



KEYSTONE  
EMERGENCY  
MANAGEMENT  
ASSOCIATION

2024

# STRATEGIC PLAN

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## **Executive Summary**

As of the commencement of the 2024 Strategic Plan, the landscape of emergency management in Pennsylvania is characterized by a dynamic interplay of evolving challenges and proactive initiatives. The Commonwealth of Pennsylvania faces a diverse range of hazards, both natural and man-made, necessitating a robust and adaptable emergency management framework. The collaborative efforts of various stakeholders, including government agencies, private sector organizations, and community groups, are crucial in enhancing the overall preparedness and resilience of the Commonwealth.

The period covered by the 2020-2022 Strategic Plan witnessed significant strides in advancing emergency management capabilities across Pennsylvania. Key achievements include the establishment of a comprehensive forum for the exchange of ideas, techniques, and best practices. Municipal and county emergency managers, regional task forces, state and federal government agencies, NGOs, the disaster research community, and the private sector actively participated in this shared platform. Recognition and reward mechanisms were implemented to acknowledge excellence in the field, fostering a culture of continuous improvement and dedication to emergency management.

Building upon the successes of the previous strategic plan, the focus for 2024 aligns with the evolving needs and aspirations of the Keystone Emergency Management Association (KEMA). The upcoming year will concentrate on two overarching themes: Diversity and Representation, and Participation and Engagement.

### **Diversity and Representation:**

- KEMA is dedicated to fostering inclusivity within its membership, aiming to authentically reflect the diverse tapestry of emergency preparedness, mitigation, response, and recovery volunteers and professionals across the Commonwealth.
- Strategies will be implemented to increase diversity, ensuring that KEMA is representative of the varied perspectives and experiences within the emergency management profession.

### **Participation and Engagement:**

- The association is committed to elevating the involvement and engagement of its membership in the Committees of the Association.
- Strengthening the participation of members in these vital groups will enhance the overall effectiveness of KEMA, providing valuable opportunities for collaboration, knowledge-sharing, and professional development.

As we embark on this one-year journey, the Keystone Emergency Management Association remains steadfast in its commitment to excellence, education, and collaboration. Through these strategic focus areas, KEMA aims to further fortify the emergency management community in Pennsylvania, ensuring a safer and more resilient future for all.

## Mission and Vision Reiteration

### Mission

The mission of the Keystone Emergency Management Association (KEMA) is to advance and strengthen the capabilities and expertise of emergency management professionals and volunteers throughout Pennsylvania. Through proactive collaboration and the sharing of vital information, we are committed to safeguarding lives and protecting property from the impact of natural and man-made disasters. Our core values are rooted in education, cooperation, and the establishment of strategic partnerships with emergency response organizations, all aimed at achieving our overarching goal.

### Vision

The vision of KEMA is to be the preeminent and results-driven organization of emergency management professionals, esteemed for our unwavering commitment to excellence in preparedness and rapid response to emergencies. We are dedicated to becoming the trusted and go-to resource for the Pennsylvania emergency management community, offering comprehensive training, expert guidance, and unwavering support that fosters a more resilient Commonwealth.

### Commitment to collaboration, education, and strategic partnerships

At the heart of KEMA's mission and vision lies an unwavering commitment to collaboration, education, and strategic partnerships.

- **Collaboration:** KEMA recognizes that effective emergency management requires a collective effort. By fostering open communication and cooperation among stakeholders, including emergency management professionals, government agencies, private sector organizations, and community groups, we aim to encourage a holistic approach to emergency management. Our commitment to collaboration is the cornerstone of our success in pooling resources and expertise for collective success.
- **Education:** Education is a key pillar of KEMA's mission. We prioritize the continuous professional development of emergency management practitioners, ensuring they are equipped with the most up-to-date knowledge and skills to respond effectively to evolving challenges. Through training programs, workshops, and knowledge-sharing initiatives, KEMA strives to be a leading force in advancing the capabilities of emergency management professionals across Pennsylvania.
- **Strategic Partnerships:** KEMA understands the significance of strong partnerships in enhancing our collective ability to mitigate, prepare for, respond to, and recover from emergencies. By actively seeking out and cultivating strategic partnerships with like-minded organizations, we aim to create a network that enhances the resilience of the Commonwealth. These partnerships contribute to a comprehensive and integrated approach to emergency management.

