

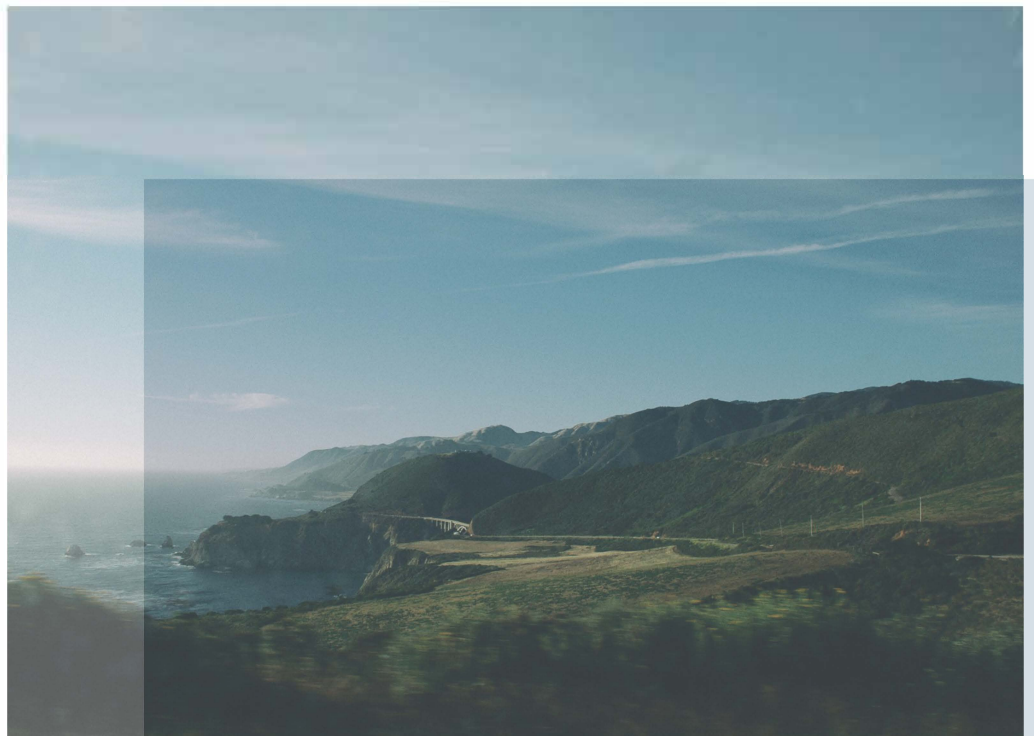


MONTEREY COUNTY

Office of Emergency Services

2022-2025

STRATEGIC PLAN



MONTEREY COUNTY

Office of Emergency Services

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IT IS THE POLICY OF THE COUNTY OF MONTEREY THAT NO PERSON SHALL BE DENIED THE BENEFITS OF OR BE SUBJECTED TO DISCRIMINATION IN ANY CITY PROGRAM, SERVICE, OR ACTIVITY ON THE GROUNDS OF RACE, RELIGION, COLOR, NATIONAL ORIGIN, ENGLISH PROFICIENCY, SEX, AGE, DISABILITY, SEXUAL ORIENTATION, GENDER IDENTITY, OR SOURCE OF INCOME. THE COUNTY OF MONTEREY ALSO REQUIRES ITS CONTRACTORS AND GRANTEES TO COMPLY WITH THIS POLICY.

MESSAGE FROM THE MANAGER

The Monterey County Office of Emergency Services' (OES) mission speaks to the purpose of OES – why we exist. Our vision is how we deliver on our mission. Our guiding values are those characteristics that we commit to as individuals and as an organization so that we may endeavor to develop a culture of service that delivers our mission and executes our vision for the greater good of the entire County. This Strategic Plan represents the entire OES Team's commitment and dedication to the profession of Emergency Management. In this guidance document, we have the privilege of seeing the culmination of hours of thought, discussion, expertise and the collective wisdom that this Office has to offer to fulfill our role and responsibilities to the County, all of our Operational Area Partners and Stakeholders, and the citizens of Monterey County.

I want to acknowledge the vision that the County Administrative Officer and the Board of Supervisors had in working to expand OES. Their leadership, trust, understanding of the changing dynamics in Emergency Management, and support have been the hallmark of a successful organization that allows us to create, what I believe, is one of the most progressive Emergency Management offices in California. There is still much work to be done; in fact, everything we do is a continuous dynamic process requiring constant evaluation, review, and revision to maintain our "Best Practice's Approach." I am extremely proud of the entire OES staff for their tireless commitment and dedication to creating this guidance document. This Plan is a reflection of OES, as individuals, and as a collective Team, that understands the value of cross discipline agency collaboration and continuously strives to build a sustainable platform to support those in need during disasters and emergencies.

Gerry Malais

Gerry Malais

Emergency Service Manager



EXECUTIVE SUMMARY

The Monterey County Office of Emergency Services (OES) Strategic Plan describes who we are, what we do, and what we aspire to achieve as an organization. The Plan describes the strategic priorities, goals, and objectives associated with each programmatic section's activities. The Plan guides short and long-term growth, and ensures effective preparedness for response, recovery, and mitigation. The Plan also provides a deeper understanding of the role and function of OES during all phases of emergency management, from day-to-day operations to acute disaster response operations.

The Strategic Plan is one of four foundational OES plans. The other three foundational plans are the Multi-Jurisdictional Hazard Mitigation Plan, the Emergency Operations Plan, and the Recovery Plan. This document is the result of over five years of strategic planning and visioning. It incorporates a long history of departmental growth; the growth of emergency management as a field; best practice research; and experienced practitioner input from OES staff. The State of California's Standardized Emergency Management System (SEMS) recommends the use of an operationally focused organization of five essential functions to successfully manage emergencies: Management, Planning, Operations, Logistics, and Administration/Finance. Similarly, OES's programmatic sections include these five, with the addition of Public Information. These programmatic sections reflect the key aspects of successful emergency management operational capability, readiness, and resilience.

OES works to increase the County's capacity to manage emergencies of any size or type, planned or unexpected, through the four phases of emergency management: preparedness, mitigation, response, and recovery. This focus supports and augments the disaster resilience of the entire County. Disaster resilience is a vital part of the National Preparedness Goal, to create a nation with the capabilities required across the 'whole community' to prevent, protect against, mitigate, respond to, and recover from the threats and hazards. Thus, the goals and objectives of this Plan improve our ability to manage emergencies, leading to increased resilience. Through the strategic planning process, OES will prioritize tasks identified and assemble them into a measurable, transparent, and intuitive work plan that may be used as a metric for annual performance evaluation.

The mission of the Monterey County Office of Emergency Services is to ensure that the County of Monterey and its jurisdictions and communities have the capability and sustained capacity to prepare for, respond to, mitigate, and recover from any natural, technological, and human related emergency or disaster.

STRATEGIC PRIORITY 1

Standardize the Emergency Management Program

Strategic Priority 1 promotes the standardization of the emergency management program by developing plans, policies, and procedures that are consistent with national standards. Standardization will ensure OES can provide consistent, effective, and efficient procedures and workflows and competent scalable services. Standardizing, automating, and streamlining processes and protocols for all phases of emergency management will save time, increase efficiency, and improve effectiveness. In an emergency, timing is critical and standardization will allow for faster response times and better allocation of resources.

