



Strategic Plan

City of Santa Fe
Office of Emergency Management
2018 - 2022

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Executive Summary

In 2018 the City of Santa Fe Office of Emergency Management (SFOEM) developed a mission and vision for the city as they relate to emergency management. The 2018-2022 Strategic Plan reflects goals SFOEM will accomplish to provide the best possible support to citizens of Santa Fe before, during, and after emergencies and disasters. This plan sets forth the actions SFOEM will employ to accomplish these goals. This plan provides a strategic lens to focus SFOEM's efforts and guide the allocation of resources over the next five years.

SFOEM identified five strategic goals to focus on through 2022. Those goals are:

1. Develop a comprehensive planning strategy encompassing the threats and hazards of the City of Santa Fe for prevention, protection, mitigation, response, and recovery.
2. Ensure optimal preparedness, response, and recovery to emergencies and disasters within the City of Santa Fe through a training and exercise program.
3. Coordinate the prevention, protection, mitigation, response, and recovery actions involved in a disaster, emergency, or special event within the City of Santa Fe.
4. Serve as the City of Santa Fe's leading expert in contemporary emergency management strategies and policies while developing innovative solutions to support emergency management's expanding responsibilities.
5. Strengthen community outreach and education efforts through programs and initiatives that promote resilience for communities, businesses, and individuals within the City of Santa Fe.

Each goal has a set of supporting priorities that are outlined in the Strategic Goals section of this plan. These priorities are further focused into a list of actions with associated approximate durations and target start dates. This plan also outlines the history, vision statement, mission statement, guiding principles, and timeline for the Santa Fe Office of Emergency Management.

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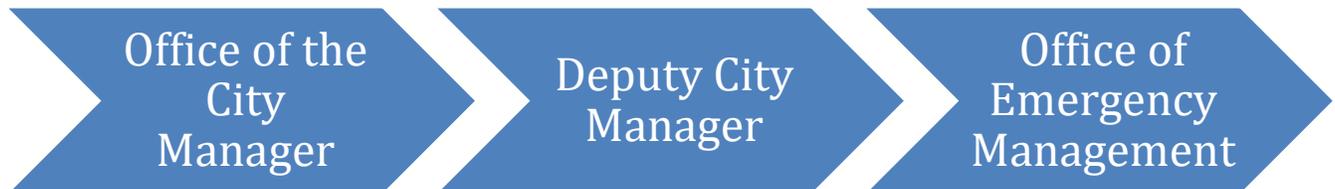
Introduction

History

On July 31, 1974 the Civil Preparedness Ordinance 1974-30 established a Civil Preparedness Organization for the City of Santa Fe, and created the Department of Civil Preparedness under the City Manager’s direction to coordinate the efforts of all municipal agencies and employees and non-governmental agencies to prepare for, and function in the event of emergencies endangering the lives and property of the citizens of the City of Santa Fe.

On December 10th, 2008, the City of Santa Fe adopted City Ordinance Number 2008-57, establishing the City of Santa Fe Office of Emergency Management in place of what was the Department of Civil Preparedness. The purpose of this office is to coordinate the efforts of all municipal agencies and employees, non-governmental agencies and private sector partners to prepare for and function in the event of an emergency or disaster endangering the lives and property of the residents of the city.

The duty of the office of emergency management is to coordinate the development of emergency plans for the effective employment of municipal resources to protect the lives and health of the residents of the city and the private and public property therein from the effects of natural or man-caused disasters or emergencies.



Glossary of Terms

All-Hazards: Describing an incident, natural or manmade, that warrants action to protect life, property, environment, and public health or safety, and to minimize disruptions of government, social, or economic activities.

Disaster: An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. A “large-scale disaster” is one that exceeds the response capability of the local jurisdiction and requires State, and potentially Federal, involvement.

Emergency: Any occasion or instance--such as a terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies, other

occurrences requiring an emergency response, or any other condition--that warrants action to protect life, property, or the environment and public health and safety, or to lessen or avert the threat of a catastrophe.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place.

Mitigation: The capabilities necessary to reduce loss of life and property by lessening the impact of disasters.

National Incident Management System (NIMS): The Federal Government's standardized framework of doctrines, concepts, principles, terminology, and organizational processes for emergency management.

National Preparedness Goal: To create a secure and resilient Nation with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.

Prevention: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Protection: Protection includes the capabilities to safeguard the homeland against acts of terrorism and manmade or natural disasters. It focuses on actions to protect our people, our vital interests, and our way of life.

Recovery: The capabilities necessary to assist communities affected by an incident to recover effectively.

Resilient: The ability at every level to detect, prevent, prepare for and if necessary handle and recover from disruptive challenges.

Response: The capabilities necessary to avoid, prevent, or stop a threatened or actual act of terrorism. For the purposes of the prevention framework called for in PPD-8, the term "prevention" refers to preventing imminent threats.