### Dedication to building a safer and more secure future for Pennsylvania

KEMA's dedication to building a safer and more secure future for Pennsylvania is unwavering. Rooted in a steadfast belief in the power of collaboration, shared knowledge, and innovation, we strive to contribute

to the resilience of Pennsylvania. As a united force, KEMA is steadfast in our mission to protect our communities, preserve our environment, and ensure the safety and well-being of every citizen within the Commonwealth.

**Together, Towards a Safer Future:** Together, we envision a future where Pennsylvania's emergency management professionals stand united, working seamlessly to protect and preserve our communities. Through unwavering dedication to our mission and vision, we strive to create a resilient and prepared Commonwealth that can confidently face any challenge that comes our way. KEMA is dedicated to building a safer future, one that remains resilient in the face of adversity.

## Goals for 2024

### Diversity and Representation

- Strategies to increase inclusivity within KEMA's membership.

In pursuit of fostering inclusivity, KEMA is implementing targeted strategies to ensure that our membership authentically mirrors the rich tapestry of emergency preparedness, mitigation, response, and recovery professionals across Pennsylvania. This involves:

- Developing outreach programs to underrepresented communities and groups.
- Establishing mentorship initiatives to support professionals from diverse backgrounds.
- Collaborating with educational institutions to encourage students from varied demographics to join the field.

- Initiatives to reflect diverse perspectives and experiences.

KEMA recognizes the strength that diverse perspectives bring to the field of emergency management. To achieve this, we are launching initiatives to:

- Feature diverse voices in conferences, workshops, and other public forums.
- Facilitate networking events that promote connections among professionals from different backgrounds.
- Incorporate diversity and inclusion training into KEMA programs to raise awareness and understanding.

### Participation and Engagement

- Plans to elevate involvement in Committees.

KEMA acknowledges the pivotal role of Committees in enhancing the effectiveness of our organization. To elevate involvement, we are implementing plans such as:

- Actively encouraging members to join Committees aligned with their expertise and interests.
- Creating mentorship opportunities within Committees to facilitate knowledge transfer.
- Recognizing and celebrating the contributions of Committee members to encourage sustained engagement.

- Measures to enhance engagement for effective collaboration and knowledge-sharing.

To ensure meaningful engagement among our membership, KEMA is introducing measures to:

- Implement a structured communication plan to keep members informed about Committee activities and opportunities.
- Utilize online platforms to facilitate virtual collaboration and knowledge-sharing.

- Organize regular events, webinars, and workshops to encourage interaction among members and share best practices.

Through these targeted goals, KEMA aims to strengthen its foundation by embracing diversity, promoting inclusivity, and fostering active engagement among its members. This commitment aligns with our mission to advance and strengthen the capabilities of emergency management professionals throughout Pennsylvania.

## Objectives for 2024

### Education

- Prioritizing continuous professional development.

KEMA places a strong emphasis on the continuous professional development of its members. To achieve this goal, we will:

- Introduce a comprehensive training calendar with diverse learning opportunities.
- Collaborate with subject matter experts to deliver specialized workshops and courses.

- Ensuring members have up-to-date knowledge and skills.

The dynamic nature of emergency management requires professionals to stay current. KEMA is committed to ensuring members:

- Receive regular updates on industry trends, best practices, and evolving challenges.
- Have access to a centralized knowledge hub providing the latest information.

### Collaboration

- Fostering open communication among stakeholders.

Effective emergency management hinges on open communication. KEMA will foster collaboration by:

- Establishing committees for stakeholders to share insights and experiences.
- Implementing a communication strategy to enhance transparency and information flow.
- Promoting dialogue between different sectors to identify synergies and common goals.

- Encouraging a holistic approach to emergency management.

KEMA recognizes that a holistic approach is vital for comprehensive emergency management. To encourage this, we will:

- Facilitate cross-sectoral annual conference to explore integrated solutions.
- Emphasize the importance of considering social, economic, and environmental factors in emergency planning.

