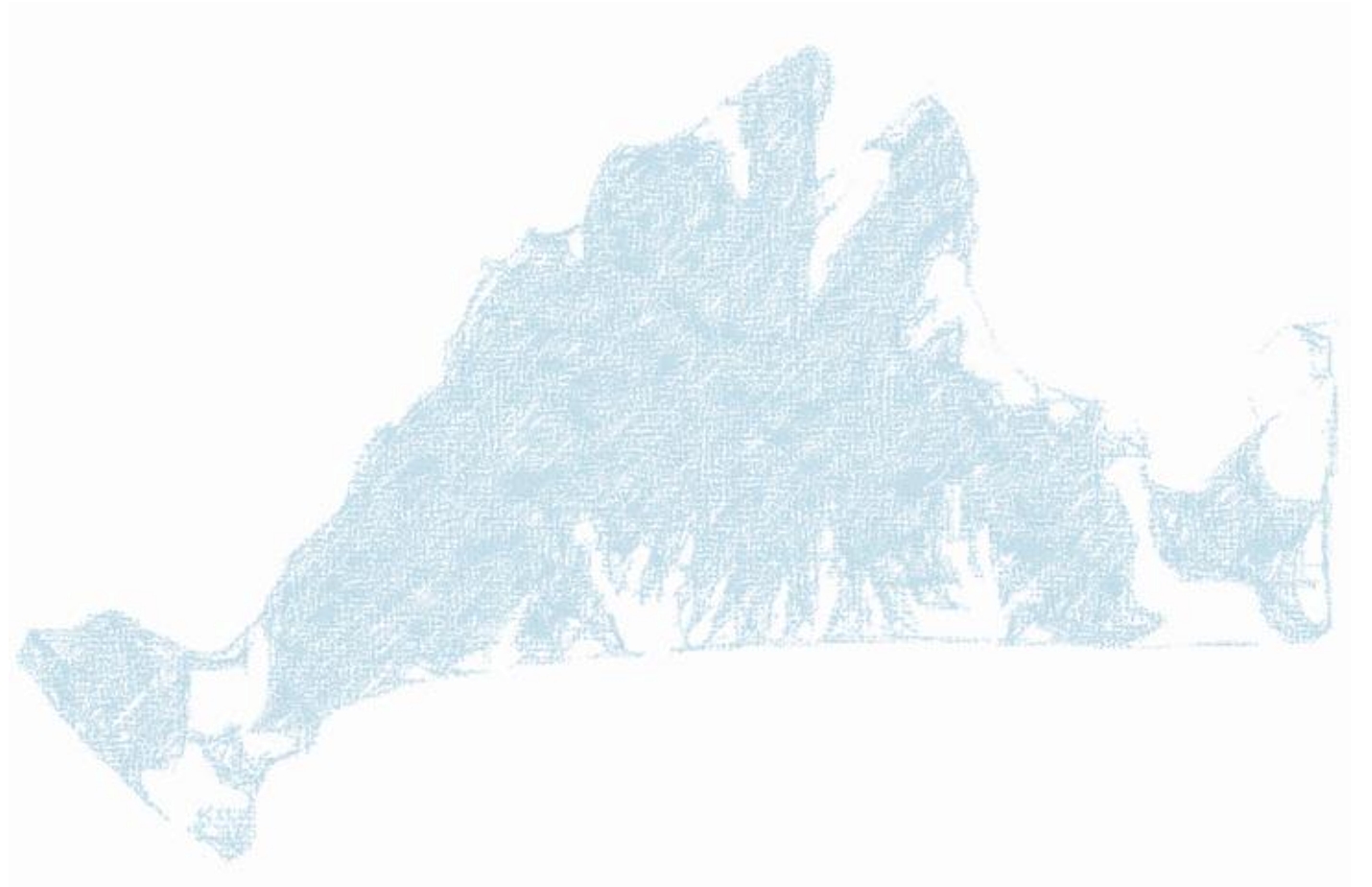




**Martha's Vineyard Island-Wide
Emergency Management Strategic Plan (2027 – 2031)
Briefing Presentation**

May 28, 2026

Briefing Agenda

Purpose and scope of
the island-wide
strategic plan

Hazard environment
and island-wide
operational realities

Governance and
emergency
management
coordination framework

Key findings, capability
gaps, and strategic
imperatives

Five-year
implementation
roadmap and strategic
goals

Multi-Agency
Coordination System
(MAC-S/MACC)
framework

Training, exercises,
communications, and
recovery planning

Implementation
timelines, funding, and
sustainability

Appendices, supporting
tools, and next steps

Purpose of the Island-Wide Strategic Plan



Provides Martha's Vineyard a coordinated island-wide emergency management framework



