

## APPENDIX A EMD INITIAL 2022-2023 WORKPLAN

**GOAL 1: DEVELOP AND ENHANCE PROGRAMS DESIGNED TO OPTIMIZE THE WHOLE COMMUNITY'S ABILITY TO PREPARE FOR, RESPOND TO, AND RECOVER FROM EMERGENCIES AND DISASTERS**

**Objective 1.1: Establish mechanisms to identify, track, and measure emergency management programs, projects, and initiatives by 1/2023**

MILESTONES	TARGET DATES	LEAD	COMMENTS
1.1.1 Identify and catalogue all emergency management programs, projects and initiatives cross-referenced to EMD's Strategic Plan by June 2022	6/2022	Brian M	
1.1.2 Identify program, project and initiative priorities and gaps to be addressed by August 2022	8/2022	Brian M	
1.1.3 Update EMD's Workplan annually to align resources and priorities by April each year	1/2023	Brian M	
1.1.4 Create a program for scoring, tracking, updating, and reporting on the progress of OA mitigation projects	5/2022	Brian M	

**Objective 1.2: Optimize the ability for County Departments and partners to maintain essential functions and participate in Countywide emergency, disaster response, and recovery efforts by 6/30/22**

1.2.1 Reconvene the Emergency Management Committee by April 2022	4/2022	Bruce	
1.2.2 Draft an annual calendar and workplan for OAPC by June 2022	6/2022	Bruce	
1.2.3 Establish new Agreements with participating cities	6/30/22	Mark	
1.2.4 ESD staff will develop new workplans with each jurisdiction	4/30/22	Mark	
1.2.5 ESD staff will develop FY 21/22 workplans for EMAs and unincorporated areas	6/30/22	Mark	
1.2.6 Complete workplans for ESD	6/30/22	Mark	
1.2.7 Complete the COOP Base by August 2022	6/30/22	Anne	
1.2.8 Complete the County Department COOPs	8/2022	Anne	
1.2.9 Complete the Medical Health Risk Assessment (HVA) update from 2021 to present	4/30/22	Anne	
1.2.10 Share HVA with RCEMHCC and receive their feedback	5/2022	Anne	
1.2.11 Finalize HVA	5/31/22	Anne	

1.2.12 Identify PPEs for the top three identified hazards	6/30/22	Anne	
1.2.13 Perform an annual review of HIRA by Disaster Council		Ramon	Remove upon Ord update
1.2.14 Complete the Countywide Volunteer CERT Training and Sustainability Resource Guide	3/2022	Jennifer	
1.2.15 Complete an annual review and update of the Medical Volunteer Plan (MVP) by end of 4th qtr.	6/30/22	Jennifer	
1.2.16 Complete an annual test of the mobilization / demobilization of volunteers during Statewide Exercise	1/2022	Jennifer	
1.2.17 Perform quarterly tests of the notification system for specifically volunteer programs	3/2022	Jennifer	
1.2.18 Complete engaging county departments in the volunteer coalition	3/2022	Jennifer	
1.2.19 Complete recruitment brochures for all volunteer programs	3/2022	Jennifer	
1.2.20 Complete a website for the volunteer program (Shane to provide timeframes)	5/2022	Jennifer	Website up further development required. BM 4/1/22
1.2.21 Complete first aid station scope of practice for volunteers	8/2023	Jennifer	
1.2.22 Implement LISTOS in senior and vulnerable communities/populations	8/2022	Jennifer	
1.2.23 Conduct MRC Outreach/Recruitment	3/2022	Jennifer	
1.2.24 Conduct MRC Quarterly Workshops (3/2022, 6/2022, 9/2022, 12/2022)		Jennifer	
1.2.25 Test the DHV system (3/2022, 6/2022, 9/2022, 12/2022)		Jennifer	
1.2.26 Conduct reviews and updates of the DHV system with medical and health volunteers	6/2022 12/2022	Jennifer	
<b>Objective 1.3: Structure and resource EMD's emergency response program to effectively achieve EMD's mission and priorities by April 2022</b>			
1.3.1 Create a Program Guide that enhances the identification of operational roles, priorities, and responsibilities for incidents and activations of an EOC using WebEOC	6/30/22	Mark	
1.3.2 Create a standard response protocol for law enforcement responses	6/30/22	Mark	
1.3.3 Create a Duty Officer Manual	6/30/22	Mark	
1.3.4 Complete a field operations guide	3/31/22	Mark	

