ramsey County
Financial Projections	TBD
Execution Person(s)	Karma Kumlin-Diers
Evaluation Person(s)	Judson Freed
Evaluation Criteria	TBD
County Goal	Well-being; Prosperity

Objective 2.1 –Implement County Wide Debris Management Plan

Task	Responsibility	Target Date
2.1.1: Develop and implement master contracts available to all jurisdictions	Coordinator – East Side	COMPLETE June 2016
2.1.2: Develop Debris Management training needs with one or more vendors and county/municipal agencies	Deputy Director EMHS	Spring 2017
2.1.3: Conduct Table Top Exercise with vendor and county/municipal agencies	Deputy Director EMHS	Spring 2017
2.1.4: Prepare After Action Report for exercise and use to develop functional exercise	Deputy Director EMHS	Spring 2017

Objective 2.2 –Complete, Submit and Validate MNWALK

Task	Responsibility	Target Date
2.2.1: Develop and submit MNWALK in compliance with HSEM rules	Coordinator – West Side	Annual
2.2.2: Attend and complete Region 6 RRC meeting and receive letter of compliance from HSEM	Director and Coordinator – West Side	Quarterly

Objective 2.3 – Validate RCEOP against Threat and Hazard Identification and Risk Assessment

Task	Responsibility	Target Date
2.3.1: Validate that RCEOP matches updates to THIRA each year	Deputy Director	On-Going
2.3.2: Identify capabilities of County and Municipal agencies/depts as indicated in RCEOP – validate against THIRA	Deputy Director	December 2016
2.3.3: Meet with all agencies in each ESF to ensure accurate capability assessment and assess needs	Deputy Director	December 2017

Objective 2.4 – Enhance public outreach efforts by increasing public awareness through outreach activities

Task	Responsibility	Target Date
2.4.1: Work with Public Health and Parks and Recreation departments to identify opportunities to partner with them at events	Coordinator – PIO	Fall 2017
2.4.2: Identify methods and contacts other departments in Ramsey County are already using to reach out to neighborhoods and underserved communities – partner as practical	Coordinator – PIO	Fall 2017
2.4.3: Conduct and participate in annual workshops and public education/outreach events with community stakeholders	EMHS	August 2017 then Annually
2.4.4: Develop public education program materials (including electronic) to include those with access and functional needs on all hazards planning and preparedness	Coordinator – West Side in collaboration with community organizations involved with Access and Functional Needs	December 2017
2.4.5: Engage citizens and volunteer community groups in preparedness, training and exercises	EMHS in collaboration with Community Organizations	Ongoing
2.4.6: Conduct annual public education campaigns for weather events, etc.	Coordinator – West Side	March 2017

Objective 2.5 – Strengthen partnerships with public, private, non-profit and faith-based organizations

Task	Responsibility	Target Date
2.5.1: Conduct an Annual Review meeting with all community partners	EMHS	September 2017 then Annually
2.5.2: Conduct special interest Preparedness Symposiums with County stakeholders	EMHS	December 2017 then Annually
2.5.3: Conduct emergency management meetings with locally elected and appointed officials in Ramsey County	EMHS	Ongoing
2.5.4: Coordinate public information and education concerning threats and hazards, appropriate preparedness activities and protective actions	Coordinator-West Side/PIO	Ongoing

Goal 3: Objective Validation of Capabilities through National Accreditation

EMAP Accreditation	
Strategy	Obtain national accreditation through the Emergency Management Accreditation Program (EMAP)
Financial Projections	\$10,000
Execution Person(s)	Kristy Stauffer, All Staff
Evaluation Person(s)	EMAP Commission
Evaluation Criteria	National Emergency Management Standard compliance
County Goal	Well-being; Accountability

Objective 3.1 – Develop Plan and Process to Achieve Accreditation

Task	Responsibility	Target Date
3.1.1: Assign EMAP accreditation manager	EMHS Director	July 1, 2015 - COMPLETE
3.1.2: Review EMAP standards and assign individual standards to staff	EMHS Director and Deputy Director	July 1, 2015 - COMPLETE
3.1.3: Develop a one year timeline for process	Accreditation Manager	COMPLETE August 1, 2016