### Partnerships

- Seeking and cultivating strong partnerships

Strategic partnerships amplify the collective impact of emergency management efforts. KEMA will:

- Actively seek collaborations with governmental, non-profit, and private entities.
- Establish formal partnerships with organizations sharing our commitment to resilience.



- Create a platform for ongoing dialogue to identify opportunities for collaboration.
- Enhancing collective ability to mitigate, prepare for, respond to, and recover from emergencies.

Building a resilient Commonwealth requires a united front. KEMA will enhance collective abilities by:

- Promoting joint training programs with partner organizations.
- Advocating the streamlining of communication channels for efficient information exchange during emergencies.

## **Excellence**

- Maintaining high standards to position KEMA as a benchmark in emergency management.

KEMA is dedicated to upholding the highest standards in the field. To achieve and maintain excellence, we will:

- Establish, regularly review and update our codes of conduct and professional standards.
- Implement a quality assurance program to assess and enhance our services.
- Continue the recognition program for outstanding contributions, setting a benchmark for proficiency in emergency management practices.

Through these objectives, KEMA is committed to advancing the capabilities of emergency management professionals, fostering collaboration, building strategic partnerships, and maintaining a standard of excellence that positions us as a leader in the field.

## Implementation Plan

### Action plans for each goal

#### Diversity and Representation:

- Increase Inclusivity within KEMA's Membership:
  - Establish an Integrated Preparedness Committee to assess current membership demographics and recommend targeted outreach strategies.
  - Develop a mentorship program connecting experienced members with individuals from underrepresented groups.
  - Collaborate with educational institutions to create pipelines for students interested in emergency management.
- Reflect Diverse Perspectives and Experiences:
  - Introduce a speaker series featuring professionals from diverse backgrounds in emergency management.
  - Organize networking events focused on connecting members with varied experiences.

#### Participation and Engagement:

- Elevate Involvement in Committees:
  - Launch a comprehensive communication campaign outlining the benefits of committee involvement.
  - Establish a mentorship program within committees to foster engagement and knowledge transfer.
  - Recognize outstanding committee contributions through an annual awards program.
- Enhance Engagement for Effective Collaboration and Knowledge-Sharing:
  - Implement a centralized online platform for committee discussions and document sharing.
  - Host semi-annual meetings to encourage open dialogue between members.
  - Develop a series of webinars and workshops covering emerging trends and best practices.

### Specific initiatives, programs, or projects to achieve the outlined objectives

#### Education:

- Continuous Professional Development:
  - Continue the Annual Conference featuring keynote speakers and specialized tracks.
  - Establish partnerships with educational institutions to offer accredited courses.
- Up-to-Date Knowledge and Skills:
  - Launch a quarterly newsletter highlighting the latest developments in emergency management.
  - Promote webinars on emerging topics and tabletop exercises/simulations to allow members to apply their skills in realistic scenarios.

**Collaboration:**

- Open Communication Among Stakeholders:
  - Implement a semi-annual stakeholder forum to share updates and foster collaboration.
  - Establish a dedicated communication channel for real-time information exchange during emergencies.
  - Develop guidelines for information sharing and collaboration between public and private sectors.
- Holistic Approach to Emergency Management:
  - Convene interdisciplinary workshops addressing the interconnected aspects of emergency planning, response, and recovery.

**Partnerships:**

- Seeking and Cultivating Strong Partnerships:
  - Conduct a partner needs assessment to identify mutual goals and collaboration opportunities.
  - Establish an Outreach Committee within KEMA to facilitate communication with external organizations.
  - Host an annual conference to strengthen relationships and identify joint projects.

**Excellence:**

- Maintaining High Standards:
  - Develop and then regularly review the KEMA Code of Conduct and Professional Standards annually.
  - Implement a continuous improvement program, incorporating feedback from members and stakeholders.
  - Continue to evaluate and acknowledge outstanding contributions.

**Timeline for implementation and milestones for progress evaluation**

**Quarter 1:**

- Launch the Integrated Preparedness Committee Subcommittees and conduct initial meetings.
- Develop a communication campaign for committee involvement.

**Quarter 2:**

- Introduce the mentorship program and initiate outreach to educational institutions.
- Host the first Integrated Preparedness Committee forum on open communication.