Supports preparedness, mitigation, response, recovery, and continuity operations



Aligns municipal, county, tribal, state, and federal emergency management efforts



Preserves municipal authority while improving collective capability



Establishes a phased five-year implementation roadmap

Scope of the Strategic Plan

- Applies to Aquinnah, Chilmark, Edgartown, Oak Bluffs, Tisbury, West Tisbury, and in conjunction with Gosnold and the Wampanoag Tribe
- Supports Dukes County coordination responsibilities
- Addresses all-hazards emergency management
- Focuses on coordination, interoperability, and sustainable capability development
- Includes planning, training, exercises, technology, recovery, and governance

Planning & Development Process

Process

- Martha's Vineyard review, analysis and standards crosswalk of all island emergency and continuity-related plans
- One-on-one and/or small group emergency management engagement
- Threat and hazard identification and gap analysis workshop
- Stakeholder capability self-assessment gap analysis survey
- Stakeholder validation and strategic planning workshop

Outcomes

- Island-wide emergency-related plan review
- Hazard Vulnerability Assessment Findings and Report
- Gap Analysis Report

Island-Wide Emergency Plan Review Snapshot

Jurisdiction	THIRA/HVA	COOP	CEMP/EOP	Annexes	Recovery	Strategic Plan	Mitigation	Overall Status
Aquinnah							 (county plan covers)	
Chilmark							 (county plan covers)	
Edgartown	 (implicit in county HMP)		 (submitted CEMP)	 (limited annexes)				
Oak Bluffs				 (shelter MOU)				
Vineyard Haven (Tisbury)	 (old plan)		 (2005 CEMP)					
West Tisbury	 (integrated in plan)	 (draft 2025 COOP elements)	 (CEMP v2.0)	 (limited annexes)				
Dukes County		 (draft 2024 COOP)	 (public health and hazmat plans)			 (strategic plan draft)		

Island-Wide Strategic Imperative

Martha's Vineyard operates as a functionally interconnected island system



Critical infrastructure disruptions impact all jurisdictions simultaneously



Seasonal population surge amplifies emergency risk



Current coordination mechanisms are insufficient for sustained complex incidents



The strategic plan establishes a coordinated emergency management architecture

Strategic Planning Authorities

- Massachusetts General Law Chapter 639 (Civil Defense Act)
- National Incident Management System (NIMS)
- National Response Framework (NRF)
- National Disaster Recovery Framework (NDRF)
- MEMA and FEMA planning guidance and standards

Martha's Vineyard Operational Environment

Geographic isolation and transportation dependency

Shared healthcare, ferry, fuel, and utility systems

Severe weather and coastal storm exposure

Public health, cyber, and infrastructure threats

Limited emergency management staffing depth

Hazard Environment



COASTAL STORMS
AND HURRICANES



FLOODING AND
STORM SURGE



WILDFIRES AND
DROUGHT
CONDITIONS



TRANSPORTATION
DISRUPTIONS AND
FERRY
INTERRUPTIONS



PANDEMIC AND
PUBLIC HEALTH
EMERGENCIES



INFRASTRUCTURE
AND
CYBERSECURITY
THREATS

Assessment Key Findings

Strong local leadership and mutual aid culture

Hazard awareness is generally accurate and understood

Plans exist but are inconsistently updated and exercised

No formal island-wide coordination architecture currently exists

Resource inventories and documentation processes are inconsistent

Martha's Vineyard Operational Environment



Limited island-wide emergency management doctrine



Minimal multi-jurisdictional exercising



Lack of standardized documentation and reimbursement procedures



No formal Multi-Agency Coordination Center capability



Technology and communications interoperability gaps



Volunteer sustainability concerns

Hazard Environment

Fragmented
situational awareness

Competition for limited
resources during
disasters

Reduced FEMA
reimbursement
potential

Lost mitigation and
preparedness funding
opportunities

Degradation of public
trust

Increased seasonal
operational risk

Strategic Vision

- Develop a resilient, coordinated, and professional emergency management program
- Strengthen island-wide situational awareness and resource coordination
- Improve operational readiness and recovery capability
- Enhance interoperability across jurisdictions and partners
- Create a sustainable emergency management governance structure