Objective 3.2 – Implement EMAP plan

Task	Responsibility	Target Date
3.2.1: Present plan to Executive Committee and get their support to seek accreditation	EMHS Director	COMPLETE August 8, 2016
3.2.2: Educate stakeholders on standards	EMHS Director	Ongoing
3.2.3: Manage quarterly update meetings	Accreditation Manager	Quarterly
3.2.4: Accreditation manager to attend EMAP training	Accreditation Manager	Completed
3.2.6: Provide progress updates to EMHS staff	Accreditation Manager	Weekly

Objective 3.3 – Schedule and manage accreditation process

Task	Responsibility	Target Date
3.3.1: Determine estimated timeframe for pre-assessment	EMHS Director and Accreditation Manager	COMPLETE September 1, 2016
3.3.2: Develop pre-assessment process	Accreditation Manager	January 2017
3.3.3: Coordinate pre-assessment	Accreditation Manager	Ongoing
3.3.4: Register for assessment	Accreditation Manager	COMPLETE
3.3.6: Coordinate assessment by EMAP	Accreditation Manager	Summer 2017

Goal 4 – Foster Resilience through Outreach to Underserved Small Business Community

Develop Internship to Foster BCP at Community Small Businesses	
Strategy	Intern to work with underserved community small businesses to foster concepts of Business Continuity Planning. This will increase resilience of individual businesses, overall community resilience, build trust between EMHS and these communities.
Financial Projections	\$25,000
Execution Person(s)	Judson Freed, Ramsey County Policy division, All Staff
Evaluation Person(s)	Judson Freed
Evaluation Criteria	Creation of internship, hiring intern, meetings with community-based small businesses, development of viable BCP
County Goal	Prosperity; Opportunity

Objective 4.1 – Identify county processes for creating paid internship

Task	Responsibility	Target Date
4.1.1: Work with Policy division to create internship with adequate funding	EMHS Director	March 2017
4.1.2: Identify minimum qualifications and goals for the internship	EMHS Director	April 2017

Objective 4.2 – Supervise Intern

Task	Responsibility	Target Date
4.2.1: Post position and hire intern	EMHS Director	June 2017
4.2.2: Identify community and customers	Intern	September 2017
4.2.3: Monitor and mentor intern progress	Director EMHS	Ongoing

Goal 5: Assure Ongoing Program Viability Through Diverse Funding

Achieve Greater Funding Diversity	
Strategy	Work with leadership toward full levy funding for all legally mandated activities and capabilities within EMHS and maximize use of EMPG
Financial Projections	\$290,000
Execution Person(s)	Judson Freed, Kristy Stauffer
Evaluation Person(s)	Ramsey County Board of Commissioners
Evaluation Criteria	Levy adjustment to full funding
County Goal	Accountability

Grant-Independence	
Strategy	Completely ween EMHS from grant reliance
Financial Projections	\$700,000/year
Execution Person(s)	TBD
Evaluation Person(s)	Judson Freed
Evaluation Criteria	100% compliance with mandated functions and best practices without grant fund revenue. EMPG funds devoted to meet municipal, regional, state, national support roles
County Goal	Accountability

Objective 5.1 – Identify Full Funding Need and Sources

Task	Responsibility	Target Date
5.1.1: Identify full costs for 2018-2020 biennium	Director/Deputy Director	
5.1.2: Identify likely EMPG Grant funding	Director	
5.1.3: Develop budget forms for Finance Department	Director EMHS	
5.1.4: Present case to County Board of Commissioners for funding	Director EMHS	

Goal 6: Ensure Risk-Driven Planning, Training and Exercise Programs

100% Risk-Driven Planning, Training, Exercise Programs	
Strategy	Base all activities on validated objective assessments of current and evolving risk.
Financial Projections	No change in funding
Execution Person(s)	All Staff
Evaluation Person(s)	Judson Freed
Evaluation Criteria	THIRA (or successor concept) tie-in for all activities
County Goal	Accountability; Well-being