Vision

It is the vision of the City of Santa Fe Office of Emergency Management to have a resilient and sustainable community.

Mission

It is the mission of the City of Santa Fe Office of Emergency Management to create an environment of readiness for the whole-community through a comprehensive program of prevention, protection, mitigation, response, and disaster recovery.

Guiding Principles¹

The City's Office of Emergency Management endeavors to be:

1. Comprehensive — considers and takes into account all hazards all phases, all stakeholders and all impacts relevant to disasters.
2. Progressive — anticipates future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.
3. Risk-Driven — uses sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.
4. Integrated — ensures unity of effort among all levels of government and all elements of a community.
5. Collaborative — creates and sustains broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.
6. Coordinated — synchronizes the activities of all relevant stakeholders to achieve a common purpose.
7. Flexible — uses creative and innovative approaches in solving disaster challenges.
8. Professional — values a science and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

¹ FEMA Emergency Management Principles, October 10, 2008

[https://training.fema.gov/hiedu/docs/emprinciples/0907_176%20EM%20Principles12x18v2f%20Johnson%20\(w-o%20draft\).pdf](https://training.fema.gov/hiedu/docs/emprinciples/0907_176%20EM%20Principles12x18v2f%20Johnson%20(w-o%20draft).pdf)

Strategic Goals

Santa Fe Office of Emergency Management staff have identified five strategic goals to guide the program through the year 2022.

1. Develop a comprehensive planning strategy encompassing the threats and hazards of the City of Santa Fe for prevention, protection, mitigation, response, and recovery.
2. Ensure optimal preparedness, response, and recovery to emergencies and disasters within the City of Santa Fe through a training and exercise program.
3. Coordinate the prevention, protection, mitigation, response, and recovery actions involved in a disaster, emergency, or special event within the City of Santa Fe.
4. Serve as the City of Santa Fe's leading expert in contemporary emergency management, strategies and policies while developing Innovative Solutions to Support Emergency Management's Expanding Responsibilities.
5. Strengthen community outreach and education efforts through programs and initiatives that promote resilience for communities, businesses, and individuals within the City of Santa Fe.

The following pages describe these goals in further detail including their importance to the City of Santa Fe. They also identify priorities to help SFOEM staff achieve those goals.

Strategic Goal #1

Develop a comprehensive planning strategy encompassing the threats and hazards of the City of Santa Fe for prevention, protection, mitigation, response, and recovery.

There are three tiers of planning: strategic planning, operational planning, and tactical planning. Strategic planning sets the context and expectations for operational planning, while operational planning provides the framework for tactical planning. This document establishes the Santa Fe Office of Emergency Management’s strategic planning, establishing a framework for operational and tactical plans.

The City of Santa Fe Office of Emergency Management practices “All Hazards” emergency planning, which means our emergency planning efforts are built around a comprehensive analysis of each hazard facing the City of Santa Fe. Our emergency plans are capability-based, focusing on our existing capabilities to effectively respond to emergency situations and identifying what capabilities or resources need to be expanded or requested through intergovernmental agreements.

It is important to note that plans should not simply sit on a shelf once they have been written. Planning is one component of a broader on-going cycle of preparedness in the City of Santa Fe that also includes robust training and exercise programs, capability-guided equipment procurement, and frequent reviews of existing plans, programs, and capabilities. This preparedness cycle forms the basis of the City’s overall Emergency Management program. The Santa Fe Office of Emergency Management believes a community that is aware of the hazards they face and the steps they can take to prepare for emergencies is the cornerstone of effective emergency management. A comprehensive list of plans SFOEM is responsible for can be found in Appendix A.



Priorities

- A. Revise existing or develop new plans to be maintained by SFOEM to include but not limited to the following: Comprehensive Emergency Management Plan, Hazard Mitigation Plan, Threat and Hazard Identification and Risk Assessment (THIRA), Continuity of Operations Plan, and Recovery Plan.
- B. Develop a schedule of plans to be maintained by SFOEM including: applicable guidelines to follow in their creation, requirements for review and adoption, and stakeholders to be involved in the process.
- C. Assist City Departments with development of related plans through reviews and proposed revisions.
- D. Maintain updated contact information for City government and other community partners.
- E. Strengthen and streamline collaboration in planning, response and recovery efforts with local, state, and federal agencies by developing planning teams.
- F. Incorporate planning and preparedness efforts for people with access and functional needs into all planning processes.
- G. Develop, review and update Emergency Operations Center (EOC) policies and procedures.

Strategic Goal #2

Ensure optimal preparedness, response, and recovery to emergencies and disasters within the City of Santa Fe through a training and exercise program.

Operational readiness is vital to Santa Fe Office of Emergency Management's ability to respond to and recover from emergencies and disasters. Ensuring optimal readiness goes beyond the minimum competencies and challenges SFOEM to consistently evaluate the best approach for readiness. Constantly evaluating our processes allows SFOEM to provide the highest quality service to the citizens, businesses, and governmental agencies within the City of Santa Fe.