Governance Framework

- Recommended programmatic governance through the Dukes County Emergency Management Association (DCEMA)
- **Preserves municipal authority and operational control**
- Supports policy guidance and strategic oversight
- Provides implementation accountability
- Serves as Executive Policy Group during activations

Emergency Management Coordinator



Central enabling position for implementation



Program manager—not an incident commander



Coordinates planning, grants, exercises, and MACC operations



Supports island-wide preparedness and recovery activities



Acts as integration hub for participating jurisdictions

Multi-Agency Coordination System (MAC-S)



Island-wide
coordination
architecture



Supports resource
prioritization and
information sharing



**Does not replace
municipal command
authority**



Coordinates strategic
support during large
incidents



Aligns emergency
operations and
recovery activities

Multi-Agency Coordination System (MAC-S)

Policy and coordination body



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graph TD; A[Policy and coordination body] --> B[Includes emergency management leadership and partner agencies]; B --> C[Supports strategic decisions and mission prioritization]; C --> D[Coordinates information integration and resource support]; D --> E[Activated during multi-jurisdictional (two or more towns) incidents];
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The diagram consists of five horizontal rectangular boxes arranged in a descending staircase pattern from top-left to bottom-right. Each box is a different shade of green, with the color becoming progressively lighter from top to bottom. The boxes are connected by four downward-pointing arrows, one between each box, indicating a sequential flow. The text inside each box is white.

Includes emergency management leadership and partner agencies

Supports strategic decisions and mission prioritization

Coordinates information integration and resource support

Activated during multi-jurisdictional (two or more towns) incidents

Multi-Agency Coordination Center (MACC)

- Physical, hybrid or virtual operational coordination hub
- Supports situational awareness and resource management
- Coordinates public information and documentation
- Facilitates integrated response and recovery support
- Provides island-wide coordination during sustained incidents

MACC Activation Triggers

Multi-town impacts or shared infrastructure disruption

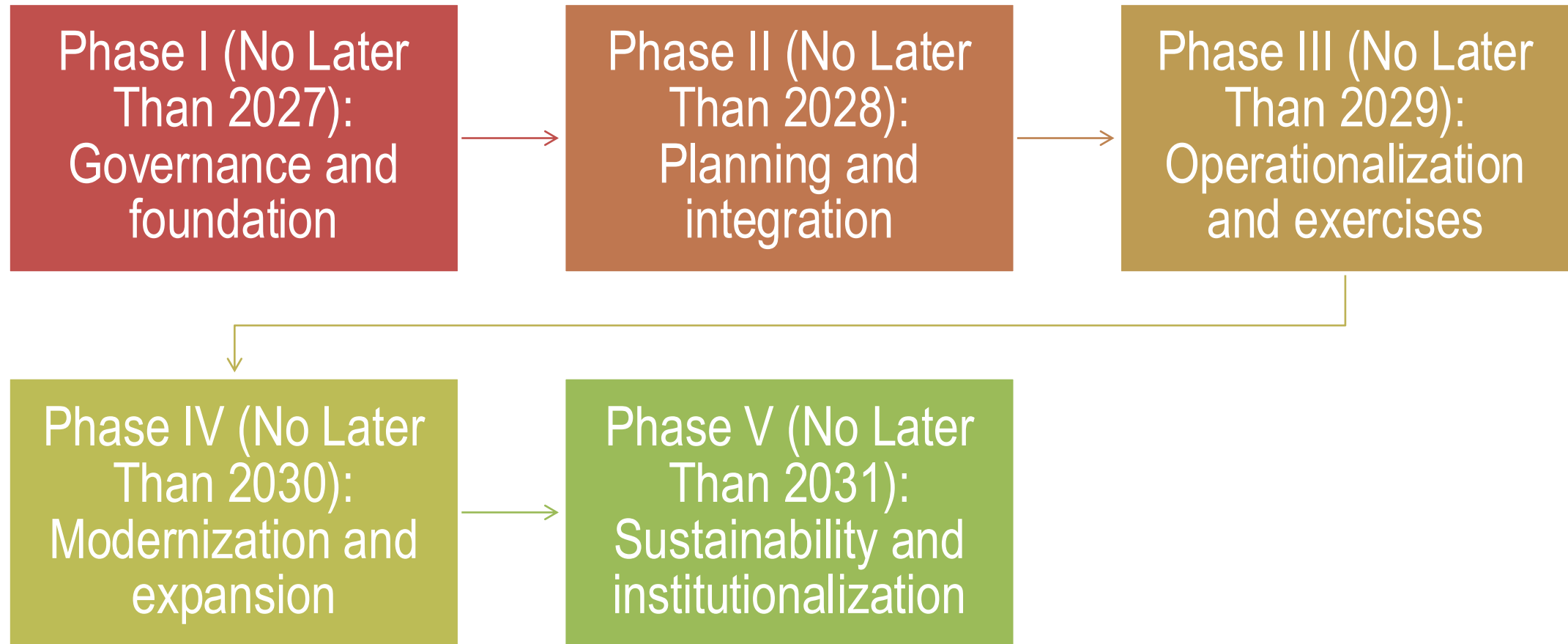
Complex incidents exceeding routine mutual aid