STRATEGIC PRIORITY 2

Ensure Readiness to Respond

Strategic Priority 2 focuses on enhancing readiness to respond to disasters. The readiness of our community depends on emergency management professionals who can effectively coordinate disaster response activities and deliver competent and consistent emergency services. OES will focus on building a competent incident workforce, expanding EOC technological capabilities, improving continuity of operations through planning and updating equipment, and ensuring a common operating picture. OES will seek to enhance scalability to respond to an incident while maintaining continuity of daily operations.

STRATEGIC PRIORITY 3

Train the Emergency Management Workforce of the Future

Strategic Priority 3 focuses on building a talented emergency management workforce through trainings, exercises, professional development, and mentoring. It includes promoting a culture of learning and continuous improvement. OES will seek to advance the emergency management profession, bolster the emergency management proficiency of partners, develop competent EOC teams, and learn from domestic and international emergencies to improve our ability to respond. OES will seek to actively participate in the state, regional, and national dialogue to advance the field of emergency management.

STRATEGIC PRIORITY 4

Encourage a Paradigm Shift Through Engagement

In the past, emergency management policy and investment has been reactionary. A paradigm shift is needed to move emergency management forward into a proactive mindset. Encouraging a paradigm shift through engagement means promoting resilience for the whole community. OES will focus on building mutually beneficial partnerships across the Operational Area, building trust among stakeholders, empowering the community through training and education, and communicating with decisions makers on the importance of building proactive capability and investing in risk reduction prior to a disaster.

TABLE OF CONTENTS

1	Preface	7
1.1	History	8
1.2	Strategic Forecast	12
2	Introduction	16
2.1	Monterey County Emergency Management Program	17
2.2	Vison	26
2.3	Intended Audience	26
3	The Planning Process	28
3.1	Structure of the Strategic Plan	29
3.2	Methodology	30
3.3	Growth Opportunities	32
4	Strategy	34
4.1	Management Section	36
4.2	Planning Section	40
4.3	Logistics Section	42
4.4	Administration and Finance Section	45
4.5	Operations Section	48
4.6	Public Information Section	53
5	Conclusion	57
5.1	Implementation	58
5.2	Evaluation	58
5.3	Plan Update Schedule	58
5.4	Conclusion	59

1

PREFACE

HISTORY AND STRATEGIC FORECAST

EMERGENCY MANAGEMENT IS MOST SIMPLY DEFINED AS THE DISCIPLINE DEALING WITH RISK AND RISK AVOIDANCE. RISK REPRESENTS A BROAD RANGE OF ISSUES AND INCLUDES AN EQUALLY DIVERSE SET OF PLAYERS. THE RANGE OF SITUATIONS AND EVENTS THAT COULD POTENTIALLY INVOLVE EMERGENCY MANAGEMENT OR THE EMERGENCY MANAGEMENT SYSTEM IS EXTENSIVE. EMERGENCY MANAGEMENT IS AN ESSENTIAL ROLE OF GOVERNMENT. IT IS UNDENIABLE THAT EMERGENCY MANAGEMENT IS INTEGRAL TO THE SECURITY OF OUR DAILY LIVES, AND AS SUCH IT SHOULD BE INTEGRATED INTO OUR DAILY DECISIONS RATHER THAN BEING CALLED UPON ONLY IN RESPONSE TO MAJOR DISASTERS.

1.1 HISTORY

In the United States, for more than two centuries, lawmakers have recognized the role the government can play to help its citizens in times of disaster.

The earliest instance of federal involvement occurred in 1803, when a large fire swept through a city in New Hampshire. The Congressional Act of 1803 was designed to provide financial assistance to the city and contained the first piece of disaster legislation ever passed in the US. In the decades to follow, an ad hoc approach to emergency management reigned that, until the middle of the 20th century, would repeat more than 100 times to deal with such well-known disasters as the great fires in New York City in 1835 and Chicago in 1871, the hurricane that leveled Galveston in 1900, and the devastating earthquake that struck San Francisco in 1906. During the 1930s, the federal government incorporated disaster relief as part of its legislation to rebuild the US economy. By the middle of the decade, laws were in place that provided federal funds for the reconstruction of public facilities, highways, and bridges damaged by natural disasters.

TIMELINE

As World War II ignited, President Roosevelt reestablished the Council of National Defense, first established during World War I. The States were asked to establish local counterpart councils. Tensions arose among Federal, State and local governments over authority and resources. Roosevelt responded to the increasing concern of local officials by creating the Office of Civilian Defense (OCD) in 1941.

The Monterey County Disaster Council was certified by the California State Disaster Council in December 1946 in accordance with the provisions of Chapter 1024 and Statutes 1945 and 1946.

1946

The Federal Civil Defense Act of 1950 placed most of the civil defense burden on the States and created the Federal Civil Defense Administration (FCDA) to formulate national policy to guide the States' efforts. The California State Civil Defense and Disaster Relief Plan was prepared and adopted in 1950.

In 1950, the County of Monterey was a signatory of the California Civil Defense Master Mutual Aid Agreement.

1950

In the 1950s and 1960s civil defense was focused on the threat of a nuclear attack. In 1961, President Kennedy divided the Office of Civil Defense and Mobilization into two new organizations: the Office of Emergency Planning and the Office of Civil Defense. The Vietnam War and a series of natural disasters undermined attention to civil defense. Two devastating hurricanes, a damaging tsunami, and a tornado in 1965, led to a bill granting emergency Federal loan assistance to disaster victims and the concept of all-hazards assistance was gaining adherents.

A series of natural disasters in 1969 exposed major flaws in disaster preparedness, leading to the Disaster Relief Act of 1969. In 1970, the Nixon Administration replaced the Office of Civil Defense with the Defense Civil Preparedness Agency (DCPA). President Nixon would later place the DCPA under the Department of Defense. Federal funds previously allocated exclusively for military preparation could be shared with State and local governments for natural disaster preparedness.

1972

The earliest known Monterey County Emergency Response plan was approved by the Board of Supervisors in 1972 to address nuclear fallout.

The Incident Command System (ICS) was developed in the 1970s by an interagency group in California, FIRESCOPE. While the intent was for ICS to be used to manage fires, the system quickly evolved into an all-hazard system. The system was designed to be simple, work within day-to-day response structures, and be effective for a wide range of incidents, from simple to complex.

At the beginning of the Cold War, massive Soviet expenditures on civil defense and preparedness initiatives contributed to a growing concern that the US was falling behind. US policy makers renewed their attention on civil defense, as a means of protecting against targeted attacks.

1974

As early as 1974, the County Administrator was charged with the authority of the Director of Civil Defense for the County Monterey.

Overtime, the responsibility for civil defense had been divided between three different agencies: the Office of Emergency Planning would advise the President, HUD's Federal Disaster Assistance Agency would manage disaster relief, and the Defense Civil Preparedness Agency would coordinate State and local preparedness efforts. By 1977, Congress started to investigate the disjointed civil defense system.

1977

The Monterey County, Code of Ordinances, Title 2 - Administration, Chapter 2.68 - Emergency Procedures and Organization, was ratified by the Board of Supervisors in 1977 establishing the County's commitment to civil defense and community preparedness.