1.3.5 Create a program for training new employees and continuing education for veteran employees	12/31/22	Mark	
1.3.6 Develop and implement a structured, competency-based training program for Emergency Services Coordinators (ESC) by March 2022	3/31/22	Mark	
1.3.7 Complete ESC staffing by June 2022	6/30/22	Mark	
1.3.8 Define disaster management areas and present the updated response program by June 2022 education	6/30/22	Mark	
<b>Objective 1.4: Continue development of the Continuous Quality Improvement (CQI) plan in support of clinical programs that optimize patient outcomes from 2022 throughout 2025</b>			
1.4.1 Develop and implement EMS System Clinical and Operational Performance Evaluation (SCOPE) dashboard		Catherine	
1.4.2 Re-institute the HEMS CQI as part of the EMS Quality Improvement Plan (EMSQIP)		Shanna	
1.4.3 Update the EMSQIP and send to EMSA for approval		Catherine	
1.4.4 Submit Core measure to EMSA		Catherine	Annual deadline set by EMSA. BM 4/1/22
<b>Objective 1.5: Continue to evaluate EMS system resource utilization and development of initiatives that optimize system efficiencies from 2022 throughout 2025</b>			
	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
<b>MILESTONES</b>			
1.5.1 Implement Emergency Medical Dispatch (EMD) programs and medical priority resource response		Trevor	
1.5.2 Complete mid-year and end of the year AMR compliance reviews using data from the ongoing monitoring, analyzing, and reporting of contract compliance		Trevor	
1.5.3 Establish APOD Workgroup to develop and implement processes to reduce offload delays	3/2022	Trevor	
1.5.4 Establish APOD reduction targets 5/2022	5/2022	Trevor	
1.5.5 Initiate the strategic plan update process by 6/2022	6/2022	Trevor	
1.5.6 Publish the updated EMS System Strategic Plan by 4/2023	4/2023	Trevor	
<b>Objective 1.6: Work with RUHS Behavioral Health and EMS system partners to evaluate and develop solutions to improve EMS system operating efficiencies and services for behavioral health patients from 2022 throughout 2025</b>			
1.6.1 AMR BH Program – Pilot Program (San Jacinto EMS Area)		Trevor	

1.6.2 APOD Analysis and reports		Trevor	
<b>Objective 1.7: Continue to develop and support cooperative education and training initiatives utilizing CQI program outputs and the most current best EMS practices from 2022 throughout 2025</b>			
1.7.1 Update REMSA policies/ protocols with current best practices April and Oct each year	4/2022 10/2022	Shanna	
1.7.2: Implement policy/protocol improvements and training recommendations based upon retrospective and concurrent CQI program findings using REMSA advisory committees and workgroups	4/2022 10/2022	Shanna	
<b>Objective 1.8: Plan and conduct the annual Riverside County Preparedness Summit for 2023, 2024, and 2025</b>			
1.8.1 Prepare for the annual Riverside County Preparedness Summit	4/30/22	Anne	
1.8.2 Identify the Summit Planning Team members and begin conducting planning	5/31/22	Anne	
1.8.3 Secure venue	9/30/22	Anne	
1.8.4 Identify presenters	1/31/23	Anne	
1.8.5 Finalize program	4/2023	Anne	
1.8.6 Conduct the annual Riverside Preparedness Submit	5/2023	Anne	
<b>Objective 1.9: Update the Multi-Jurisdictional Local Hazard Mitigation Plan (MJLHMP) by July 2023</b>			
<b>MILESTONES</b>	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
1.9.1 Form an internal planning team and a Steering Committee	4/2022	Brian M	
1.9.2 Determine a strategy for the MJLHPM Update	4/2022	Brian M	
1.9.3 Kickoff meeting with partners and stakeholders	4/2022	Brian M	
1.9.4 Implement plan to update the MJLHMP and support jurisdictions	4/2022	Brian M	
1.9.5 Collect mitigation project data and develop a process for mitigation project monitoring	6/2022	Brian M	
1.9.6 Collect data perform a risk assessment	10/2022	Brian M	