Resource prioritization requiring island-wide coordination

Major recovery and reimbursement operations

Recommendations from incident command or emergency managers

Five – Year Implementation Roadmap



Goal 1 – Establish Coordination System

1

Create
governance
structure

2

Hire Emergency
Management
Coordinator

3

Develop shared
emergency
management
doctrine

4

Define activation
and coordination
procedures

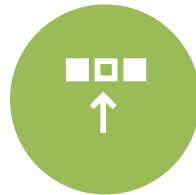
5

Establish
recurring
oversight and
reporting

Goal 2 – Reinforce Emergency Planning



Conduct island-wide EOP assessments



Update jurisdictional plans and annexes



Develop comprehensive island-wide EOP



Improve continuity planning



Standardize planning methodologies

Goal 3 – Build the MACC System



Establish MACC
facility capability



Develop operational
procedures and job
aids



Train MACC
personnel



Conduct exercises
and operational
validation



Build interoperable
coordination
capability

Goal 4 – Strengthen Response & Recovery



Develop island-wide resource inventory



Standardize SITREP and cost-tracking systems



Improve FEMA Public Assistance readiness



Establish recovery coordination framework



Enhance operational documentation processes

Goal 5 – Training & Exercise Programs

Develop	Develop annual Integrated Preparedness Planning Workshop process
Implement	Implement role-based emergency management training
Conduct	Conduct recurring tabletop and operational exercises
Establish	Establish corrective action program
Improve	Improve elected official emergency management awareness