In the midst of a lengthy debate regarding the creation of a single disaster preparedness agency, an unprecedented nuclear accident unfolded in March 1979 at the nuclear energy plant on Three Mile Island. By highlighting the slow response and poor local-Federal coordination and communication, the accident dramatically demonstrated the need for more effective disaster coordination and planning.

On July 20, 1979 the Carter Administration established the Federal Emergency Management Agency (FEMA) as the lead agency for coordinating Federal disaster relief efforts. On November 23, 1988 the Disaster Relief Act of 1974 was amended to become what is now known as the Stafford Act, resulting in a clearer definition of FEMA's role in emergency management and the disaster declaration process.

1990

The Monterey County Office of Emergency Services was established on June 5, 1990 upon motion by Supervisor Strasser Kauffman, seconded by Supervisor Shipnuck, and unanimously carried, thus proposing an ordinance amending Chapter 2.68 of the Monterey County Code to create the Office under the authority and direct supervision of the County Administrative Officer.

The Standardized Emergency Management Systems (SEMS) was developed by the State of California before ICS was a national requirement. SEMS was established after the 1991 Oakland Hills fire. Senate Bill 1841 would call for the integration of response operations among all jurisdiction in California to facilitate priority setting, interagency cooperation, and the efficient flow of resources and information.

In 1992, President Bush signed a National Security Directive instructing FEMA to develop a multi-hazard approach to emergency management, combining civil defense and natural disaster preparedness. The Clinton Administration created three directorates corresponding to the phases of emergency management: Mitigation; Preparedness; Training and Exercise; and Response and Recovery. In 1994, the Federal Civil Defense Act of 1950 was repealed and all remnants of civil defense authority were transferred to the Stafford Act. This completed the evolution of civil defense into an all-hazards approach to preparedness.

1995

The County of Monterey, and subsequently the Monterey County Office of Emergency Services, was established as the Operational Area Authority, the unified emergency management authority of the Operational Area. The Operational Area Coordinating Council was established at this time with the purpose of developing general and specific administrative and operational policies that would govern the operation of the Operational Area issues and activities.

Between 1995 and 2001, terrorist attacks influenced US preparedness policies. The September 2001 terrorist attacks in New York City were the impetus to develop domestic response capabilities for terrorism. The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) and congress passed funding for homeland security grants. New terrorism-focused funding hit state and local emergency management, skewing disaster preparedness away from natural hazards.

2003

The Monterey County Board of Supervisors considered consolidating the Emergency Communications Department and the Office of Emergency Services under the Sheriff's Office. The request was not approved and OES remained under the County Administrator's Office.

The National Incident Management System (NIMS) was developed by the Department of Homeland Security and released in March 2004, it establishes a uniform set of processes and procedures that emergency responders at all levels of government will use to conduct response operations.

2005

Monterey County ratified a resolution adopting the National Incident Management System, as enhanced by the Standardized Emergency Management System, as the official regulatory guidance for emergency response, preparedness, mitigation, prevention, and recovery.

In August 2005, Hurricane Katrina made landfall, leaving a trail of devastation and human suffering. Katrina wreaked staggering physical destruction along its path, flooded the city of New Orleans, ultimately killed over 1,300 people, and became the most destructive natural disaster in American history. Hurricane Katrina exposed significant flaws in Federal, State, and local preparedness for catastrophic events. The Post-Katrina Emergency Management Reform Act of 2006 provided important provisions, including the principle that after a major disaster, accelerated Federal assistance could be sent in the absence of a specific request. In the years following Hurricane Katrina emergency management experienced a cultural shift back to a more balanced of all-hazards approach.

2009

Impacted by the Great Recession, the Monterey County Office of Emergency Services downsized by eliminating one Emergency Services Planner position in 2009. This position was later recovered in 2021, more than a decade later.

The 2010s saw an increase in the magnitude and destruction of natural disasters, as the impacts of climate change began to be realized. The wildfires were more destructive. The drought was the longest on record. And the storms, when they finally came, unleashed more water than the dams could contain. Five of the 10 largest fires in California history have occurred since 2010. So has California's third driest year since 1895, as well as its third wettest year since 1895. In 2015, the Sierra snowpack — the source of one-third of the state's fresh water — reached its lowest level in 500 years.

The 2010s also saw a variety of man-made and technological disasters. A PG&E pipeline ruptured and exploded in a residential neighborhood of San Bruno. The Deepwater Horizon oil drilling platform exploded causing the largest marine oil spill in US history. The discovery of the Stuxnet worm exposed the vulnerability of critical infrastructure and computer systems to attack.

2020

2020 marked the beginning of a new decade likely to see even further increases in magnitude and destruction disasters. On March 6, 2020 the County proclaimed a state of emergency due to the COVID-19. The River, Carmel and Dolan fires burned a combined 180,000 acres, destroying close to 100 structures, as the pandemic still raged on.

The COVID-19 Pandemic demonstrated the critical importance of robust emergency management, and as the role of the field expands, so too does the need for diverse, knowledgeable professionals and programs. As climate change impacts also continue to accelerate, it is critical that the future of emergency management is prepared and ready for the ever-increasing challenges.



1.2 STRATEGIC FORECAST

New and increasing threats, degrading community lifelines, rising disaster costs, and increasing complexity have shifted the function, role and future of emergency management.

1.2.1 EMERGING THREATS

Emerging risks are new or familiar risks that evolved due to new or unfamiliar conditions; and, therefore, often lack the historic data traditionally used to assess risk. The spectrum of viable threats is expanding, with cybersecurity threats and terrorism as a widespread public concern. Notably, climate change has and will continue to have a measurable impact on the occurrence and severity of natural hazards. Increasing temperatures and rising sea-levels will have direct impacts on public health and infrastructure. Drought, coastal and inland flooding, and wildfire will continue to affect people's livelihoods and local economies. Changing weather patterns and more extreme conditions will impact tourism and rural economies, along with changes to agriculture and crops, which are a critical backbone of the County's economic success.

1.2.2 CASCADING IMPACTS

Increasingly connected systems raise the risk of cascading impacts, exacerbating existing vulnerabilities and inhibiting the stabilization of complex interactions among Community Lifelines. This has been evident in multiple recent emergencies, from a ransomware attack limiting access to medical records and halting emergency medical services, to routine utility interruptions limiting to ability to call 9-1-1 and effecting those reliant on electricity dependent medical devices, to a winter wildfire exacerbated by drought conditions and leading to immediate impacts the community's access to services and long-term burn scar debris flow risk. Cascading impacts can lead to complex response needs and result in longer and more costly recovery.

1.2.3 DEGRADING COMMUNITY LIFELINES

The decreasing first responder workforce, limited water supply, the crippling cost of healthcare, a failing energy grid, deferred maintenance on intricate transportation infrastructure, and the incompatibility of communication technologies has resulted in dynamic problems amid catastrophic disasters that threaten the integrity of first responder and emergency management agencies.

1.2.4 RISING DISASTER COSTS

According to the Government Accountability Office (GAO), in the last two decades alone, natural disasters have accounted for nearly \$500 billion in damages and losses nationwide, on average, approximately \$30 billion per year. Moreover, for the past two years, communities nationwide have been battling the ongoing COVID-19 pandemic while also continuing to respond to disasters and emergencies of historic scale.

