

Central Virginia Emergency Management Alliance



Thursday, March 15, 2018 @ 0930 hours
Eanes – Pittman Public Safety Training Center 6610 Public Safety Way; Chesterfield, VA 23832

Meeting was called to order by Vice Chair Robert Foresman at 0935.

1. Welcome & Introductions

Mr. Foresman welcomed everyone and thanked Chesterfield for hosting. Introductions were made. List of attendees is attached. Robert asked if there were any additions to the agenda. There were none.

2. Minutes from February 2018 Regular Meeting

Motion: To approve minutes as presented.

Made by: Bill Lawson (City of Richmond)

Second: Donald Hunter (Prince George County)

Discussion: None

Motion carries.

3. Special Presentations

- JJ Urhausen gave a presentation on Deployed Logix tenting systems. Information can be found at www.deployedlogix.com and his email is jjurhausen@deployedlogix.com.

4. Standing Committee Reports

- Mass Care** | Paul Hundley (Richmond) Next meeting: 04/05/2018 at the RRPDC
 - Met March 1, 2018. Working through the new grant year funding spending plan with classes, exercises, and projects. Entertaining ideas to include day-long training opportunities to be inclusive of THIRA goals and objectives as well.
- Planning** | Anna McRay (Henrico) Next meeting 03/21/2018 via WebEx
 - Reviewed the Strategy Plan for final review amongst the committee; will be ready for vote at the next CVEMA meeting
 - Doug advised no changes for the local adoptions of the Regional Hazard Mitigation Plan since the February meeting:

Locality (County, City, Town)	Adopted (Y/N)	Date Adopted
Claremont (Town of)	Y	11/1/2017
Chesterfield	Y	8/23/2017
Colonial Heights	N	

Dendron (Town of)	Y	12/4/2017
Dinwiddie	Y	8/15/2017
Emporia (City)	Y	9/19/2017
Greensville	Y	9/5/2017
Hopewell	Y	8/8/2017
Jarratt (Town of)	N	
McKenny (Town of)	Y	9/14/2017
Petersburg (City)	N	
Prince George	Y	8/8/2017
Stony Creek	Y	10/10/2017
Surry County	N	
Surry (Town of)	Y	11/14/2017
Sussex	Y	9/21/2017
Wakefield	Y	11/13/2017
Waverly	Y	12/12/2017
Ashland	N	
Charles City	N	
Goochland	Y	9/5/2017
Hanover	Y	8/23/2017
Henrico	Y	9/12/2017
New Kent	Y	9/5/2017
Powhatan	Y	8/28/2017
Richmond City	Y	12/11/2017

- c. **Public Outreach** | Anthony McLean (Richmond) Next meeting 03/19/2018 at the RRPDC
 - o Survivor Day is April 21. NWS information has been developed into a recorded session that can be played at the point in time that the hosting locality would like to play it, or Bill Sammler is willing to do a WebEx for the session. Bev Brandt will be sending out a survey to see which localities would like the recorded session and who would like a live presentation.
 - o Bev, Corey, Sherri, and Jada all have resources to supplement or replace the backpacks. Please coordinate pick up and distribution times with them directly.
 - o The regional preparedness guidebooks are back from printing and ready for distribution. Jada has an electronic version of the book as well if localities would like to print more than their allocated number.
 - o Continuing work with the VCU Createathon partners. Will be reviewing their presentation at the committee meeting on Monday.

- d. **Training Committee** | Bill Lawson (Richmond) Next meeting 03/27/2018 at the RRPDC

- Bill reviewed the T&E calendar and information links. Please include these links on your CVEMA correspondence to help us all remember to use and access the resource.
- Working with Henrico and Richmond on a regional Chlorine Institute training session the week of April 10-13. Visit the training calendar site for links to register for the classroom training on April 10 or April 11. There will also be full-scale exercises for the Richmond and Henrico HazMat teams on April 12 and April 13 at Fulton Yard.

5. Old Business

- a. NEMA Survey
 - Curt Nellis (Powhatan) completed this survey and returned it.
- b. 2018-2023 Regional Continuous Improvement Strategy
 - Discussed the review of the plan during the last Planning Committee meeting. Will bring this document up for a vote at the April meeting, as no comments have been received back on the document to date.
- c. THIRA
 - Dewberry turned in the final document to Ben and Jada ; Jada will distribute the document so we can start discussion on integrating concepts into the Strategy and sharing info with VDEM for the State Preparedness Report.