Goal 6 – Communications & Technology



ASSESS
INTEROPERABILITY
GAPS



DEVELOP SHARED
SITUATIONAL
AWARENESS
SYSTEMS



ENHANCE
EMERGENCY
COMMUNICATIONS
PLANNING

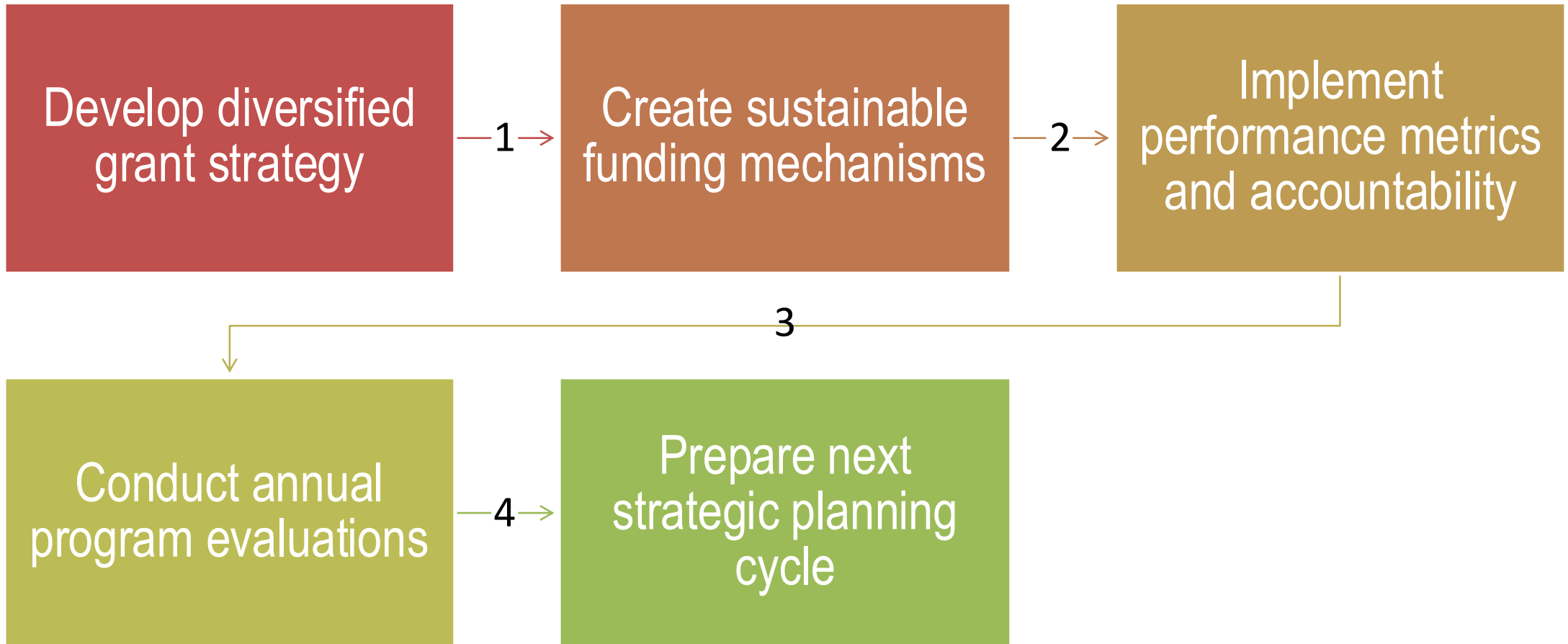


IMPLEMENT
COORDINATED
PUBLIC
INFORMATION
PROCEDURES

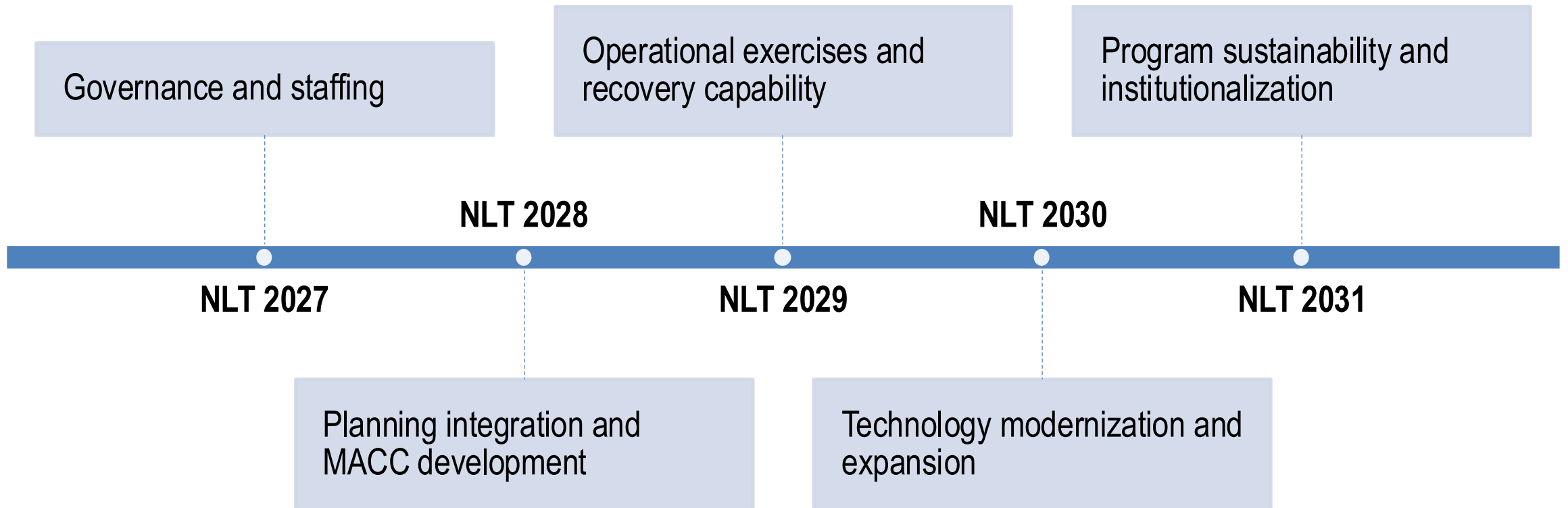


IMPROVE PUBLIC
WARNING
CAPABILITIES

Goal 7 – Sustainability & Funding



Implementation Timeline Overview



Island-Wide Emergency Management Program Elements



Governance and
oversight



Planning and
doctrine



Coordination
systems and
facilities



Training and
exercise
programs



Public
information and
communications



Resource
management
and recovery

Training and Exercise Priorities

NIMS and ICS compliance

Emergency Operations Center (EOC) operations

MACC operational coordination

Public information and Joint Information System operations

Recovery documentation and reimbursement training

Recovery & FEMA Public Assistance



STANDARDIZED
DISASTER
DOCUMENTATION



RESOURCE
MISSION
ASSIGNMENT
TRACKING



COST RECOVERY
AND
REIMBURSEMENT
PROCESSES



RECOVERY
COORDINATION
WITH MEMA AND
FEMA



LONG-TERM
RECOVERY
FRAMEWORK
DEVELOPMENT

Communications & Public Information

Joint Information System (JIS) integration

Pre-scripted emergency messaging

Mass notification and warning systems

Accessible and multilingual communications

Rumor control and coordinated messaging