Emergency management programs continue to look for assistance with developing the resources necessary for a high level of response and recovery, in addition to community resilience and preparedness. However, funding new initiatives is a significant concern. Managers of such programs are competing for public safety funds and need to be strategic in seeking additional resources. Disaster costs are expected to continue to increase due to rising risk, decaying critical infrastructure, and economic pressures that limit investments in risk resilience. Emergency management must remain diligent in mitigating risks and recovering tax payer dollars through financial assistance from the state and federal government for costs incurred as a result of a disaster event. Additionally, emergency management must commit to identifying feasible pathways to long-term disaster risk reduction, including increased investments in pre-disaster mitigation.

1.2.5 CHANGING OPERATING ENVIRONMENT

Priorities for homeland security and civil defense have fluctuated drastically from generation to generation based on significant events. The Baby Boomer Generation (1946-1964) found themselves preparing for military attacks and responding to natural disasters, which entailed preparations for both natural disasters and enemy military strikes. Generation X (1965-1980) witnessed an increase in technological disasters, including the Three Mile Island nuclear disaster and the Exxon Valdez oil spill. Millennials (1981-1996) experienced technological failures, the rise of terrorism, catastrophic natural disasters, and the most significant economic downturn since the Great Depression. In the 21st Century, the US has experienced unprecedented emerging crisis that have changed the threat profile from wartime civil defense to new cybersecurity threats, increases in targeted violence, domestic terrorism, and a global health crisis.

Catastrophic incidents over the last five decades have demonstrated how lack of interagency collaboration leads to vulnerabilities in local and national security. Local, regional, and federal agencies have recognized the necessity of building meaningful partnerships. Emergency Management as a profession came to fruition by virtue of former military, fire, and law enforcement professionals identifying a demand for multi-discipline management of large scale disasters. The 9/11 Terrorist Attacks were the impetus for a drastic change in the industry. Over the past 20 years emergency management has grown into a professionalized career field. Today, there are more college degrees and concentrations in emergency management than ever before. With an entire generation growing up through the 9/11 terrorist attacks, Hurricane Katrina, and the Great Recession, the 2010s heralded the first cohorts of formally educated emergency management professionals entering the work force.

Emergency Management as a profession has found a niche in the public safety world, as the answer to new and non-traditional emerging threats. The ability of the community to respond to future emerging threats by way of emergency management, is only limited by the imagination of those charged with the responsibility to serve the public.

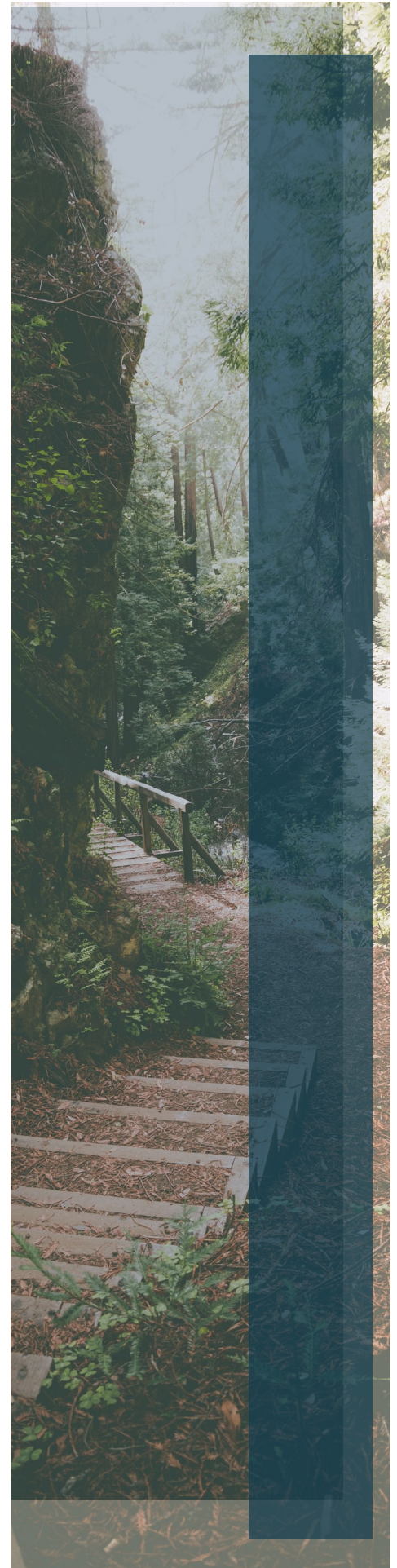
1.2.6

CULTURAL PARADIGM SHIFT

Two years into the COVID-19 pandemic and half a decade of catastrophic wildfires, 2022 finds California heading into another drought, while dealing with long-awaited climate change impacts, failing infrastructure, and a housing crisis. Few Californian's have been left unscathed and Monterey County residents are no exception. Resilience is the ability of communities to adapt to changing conditions and to withstand and rapidly recover from disruptions. While some communities have embraced the "New Normal" and adjusted accordingly, others are finding themselves ill-prepared and unable to thrive or even survive in a heightened and ongoing threat environment.

Emergency management agencies are also faced with a "New Normal." One of the greatest challenges is bureaucracy. Fundamentally, the goal of the civil defense era was to empower local and state agencies to execute emergency management principles; but over time, emergency management policies and resources have been guided and regulated by federal agencies. While significant federal funding is available, many state and local jurisdictions do not have the capability or capacity to navigate federal policies and manage funds in a results-driven way to minimize future risk and losses. Many communities find themselves managing the complexities of recovery when another disaster strikes. On any given day, state and local governments are managing multiple disasters and must weigh maximizing the use of federal funds against the time associated with navigating complex federal requirements.

Almost two centuries of emergency management investment has been reactionary. Hasty response decisions, lack of vision beyond an election or budget cycle, and the myopic nature of capitalism has left emergency management programs underfunded and understaffed, lifelines deteriorating, and the public without the ability or resources for self-reliance. For the rest of this century, the County must invest in risk reduction and restoring community functions and lifelines. This requires an emergency management department with the foresight and ability to leverage federal monies to reduce risk; to build mutually beneficial partnerships; to provide the training required by the public to have the self-determination necessary to thrive; effectively respond to all incidents; the agility to adapt to new threats; approach recovery with a "Building Back Better" strategy; and work smarter to move beyond the "New Normal" into the "Next Normal."