6. New Business

None

7. Open Discussion & Roundtable

Welcome to Katie Moody to the RRPDC as the EM planner. She will be helping to facilitate many grants and other tasks to keep us moving together.

Anna offered congratulations to Tori (King William), Jada (RRPDC), and VDEM (Doug) for completing the L0101 Foundations course. She encouraged everyone to consider checking out the class, as even with years of experience it was a great investment of time.

Amelia County (Kent Emerson) – Working with Schools and Sheriff on active shooter plan updates; thanks to Powhatan and Chesterfield with their assistance and support for their recent large scale incident.

Chesterfield County (Emily Dillon) – Participating in VESTEX on May 7; CERT programs are ongoing and will be participating in the upcoming tornado awareness efforts. Also, Sherri has room in an upcoming Psychological First Aid class - if you have personnel who would benefit, please contact her.

Colonial Heights (Bev Brandt) – Have 20+ facilities participating in the upcoming Statewide Tornado Drill next week; Windstorm last week provided an unexpected opportunity to practice their continuity plans when the main generator did not work as expected. They were able to repair the generator, and thanked Chesterfield for picking up 911 class during the down time.

King William (Tori Rowsey) – Supporting Pumonkey in their exercise efforts in the coming weeks.

Hanover County (Corey Beazley) – Rolling out new radio capabilities soon and coordinating with many localities to share radio channels and other information. CERT classes are starting for the season. Preparing for the upcoming radiological exercises and plans have been submitted to VDEM and FEMA for review. Also working on the County EOP for submission in the next quarter.

Henrico County (Anna McRay) – Student walkouts on 03/14 went well with no issues; watching upcoming protests on 03/24. Keep in mind that NASCAR is coming up on 04/20 and 04/21, and there are planned protests in Northern VA/DC that weekend. Conducted a Code Red test on 03/01 with 175k calls placed and a positive media outreach with local partners. Offered thanks to NWS for their assistance in getting a travel advisory out this week for the stubborn snow band that hit right around the evening drive time.

Powhatan County (Curt Nellis) – Fielded 168 calls for service during the wind event last week. Working with VDOT on power for major intersections in the county as the traffic signals do not currently have capacity for generator support. Many thanks to Dominion and Southside Electrical Co-Op for outstanding support and information sharing during the wind event. Will be doing a Code Red test next week during the tornado drill timeframe.

Prince George County (Donald Hunter) – Working with VDOT on the Benjamin Harris Bridge tabletop.

Richmond City (Anthony McLean)– Thanks to Chuck and Jada for the excellent work on the regional preparedness guide. Best wishes to Derek Andresen as he leaves us for a new opportunity with George Washington Health Systems in Northern VA. Continuing work with the Downtown Richmond Security Group and UNOS, focusing on preparedness and outreach for sheltering in place; Working with the Richmond Times Dispatch on opportunities to present in their upcoming community forums on preparedness and partnerships.

2-1-1 United Way (Altise Street) – No report.

CVAHIMT (Corey Beazley) – Have coordinated two O-305 classes in the region so far this year and will be coordinating with the VHHA to offer the course to hospital partners as well. Bryan Swanson has announced his retirement, so the team is moving toward the transition

process to keep the team moving forward. Helping to support the state SAR conference in April. Working on a full-scale exercise opportunity with Field Days of the Past in Goochland this Fall.

FBI (James Reid) – New to the group as a part of the JTFF for the Richmond area; Looking forward to working with everyone.

National Weather Service (Bill Sammler) – There is a possibility of weather on Tuesday that may preclude the scheduled tornado drill. If the drill needs to be postponed because of weather, it will be pushed back to Wednesday instead.

RPAC – I (Corey Beazley) – With Derek’s departure, there will be a vacancy for the Vice-Chair for this committee. There has been a lot of work done with the Governor’s Office and within the SICP plan, and this is a good transition point for someone to step up to fill this important role.

RRPDC (Martha Shickle, Katie Moody, Jada Smith) – RRPDC has an undergraduate student looking for an internship opportunity. Please let her know if she can connect you. Katie will be reaching out to meet with localities and learn how to better support everyone. Martha advised that the budgets for the FY17 grants have been approved, and she is working to send back the grant agreements.

Team Rubicon (Amber Laughlin) – No report

Virginia Commonwealth University (Jim Keck) – Data collection has been completed on the mass communications systems and will be presented at VEMS next week. The project will also be published and he will provide information on that process as it develops.

