

Carbon County LEPC Strategic Plan June 2012

This plan was prepared by members of the Carbon County LEPC and Ray Svenson, Consultant.

Table of Contents	Page
Introduction	3
Current State Assessment	
• LEPC Purpose	3
• Participation Effectiveness	4
• Services/Responsibilities Effectiveness	4
• Biggest Challenges and Opportunities	5
Future State Design	
• Mission and Vision	6
• Overall Goals	7
• Strategies for each Goal	8
• Organization Structure	11
Implementation Plan	12

Introduction

This strategic plan, which was completed between February, 2012 and June, 2012, is divided into three major sections.

- Current State Assessment
- Future State Design
- Implementation Plan

The purpose of the strategic plan is to give direction and focus to the operation and work of the LEPC over the next several years.

Current State Assessment

The Current State Assessment addresses the following aspects of today's LEPC operations:

- LEPC Purpose
- Participation effectiveness
- A list of services and responsibilities and the effectiveness of each
- Biggest challenges and related opportunities

LEPC Purpose:

Coordination of all the stakeholders involved in emergency response and planning.

- Law Enforcement (Includes Sheriff & Police from each jurisdiction)
- Hospital
- Public health
- Fire
- EMS
- Forest Service
- Search & Rescue
- Local Government (Agencies)
- BLM
- State, Local & Federal agencies
- Public Works
- Red Cross

Participation Effectiveness:

- Participation is sporadic
- Outgoing communication is good: All stakeholders receive the information

Services/Responsibilities	Effectiveness
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1. Training to prepare for a wide variety of events.	-Stakeholders know their individual roles -We could do more with overall event training -Need better participation in training & marketing
2. Emergency Operations Plan (5 yr. update) & PDM Plan -Plans reviewed annually & updated as needed (at least every 5 yrs)	-Inclusive -Updated -Good participative input -Excellent roadmap for action with a few exceptions (e.g. Public Health)
3. Pre Incident Coordination & Communication <ul style="list-style-type: none">• Special Events• Tactical Communication	-Special event preparation is effective -Lack of public awareness -General communication/coordination is good
4. Tier 2 Hazardous Material Reporting	-Report flow is effective -Lack of public awareness
5. Monitor & Disseminate Law & Regulatory Changes	-Info comes from multiple sources -LEPC coordinates
6. Advisory/Liaison to Local Government	-Effective liaison with county & Red Lodge -Not as effective with other municipalities

Biggest Challenges

Opportunities

- | | |
|--|--|
| 1. Getting participation outside the City of Red Lodge | -Marketing
-Identify & target local issues pertinent to each department/agency/jurisdiction
-Identify liaisons in each community
-Try quarterly meetings outside RL
-Get local communities' input on meeting dates & times |
| 2. Improve training on overall events | -Expand participation
-Look for programs from other LEPC's |
| 3. Financing
- Limited funding & grant reductions | -Public or grant financing
-Pipeline companies |
| 4. Public Awareness | -Marketing
-Events
-Community briefs in CCN
-Public invitation to attend in CCN |
| 5. Developing & maintaining credibility w/stakeholders | -Demonstrate LEPC value
-Demonstrate value of stakeholder input
-Verbalize need for stakeholder input
-Demonstrate LEPC advocacy for local communities |
| 6. Enhancing LEPC's Advisory Role | -Getting hot topics/critical issues to local government & agencies
-Agenda item that identifies advisory actions |

Future State Design

The future state design contains

- LEPC Mission
- Vision for 2017
- Overall Goals
- Strategies for attaining these goals over the next 5 years
- Organization Structure

LEPC Mission:

To provide resources and guidance through education, coordination and assistance with All-Hazards Planning to assure public health and safety through a partnership of state and local government, responders and the private sector.

Vision for 2017 (What do we want to see in 5 years?)

- Communities using and revising the County Emergency Operating Plan (EOP)
- Informed and active participation of all the communities in Carbon County
- Informed citizens
- Comprehensive plans for all relevant emergencies
- Annual county-wide disaster drill
- LEPC functioning as a neutral facilitator of recommended solutions to local concerns
- A well-defined organizational structure, roles, responsibilities and processes
- After Action Reviews (AARs) of incidents where multiple agencies are involved
- Orientation for new members
- A well-honed machine!

OVERALL GOALS:

1. Create a marketing plan
2. All LEPC members have a training manual & a copy of the County EOP manual
3. Develop an annual operating plan & budget with identified funding
4. Develop a formal structure and by-laws (simple structure)
5. All communities and relevant agencies are fully engaged
6. Create a training plan that incorporates table-top and functional drills at county and local levels to enable effective EOP execution
7. Develop a formal process for LEPC to exercise its advisory role with local government agencies and for event planning

GOALS & STRATEGIES:

GOALS	STRATEGIES
<p>1. Create a marketing plan</p> <ul style="list-style-type: none">• Who we are• What we do• Why <div data-bbox="297 737 708 909" style="border: 1px solid black; padding: 5px;"><ul style="list-style-type: none">• Constituencies• What info do they need?• What vehicles to use• Calendar</div>	<p>- Subcommittee to develop the marketing plan and materials</p> <p>- Measure marketing results: <i>Better awareness among stakeholders</i> <i>More stakeholder participation</i></p>
<hr/> <p>2. All LEPC members have a training handbook & a copy of EOP and PDM</p>	<p>- Create an orientation package</p> <ul style="list-style-type: none">* State LEPC Handbook* LEPC Strategic Plan* Bylaws* Relevant State Codes* Documented processes* Organizational structure & Membership <p>- Provide EOP & PDM</p>