"The emergency management community faces **increasing complexity** and **decreasing predictability** in its operating environment. Complexity will take the form of more incidents, **new and unfamiliar threats**, more information to analyze (possibly with **less time** to process it), new players and participants, sophisticated technologies, and **exceedingly high public expectations**. This combination will create a vastly **different landscape** for risk assessment and operational planning. **Pressure to perform in this environment will be extraordinary.**"


Crisis Response and Disaster Resilience 2030: Forging Strategic Action in an Age of Uncertainty (2012, p. 2), Federal Emergency Management Agency (FEMA)

2

INTRODUCTION

Vision, Mission, and Values

THE MONTEREY COUNTY OFFICE OF EMERGENCY SERVICES (OES) STRATEGIC PLAN IS INTENDED TO ENHANCE THE COUNTY'S ABILITY TO, PREVENT, MITIGATE AGAINST, RESPOND TO, AND RECOVER FROM NATURAL AND HUMAN CAUSED DISASTERS THROUGH DEVELOPMENT OF A COMMON VISION AND STRATEGY. THIS STRATEGIC PLAN IS DESIGNED TO ASSIST COUNTY-WIDE LEADERSHIP IN DIRECTING PROGRAMMATIC EFFORTS, ACCOMPLISHING RESULTS, ENSURING ACCOUNTABILITY, AND PROPERLY ALLOCATING LIMITED RESOURCES OVER THE NEXT THREE YEARS. THE PLAN IS DESIGNED TO SERVE AS A VISIONARY GUIDE THAT DIRECTS BOTH SHORT AND LONG-TERM EFFORTS OF COUNTY, GOVERNMENTAL AND NON-GOVERNMENTAL PARTNERS TO ACCOMPLISH A COMMON EMERGENCY MANAGEMENT AND HOMELAND SECURITY MISSION.



2.1 MONTEREY COUNTY EMERGENCY MANAGEMENT PROGRAM

The Monterey County Office of Emergency Services plans and prepares for emergencies, educates the public about preparedness, coordinates emergency response and recovery efforts, and collects and disseminates emergency information.

The Monterey County Office of Emergency Services is responsible for overseeing, managing, and maintaining a number of critical functions and resources across the emergency management cycle. OES serves as the coordinating agency for countywide emergency planning and response for all types and scales of emergencies.

The Emergency Management Program has evolved since 1945, gradually growing in service capability and staffing levels not necessarily commensurate with the risk to the public and demand for service. Over the next three years, the Monterey County Office of Emergency Services plans to evolve and expand to meet the increase in service demand and capability.

2.1.1 BUDGET

OES DAY TO DAY OPERATIONS

The Office of Emergency Services receives an annual budget which provides appropriations for employee salaries and benefits, services and supplies, and capital assets. This funding is augmented by the Homeland Security Grant Program- Emergency Management Grant Program (EMGP).

EMERGENCY OPERATIONS CENTER BUDGET

There is no dedicated annual allocation of funds for the Emergency Operations Center in anticipation of response to emergencies. Appropriation for disasters is allocated at the onset of an identified disaster and contiguously throughout the response and recovery, typically from the County strategic reserve or Cannabis tax revenue. In the immediate moments following an emergency, by necessity, any County department responding to an emergency will use its existing budget to pay for associated costs. If a responding department needs to expend more than their existing appropriation, they shall notify the EOC Director and Finance Section Chief Immediately. They will work with the County Administrative Officer and Budget and Analysis Division to ensure the impacted department receives needed spending authority.



GRANTS AND REVENUE

Before the September 11, 2001, terrorist attacks and the subsequent creation of DHS, state and local governments were eligible for three grants pertinent to homeland security: the State Domestic Preparedness Program (SDPP) administered by the Department of Justice (DOJ) through the Office for Domestic Preparedness (ODP), the Emergency Management Performance Grant (EMPG) Program administered by the Federal Emergency Management Agency (FEMA), and the Metropolitan Medical Response System (MMRS) administered by the Department of Health and Human Services (HHS). These three grant programs were subsequently augmented with the funding of four more Homeland Security Grant Programs. To date, the seven programs are:

- State Homeland Security Grant Program (SHSGP) — formerly called the State Domestic Preparedness Program (SDPP)
- Emergency Management Performance Grant Program (EMPG)
- Metropolitan Medical Response System (MMRS)
- Law Enforcement Terrorism Prevention Program
- Urban Area Security Initiative (UASI)
- Critical Infrastructure Protection Program (CIP)
- Citizen Corps Program (CCP)







Monterey County Office of Emergency Services

SERVICES AND CAPABILITIES

Monterey County OES serves as the coordinating agency for countywide emergency planning and response for all types and scales of emergencies. The office is responsible for educating, notifying, and sharing information with the public before, during, and after emergencies. The agency also supports various scalable operations, from apartment fires to wildfires, through interagency coordination and resource management.

SCALABLE RESPONSE TO EMERGENCIES

OPERATIONS

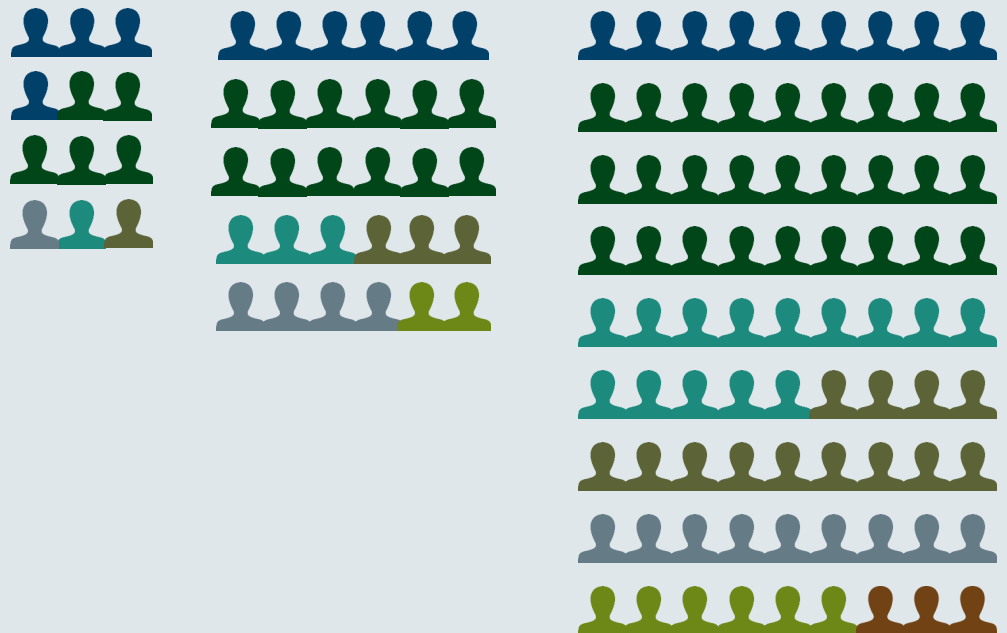
-  Public Information and Community Outreach
-  Shelters and Service Centers
-  Equipment and Supplies
-  Emergency Plans



SCALE OF EMERGENCY

PERSONNEL

-  County Emergency Management Staff
-  Representatives from County Agencies
-  Nongovernmental and Private Sector Partners
-  Community Volunteers
-  State Agencies
-  Federal Agencies
-  Military Support





2.1.2

STAFF

As of January 2021, the Monterey County Office of Emergency Services is staffed by eight (7) dedicated professionals with diverse backgrounds and areas of expertise. This includes the following positions:

- Emergency Services Manager
- Emergency Services Planners (4)
- Community Resilience Planner
- Senior Secretary

2.1.3

FACILITIES

The Monterey County Operational Area Emergency Operations Center located in the Emergency Services Center was built from 2003-2004; the site had previously been a facility for the Monterey County Department of Social Services and was demolished in 2003. The first open house of the new facility was held in September 2004. Prior to 2004, the Monterey County Operational Area Emergency Operations Center was located in the basement of the historic Old County Courthouse.