Virginia Department of Emergency Management (Doug Gagnon) – New Code books are in, please pick up one per locality. DRRO position will be posted in the next couple of weeks; several large exercises coming up in the area to include the tabletop exercise with the Pumunkey Tribe on April 13. Anna asked if a list of contacts for VDEM could be provided to this group to track partners beyond the Region 1 office.

Virginia State Police (Chris Warriner) – Congrats to those in the region working on Cohort 2 with the Advanced Academies. Also working Dinwiddie and Nottoway as the pipeline expansion continues into the region.

The meeting adjourned at 11:00am with Bill Lawson (City of Richmond) making a motion and Bev Brandt (Colonial Heights) seconded. The next regular Alliance meeting will be April 19, 2018, location TBD.

Respectfully submitted,

Anna McRay
Recording Secretary

Calendar Request Form: <http://bit.ly/2omhuZN>

Training & Exercise Calendar: <http://bit.ly/2EFi0c9>



**Central Virginia Emergency Management
Alliance (CVEMA)
2018 – 2023 Continuous Improvement
Strategy**

Table of Contents

Mission & Values 	9
Strategy Overview 	10
Region-wide Survey 	11
Week One Survey – Priorities, Programs, and Value	11
Week Two Survey – Strengths and Weaknesses	12
Week Three Survey – Opportunities and Threats.....	14
Local Government Partners Workshop 	15
Workshop Objectives	16
Strategic Goal Development	18
Strategic Goals and Objectives Defined.....	18
Strategy’s Intentions for Adaptation 	20

| Mission & Values |

Our Mission:

The mission of the Central Virginia Emergency Management Alliance (CVEMA) is to ensure a resilient, safe, secure, and prepared Central Virginia through the development of a coordinated prevention, preparedness, response and recovery strategy in response to natural, technological, and human caused emergencies, including security threats.

Assumptions

CVEMA partners understand the unique roles and responsibilities of the individual participants in the Alliance. CVEMA works under the following assumptions in all planning and collaboration efforts:

- The Central Virginia Region is composed of many jurisdictions of differing demographics, characteristics and response capabilities.
- Each local jurisdiction bears the ultimate responsibility for its community's preparedness for, response to and recovery from all threats and incidents.
- CVEMA supports and promotes regional collaboration but does not supersede local governance.
- CVEMA engages the whole community of federal, state, private, non-profit and citizens of Central Virginia.

Goals and Objectives

Working collectively to support each other in the emergency management cycle, the 25 localities and the numerous state, federal, non-governmental, and private sector partners within the CVEMA footprint strive to:

- Foster regional collaboration;
- Support and coordinate with other regional organizations;

- Pursue and develop mutually beneficial grant investments;
- Participate in all-hazards public outreach and public education;
- Support planning efforts, frameworks and operating procedures to facilitate successful disaster operations;
- Develop and expand public safety relationships with members and invited guests.

| Strategy Overview |

Understanding the challenges of limited resources and time, CVEMA strives for an environment of continuous improvement that supports the initiatives and goals of all partners involved in the emergency management cycle. This includes numerous collaborative initiatives that address the five distinct, yet interrelated, phases of local and regional Emergency Management – prevention, preparedness, response, recovery, and mitigation. To support these local and regional efforts, CVEMA developed the 2018-2023 Continuous Improvement Strategy through a two-phased development process. A comprehensive web-survey was conducted and a one-day agency-partner workshop held to inform and guide the development of this planning resource. From these processes, goals and objectives were developed to provide overarching guidance and direction for the coming years. This document, and the methodology employed in its development, will be reviewed biannually for opportunities linked to numerous local and regional initiatives, including grant coordination.

The 2018-2023 Continuous Improvement Plan (CIP) will serve as a dynamic guide for CVEMA through 2023. Focused on four essential organizational goals, the related objectives and tasks allow CVEMA partners to maintain a strategic direction closely aligned to annual budget cycles at the local, regional, state, and federal level. The biannual executive review will identify opportunities for strategic changes or modifications as CVEMA’s operating environment changes. The built-in annual program appraisals will serve as a needs assessment and test of effectiveness for all core programs or processes.

| Region-wide Survey |

The Region-wide survey was designed to measure a variety of specific topics through both quantitative and qualitative means. Over a three-week period in August 2016, a different weekly on-line survey was sent to each local government emergency management partner who was urged to participate and respond within the respective seven-day response period. During the course of the survey period, an average of 15 localities participated (16 in Week One, 20 in Week Two, and 10 in Week Three). On average, this led to a 60% completion rate for the entire survey period, with 64% for Week One, 80% for Week Two, and 40% for Week Three.