Priorities

- A. Bolster the preparedness, response, and recovery proficiency of City Departments through training and exercises.
- B. Annually host the Training and Exercise Planning Workshop (TEPW) to develop and update the Multi-Year Training and Exercise Plan (MYTEP).
- C. Ensure all departments within the City of Santa Fe have access to training and exercise support.
- D. Ensure SFOEM's staff receive the emergency management training necessary to carry out job duties effectively and be compliant with state and federal requirements.
- E. Provide training to encourage National Incident Management Systems (NIMS) compliance.

Strategic Goal #3

Coordinate the prevention, protection, mitigation, response, and recovery actions involved in a disaster, emergency, or special event within the City of Santa Fe.

Collaborative networks are a fundamental component of any emergency response. The Santa Fe Office of Emergency Management works with internal and external stakeholders to coordinate the critical tasks leading up to, during, and following an emergency or disaster, including coordinating multi-organizational, intergovernmental, and intersectoral response and recovery operations. This teamwork enables a unified approach among stakeholders during all phases of emergency management.

Priorities

- A. Ensure SFOEM demonstrates leadership and responsibility in all emergency management situations.
- B. Optimize and enhance Emergency Operations Center (EOC) capabilities to maintain operational readiness.
- C. Develop a comprehensive inventory and resource management program.
- D. Develop and maintain a follow-up process to track after-action improvement plan items and corrective actions.
- E. Improve and enhance public warning systems
- F. Build a more resilient community through innovative mitigation strategies.

Strategic Goal #4

Serve as the City of Santa Fe's leading expert in contemporary emergency management strategies and policies while developing innovative solutions to support emergency management's expanding responsibilities.

As the City of Santa Fe's lead agency in emergency management, we make every effort to be an expert in coordination, mitigation, preparedness, response, and recovery. Key to this is the program's ability to demonstrate and provide responsible leadership in all aspects of emergency management. The success of our emergency management initiatives hinges on effective planning and operations that integrate new information, emerging technology, greater coordination amongst the community, and knowledge of emerging trends in the emergency management field.

Priorities

- A. Identify recurring funding for Emergency Management staff to perform core functions while considering the trend of decreased city-level budgets and the possibility of city, state and federal budget cuts.
- B. Continue to advocate for needed resources and improved policies and regulations that would enhance the City's ability to manage emergencies.
- C. Identify and implement methods for two-way exchange of information between individuals, communities, and businesses with SFOEM
- D. Actively participate in the state, regional, and national dialogue to advance the field of emergency management.

Strategic Goal #5

Strengthen community outreach and education efforts through programs and initiatives that promote resilience for communities, businesses, and individuals within the City of Santa Fe.

Resilience is the ability to withstand or recovery quickly from difficult conditions. Resilient communities bounce back quicker from crisis situations and require less support from governments and other entities. This allows businesses to return to work faster, citizens to regain a sense of normalcy, and governments to focus on the hardest hit areas following an emergency or disaster. To that end, SFOEM strives to invest in the resiliency of the whole-community: businesses, citizens, and government agencies, to provide a more efficient response and recovery system.

Priorities

- A. Review volunteer programs and develop a plan for promoting, utilizing, and funding functioning programs.
- B. Coordinate and expand outreach and education efforts to promote resilience for communities, businesses, and individuals in the City of Santa Fe
- C. Enhance public outreach efforts by increasing public awareness through outreach activities
- D. Strengthen partnerships with public, private, non-profit and faith-based organizations

Tactical Matrices

Strategic Goal #1: Develop a comprehensive planning strategy encompassing the threats and hazards of the City of Santa Fe for prevention, protection, mitigation, response, and recovery.				
#	Priority	Action	Duration	Start Date
1A	Revise existing or develop new plans to be maintained by SFOEM to include but not limited to the following: Comprehensive Emergency Management Plan, Hazard Mitigation Plan, Threat and Hazard Identification and Risk Assessment (THIRA), Continuity of Operations Plan (COOP), and Recovery Plan.	Update the Comprehensive Emergency Management Plan	Base Plan - 12 months Entire Plan - 21 months	March 2018
		Update the Hazard Mitigation Plan	18 months	February 2018
		Update the Threat and Hazard Identification and Risk Assessment (THIRA)	10 months	June 2018
		Develop the Continuity of Operations Plan (COOP)	16 months	July 2020
		Develop the Recovery Plan	16 months	September 2021
1B	Develop a schedule of plans to be maintained by SFOEM including: applicable guidelines to follow in their creation, requirements for review and adoption, and stakeholders to be involved in the process.	Develop a list of all plans maintained by SFOEM	2 weeks	February 2018
		Identify stakeholders, regulatory requirements, and authorities for each plan	1 month	February 2018
		Develop a five year timeline showing key steps and deadlines for all plans maintained by SFOEM	2 months	January 2018
1C	Assist City Departments with development of related plans through reviews and proposed revisions.	Conduct assessment of all City departments to determine if plans exist that require SFOEM involvement/input	3 months	October 2019
		Review and contribute to the update of city plans	As Needed	2019
		Maintain list of plans that exist that require SFOEM involvement/input	Annual Review	October 2020
1D	Maintain updated contact information for City	Ensure existing contact lists are updated twice per year	Biannually	2018
		Incorporate contact list updates into annual plan reviews	As Needed	2019