GOALS	STRATEGIES
3. Develop annual operating plan and budget with funding support	<ul style="list-style-type: none"> - Officers develop an operating plan & budget - Funding by request to County Commissioners via DES
4. Develop a formal structure and bylaws	<ul style="list-style-type: none"> - Structure as part of strategic plan - Bylaws created by the whole group starting with examples from other LEPC's.
5. All communities and relevant agencies fully engaged	<ul style="list-style-type: none"> - Marketing plan - Traveling Engagement Show - Polling agencies - Formalize representation <i>Request letter</i> - Move toward quarterly Meetings - Rotating venues - Better meeting notices

GOALS

STRATEGIES

6. Training plan incorporating table-top and functional drills at county & local levels

- *Include ICS*

- MADD committee to survey all the LEPC agencies and develop a plan that meets their requirements

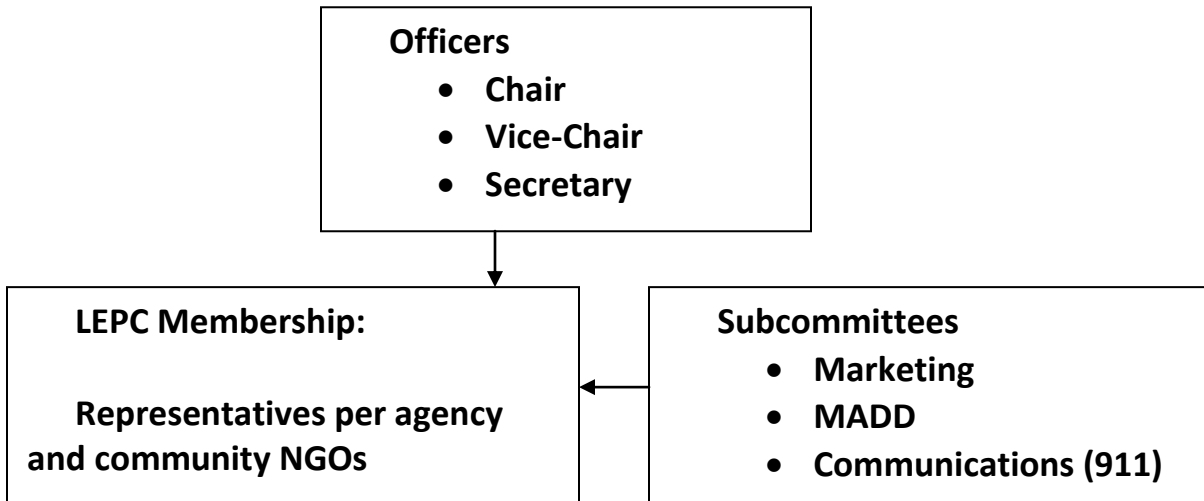
- MADD committee to design, plan, schedule drills & submit a budget

7. Develop formal procedures for LEPC to exercise its advisory role and for event planning

- *Informal communication & updates*
- *Formal process*

- Develop as part of strategic planning process

Organization Structure



IMPLEMENTATION PLAN

The implementation plan provides year-by-year objectives, action steps, and resources for each of the 7 goals in the future state design.

GOALS	OBJECTIVES	ACTIONS	RESOURCES
1. Create a marketing plan	<u>FY 2013</u> 1. Complete marketing plan by Spring 2013	1. Form marketing committee 2. Committee develop plan 3. Review with membership	-Become regular meeting agenda item -Budget TBD based on plan
	2. Basic info on LEPC website by 7-1-12		Chairperson: Tom Kohley
	3. Public meeting notices by 7-1-12		Secretary: Gina Bruner
2. LEPC Members have an orientation package/training handbook	<u>FY 2013</u> 1. Complete the package	1. Finalize bylaws 2. Design content 3. Process & procedure development (See goal 7) 4. Incorporate into manual	-Regular agenda item -Printing/copying cost <\$100
3. Develop annual operating plan & budget	<u>FY 2013</u> 1. Develop FY13 plan & budget	1. Review LEPC projects 2. Work with DES to prioritize	-Officers working with committees & DES
	2. Develop FY14 budget by June 10, 2013	1. Specific committee input 2. Officers compile budget 3. LEPC approval 4. Investigate grants	-Committees -Officers -LEPC -DES
	3. Investigate LEPC line item in DES budget		

4. Develop a formal structure & bylaws	FY2013 STRUCTURE: 1. Formalize the structure in the bylaws (officer)	Part of writing bylaws	Aaron
	2. Formalize LEPC membership	Contact each organization, identify and sign up representatives	Chairperson
	3. Form committees & recruit members <ul style="list-style-type: none"> • Marketing • MADD • Communications 	Poll members to form committees	Chairperson
	4. Appoint/elect officers		LEPC
	BYLAWS: 1. Bylaws adopted	Review & adopt existing draft	Aaron LEPC
5. All the communities & relevant agencies fully engaged	FY2013 1. Define membership (See goal 4) 2. All members attend at least 1 meeting/year	Make a formal presentation to town councils: <ul style="list-style-type: none"> • Bridger • Fromberg • Joliet • Red Lodge Fire districts: <ul style="list-style-type: none"> • Belfry • Roberts • Edgar 	-Darrel -Tom -Commissioners -Marketing Committee
6. Training plan incorporating tabletop and functional drills at county and local levels	FY 2013 1. Full year schedule of training events 2. Plan & budget	MADD committee develop plan, budget and schedule	MADD Committee
7. Develop formal procedures for LEPC to exercise its advisory role to government agencies and for event planning	FY 2013 1. Formal procedure for making recommendation to commissioners 2. Develop a scope for policies & procedures	Write a draft procedure (standard form)	-Officers -DES -Commissioners

The implementation plan should be reviewed regularly by the officers, the LEPC membership, and the subcommittees to track progress toward each of the goals and objectives. At the end of each fiscal year the implementation plan should be reviewed and updated.