HAZARD ANALYSIS SUMMARY

The County's current Hazard Mitigation Plan was adopted by the Board of Supervisors in 2022. This Plan identifies and assesses natural hazards including, areas at risk, risk factors, and potential impacts.

A hazard analysis has indicated that Monterey County is at risk from numerous hazards associated with natural or technical disasters and human caused disasters. Many of the hazards that exist in or adjacent to Monterey County have the potential for causing disasters exceeding any one jurisdiction's capabilities to successfully respond, making centralized command and control and the support of the County and its departments and agencies essential. It is important to note that these hazards are not mutually exclusive hazards. One or more of these events may occur simultaneously. Specific actions to be accomplished in response to these hazards are contained in the functional and hazard specific annexes that are separate from this EOP as well as department specific SOPs.

The County maintains a list of Emergency Operations Center (EOC) activations. As seen from the list of EOC Activations, winter storms, wildfires, flooding, and utility outages were the most common hazards requiring activation of the EOC. EOC activations from 2006 to present include:

- 2022 Tsunami
- 2021 Willow Fire
- 2019 PSPS Event
- 2017 Pajaro Sewage Spill
- 2016 Soberanes Fire
- 2015 Tassajara Fire
- 2014 Drought
- 2009 Mudslide
- 2008 Basin Complex Fire
- 2021 Car Week
- 2020 Wildfires
- 2019 Chualar Flood
- 2016 Winter Storms
- 2016 Phone Outage
- 2014 Winter Storms
- 2014 Debris Flows
- 2009 H1N1 Influenza
- 2006 Soledad MCI
- 2021 Winter Storms
- 2020 COVID-19
- 2017 Winter Storms
- 2016 Chimney Fire
- 2015 Power Outage
- 2014 Natividad Water Issue
- 2013 Pfeffer Fire
- 2009 Dayton Hazmat Incident
- 2008 Winter Storms



Monterey County Operational Area

EMERGENCIES AND DISASTERS

1995-2021

According to the Monterey County Multi-Jurisdictional Hazard Mitigation Plan, the top three hazards resulting in a declaration of any kind are Flooding (29%), Severe Storms (20%), and Wildfires (16%).

YEAR	DECLARATION TYPE	INCIDENT TYPE	YEAR	DECLARATION TYPE	INCIDENT TYPE
2021	State & Local	Drought	2011	Major Disaster	Tsunami
2021	State & Local	Severe Storms	2011	Local Emergency	Debris Flow
2020	Major Disaster	Wildfire	2010	Local Emergency	Flood
2020	Local Emergency	Wildfire	2010	Local Emergency	Flood
2020	Fire Management	Wildfire	2009	Local Emergency	Public Health
2020	Fire Management	Wildfire	2009	State & Local	Wildfire
2020	Local Emergency	Flood	2009	Local Emergency	Hazmat
2020	Major Disaster	Public Health	2009	Local Emergency	Flood
2019	Local Emergency	Flood	2009	Local Emergency	Debris Flow
2019	State & Local	Flood	2009	Local Emergency	Flood
2019	Local Emergency	Utility Interruption	2009	Local Emergency	Public Health
2019	Major Disaster	Severe Storms	2008	Fire Management	Wildfire
2019	State & Local	Severe Storms	2008	Local Emergency	Hazmat
2019	Local Emergency	Flood	2007	Major Disaster	Freeze
2017	Major Disaster	Severe Storms	2007	Local Emergency	Flood
2017	Major Disaster	Severe Storms	2006	Local Emergency	Hazmat
2017	Local Emergency	Flood	2006	Local Emergency	Flood
2016	Local Emergency	Erosion	2005	Local Emergency	Erosion
2016	Local Emergency	Flood	2005	Local Emergency	Flood
2016	Fire Management	Wildfire	2004	Local Emergency	Severe Storms
2016	Local Emergency	Severe Storms	2003	Local Emergency	Public Health
2015	Local Emergency	Saltwater Intrusion	1999	Major Disaster	Freeze
2015	Local Emergency	Wildfire	1998	Major Disaster	Severe Storms
2014	Local Emergency	Saltwater Intrusion	1997	Major Disaster	Severe Storms
2014	Local Emergency	Wildfire	1995	Major Disaster	Severe Storms
2012	Local Emergency	Flood	1995	Major Disaster	Severe Storms
2012	Local Emergency	Flood			



2.1.4 2017-2021 ACCOMPLISHMENTS

CREATION, REVIEW, OR UPDATE OF THE FOLLOWING PLANS:

2019 Animal Response Plan- *new*: This Plan provides an overview of the policies and procedures to deal with the impact of a disaster on citizens with animals in need of evacuation, care, and shelter.

2019 Disaster Cost Recovery Plan- *new*: This Plan addresses activities associated with disaster cost recovery.

2019 Mass Care and Shelter Plan- *update*: This Plan provides guidance on conducting operations for the care and sheltering of individuals displaced by a large incident.

2019 Winter Storm Response Plan- *update*: This Plan outlines the planned response to storm and flood emergencies.

2020 Electrical Power Disruption Plan- *new*: This Plan provides an operational structure that must exist to ensure effective identification, response, and recovery from a power disruption.

2020 Emergency Operations Plan- *update*: The EOP organizes, manages, and executes emergency actions necessary to protect lives, property, and the environment. This is the foundational emergency management plan for the Operational Area.

2020 Family Assistance Center Plan- *new*: This Plan coordinates and define roles and procedures for the reunification of families after a disaster and the provision assistance and recovery services.

2021 Community Resilience Plan- *new*: This Plan provides a framework for building community resilience in the County.

2021 Continuity of Operations Plan- *update*: The COOP documents how all County departments will perform essential operations during an emergency situation or long-term disruption.

2021 Evacuation and Transportation Plan- *update*: This Plan identifies options for coordinating evacuations during a disaster and identifies the roles and responsibilities of each partner agency involved in evacuation and transportation operations.

2021 Multi-Jurisdictional Hazard Mitigation Plan- *update*: This Plan includes a hazard risk assessment and identifies resources, information, and strategies for reducing risk from hazards.

2021 Tactical Interoperable Communications Plan- *update*: This Plan is outlines the interoperable communications resources available within the region.

2021 Three Year Training and Exercise Plan- *update*: This Plan provides a description of the County training and exercise program.





CREATION OR COMPLETION OF THE FOLLOWING PROJECTS AND PROGRAMS:

Increased EOC Capabilities: An alternate EOC was established to provide redundancy. The EOC was reconfigured to better support collaboration and communication. The EOC hosted two functional exercises, including one for a failure of the Nacimiento Dam. A new overtime pay policy was established that permits exempt employees to receive overtime pay in the event of a locally declared emergency.

Expanded Mass Care and Shelter Capabilities: For the first time in County history, approximately 800 Social Services staff were trained in shelter operations. The shelter equipment cache was also expanded. OES developed a Functional Assessment Service Team (FAST) program, conducted FAST training, and now deploys FAST to all large incidents that require sheltering. The role of FAST is to conduct assessments of individuals and facilitate the process of getting essential resources to individuals in shelters that have access and functional needs.