Strategic Goal #1: Develop a comprehensive planning strategy encompassing the threats and hazards of the City of Santa Fe for prevention, protection, mitigation, response, and recovery.

#	Priority	Action	Duration	Start Date
	government and other community partners.	Develop and review existing contact lists to determine possible gaps and, if any, identify potential solutions	1 month	April 2018
1E	Strengthen and streamline collaboration in planning, response and recovery efforts with local, state, and federal agencies by developing planning teams.	Establish a public planning group to involve private, non-profit, non-governmental, local, state, and federal representatives in coordinating planning activities.	3 months	February 2019
		Engage the public planning group to participate in planning activities and exercise development, conduct, and evaluation.	On Going	April 2019
		Develop and facilitate the City of Santa Fe Emergency Management Coordinating Group to collaborate with city agencies and departments on planning efforts	2 months	April 2018
1F	Incorporate planning and preparedness efforts for people with access and functional needs into all planning processes.	Outreach to stakeholders as subject matter experts (SME) <ul style="list-style-type: none"> • Mayor’s Committee on Disability • New Mexico Department of Health • New Mexico Human Services Department 	6 month	July 2019
		Incorporate SME input into planning processes and involvement in the public planning group.	As Needed	2019
1G	Develop, review and update Emergency Operations Center (EOC) policies and procedures.	Review current EOC set-up and evaluate other potential setups that may prove more efficient	2 months	September 2018
		Review existing EOC activation levels for effectiveness and compare against nationally accepted practices	1 month	November 2018
		Identify processes that would be used in the final EOC set-up and develop written procedure guides	2 months	August 2019

Strategic Goal #2: Ensure optimal preparedness, response, and recovery to emergencies and disasters within the City of Santa Fe through a training and exercise program.

#	Priority	Action	Duration	Start Date
2A	Bolster the preparedness, response, and recovery proficiency of City Departments through training and exercises.	Develop multi-year training and exercise plan with the City of Santa Fe Emergency Management Coordinating Group, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.	4 months	2018
		Review the MYTEP annually to ensure identified training and exercise gaps are addressed	Annual Review	October 2019
2B	Annually host the Training and Exercise Planning Workshop (TEPW) to develop and update the Multi-Year Training and Exercise Plan (MYTEP).	Develop written guidelines for updating the Multi-Year Training and Exercise Plan	1 months	January 2019
		Hold a training and exercise workshop to identify the top priorities for improving the preparedness and response capabilities of City Departments and define the cycle of training and exercise activities that will provide the most benefit in the development, refinement and maintenance of those capabilities.	Annually	October 2018
2C	Ensure all departments within the City of Santa Fe have access to training and exercise support.	Provide ongoing support to City Departments for training and exercise development, conduct, and analysis.	On Going	2019
		Design, develop, and conduct a minimum of one exercise annually.	Annually	2018
2D	Ensure SFOEM's staff receive the emergency management training necessary to carry out job duties effectively and be compliant with state and federal requirements.	Identify and attend FEMA Emergency Management Institute (EMI) and National Domestic Preparedness Consortium (NDPC) trainings, as applicable, to maintain proficiency and be compliant with state and federal requirements.	Annually with MYTEP Review	Ongoing
		Achieve New Mexico-Certified Emergency Manager (CEM) and/or International Association Emergency Managers (IAEM) CEM/AEM certification	12 months	November 2019
2E	Provide training to encourage National Incident Management Systems (NIMS) compliance.	Identify the number of ICS/NIMS qualified trainers within the City of Santa Fe, and if any deficiencies exist	1 month	October 2018
		Provide basic NIMS/ICS courses as needed based on instructor availability in cooperation with the Santa Fe Police Department and the Santa Fe Fire Department.	On Going	2019

Strategic Goal #3: Coordinate the prevention, protection, mitigation, response, and recovery actions involved in a disaster, emergency, or special event within the City of Santa Fe.