1.9.7 Complete public outreach Strategy	12/2022	Brian M	
1.9.8 Assemble a draft plan for internal review and collect jurisdictional annexes	3/2023	Brian M	
1.9.9 Assemble the draft plan for review and adoption	5/2023	Brian M	
1.9.10 Perform MJLHMP and HIRA annual reviews (8/2023, 8/2024, 8/2025)		Brian M	
<b>Objective 1.10 Finalize changes to the OA Strategic Plan by October 2022</b>			
1.10.1 Reconvene OA Strategic Plan workgroup	5/30/22	Mark	
1.10.2 Complete draft of the change	8/2022	Mark	
1.10.2 Receive stakeholder feedback	9/2022	Mark	
1.10.3 Receive approval from advisory committees	10/2022	Mark	
1.10.4 Finalized changes	10/2022	Mark	
<b>Objective 1. 11 Finalize changes in the EOP and ESFs by August 2022</b>			
<b>MILESTONES</b>	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
1.11.1 Review and finalize changes to the EOP and ESFs	4/2022	Ramon	
1.11.2 Submit the finalized EOP and ESF changes to EMAP	5/2022	Brian M	
<b>Objective 1.12 Partner with RUHS-PH to develop and implement County of Riverside Health Equity Campaign to serve at-risk communities in Riverside County</b>			
1.12.1 Hire the staff and procure the resources needed to implement the campaign		Brian T	
1.12.2 Train staff and complete Workplans		Brian T	
1.12.3 Role out campaign		Brian T	
1.12.4 Track and measure the results		Brian T	

1.12.5 Complete grant deliverables		Brian T	
1.12.6 Determine the need to continue the campaign		Brian T	
1.12.7 Acquire funding for continuing the campaign		Brian T	
<b>GOAL 2: ENSURE EMD HAS THE ORGANIZATIONAL STRUCTURE, MANAGEMENT PROCESSES AND RESOURCES TO ACCOMPLISH OUR MISSION, VISION, AND STRATEGIC PRIORITIES</b>			
<b>Objective 2.1 Annually evaluate EMD's organizational structure and management processes to assure alignment with the department mission, vision, and values by January 2023</b>			
2.1.1 Review department performance based upon completion of workplan goals and incident responses	1/2023	Ramon	
2.1.2 Develop proposed organizational and management process improvements	1/2023	Ramon	
<b>Objective 2.2: Complete an annual Gap Analysis and develop Resource Management Objectives by May 31 of each year</b>			
2.2.1 Collect data to perform annual gap analysis	4/2022	Brian M	
2.2.2 Perform gap analysis with EMD management team	5/2022	Brian M	
2.2.3 Develop Resource Management Objectives	5/2022	Brian M	
2.2.4 Incorporate the Resource Management Objectives into EMD's Workplan	6/2022	Brian M	
<b>Objective 2.3: Enhance healthcare surge equipment availability by enhancing strategic stockpiles, logistics support, and medical mutual aid processes by January 2023</b>			
<b>MILESTONES</b>	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
2.3.1 Establish an effective equipment inventory control system	6/2022	Jose T	
2.3.2 Establish and implement logistics team procedures	6/2022	Jose T	
2.3.3 Review medical mutual aid processes utilized during the COVID-19 Pandemic and update written protocols	1/2023	Jose T	
<b>GOAL 3: ASSESS, DEVELOP, ADOPT, AND IMPLEMENT, BEST PRACTICES, GOVERNANCE, AND AGREEMENTS THAT IMPROVE ADMINISTRATION, COMMUNICATIONS, INFORMATION MANAGEMENT, AND OPERATIONAL EFFICIENCIES</b>			