Objective 6.1 – Tie All Plans to THIRA

Task	Responsibility	Target Date
6.1.1: Threat and Hazard Identification and Risk Assessment (THIRA) process becomes fundamental annual item	Coordinator – East Side and Deputy Director	Ongoing
6.1.2: Annual crosswalk of THIRA to RCEOP	EMHS Staff	December 31, 2016
6.1.3: Annual crosswalk of THIRA to Training and Exercise Plan	Deputy Director	Ongoing
6.1.4: Annual public version report of THIRA to County leadership	EMHS Director	June 30, 2017

Objective 6.2 – Develop a comprehensive methodology to coordinate prevention activities through information sharing and dissemination

Task	Responsibility	Target Date
6.2.1: Prevention of incidents through gathering and sharing information and capabilities among emergency management program stakeholders	Coordinator – Mitigation and Response collaborating with County/local law enforcement agencies and intelligence groups	Ongoing
6.2.2: Develop and maintain procedures and systems to process the inflow of information to internal and external stakeholders in a timely fashion	Coordinator – Mitigation and Response collaborating with County/local law enforcement agencies and intelligence groups	December 2017
6.2.3: Maintain a County warning/communication reporting and tracking system	Coordinator – Mitigation and Response collaborating with County/local law enforcement agencies and intelligence groups	Ongoing
6.2.4: Develop a system to facilitate the exchange of information among federal, state and local agencies	EMHS	Ongoing

Year Two through Four Goals (2018-2020)

Goal 7: Develop a recovery framework and enhance recovery capabilities

Fully Developed Long-Term Community Recovery Plans	
Strategy	Implement long-term post-disaster community recovery plans
Financial Projections	TBD
Execution Person(s)	TBD
Evaluation Person(s)	Judson Freed
Evaluation Criteria	100% compliance with the National Disaster Recovery Framework
County Goal	Well-being; Prosperity

Objective 7.1 – Develop a recovery framework

Task	Responsibility	Target Date
7.1.1: Establish recovery goals and objectives with County leadership	EMHS Director and Coord. West Side; County Leadership	December 2017
7.1.2: Establish Recovery Committee	EMHS with County Leadership	January 2018
7.1.2: Identify potential short-term, intermediate, and long-term recovery tasks	Coordinator – West Side with Recovery Committee	May 2018
7.1.3: Define and assign recovery roles and responsibilities	Coordinator – West Side with Recovery Committee	September 2018
7.1.4: Connect long-term recovery projects to mitigation strategies	EMHS	June 2019
7.1.5: Educate emergency management partners on recovery framework	Coordinator – West Side with Recovery Committee	Ongoing

Objective 7.2 – Enhance recovery capabilities

Task	Responsibility	Target Date
7.2.1: Incorporate recovery into Training & Exercise Plan	Deputy Director	September 2017
7.2.2: Evaluate current recovery capabilities	Coordinator – West Side with Recovery Committee	May 2018
7.2.3: Assess current needs	Coordinator – West Side with Recovery Committee	May 2018
7.2.4: Review and update MOUs with recovery partners	Coordinator – West Side with Recovery Committee	December 2018

Goal 8: Strengthen response and management capabilities

Evaluate and Implement Necessary Changes to Situational Awareness Methodology	
Strategy	Identify situational awareness system and sharing needs within the county and within MN Homeland Security and Emergency Management (HSEM) Region 6
Financial Projections	TBD
Execution Person(s)	All staff
Evaluation Person(s)	All staff and HSEM Region 6
Evaluation Criteria	Implementation of agreed-upon situational awareness system
County Goal	Well-being

Implement Resource Management System	
Strategy	Identify resource management system needs within the county and within HSEM Region 6
Financial Projections	TBD
Execution Person(s)	All staff
Evaluation Person(s)	All staff and HSEM Region 6
Evaluation Criteria	Implementation of agreed-upon resource management system
County Goal	Accountability

Develop Trained Cadre for EOC Staffing Countywide	
Strategy	Identify, train and credential personnel from all county and municipal agencies for work in an EOC environment
Financial Projections	\$25,000
Execution Person(s)	All staff
Evaluation Person(s)	All staff
Evaluation Criteria	Populated list of trained individuals by ESF or CMS position
County Goal	Well-being, Accountability