Access and Functional Needs (AFN) Integration: OES created the Monterey County Disabilities, Access and Functional Needs in Disasters Working Group, which brings together stakeholders to integrate access and functional needs into all aspects of the emergency management program. In 2019, OES hosted an Access and Functional Needs Disasters Community Forum. Additionally, a new Access and Functional Needs Coordinator position was added to the EOC organizational structure.

Training: OES hosted a wide variety of trainings for Operational Area partners and had 5 CSUMB interns who supported various projects. OES also began a Lunch and Learn program.

Recovery: OES is currently manage 8 Public Assistance disasters, dating back to 2017. OES managed a state-sponsored private property wildfire debris removal program for the approximate 100 property owners affected by the 2020 River, Carmel, and Dolan Fires. OES opened its fist Local Assistance Center to support wildfire recovery efforts. Monterey County also sponsored the Emergency Watershed Protection Program to work with property owners to implement post-wildfire watershed mitigation projects to reduce the risk of debris flows relating to the 2020 Fires. 16 properties received funding to implement mitigation measures.

Community Engagement: OES held over 40 preparedness presentations and over 60 community meetings. The OES website and social media were refreshed. Hazard Mitigation and Community Resilience community surveys provided important input. OES produced Disaster Preparedness Toolkits. Increased engagement led a 100% increase in Alert Monterey County registrations. OES established a Community Resilience and Bilingual Emergency Services Planner positions to further support outreach efforts and meet whole community needs.

Increase Electrical Power Disruption Resilience: OES received grant funding in order to make the for the County more resilient to electrical power disruptions. Grant funding was used to add emergency generators to the Government Center, 3 County Libraries, (Castroville, Greenfield, and San Lucas), and the fuel pumps at Laguna Seca Park.

Increased Support for Special Events: OES increased support capabilities for large pre-planned special events. For Car Week 2021, OES compiled a Concept of Operations Plan, created digital mapping products, set up a Joint Information Center, and supported the creation of a Joint Field Office for all response partners . For the 2022 AT&T Pebble Beach Pro-Am, OES created a contingency Emergency Evacuation and Reunification Plan.



2.2 VISION

The Monterey County Office of Emergency Services envisions a collaborative and coordinated approach to all phases of Emergency Management.

The vision for OES includes the following shared principles:

- Establishing a sustainable, standardized system for coordination and collaboration before, during and after a disaster.
- Ensuring we have an Emergency Management community of trusted and trained professionals.
- Leading through innovation, setting the standard for Emergency Management program management, performance, engagement, capability and creating community resilience.
- Enhancing public safety, mitigating hazards, and reducing risks through the use of Emergency Management tools, resulting in a disaster resilient community.

2.3 INTENDED AUDIENCE

The intended audience for this document includes current OES staff members, newly hired OES staff, newly appointed Monterey County leaders, elected officials, OES partners and stakeholders, and others seeking an understanding of the mission, structure, scope, current status, and future direction of the Monterey County Office of Emergency Services.

VALUES

Monterey County OES values the following characteristics and believes they are integral to success:

Leadership - Showing personal initiative and inspiring others to achieve shared goals.

Accountability - Working toward clear objectives in a transparent manner.

Collaboration - Recognizing the importance of building effective relationships.

Agility - Responding quickly and effectively to dynamic situations and changing demands.

Learning - Developing competence and professionalism, through recognizing performance and embracing a culture of continuous improvement.

Respect - Respect for ourselves, colleagues, staff, and community partners.

The **mission** of the Monterey County **Office of Emergency Services** is to **ensure** that the **County of Monterey** and its jurisdictions and communities have the **capability** and **sustained capacity** to **prepare** for, **respond** to, **mitigate**, and **recover** from **any** natural, technological, and human related **emergency or disaster**.



3

PLANNING PROCESS

Structure, Methodology, and Opportunities

EMERGENCIES ARE DYNAMIC AND ARE CHANGING HOW THE COUNTY PREPARES FOR AND RESPONDS TO INCIDENTS. MONTEREY COUNTY OES HAS DEVELOPED THE 2022-2025 STRATEGIC PLAN TO ADVANCE THE COUNTY'S EMERGENCY PLANNING AND RESPONSE CAPABILITIES AND ENSURE THE ORGANIZATION GROWS TO MEET THE CHANGING ENVIRONMENT AND THE DIVERSE COMMUNITIES ITS SERVES. THE 2022-2025 STRATEGIC PLAN PROVIDES A FRAMEWORK FOR SUPPORTING THE COMMUNITY BEFORE, DURING, AND AFTER DISASTERS AND IMPROVING THE AGENCY'S EXECUTION OF ITS FUNDAMENTAL MISSION TO PROVIDE A SAFE AND RESILIENT COMMUNITY FOR ALL RESIDENTS.

3.1

STRUCTURE OF THE STRATEGIC PLAN

The strategic priorities inform the goals, objectives, and tactics that are essential to the effective implementation of the Strategic Plan.

Goals are the outcomes we want to achieve. The destination based on the important desired future.

Objectives are the measure of the progress needed to achieve the goal.

Tactics are the steps necessary to turn strategies into actions in order to achieve the broader goals and objectives. Tactics are not outlined in detail in this Plan but will be included in workplans and various others OES planning documents.



The goals and objectives of the Strategic Plan has been organized by OES programmatic sections. The State of California’s Standardized Emergency Management System (SEMS) recommends the use of an operationally focused organization of five essential functions to successfully manage emergencies: Management, Planning, Operations, Logistics, and Administration/Finance. Similarly, OES’s programmatic sections include these five, with the addition of Public Information. These sections reflect the key aspects of successful emergency management operational capability, readiness, and resilience.

3.2 METHODOLOGY

To guide the development of this Strategic Plan, staff held a Team Workshop on Friday December 3, 2021 to develop the Strategic Plan. The Strategic Plan was developed in using the four steps outlined below.

1	2	3
ESTABLISH BENCHMARKS	ASSESS CAPABILITIES	PERFORM GAP ANALYSIS
<p>Benchmarks were established to articulate the desired end state of emergency management capabilities. The Emergency Management Accreditation Program (EMAP) Standards were used to assess the current capabilities and identify gaps in the program.</p> <p>The Standards cover:</p> <ul style="list-style-type: none"> • Program Management, Administration and Finance, and Laws and Authorities • Hazard Identification, Risk Assessment and Consequence Analysis • Hazard Mitigation • Prevention • Operational Planning and Procedures • Incident Management • Resource Management, Mutual Aid and Logistics • Communications and Warning • Facilities • Training • Emergency Public Education and Information • Exercises, Evaluations and Corrective Action 	<p>An assessment of current capabilities was performed through data gathering and stakeholder interviews. Once determined, the capabilities were measured against the identified benchmarks.</p> <p>OES leadership recognizes the following as fundamental, functional capabilities in order to have an effective emergency management office:</p> <ul style="list-style-type: none"> • Effective public engagement • Hazard- and function-specific planning capability • Emergency management staff knowledge, skills, and abilities • Training and exercising expertise • Community preparedness and engagement • County employee preparedness and resilience • Grants and budget management • 24/7 operational readiness and situational awareness • Strategic leadership and management 	<p>After completing the capability assessment and obtaining a snapshot of current capabilities, a comprehensive gap analysis was performed. A SWOT (Strengths, Weakness, Opportunities, Threats) Analysis was used as a tool to identify strengths and weaknesses, as well as broader opportunities and threats.</p> <p>Staff also reviewed the Monterey County COVID-19 EOC Assessment Report, that assessed the EOC activation for COVID-19 and the 2020 wildfires. Specific focus areas included:</p> <ul style="list-style-type: none"> • Operational Coordination • PIO Operations and Public Warnings • Emergency Operations Center functions • Management Operations (County and EOC) <p>Staff reviewed and incorporated the feedback, suggestions, and recommendations available in this report in the development of the Strategic Plan.</p>

Monterey County Office of Emergency Services

STRENGTHS, WEAKNESS, OPPORTUNITIES, THREATS ANALYSIS

The Strengths, Weakness, Opportunities, Threats (SWOT) analysis guided the strategic planning process by assisting in the assessment of current OES operations. When analyzed together, the SWOT framework provided a larger picture of where OES is today and how to get to the next step.