<b>Objective 3.1: Develop the infrastructure to support internal and Operational Area (OA) communications capabilities by September 2025</b>			
3.1.1 Identify agency partners and gaps in the OA communication infrastructure	2/2023	Branden	
3.1.2 Coordinate solutions and rollout plan with identified OA partners	9/2023	Branden	
3.1.3 Complete procurement process and test system with identified superuser partnering agencies	2/2025	Branden	
3.1.4 Full-scale implementation and go-live of coordinated OA public safety communication system	9/2025	Branden	
<b>Objective 3.2: Develop a standardized Operational Area (OA) Geospatial Information System (GIS) collection and dissemination platform to be used throughout the OA by June 2023</b>			
3.2.1 Identify, describe, and document all current and reliable GIS data sources for integration with the OA platform	6/2022	Catherine	
3.2.2 Build partnerships with other County agencies and GIS personnel to collect additional resources	10/2022	Catherine	
3.2.3 Finalize development of the OA GIS platform and supporting resource	3/2023	Catherine	
3.2.4 Launch OA GIS platform and provide outreach and training on utilization to EMD stakeholders	6/2023	Catherine	
<b>Objective 3.3: Continue to develop, integrate, and utilize innovative tools to communicate with internal and external emergency management personnel in an Incident Command System (ICS) by December 2023</b>			
MILESTONES	TARGET DATES	LEAD	COMMENTS
3.3.1 Coordinate with RCIT to complete update of the County-hosted Juvare WebEOC platform	3/2022	Catherine	
3.3.2 Collaborate with the EMD Duty Officers and WebEOC Stakeholder Committee to identify incident management system needs and integrate those with WebEOC	6/2022	Catherine	
3.3.3 Create a Program Guide that enhances the identification of operational roles, priorities, and responsibilities for incidents and activations of an EOC using WebEOC	6/2022	Catherine	
3.3.4 Perform a large-scale cleanup of the legacy WebEOC system (i.e., boards, users, content)	6/2022	Catherine	
3.3.5 Integrating standardized and customized incident boards while eliminating redundancies with old WebEOC platform	9/2022	Catherine	
3.3.6 Develop comprehensive training plan and tools for Web EOC users on the new platform	12/2022	Catherine	
3.3.7 Develop a comprehensive WebEOC manual describing roles, boards, system workflows, and reporting capabilities	2/2023	Catherine	

3.3.8 Determine partner systems that can integrate with WebEOC for a more comprehensive utilization ICS platform	6/2023	Catherine	
3.3.9 Transition the RCIT hosted WebEOC to a cloud-based platform for better redundancy in backup systems and enhanced preparedness	12/2023	Catherine	
3.3.10 Review MH DOC JAS and Set-Up Activities Form	4/30/22	Anne	
3.3.11 Create a MH DOC Activation and Set Up Action Plan	6/30/22	Anne	
3.3.12 Review and re-design Master MH DOC ORG Chart and create 3 staffing levels	6/30/22	Anne	
3.3.13 Develop checklists to include testing of equipment, forms, and activation readiness including updated plans	6/30/22	Anne	
3.3.14 Continue to maintain updates to equipment and documents throughout the year	6/30/22	Anne	
3.3.15 Administer local CAHAN required positions audit requests and tests	6/30/22	Anne	
3.3.16 Participate in and conduct quarterly CAHAN drills	6/30/22	Anne	
<b>Objective 3.4: Continue to develop, integrate, and utilize innovative tools for alerting the public to approaching hazards and dissemination of evacuation information by June 2023</b>			
<b>MILESTONES</b>	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
3.4.1 Develop OA Alert and Warning Guidelines that follow State guidelines and Code of Federal Regulations, Title 47, Section 10.420	12/2022	Dan	
3.4.2 Update the Emergency Alert System (EAS) Plan	6/2023	Dan	
3.4.3 Develop a MOU providing for alert and warning system access and training for other jurisdictions	12/2022	Dan	
3.4.3 Implement the new EMD website with a user-friendly, interactive interface with frequently updated resources including dashboards to encourage utilization by the public (GIS, emergency status, hazard resources)	12/2022	Shane	
3.4.4 Increase and maximize social media presence once tools are developed	2/2023	Shane	
3.4.5 Implement a survey method to measure public awareness and interest in EMD as a hazard information and mitigation resource. Use this survey to test outreach efforts (i.e., Alert and Warning, social media communication)	6/2022	Shane	
3.4.6 Migrate current web content to new platform capable of maintaining a high degree of accessibility across all online communications	6/2022	Shane	



**Objective 3.5: Assemble stakeholders and initiate an update of the EMS System Strategic Plan by August 2022 with delivery of the completed plan by December 2023**

3.5.1		Trevor	
3.5.2		Trevor	
3.5.3		Trevor	

**Objective 3.6: Enhance EMS patient care through the Riverside County EMS Information System (REMSIS) and bi-directional workflow of EMS patient information from the prehospital electronic patient care record (ePCR) system to the hospital by February 2025**