**Quarter 3:**

- Conduct the annual conference.
- Establish partnerships with external organizations and conduct a needs assessment.

**Quarter 4:**

- Convene interdisciplinary workshops on a holistic approach to emergency management.

**Yearly:**

- Conduct semi-annual meetings.
- Develop the KEMA Code of Conduct and Professional Standards.
- Evaluate the effectiveness of initiatives through member feedback and metrics.

By adhering to this timeline and achieving these milestones, KEMA aims to make significant progress in fulfilling its goals and objectives for the 2024 Strategic Plan.

## Evaluation and Metrics

### Metrics to assess the success of each goal

#### Diversity and Representation:

- Increase Inclusivity within KEMA's Membership:
  - Metric: Percentage increase in membership from underrepresented groups.
  - Metric: Number of mentorship program participants and their feedback on the program.
- Reflect Diverse Perspectives and Experiences:
  - Metric: Diversity index of speakers and presenters in KEMA events.
  - Metric: Attendance and engagement levels in networking events for diverse perspectives.

#### Participation and Engagement:

- Elevate Involvement in Committees:
  - Metric: Percentage increase in committee membership.
  - Metric: Number of nominations and awards for outstanding committee contributions.
- Enhance Engagement for Effective Collaboration and Knowledge-Sharing:
  - Metric: Attendance and participation rates in semi-annual meetings.
  - Metric: Number of participants in annual conference, along with post-event surveys

### Evaluation criteria for measuring the effectiveness of implemented initiatives

#### Education:

- Continuous Professional Development:
  - Criteria: Participant satisfaction scores from annual conference and training programs.
- Up-to-Date Knowledge and Skills:
  - Criteria: Engagement levels with the quarterly newsletter.

#### Collaboration:

- Open Communication Among Stakeholders:
  - Criteria: Feedback on the effectiveness of the stakeholder forums.
  - Criteria: Timeliness and relevance of information shared during emergencies.
- Holistic Approach to Emergency Management:
  - Criteria: Success of interdisciplinary workshops based on participant feedback.

#### Partnerships:

- Seeking and Cultivating Strong Partnerships:
  - Criteria: Number of successful partnership agreements.
  - Criteria: Joint project success rates and impact assessments.
- Enhancing Collective Ability to Mitigate, Respond, and Recover from Emergencies:
  - Criteria: Success of training and webinars based on participant performance.

**Excellence:**

- Maintaining High Standards:
  - Criteria: Development, regular updates, and adherence to the KEMA Code of Conduct and Professional Standards.
  - Criteria: Recognition committee evaluations and feedback.

**Feedback mechanisms to gather insights from members and stakeholders**

- Member Surveys:
  - Regular surveys to gauge member satisfaction with events, programs, and overall experiences.
  - Feedback on the effectiveness of diversity and inclusion initiatives.
- Stakeholder Consultations:
  - Scheduled consultations with external partners to gather feedback on collaborations and partnerships.
  - Focus groups with stakeholders to assess the success of joint initiatives.
- Event Feedback Forms:
  - Post-event surveys for webinars and workshops.
  - Evaluation forms for the annual conference to gather participant insights.
- Committee Reports and Reviews:
  - Regular reports and reviews from committee leaders on the progress and effectiveness of committee activities.
  - Solicit feedback on committee experiences and suggestions for improvement.

By implementing these evaluation metrics and feedback mechanisms, KEMA aims to ensure a comprehensive and continuous assessment of the success of its goals and objectives, allowing for strategic adjustments and improvements as needed.

## Membership Outreach and Recruitment

Joining the Keystone Emergency Management Association (KEMA) offers a myriad of benefits that extend beyond professional development. As a KEMA member, you gain access to a vibrant and collaborative community dedicated to advancing emergency management practices. Some key benefits include:

- **Networking Opportunities:**
  - Connect with a diverse network of emergency management professionals, creating opportunities for collaboration and knowledge-sharing.
  - Engage with like-minded individuals who share a commitment to enhancing emergency preparedness in Pennsylvania.
- **Professional Development:**
  - Access to exclusive training programs, workshops, and educational resources to stay abreast of the latest industry trends and advancements.
  - Opportunities to earn certifications and enhance your skills, positioning you as a leader in the field.
- **Committee Involvement:**
  - Join committees aligned with your interests and expertise, actively contributing to the achievement of KEMA's goals.
  - Participate in shaping the direction of emergency management initiatives in Pennsylvania.
- **Recognition and Awards:**
  - Eligibility for awards and recognition programs that celebrate excellence in the field of emergency management.
  - Showcase your achievements and contribute to elevating the overall standards of the profession.
- **Exclusive Events:**
  - Attend member-exclusive events, including conferences, seminars, and networking sessions, providing valuable insights and opportunities for collaboration.