#	Priority	Action	Duration	Start Date
3A	Ensure SFOEM demonstrates leadership and responsibility in all emergency management situations.	Develop standard operating procedures for SFOEM functions and operations	6 months Annual Review	September 2019
		Conduct an emergency management roles and responsibility session annually for department heads, City Council and the Mayor.	Annually	2020
3B	Optimize and enhance Emergency Operations Center (EOC) capabilities to maintain operational readiness.	Conduct gap analysis for EOC software solutions to be utilized during day-to-day activities as well as during EOC activations (virtual and physical).	3 months	October 2019
		Secure and equip a permanent EOC location to enable effective coordination during an emergency, disaster, or special event.	12 months	September 2020
3C	Develop a comprehensive inventory and resource management program.	Catalogue and enter all City of Santa Fe deployable resources into a resource management system.	6 months	March 2020
		Develop written procedures to deploy, track, and return resources	3 months	January 2021
3D	Develop and maintain a follow-up process to track after-action improvement plan items and corrective actions.	Develop a procedure for tracking and implementing improvement plan items and corrective actions	1 month	January 2019
		Develop a process to allow stakeholders to review improvement plan items and corrective actions	3 months	June 2019
3E	Improve and enhance public warning systems	Launch Alert Santa Fe application and corresponding public outreach campaign	1 month	March 2018
		Develop standard operating procedures to utilize Alert Santa Fe and Ready Santa Fe to provide relevant information to the public regarding current threats and hazards	3 weeks	February 2018
		Evaluate the public warning system for strengths and areas of improvement after one year of operation.	1 month Annual Review	March 2019
3F	Build a more resilient community through innovative mitigation strategies.	Utilize the Hazard Mitigation Plan update process to identify mitigation strategies and actions applicable to the planning area	2 months	March 2019
		Coordinate with HMP stakeholders to implement mitigation actions identified in the HMP as local or federal funding permits	On Going	June 2020

Strategic Goal #4: Serve as the City of Santa Fe’s leading expert in contemporary emergency management strategies and policies while developing innovative solutions to support emergency management's expanding responsibilities.

#	Priority	Action	Duration	Start Date
4A	Identify recurring funding for Emergency Management staff to perform core functions while considering the trend of available funding and the possibility of city, state and federal budget cuts.	Transition the position of Emergency Management Director to 100 percent general fund, as appropriate based on current Emergency Management Performance Grant (EMPG) funding allocation	6 months	January 2020
		Evaluate the use of EMPG for operational costs	3 months	October 2019
		Research additional grant programs for SFOEM initiatives	On Going	2018
4B	Continue to advocate for needed resources and improved policies and regulations that would enhance the City's ability to manage emergencies.	Develop and/or refine current City ordinances to better enable and define the City’s roles, responsibilities, and coordination before, during, and after an emergency or disaster.	As needed	2018
4C	Identify and implement methods for two-way exchange of information between individuals, communities, and businesses with SFOEM	Develop a plan to use social media to provide and receive public information before, during, and after an emergency or disaster	3 months Annual Review	February 2019
		Create a generic email for questions about emergency management concepts	2 weeks	February 2018
4D	Actively participate in the state, regional, and national dialogue to advance the field of emergency management.	Collaborate with higher education to develop internship opportunities with the Santa Fe Office of Emergency Management	12 months	January 2022
		Pursue opportunities to participate in emergency management panels, forums, and working groups conferences.	On Going	July 2022

Strategic Goal #5: Strengthen community outreach and education efforts through programs and initiatives that promote resilience for communities, businesses, and individuals within the City of Santa Fe.

#	Priority	Action	Duration	Start Date
5A	Review volunteer programs and develop a plan for promoting, utilizing, and funding functioning programs.	Develop recruitment plans for the use of community volunteer programs	6 months	March 2021
		Develop volunteer programs within SFOEM to increase capability	9 months	January 2022
		Coordinate the creation of a Volunteer Organizations Active in Disaster (VOAD) for the City of Santa Fe	6 months	October 2022
		Conduct recruiting campaigns for SFOEM volunteer programs with a focus on improving capabilities	On Going	October 2022
5B	Coordinate and expand outreach and education efforts to promote resilience for communities, businesses, and individuals in the City of Santa Fe	Provide templates or checklists designed for communities and businesses to assist with emergency planning	On Going	2021
		Launch Ready Santa Fe application and corresponding public outreach campaign	6 weeks On Going	March 2018
		Develop and implement an annual National Preparedness Month (September) Campaign	2 months Annually	July 2018
5C	Enhance public outreach efforts by increasing public awareness through outreach activities	Engage citizens and volunteer community groups in preparedness, training and exercises	On Going	2019
		Develop public education program materials, to include those with access and functional needs, on all-hazards planning and preparedness	6 months	October 2020
		Conduct and participate in annual workshops and public education/outreach events with community stakeholders	3 months On Going	March 2022
5D	Strengthen partnerships with public, private, non-profit and faith-based organizations	Attend community service organization meetings	As Needed	2020
		Attend City of Santa Fe events to promote emergency management.	On Going	2018
		Coordinate public information and education concerning threats and hazards, appropriate preparedness activities and protective actions	On Going	2022