3.6.1 Standardized electronic Continuous Quality Improvement (CQI) review, documentation, communication using a CQI module built into the REMSIS ePCR platform	12/2022	Catherine	
3.6.2 Transition all specialty care programs (Stroke, STEMI, Trauma) onto the REMSIS Patient Registry platforms. Patient matching in the REMSIS Registry provides automated feedback of outcome data to the prehospital system, while providing hospitals with automated transfer of prehospital data fields	6/2023	Catherine	
3.6.3 Continue optimizing and utilizing syndromic surveillance capabilities of the ePCR system to detect potential outbreaks including but not limited to influenza, overdose, EMS surges activity	2/2025	Catherine	

**Objective 3.7: Attain EMAP accreditation by October 2022 and maintain accreditation from 2022 throughout 2025**

3.7.1 The collection and submission of evidence and the development of action plans to address gaps for EMAP accreditation	9/2022	Brian M	
3.7.2 Update and submit Compliance Planning Worksheet for management review bimonthly	4/2022	Brian M	
3.7.3 Conditional Accreditation Site Visit Assessment	9/2022	Brian M	
3.7.4 Program Review Committee review and EMAP Commission decision	10/2022	Brian M	
3.7.5 Maintain Accreditation and submit annual reports throughout 2025	October	Brian M	

**Objective 3.8: Continuously monitor and maintain EMD governance documents according to their maintenance schedules from 2022 throughout 2025**

MILESTONES	TARGET DATES	LEAD	COMMENTS
3.8.1 Develop, implement and an all-hazards MPMP exercise inclusive of the capabilities of Med/Health COMM to support the MHOAC program		Trevor	
3.8.2 Create and maintain a master list (Plans Tracking Sheet) of the status of all plans and documents used by the Riverside County Emergency Management Program	6/2022	Brian M	
3.8.3 Develop the EMD Governance and Agreements Maintenance Schedule (GAMS)	7/2022	Hilda	

**Objective 3.9: Develop and implement MOAs with Operational Area partners for emergency management mutual aid/assistance from 2022 throughout 2025**

3.9.1 Develop MOU boilerplates and templates by June 2022	6/2022	Ramon	
3.9.2 Develop an MOU gap analysis/report by July 2022	7/2022	Ramon	

3.9.3 Prioritize, and execute MOUs by September 2022	9/2022	Ramon	
3.9.4 100% of the MOUs as defined by the gap analysis/report completed	12/2022	Ramon	
<b>Objective 3.10: Continuously update and maintain the department Workplan to ensure that department activities and resources are appropriately prioritized from 2022 throughout 2025</b>			
3.10.1 Develop a draft of EMD's 2022-2025 Strategic Plan by April 2022	4/2022	Brian M	
3.10.2 Complete a draft of EMD's Workplan by April 2022	4/2022	Brian M	
3.10.3 Final changes and approval of draft 2022-2025 Strategic Plan by EMD leadership by 5/2022	5/2022	Brian M	
3.10.4 Complete EMD staff comment period of the draft 2022-2025 Strategic Plan by 5/2022	5/2022	Brian M	
3.10.5 Discussion / possible incorporation of any changes based on employee comments by 5/2022	5/2022	Brian M	
3.10.6 Finalization of the EMD's 2022-2025 Strategic Plan and posting on EMD's website by 5/2022	5/2022	Brian M	
3.10.7 EMD leadership reviews / updates EMD's Workplan quarterly starting 6/16/22	6/16/22	Bruce	
<b>Objective 3.11: Division managers / supervisors will perform monthly reviews and updates of division / team Workplans from 2022 throughout 2025</b>			
<b>MILESTONES</b>	<b>TARGET DATES</b>	<b>LEAD</b>	<b>COMMENTS</b>
3.11.1 Division managers will ensure division work plans are updated regularly according to program activities		Ramon	
3.11.2 Division managers will identify, communicate, and prioritize critical and or important content to be elevated and included into the department level Workplan – Monthly		Ramon	
3.11.3 Division managers will report / present their division Workplans at the yearend department meetings		Ramon	
<b>GOAL 4: CONTINUE TO ENHANCE EMPLOYEE ENGAGEMENT AND DEVELOPMENT WITH A FOCUS ON RETAINING AND PROMOTING EMPLOYEES</b>			
<b>Objective 4.1: Initiate a tools and methods for measuring, tracking, and enhancing employee engagement levels by July 2022</b>			
4.1.1 EMD leadership will share their expectations / value of having all staff participate in employee engagement surveys and engagement enhancing events	7/2022	Ramon	
4.1.2 Surveys used to determine employee engagement levels will be conducted annually	7/2022	Ramon	
4.1.3 Established metrics for measuring and tracking employee engagement levels	7/2022	Ramon	
4.1.4 Metrics will be shared with EMD management staff in January and July of each year	7/2022	Ramon	