KEMA proudly operates under an open membership policy, welcoming individuals and organizations from diverse backgrounds and sectors. Our inclusive approach ensures that KEMA is representative of the rich tapestry of emergency management in Pennsylvania. Membership is open to any individual or organization involved in emergency preparedness, response, or recovery:

- **Government Professionals:** Local, state, and federal government employees involved in emergency management and public safety.
- **Educational Institutions:** Faculty, researchers, and students interested in gaining knowledge and contributing to emergency management.
- **Non-Profit and Voluntary Organizations:** Professionals working in non-profit and voluntary organizations dedicated to emergency preparedness and response.
- **Private Sector:** Emergency management professionals and organizations in the private sector committed to supporting community resilience.

- **Interested Individuals:** Anyone passionate about understanding and contributing to emergency management in the Commonwealth of Pennsylvania.

Considering the numerous benefits and our open membership policy, we extend a sincere call to action for emergency management professionals to join KEMA. By becoming a member, you not only enhance your individual capabilities but also contribute to the collective strength of our community. Here's how you can make a difference:

- **Apply for Membership:** Visit our website (<http://www.KEMA-PA.org>) to explore membership options and submit your application.
- **Engage in Committees:** Consider joining committees aligned with your interests and expertise. Your active involvement contributes to the success of KEMA's initiatives.
- **Participate in Events:** Attend our exclusive events, webinars, and conferences to connect with fellow professionals and stay informed about industry developments.
- **Share Your Expertise:** Contribute to the exchange of ideas by sharing your expertise, experiences, and best practices within the KEMA community.
- **Promote Inclusivity:** Actively support and promote KEMA's commitment to diversity and inclusivity within the emergency management profession.

By joining KEMA, you become an integral part of a community dedicated to advancing emergency management practices, fostering collaboration, and building a safer and more secure future for Pennsylvania. Together, let's make a positive impact on emergency preparedness and response in our Commonwealth.



## **Conclusion**

In closing, the 2024 Strategic Plan for the Keystone Emergency Management Association (KEMA) is a comprehensive roadmap designed to propel our organization and its members towards new heights of excellence. The key components of this strategic journey include a focused commitment to Diversity and Representation, Participation and Engagement, Education, Collaboration, Partnerships, and Excellence. Each goal and objective within these components have been carefully crafted to address the evolving landscape of emergency management in Pennsylvania and foster a resilient and inclusive community.

With a collective spirit of dedication and the unwavering commitment of our members, KEMA expresses utmost confidence in achieving the outlined goals and objectives of the Strategic Plan. The rich history of collaboration, the diversity of our membership, and the demonstrated excellence of our professionals form the foundation upon which we build a safer and more secure future for Pennsylvania. As we embark on this one-year journey, we are confident that our shared efforts will lead to tangible and impactful results, further solidifying KEMA's position as a leader in emergency management.

At the heart of KEMA's mission is a collaborative spirit that unites professionals from diverse backgrounds in a common cause—ensuring the safety and well-being of the residents of Pennsylvania. We reinforce our dedication to fostering inclusivity, building strong partnerships, and maintaining the highest standards of excellence. Together, as a united force, we strive towards a safer future for Pennsylvania, one that remains resilient in the face of adversity.

As we implement the strategic initiatives outlined in this plan, let us remember that our collective impact is greater than the sum of individual efforts. Through collaboration, education, and strategic partnerships, we are not just responding to emergencies; we are actively shaping a future where communities are well-prepared, individuals are empowered, and our Commonwealth stands resilient in the face of any challenge.

Thank you to our members, stakeholders, and partners for your ongoing dedication and contributions. Together, towards a safer future for Pennsylvania.