Timeline

2018 Actions			
#	Action	Duration	Start Date
1B.3	Develop a five year timeline showing key steps and deadlines for all plans maintained by SFOEM	2 months	January 2018
1B.1	Develop a list of all plans maintained by SFOEM	2 weeks	February 2018
4C.2	Create a generic email for questions about emergency management concepts	2 weeks	February 2018
1B.2	Identify stakeholders, regulatory requirements, and authorities for each plan	1 month	February 2018
1A.2	Update the Hazard Mitigation Plan	18 months	February 2018
3E.2	Develop standard operating procedures to utilize Alert Santa Fe and Ready Santa Fe to provide relevant information to the public regarding current threats and hazards	3 weeks	February 2018
1A.1	Update the Comprehensive Emergency Management Plan	Base Plan - 12 months Entire Plan - 21 months	March 2018
3E.1	Launch Alert Santa Fe application and corresponding public outreach campaign	1 month	March 2018
5B.2	Launch Ready Santa Fe application and corresponding public outreach campaign	6 weeks On Going	March 2018
1D.3	Develop and review existing contact lists to determine possible gaps and, if any, identify potential solutions	1 month	April 2018
1E.3	Develop and facilitate the City of Santa Fe Emergency Management Coordinating Group to collaborate with city agencies and departments on planning efforts	2 months	April 2018
1A.3	Update the Threat and Hazard Identification and Risk Assessment (THIRA)	10 months	June 2018
1G.1	Review current EOC set-up and evaluate other potential setups that may prove more efficient	2 months	September 2018
2E.1	Identify the number of ICS/NIMS qualified trainers within the City of Santa Fe, and if any deficiencies exist	1 month	October 2018
1G.2	Review existing EOC activation levels for effectiveness and compare against nationally accepted practices	1 month	November 2018

2018 Actions

#	Action	Duration	Start Date
2A.1	Develop multi-year training and exercise plan with the City of Santa Fe Emergency Management Coordinating Group, in accordance with Homeland Security Exercise and Evaluation Program (HSEEP) guidelines.	4 months	2018
2D.1	Identify and attend FEMA Emergency Management Institute (EMI) and National Domestic Preparedness Consortium (NDPC) trainings, as applicable, to maintain proficiency and be compliant with state and federal requirements.	Annually with MYTEP Review	Ongoing
1D.1	Ensure existing contact lists are updated twice per year	Biannually	2018
5B.3	Develop and implement an annual National Preparedness Month (September) Campaign	2 months Annually	July 2018
2C.2	Design, develop, and conduct a minimum of one exercise annually.	Annually	2018
2B.2	Hold a training and exercise workshop to identify the top priorities for improving the preparedness and response capabilities of City Departments and define the cycle of training and exercise activities that will provide the most benefit in the development, refinement and maintenance of those capabilities.	Annually	October 2018
5D.2	Attend City of Santa Fe events to promote emergency management.	On Going	2018
4A.3	Research additional grant programs for SFOEM initiatives	On Going	2018
4B.1	Develop and/or refine current City ordinances to better enable and define the City's roles, responsibilities, and coordination before, during, and after an emergency or disaster.	As needed	2018

2019 Actions

#	Action	Duration	Start Date
3D.1	Develop a procedure for tracking and implementing improvement plan items and corrective actions	1 month	January 2019
2B.1	Develop written guidelines for updating the Multi-Year Training and Exercise Plan	1 months	January 2019
1E.1	Establish a public planning group to involve private, non-profit, non-governmental, local, state, and federal representatives in coordinating planning activities.	3 months	February 2019
3F.1	Utilize the Hazard Mitigation Plan update process to identify mitigation strategies and actions applicable to the planning area	2 months	March 2019
3E.3	Evaluate the public warning system for strengths and areas of improvement after one year of operation.	1 month Annual Review	March 2019
1E.2	Engage the public planning group to participate in planning activities and exercise development, conduct, and evaluation.	On Going	April 2019
3D.2	Develop a process to allow stakeholders to review improvement plan items and corrective actions	3 months	June 2019
1F.1	Outreach to stakeholders as subject matter experts (SME) <ul style="list-style-type: none"> ● Mayor's Committee on Disability ● New Mexico Department of Health ● New Mexico Human Services Department 	6 month	July 2019
1G.3	Identify processes that would be used in the final EOC set-up and develop written procedure guides	2 months	August 2019
3A.1	Develop standard operating procedures for SFOEM functions and operations	6 months Annual Review	September 2019
3B.1	Conduct gap analysis for EOC software solutions to be utilized during day-to-day activities as well as during EOC activations (virtual and physical).	3 months	October 2019
4A.2	Evaluate the use of EMPG for operational costs	3 months	October 2019
1C.1	Conduct assessment of all City departments to determine if plans exist that require SFOEM involvement/input	3 months	October 2019
2D.2	Achieve New Mexico-Certified Emergency Manager (CEM) and/or International Association Emergency Managers (IAEM) CEM/AEM certification	12 months	November 2019