Operational Coordination Benefits



IMPROVED ISLAND-
WIDE SITUATIONAL
AWARENESS



FASTER
RESOURCE
PRIORITIZATION



BETTER
INTEGRATION
BETWEEN
AGENCIES AND
JURISDICTIONS



IMPROVED GRANT
COMPETITIVENESS



ENHANCED
RECOVERY
COORDINATION
AND
DOCUMENTATION

Performance & Accountability



Annual KPI tracking

Program maturity assessments

Exercise and training performance evaluation

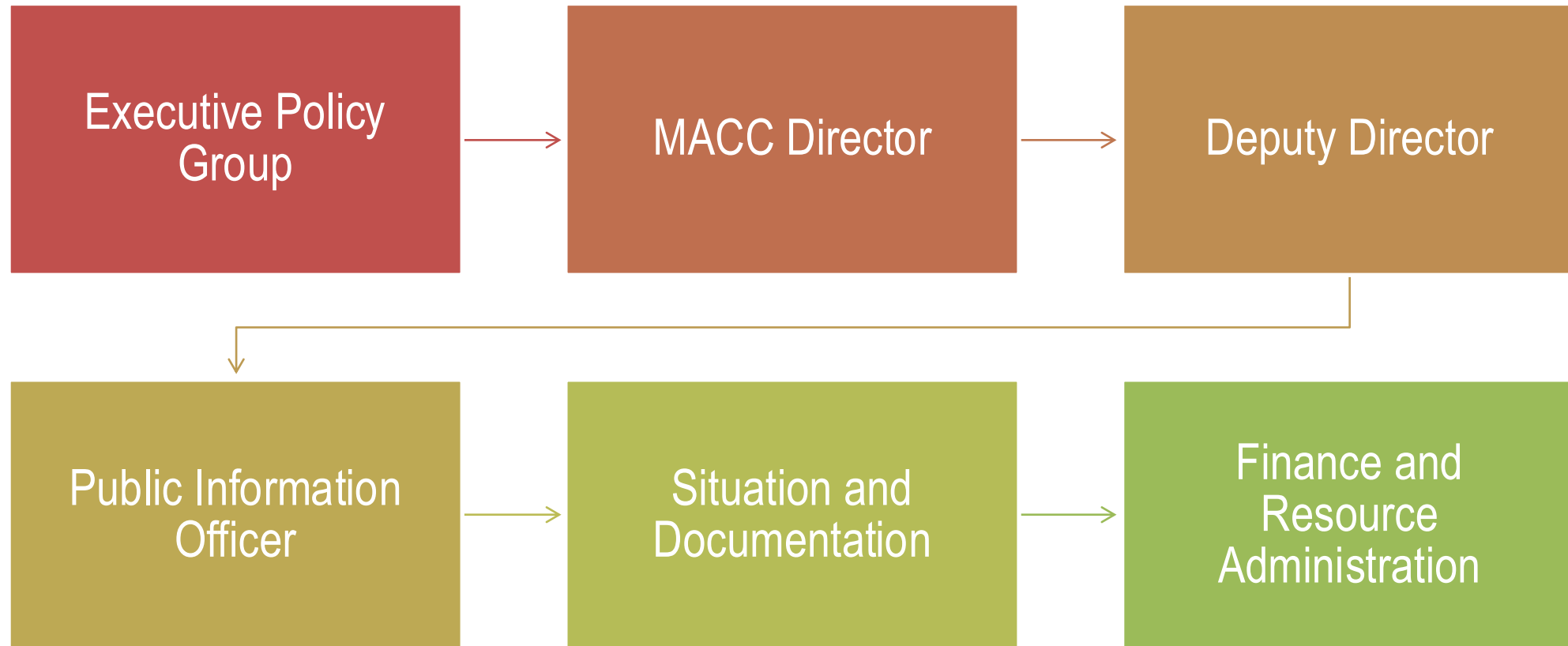
Mid-cycle and end-of-cycle strategic reviews

Continuous improvement and corrective action tracking

Strategic Plan Appendices

- MACC Demobilization Checklist
- Emergency Management Coordinator Job Posting
- MACC Position Task Books
- Situation Report Templates
- Incident Documentation and Fiscal Tracking Tools
- Joint Information System Guidance
- Resource Inventory Templates

Appendix Spotlight – MACC Task Books



Appendix Spotlight – Resource & Documentation Tools

- Incident Action Plan (IAP) Templates
- Situation Report (SITREP) Templates
- Incident Management & Public Assistance Cost Recovery Forms
- FEMA Public Assistance Documentation Guidance
- Resource Inventory Methodology
- Memorandum of Understanding Template
- Emergency Management Coordinator Position Description

Implementation Challenges



Sustained funding
requirements



Balancing local
autonomy and
coordination



Maintaining
stakeholder
engagement



Volunteer