To analyze the results, each of the topic's measurement tools were examined and compared. In cases of free-text responses, each response was individually read to identify common, or repetitive themes. The quantitative results and qualitative findings reported below are generalized to organization where possible.

Week One Survey – Priorities, Programs, and Value

This survey focused on understanding the local government overarching priorities and how Emergency Management priorities are encompassed. The survey also gauged what outreach programs were available in the region, and the importance of these programs to the individual locality. Finally, the survey asked what CVEMA can do to improve upon to enhance local government Emergency Management efforts and what value CVEMA brings in its collaboration and support to the region.

The survey underscored the vast range of Emergency Management resources and programming available across the region, but overall found that all programs depend on coordination and collaboration, both internally at the local level and across jurisdictional boundaries in the region. Participants noted that at the overarching local government level, economic development and stability, partnered with the ability to leverage skills and knowledge of all partners in the locality to ensure a safe and efficient environment were paramount. Specific to the local Emergency Management programs, all participants shared the common thread of

active participation in planning, response, recovery, mitigation, and prevention efforts and a focus on integrating these five phases of emergency management into other public safety and public service initiatives of the localities. These efforts are combined with regional, state, and federal integration of resources and programming to ensure a holistic “whole community” framework that seeks to capture experience and resources in the region.

The participants noted several types of programming in place to help meet local and program specific objectives. This included:

- Use of Citizen Corps Programs to support efforts including CERT (80%), Neighborhood Watch (70%), Volunteers in Police Services (40%), and Medical Reserve Corps (40%).
- 100% of participants find value in participating in community fairs and events, and in participating in public speaking presentations that are specific to emergency management (90%) messages and priorities.
- Participants also take part in outreach initiatives such as “See Something, Say Something” (80%), and other focused partner specific outreach for faith-based partners, skilled care facilities, and day cares (60%), among others.

It is difficult to rank these outreach programs with other volunteer programs that may be found in individual localities and across the region, however participants indicated there is tremendous value in programs such as CERT, Neighborhood Watch, Medical Reserve Corps, and “See Something, Say Something” to support their prevention, preparedness, response, recovery, and mitigation efforts. These outreach and volunteer programs provide opportunities for CVEMA to achieve better meeting coordination among partners, and to enhance its regional planning and training efforts. Additionally, participants found value in the resources and information available through CVEMA, particularly assets that help to support smaller EM offices.

Week Two Survey – Strengths and Weaknesses

Week Two of the survey process initiated the regional SWOT analysis and focused on internal factors that impact local emergency management agencies (EMA). This included a basic assessment of resources, personnel, equipment, training, and what the agency believes it is doing

well, where it is weak, and identify other challenges. While these are internal factors, it is important for the EMA to consider them as opportunities for improvement in future planning initiatives.

Strengths

The participating EMAs (20 of the 25 localities) noted “people” are amongst their strongest resources. This includes support from elected officials during times of crisis, career staff that support EM initiatives, and volunteers to include CERT, Amateur Radio partners, and career/volunteer Fire and EMS assets. Regardless of where the “people” come from, the majority of the EMAs felt that staff, both career and volunteer, were eager to learn more about emergency management in general and demonstrated a strong desire to help their community in times of crisis. Across the region, it is felt that EMAs are strong support partners to other public safety and public service entities, and everyone collectively seeks to enhance preparedness and resiliency efforts across the region. It was a consistently expressed opinion that efforts ranging from training to information technology enhancements to information sharing are important at both the local and regional levels. EMAs cited the many non-governmental, private sector, state, and federal partners who contribute knowledge, skills, and resources to the increasingly complex planning, response, recovery, and recovery efforts. Emergency Management principles and practices are no longer unique to government but are shared across the many stakeholder partners in the region.

Weaknesses

Participants noted additional partners are always needed to expand planning, training, and community outreach efforts. Staff size in local EM offices in the CVEMA region ranges from one part-time employee to five full-time employees. Efforts which would benefit from additional support include planning, training and exercises across the Emergency Management cycle, leveraging resources and technology, and a coordinated pursuit of funding opportunities. It was noted that additional training specific to EOC operations, and the development of more resources to support localities currently dependent on over committed resources in both response and

recovery operations are needed. This would also contribute to maintaining clear roles as well as lines of authority in planning, response, recovery, and mitigation efforts.