2019 Actions

#	Action	Duration	Start Date
2A.2	Review the MYTEP annually to ensure identified training and exercise gaps are addressed	Annual Review	October 2019
5C.1	Engage citizens and volunteer community groups in preparedness, training and exercises	On Going	2019
2E.2	Provide basic NIMS/ICS courses as needed based on instructor availability in cooperation with the Santa Fe Police Department and the Santa Fe Fire Department.	On Going	2019
2C.1	Provide ongoing support to City Departments for training and exercise development, conduct, and analysis.	On Going	2019
1F.2	Incorporate SME input into planning processes and involvement in the public planning group.	As Needed	2019
1C.2	Review and contribute to the update of city plans	As Needed	2019
1D.2	Incorporate contact list updates into annual plan reviews	As Needed	2019

2020 Actions

#	Action	Duration	Start Date
4A.1	Transition the position of Emergency Management Director to 100 percent general fund, as appropriate based on current Emergency Management Performance Grant (EMPG) funding allocation	6 months	January 2020
4A.1	Develop a plan to use social media to provide and receive public information before, during, and after an emergency or disaster	3 months Annual Review	February 2019
3C.1	Catalogue and enter all City of Santa Fe deployable resources into a resource management system.	6 months	March 2020
3F.2	Coordinate with HMP stakeholders to implement mitigation actions identified in the HMP as local or federal funding permits	On Going	June 2020
1A.4	Develop the Continuity of Operations Plan (COOP)	16 months	July 2020
3B.2	Secure and equip a permanent EOC location to enable effective coordination during an emergency, disaster, or special event.	12 months	September 2020
5C.2	Develop public education program materials, to include those with access and functional needs, on all-hazards planning and preparedness	6 months	October 2020
1C.3	Maintain list of plans that exist that require SFOEM involvement/input	Annual Review	October 2020
3A.2	Conduct an emergency management roles and responsibility session annually for department heads, City Council and the Mayor.	Annually	2020
5D.1	Attend community service organization meetings	As Needed	2020

2021 Actions

#	Action	Duration	Start Date
3C.2	Develop written procedures to deploy, track, and return resources	3 months	January 2021
5A.1	Develop recruitment plans for the use of community volunteer programs	6 months	March 2021
1A.5	Develop the Recovery Plan	16 months	September 2021
5B.1	Provide templates or checklists designed for communities and businesses to assist with emergency planning	On Going	2021

2022 Actions

#	Action	Duration	Start Date
4D.1	Collaborate with higher education to develop internship opportunities with the Santa Fe Office of Emergency Management	12 months	January 2022
5A.2	Develop volunteer programs within SFOEM to increase capability	9 months	January 2022
5C.3	Conduct and participate in annual workshops and public education/outreach events with community stakeholders	3 months On Going	March 2022
4D.2	Pursue opportunities to participate in emergency management panels, forums, and working groups conferences.	On Going	July 2022
5A.3	Coordinate the creation of a Volunteer Organizations Active in Disaster (VOAD) for the City of Santa Fe	6 months	October 2022
5A.4	Conduct recruiting campaigns for SFOEM volunteer programs with a focus on improving capabilities	On Going	October 2022
5D.3	Coordinate public information and education concerning threats and hazards, appropriate preparedness activities and protective actions	On Going	2022

	2018												2019												2020												2021												2022											
	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J	A	S	O	N	D
Public Planning Team Meetings							X			X		X			X			X			X		X			X			X			X		X			X			X			X		X			X			X			X						
City Planning Team Meetings								X											X											X											X											X								
Strategic Plan - Completion: 85%																																																												
Draft Outline and Goals																																																												
Include in Budget Sessions																																																												
5 Year Schedule																																																												
Finalize Plan																																																												
Maintenance Meeting																																																												
CEMP - Completion: 0%																																																												
Form a Collaborative Planning Team																																																												
Identify Threats and Hazards																																																												
Determine Goals and Objectives																																																												
Plan Development																																																												
Plan Preparation, Review, and Approval																																																												
Plan Implementation and Maintenance																																																												
Maintenance Meeting																																																												
HMP - Completion: 0%																																																												
Request for Qualifications																																																												
Select Contractor																																																												
Phase 1 - Hazard Mitigation Planning Team																																																												
Phase 2 - Risk Assessment																																																												
Phase 3 - Develop/Implement Public Involvement Strategy																																																												
Phase 4 - Update Goals, Objectives, and Actions																																																												
Phase 5 - Develop Plan for Monitoring, Evaluating, and Updating the Plan																																																												
Phase 6 - Assemble the Updated Plan																																																												
Phase 7 - Complete Plan Review and Adoption																																																												
Grant Close-Out																																																												
Maintenance Meeting																																																												
THIRA - Completion: 0%																																																												
Identify Threats and Hazards																																																												
Give Threats and Hazards Context																																																												
Establish Capability Targets																																																												
Apply the Results																																																												
Maintenance Meeting																																																												
COOP - Completion: 0%																																																												
Continuity Assistance Tool (CAT)																																																												
Identify Essential Functions and Resources																																																												
Short and Long-term Goals and Objectives																																																												
Forecast COOP Budgetary Requirements																																																												
Identify Issues and Concerns and Resolutions																																																												
Establish COOP Planning, Training, and Exercises																																																												
Maintenance Meeting																																																												
Recovery Plan - Completion: 0%																																																												
Form a Collaborative Planning Team																																																												
Understand the Situation																																																												
Determine Goals and Objectives																																																												
Plan Development																																																												
Plan Preparation, Review, and Approval																																																												
Maintenance Meeting																																																												