recruitment and
retention



Technology
integration and
interoperability

Measures of Success

Operational MACC capability



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graph TD; A[Operational MACC capability] --> B[Current and exercised plans]; B --> C[Improved coordination and interoperability]; C --> D[Enhanced grant and reimbursement success]; D --> E[Improved readiness across all jurisdictions];
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Current and exercised plans

Improved coordination and interoperability

Enhanced grant and reimbursement success

Improved readiness across all jurisdictions

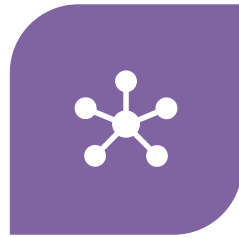
Public Safety & Community Resilience



IMPROVES
PROTECTION OF
RESIDENTS AND
VISITORS



STRENGTHENS
CONTINUITY OF
GOVERNMENT



ENHANCES
INFRASTRUCTUR
E RESILIENCE



BUILDS WHOLE-
COMMUNITY
PREPAREDNESS



SUPPORTS
LONG-TERM
SUSTAINABILITY
OF EMERGENCY
MANAGEMENT

Key Takeaways



Martha's Vineyard faces unique island-wide risks and dependencies



The strategic plan creates a coordinated emergency management framework



The MAC System supports—not replaces—local authority



Implementation is phased, measurable, and sustainable



Preparedness and coordination today reduce future losses

Discussion & Questions





Thank You

Martha's Vineyard Island-Wide Emergency Management
Strategic & Implementation Plan