Finally, understanding gaps and vulnerabilities identified through regional efforts such as the Hazard Mitigation Plan (HMP) and the Threat Hazard Identification and Risk Analysis (THIRA), which are based on identifiable locality specific data, priorities and objectives, provide each participating community in the Region with greater awareness and insight across a spectrum of threats and hazards. This awareness of hazards and risk can increase the community's support for emergency management and lead to greater self-sufficiency.

Week Three Survey – Opportunities and Threats

The final week of the online survey data gathering process focused on perceived opportunities and threats. Focusing on external factors, this survey assessed the 10 participants' awareness of the opportunities and threats and what could be leveraged to enhance emergency management efforts in the region.

Opportunities

Many of the opportunity related comments addressed then impact of local disasters across the nation on financial resources, particularly on grant availability. As we see more complex response and recovery efforts nationwide, the CVEMA region understands the importance of leveraging lessons learned and best practices to enhance regional planning and coordination efforts. It will also be imperative to understand the changing demographics of the localities as they work to attract younger populations, thereby increasing workforce and volunteer opportunities to support each portion of the EM continuum, and as communities age, again increasing potential volunteers but also increasing planning needs for disabled, access, and functional need populations. The participants underscored the importance of resources to support the development of regional plans and training initiatives that would be available for localities to leverage if they so desired, while maintaining established autonomy to develop planning resources independently if appropriate.

Threats

Several incident/event trends were noted across the participating localities. This included the need to be flexible in incorporating mitigation, recovery, and resilience planning efforts, flood plain planning efforts, Center for Medicare & Medicaid Services (CMS) requirements, impacts of a changing climate, and complex coordinated terror and other national security challenges. It is understood that many other partners need to come to the table to support these efforts, to include the traditional public safety partners in law enforcement, fire, and emergency medical services, along with other locality entities that are a part of the individual locality planning efforts. This is compounded by the constant threat of reduction or removal of federal funding resources, limited ability to consume other funding streams outside of existing limited local and state funding resources, and limited or insufficient permanent staffing resources.

It is paramount to adequately anticipate and execute regional efforts in a relatively short timeframe, sharing a joint regional coordination partnership while encompassing and supporting individual locality autonomy. In the CVEMA region where staffing in EM offices range from 1 part-time employee to five full-time employees, this effort includes working to expand planning, training, and exercise opportunities across the entire Emergency Management cycle, leveraging resources and technology where applicable and effective, and coordinating funding opportunities when practical. Sharing resources and information whenever possible reduces taxing needs on the individual locality and enhances the overall regional preparedness platform.

| Local Government Partners Workshop |

The executive leadership for CVEMA is open and incorporates feedback from its partners as part of its strategic planning process. This allows orientation of the Alliance's planning coordination efforts to that of the expectations of the participating localities and other stakeholders. An integral component of the CVEMA 2018-2023 Continuous Improvement Strategy development was the Local Government Partners Workshop conducted at Tuckahoe Library on September 20, 2017.

Given that the region is currently not a recipient of additional Department of Homeland Security funding such as Urban Area Security Initiative (UASI) funds, the need to coordinate regionally with local government partners was seen as a priority for this particular project. While it is understood that all stakeholders in CVEMA are important partners whose opinions and feedback are relevant, there is a current need to better coordinate local government efforts at this time to guide future project development. Seven participants took part in the workshop including:

- Chesterfield County
- Greensville County
- Henrico County
- King William County
- City of Colonial Heights
- City of Hopewell
- City of Richmond
- University of Richmond
- Richmond Regional PDC

Workshop Objectives

The workshop followed the model of the Center for Public Safety Excellence (CPSE) to extract the most efficient and effective output possible. The workshop was facilitated by Capt. Joe Powers with the Henrico County Division of Fire's Planning Section.

The six-hour workshop was guided by three fundamental objectives:

- Review the results from the web-based survey
- Review existing Homeland Security Strategic Plan and other planning resources
- Define & Prioritize Goals and Objectives Community's Expectations for the Organization

The workshop's participants succeeded in meeting all the objectives. Below is a summary of the local government stakeholders' feedback.