Objective 8.1 – Enhance our approach to situational awareness

Task	Responsibility	Target Date
8.1.1: Maintain duty officer procedures & provide training to duty officers	Coordinator – Mitigation and Response	Annually
8.1.2: Identify scope for Situational Awareness system and procedures	Coordinator – Mitigation and Response	November 2017
8.1.3: Develop and release RFP in coordination with Region 6 if needed	Coordinator – Mitigation and Response	December 2017
8.1.4: Select vendor (if any change)	Coordinator – Mitigation and Response	December 2017
8.1.5: Establish contracts if needed	Coordinator – Mitigation and Response	January 2018
8.1.6: Implement new system if needed	Coordinator – Mitigation and Response	January 2018

Objective 8.2 – Develop a County wide resource management system

Task	Responsibility	Target Date
8.2.1: Develop and maintain procedures for identifying and typing regional resources	Coordinator – Mitigation and Response	January 2017
8.2.2: Develop and maintain resource typing/cataloging	Coordinator – Mitigation and Response	June 2017
8.2.3: Develop and maintain infrastructure/resource updating process in Situational Awareness system	Coordinator – Mitigation and Response	June 2017
8.2.4: Work with Ramsey County Fire and Police Chiefs to identify, type and load resources	Coordinator – Mitigation and Response	December 2017
8.2.5: Work with Public Works and other agencies to identify, type and load resources	Coordinator – Mitigation and Response	April 2018

Objective 8.3 – Develop a coordinated EOC response to all hazards and planned events

Task	Responsibility	Target Date
8.3.1: Identify & train primaries and alternates for EOC team positions	Deputy Director	June 2017
8.3.2: Credential EOC team personnel	Deputy Director	June 2017
8.3.3: Establish on-going training criteria for all primary and alternate EOC team members	Deputy Director	June 2017
8.3.4: Establish EOC activation & notification system	Deputy Director	November 2017
8.3.5: Develop EOC operational procedures	Deputy Director	December 2017
8.3.6: Develop EOC manual (technical)	Deputy Director	December 2017
8.3.7: Develop exercise & training schedule for EOC teams	Deputy Director	January 2018

Goal 9: Ensure Capability for Large-Scale Evacuations

Evacuation Planning	
Strategy	Identify traffic patterns, evacuation gathering points, primary and secondary routes, etc.
Financial Projections	21000
Execution Person(s)	All staff
Evaluation Person(s)	Director
Evaluation Criteria	Completed Evacuation Plan
County Goal	Well-being; Prosperity; Accountability

Objective 9.1 – Develop a large-scale evacuation plan

Task	Responsibility	Target Date
9.1.1: Establish realistic goals and objectives	CI/KR Coordinator	December 2017
9.1.2: Research numbers, routes, staging needs, destinations	CI/KR Coordinator and Municipal EMA Directors	May 2018
9.1.3: Define and assign evacuation gathering points	CI/KR Coordinator and Municipal EMA Directors	September 2018
9.1.4: Identify valid evacuation strategies and technical needs	CI/KR Coordinator and Municipal EMA Directors	June 2019
9.1.5: Write evacuation plan	CI/KR Coordinator and Municipal EMA Directors	January 2020

Objective 9.2 – Develop evacuation capabilities

Task	Responsibility	Target Date
9.2.1: Incorporate evacuation plan into Training & Exercise Plan	CI/KR Coordinator and Municipal EMA Directors	February 2020
9.2.2: Review and update MOUs for evacuation as needed	CI/KR Coordinator	January 2021

Year Five Goals (2021)

Goal 10: Strengthen Resilience Through Demonstrated EMHS Staff Competency

Certified Emergency Manager (CEM™) Staff	
Strategy	Establish small tuition reimbursement funds to ensure all staff have Bachelor's degrees or greater. 100% of staff earn Certified Emergency Manager Credentials.
Financial Projections	10,000
Execution Person(s)	All staff
Evaluation Person(s)	International Association of Emergency Managers
Evaluation Criteria	IAEM CEM™ guidelines
County Goal	Opportunity; Accountability

Objective 10.1 – All EMHS Fulltime Staff Achieve and Maintain Professional Certification Demonstrated Through the Certified Emergency Manager (CEM™) Program