**Objective 4.2: Develop and implement actions for enhancing employee engagement by addressing factors derived from tools in objective 4.1 by August 2022**

4.2.1 EMD leadership will identify and ensure employee engagement opportunities are available for their staff to attend (e.g., MBTI, COR Learning, Skillsoft, EAS)	12/2022	Ramon	
4.2.2 EMD leadership will identify and ensure developmental opportunities are available for their staff to attend (e.g., Crucial Conversations, Supervisors Academy, Managers Academy, Professional Assistants Academy, Frankly Covey trainings, County of Riverside Educational Support Program)	12/2022	Ramon	
4.2.3 EMD leadership will ensure all performance evaluations include professional development and engagement enhancing goals	12/2022	Ramon	
4.2.4 EMD leadership will ensure workplans and performance evaluations show work assignments are directly connected to EMD’s Strategic Plan	12/2022	Ramon	

**Objective 4.3: Plan, organize, and conduct employee recreational / fundraising activities and the annual holiday awards luncheons to advance employee engagement from 2022 throughout 2025**

4.3.1 Representatives from each division meet monthly to plan fundraising activities that support the holiday awards luncheon and the adopt-a-family program	2 <sup>nd</sup> Tues	Brian M	
4.3.2 Develop budget (funding goals) and reconcile fund ledgers monthly starting FY 22/23	2 <sup>nd</sup> Tues	Brian M	
4.3.3 Prepare a quarterly report of scheduled events to be published in the EMD Newsletter starting FY 22/23		Brian M	Upon the publishing of newsletters
4.3.4 Prepare an annual report to capture all events that includes a financial report on their use of funds starting FY 22/23 on Dec of each year		Brian M	

**Objective 4.4: Promote employee safety and wellness from 2022 throughout 2025**

MILESTONES	TARGET DATES	LEAD	COMMENTS
4.4.1 Implement regular safety and wellness education surveys	6/30/22	Anne	
4.4.2 Complete quarterly safety inspections	6/30/22	Anne	
4.4.3: Conduct regular drills, exercises, and events	10/31/22	Anne	

**GOAL 5: MAINTAIN BUDGET COMMITMENTS BY SUBMITTING BALANCED BUDGETS THAT SUPPORT ACHIEVING EMD’S MISSION, VISION, GOALS, AND PRIORITIES**

**Objective 5.1: Maintain the financial framework to support EMD in achieving its goals and budget commitments from 2022 throughout 2025**

5.1.1 Develop Fiscal/Procurement policies and procedures and launch annual trainings starting June 2022	6/2022	Hilda	
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5.1.2 Schedule monthly financial analysis meetings with a quarterly integration of purchasing starting April 2022	4/2022	Hilda	
5.1.3 Schedule monthly financial analysis meetings with EMD leadership starting April 2022	4/2022	Hilda	
<b>Objective 5.2: Redesign the model and funding methodology for contract cities by June 2022</b>			
5.2.1 Remove baseline and 100% dedicated ESD option by June 2022	6/2022	Ramon	
5.2.2 Review contracting model annually to update levels offered to contract cities starting June 2022	6/2022	Ramon	
5.2.3 Process an annual cost analysis starting July 2022	7/2022	Ramon	
<b>Objective 5.3: Maximize funding opportunities and establish opportunities for financial support required to achieve our mission, vision, and strategic priorities from 2022 throughout 2025</b>			
5.3.1 Review current, ending, and upcoming funding opportunities and needs on an annual basis starting Jan 2023 to assist in the development of new fiscal year budgets	1/2023	Hilda	
5.3.2 Conduct a review of overhead allocation calculations on a quarterly basis with each division to ensure appropriateness and accuracy of claims starting FY 22/23	7/2022	Hilda	
5.3.3 Identify/designate a department contact for pursuing funding opportunities and coordinate grant application submittals	7/2022	Hilda	