General Local Partner Expectations:

- Understanding of citizens (demographics, socio-economic needs), Have Community Awareness
- Focus on Community Outreach and Public Education
- Coordination and Information Sharing
- Enhanced ability to share training and exercise needs and availability
- Include and leverage agency partnerships within the localities to enhance training, exercises, and information sharing
- Ability to share information and resources at the local level
- Ability to share information with State and Federal EM partners

MORE: What We Currently Do Well

- Delivery of Public Education
- Information sharing at the local emergency management level
- Making small amounts of funding go a long way
- High Standards for Recruitment
- High Standards for Training
- Delivery of the Smoke Alarm Program
- Scenario-based Drills

BETTER: Do These More Often

- Recruit more participation from private sector partners
- Community Education
- Community Disaster Preparedness
- Educating locality leadership on efforts of CVEMA
- Educating locality leadership on emergency management efforts
- Marketing disaster preparedness initiatives
- Collaborative Public Health Education
- Language & Cultural Awareness Training

DIFFERENT: What We Should Improve Upon and Do Better

- Develop additional outreach for other partners (businesses, faith-based, etc)
- Stay ahead of changing needs
- Better structure meetings in the region to integrate with similar meeting types and better manage CVEMA meeting schedules
- Enhanced planning, training, and exercises with mass care and health providers
- Improve Community Communication
- Establish the relevance of CVEMA
- Don't Be Distracted by Good Ideas

Strategic Goal Development

Throughout the workshop, participants identified the organization's environment had changed since the original goals and objectives were developed in 2013. Overall, the 2013 goals were aligned, but through a comprehensive review of strengths, weaknesses, opportunities, and threats, participants recommended consolidating and establishing new organizational goals. Objectives were developed in concert with established goals and expectations of exiting CVEMA committees.

Strategic Goals and Objectives Defined

GOAL 1: TRAINING

Develop and sustain training and exercise opportunity that support and include regional partners and stakeholders.

- 1.1 Enhance and support interagency and interjurisdictional training and exercise opportunities
- 1.2 Increase Volunteer Organizations Active in Disaster (VOAD) participation in regional training and exercises opportunities
- 1.3 Increase training and exercise opportunities with the Central Virginia All-Hazards Incident Management Team (CVAHIMT)
- 1.4 Increase training and exercise opportunities with private sector partners

GOAL 2: RESOURCE SUSTAINABILITY

Develop and implement an effective and comprehensive plan and process to manage and leverage resources across the CVEMA region.

- 2.1 Establish and enhance sustainable volunteer partnerships
- 2.2 Support and maintain regional grant discovery, development, and application processes
- 2.3 Market CVEMA as a reliable resource to individual agencies to support local emergency management partners and processes
- 2.4 Discover and develop alternate opportunities to support funding for training and exercise opportunities

GOAL 3: WHOLE COMMUNITY ALL HAZARDS EXTERNAL/PUBLIC OUTREACH

Develop resources to support local and regional whole community all-hazards outreach and public outreach efforts.

- 3.1 Maintain a continuous presence and engagement with whole community partners

3.2 Capitalize Public Outreach opportunities during prevention, preparedness, response, recovery, and mitigation phases of the Emergency Management cycle.

3.3 Engage business and private sector partners in Emergency Management initiatives

3.4 Develop and enhance whole community outreach efforts, including initiatives specific to non-English, low income, and other functional need populations.

GOAL 4: PLANNING

Develop and utilize processes, data, and technology systems that support the current and future requirements of the Central Virginia Emergency Management Alliance.

4.1 Maintain strategic partnerships to enhance the effectiveness of planning efforts to address identified threats and hazards

4.2 Pursue external strategic partnerships and opportunities to increase efficient and mutual benefits in support of local and regional planning efforts and initiatives

4.3 Develop and maintain sustainable regional plans

4.4 Support initiatives for information and resource sharing

| Strategy's Intentions for Adaptation |

The 2018-2023 CVEMA Continuous Improvement Strategy is not intended to be a static document or guide the region through the next five-years without changes. The organizational environment is dynamic and will be affected by factors the stakeholders could not have anticipated during the development of the CIP. It is imperative for the custodians of the 2018-2023 Continuous Improvement Strategy to allow the document to adapt to the changing needs of CVEMA, the member localities, and other stakeholders over the next five years.

To accomplish this task of adaptation, the lifespan of the document will include:

- Biannual program manager review and strategic recommendations by the Planning Committee
- Biannual communication of progress and recommendations to the organization through the Executive Committee and the Planning Committee
- Annual program appraisals to align with upcoming grant and funding opportunities
- Annual updates of Objectives & Tasks to align with the existing environment by the Planning Committee with feedback/input from all CVEMA Committee leads
- Coordinated Feedback Sessions within CVEMA to be held every 2.5 years to align with each plan development cycle.