Task	Responsibility	Target Date
10.1.1: All full-time staff obtain baccalaureate degree from an accredited college or university	All Staff	December 2020
10.1.2: Full-time staff develop core competencies in accordance with the CEM guidelines of the International Association of Emergency Managers (IAEM)	All Staff	On-going
10.1.3: All full-time staff document activities as required by IAEM.	All Staff	December 2020
10.1.1: All full-time staff obtain CEM from the IAEM	All Staff	December 2021



RCSO Deputies gather at the Mobile Incident Command Center

Partners

Ramsey County Emergency Management and Homeland Security would like to thank our public safety partners for their continual support as we strive to fulfill our mission. The agencies and organizations below (not all-inclusive) all have a vital role in helping us serve Ramsey County.

Local Municipalities Signatory to the Common County Plan

City of Arden Hills
City of Falcon Heights
City of Gem Lake
City of Lauderdale
City of Little Canada
City of Maplewood
City of Mounds View
City of New Brighton
City of North Oaks
City of North Saint Paul
City of Roseville
City of Shoreview
City of City of Vadnais
Heights
City of White Bear Lake
White Bear Township

Other Jurisdictions Served

City of Blaine
City of Spring Lake Park
City of Saint Anthony
Village
City of Saint Paul
Minnesota State Fair
University of Minnesota –
Twin Cities

Ramsey County Government

Board of County
Commissioners

Strategic Team

County Manager
Finance
Human Resources
Policy and Planning

Economic Growth and Community Investment Team

Community and Economic
Development
Library
Parks and Recreation
Property Management
Public Works
Regional Railroad Authority
Workforce Solutions

Health and Wellness Team

Community Corrections
Financial Assistance
Services
Healthcare Services

Saint Paul-Ramsey County
Department of Public Health
Social Services
Veterans Services

Information and Public Records

Communications
Government Relations
Information Services
Property Records and Revenue

Safety and Justice Team

County Attorney's Office
County Sheriff's Office
Emergency Communications Center
Emergency Management and
Homeland Security
Medical Examiner's Office

Local Departments & Agencies

Allina Medical Transportation
Blaine Police Department
Capitol Police Department
HealthEast Medical Transportation
Lake Johanna Fire Department
Lakeview Hospital Emergency Medical
Services
Little Canada Fire Department
Maplewood Police Department
MetroTransit Police Department
Minnesota State Fair Police
Department
New Brighton Department of Public
Safety
North Memorial Ambulance
North Saint Paul Fire Department
North Saint Paul Police Department
Ramsey County Sheriff's Office
Roseville Fire Department
Roseville Police Department
Spring Lake Park Police Department
Spring Lake Park-Blaine-Mounds View
Fire Department
Saint Anthony Fire Department
Saint Anthony Police Department
Saint Paul Fire and Rescue
Department
Saint Paul Police Department
Vadnais Heights Fire Department
White Bear Lake Fire Department
White Bear Lake Police Department

Regional Emergency Management Agencies

Anoka County EMA
Carver County EMA
Chisago County EMA
Dakota County EMA

Hennepin County EMA
Isanti County EMA
Minneapolis OEM
Metropolitan Airports Commission EMA
Saint Paul EMA
Scott County EMA
University of Minnesota EMA
Washington County EMA

Minnesota Agencies

Bureau of Criminal Apprehension
Department of Health
Department of Natural Resources
Department of Public Safety
Department of Transportation
Division of Homeland Security and Emergency
Management
Environmental Protection Agency
Homeland Security
State Patrol

Federal Agencies

Civil Air Patrol
Federal Bureau of Investigation
Federal Emergency Management Agency
US Army Corps of Engineers
US Coast Guard
US Department of Homeland Security
US Environmental Protection Agency
US Secret Service

Colleges and Universities

Bethel University
Century College
University of Minnesota – Twin Cities
University of Northwestern – Saint Paul

Other Organizations

Amateur Radio Emergency Services
American Red Cross
Salvation Army
Ramsey Co. Assn. of Chiefs of Police
Ramsey County Fire Chiefs' Assn.
Minnesota Task Force One
Radio Amateur Civil Emergency Services
Metro Skywarn
MetroTransit
Minnesota Volunteer Organizations Active in
Disaster
United Way

***And the great people of Ramsey
County.***