Maintenance and Review

The Strategic Plan is a living-document and requires ongoing review to determine if the goals set forth are being met. As such, SFOEM will meet on a biannual basis to review the Plan and make updates as needed. At the biannual review meetings, the SFOEM staff will come together to go through each of the goals, share progress, discuss updates needed to the language of the goals, and evaluate the overall direction of the agency. Any changes in the plan will be summarized in this section once they occur.

Record of Changes

Date	Changes Made	Pages Edited	Author

Appendix A

SFOEM is responsible for the following plans.

Strategic Plan

- **Purpose:** The Strategic Plan reflects goals SFOEM will accomplish to provide the best possible support to citizens of Santa Fe before, during, and after disasters. It sets forth the actions SFOEM will employ to accomplish the goals. This plan provides a strategic lens to focus SFOEM's efforts and guide the allocation of resources over the next five years.
- **Version:** 2018-2022
- **Stakeholders:** SFOEM staff
- **Regulatory Requirements:** N/A
- **Authorities:** N/A

Comprehensive Emergency Management Plan (CEMP)

- **Purpose:** The Comprehensive Emergency Management Plan outlines the City of Santa Fe, New Mexico's, approach to emergency operations during a disaster. It provides general guidance for emergency management activities and an overview of our methods of mitigation, preparedness, response, and recovery. The plan describes our emergency response organization and assigns responsibilities for various emergency tasks.
- **Version:** April 2010
- **Stakeholders:** City of Santa Fe Emergency Management Coordinating Group, Santa Fe County Office of Emergency Management, State of New Mexico, FEMA Region VI
- **Regulatory Requirements:** Emergency Operations Plans (EOP's), 44 C.F.R. § 302.3.b
- **Authorities:** NM DHSEM, FEMA

Hazard Mitigation Plan (HMP)

- **Purpose:** Mitigation with its focus on the impact of a hazard, encompasses the structural and non-structural approaches taken to eliminate or limit a hazard's presence; people's exposure; or interactions with people, property, and the environment. The emphasis on sustained actions to reduce long-term risk differentiates mitigation from those tasks that are required to survive an emergency safely.
- **Version:** October 2014
- **Stakeholders:** City of Santa Fe Emergency Management Coordinating Group, public planning group, Santa Fe County Office of Emergency Management, State of New Mexico, FEMA Region VI
- **Regulatory Requirements:** Local Mitigation Plans, 44 C.F.R. § 201.6
- **Authorities:** NM DHSEM, FEMA

Threat and Hazard Identification and Risk Assessment (THIRA)/HVA

- **Purpose:** The THIRA standardizes the risk analysis process that emergency managers and homeland security professionals employ every day, and informs a variety of emergency management efforts, including: emergency operations planning, mutual aid agreements, and hazard mitigation planning.
- **Version:** June 2017
- **Stakeholders:** City of Santa Fe Emergency Management Coordinating Group, public planning group
- **Regulatory Requirements:** N/A
- **Authorities:** NM DHSEM

Recovery Plan

- **Purpose:** Recovery planning builds stakeholder partnerships that lead to community restoration and future sustainability and resiliency. Recovery planning must provide for a near-seamless transition from response activities to short-term recovery operations—including restoration of interrupted utility services, reestablishment of transportation routes, and the provision of food and shelter to displaced persons.
- **Version:** To Be Developed
- **Stakeholders:** City of Santa Fe Emergency Management Coordinating Group
- **Regulatory Requirements:** N/A
- **Authorities:** N/A

Continuity of Operations Plan (COOP)

- **Purpose:** A COOP plan is a collection of resources, actions, procedures, and information that is developed, tested, and held in readiness for use in the event of a major disruption of operations. COOP planning helps prepare city departments to maintain mission critical operations after any emergency or disaster.
- **Version:** To Be Developed
- **Stakeholders:** City of Santa Fe Emergency Management Coordinating Group
- **Regulatory Requirements:** N/A
- **Authorities:** N/A