HELPFUL

INTERNAL

STRENGTHS

- Diverse team with a wide variety of skillsets and perspectives
- Supportive environment that fosters teamwork
- Intelligent and capable staff with a strong work ethic and passion for emergency management
- A willingness and interest in novel and innovative solutions

WEAKNESSES

- A lack of resources and a small budget
- Erratic workload which can lead to staff burnout
- No institutionalized process to manage priorities and monitor the status and measure the success of projects
- Limited opportunities for promotion
- Inconsistent support from leadership
- Non-optimal organizational structure due to a lack of middle management
- A lack of formal procedures

OPPORTUNITIES

- Organization currently in a state of transition which provides an opportunity for change
- Public and political focus to “Build Back Better” following disasters
- A cultural shift in the role and function of emergency management
- Increased community interest in emergency management provides an opportunity to build public trust and community resilience

THREATS

- The increasing disaster risk associated with climate change impacts
- Increasing demands on services due to increases in emergencies
- A small organization which provides support to a broad group of stakeholders in a large geographic area
- Large or protracted disasters can require the suspension of daily responsibilities
- Some stakeholders have little knowledge of capabilities

EXTERNAL

HARMFUL



3.3 GROWTH OPPORTUNITIES

While OES has undergone significant growth in recent years, both in capacity and capabilities, there are still several areas where growth potential has been identified.

These growth areas have been discovered through lessons learned from staff, after action reports, industry best practices, and known underleveraged funding sources. Based on timing, future available funding and resources, strategic prioritization, organizational leadership support, and consistent industry standard trend development, OES will address these growth opportunities if, when, and where possible.

INCREASED PUBLIC ENGAGEMENT CAPACITY

Promoting preparedness, improving hazard awareness messaging, improving alert and warning coordination, and increasing community engagement are critical elements of success for the OES and for community resilience. However, the demand for messaging in the form of digital, website, social media, community meeting, and preparedness events has increased. Additionally, building multilingual public engagement capacity, especially in a community as diverse as Monterey County, has been identified area of potential growth.

HAZARD MITIGATION PROGRAM CAPACITY

As federal and state mitigation grant dollars have increased in availability and the science behind risk reduction, mitigation strategies, and climate change have improved, it has become evident that without dedicated mitigation-focused staff and resources, the County misses out on many risk reduction opportunities and grant dollars. Writing hazard mitigation plans and managing hazard mitigation grant proposals requires a highly technical skill-set. With these resources in place, several risk-reducing infrastructures-improvement projects might be undertaken that would otherwise have to wait for general fund availability. This area of potential future growth could create significant resilience improvement at a relatively low grant-offset cost.

DUTY OFFICER PROGRAM

While OES maintains a responsive Duty Officer program with 24/7 availability, greater definition in the form of documentation and exercises and operational implementation need continued refinement and development.

SITUATIONAL AWARENESS CAPACITY

The tools available to emergency managers for maintaining situational awareness have increased in number and complexity in recent years. Similarly, the importance of coordination, analysis, and distribution of emergent trends and hazard information has become evident as a cornerstone of OES' s value. As a result, more resources and a programmatic focus need to be devoted to daily operational situational awareness and coordination.

ALERT AND WARNING

Public dependency on technology and demand for emergency information has increased beyond the scope the alert and warning program was originally designed for and capable of. Alert and warning capabilities have grown in tandem with technology; creating a range of specialized platforms and services. Specialized staff is required to ensure OES continues to adopt, build, and integrate best practices, new platforms, and targeted training into alert and warning capabilities across all phases of emergency management.

DISASTER SERVICE WORKER ENGAGEMENT

All County's employees have a role in emergency management. While not every County employee is a first responder or is assigned to the County EOC, every County employee is a Disaster Service Worker in accordance with the California Government Code and County ordinance. This means that County staff may be called upon to assist in some capacity during disaster response or recovery. Thus, all County employees have a responsibility for preparedness. Effectively engaging and educating the County's many DSWs has proven difficult and is an area of potential growth. Creating greater programmatic emphasis on and increasing resources for this area should create greater County preparedness and resilience. Additionally, creating and training EOC Teams will create a prepared incident workforce in the event of a major disaster.

GRANT WRITING AND SOLICITATION

OES applies for and administers grants that fund staff time and response equipment for Operational Area partners. Dedicated grant development and management staff is critical to ensure the proper management of existing grants while building capacity for identifying, applying, and administering new grant opportunities from diverse grantor sources. Dedicated staff will be able to take advantage of time sensitive grants by developing "shovel ready" projects.

RECOVERY

Recovery is just, if not more important, as response and is an opportunity to "Build Back Better." OES has developed a Disaster Cost Recovery Annex. However, a Recovery base plan and many of the associated annexes still need to be developed.



4

STRATEGY

Strategic Priorities, Goals, and Objectives

FROM 2022–2025, OES WILL FOCUS ON FOUR MAIN STRATEGIC PRIORITIES, WHICH WILL DRIVE PROGRESS THROUGH SUPPORTING GOALS, OBJECTIVES, AND TACTICS. THE EMERGENCY MANAGEMENT GOALS AND OBJECTIVES ARE BASED UPON INPUT FROM STAFF AND STAKEHOLDERS, AS WELL AS IDENTIFIED CAPACITY AND CAPABILITY GAPS. THIS GOALS AND OBJECTIVES INCLUDED IN THIS STRATEGIC PLAN ARE DESIGNED TO IMPROVE THE COUNTY'S ABILITY TO PREPARE FOR, RESPOND TO, AND RECOVER FROM DISASTERS AND EMERGENCIES AND TO STRENGTHEN COMMUNICATION, COORDINATION, AND THE COUNTY'S MANAGEMENT OF THE OPERATIONAL AREA.

STRATEGIC PRIORITY 1

Standardize the Emergency Management Program

Strategic Priority 1 promotes the standardization of the emergency management program by developing plans, policies, and procedures that are consistent with national standards. Standardization will ensure OES can provide consistent, effective, and efficient procedures and workflows and competent scalable services. Standardizing, automating, and streamlining processes and protocols for all phases of emergency management will save time, increase efficiency, and improve effectiveness. In an emergency, timing is critical and standardization will allow for faster response times and better allocation of resources.

STRATEGIC PRIORITY 2

Ensure Readiness to Respond

Strategic Priority 2 focuses on enhancing readiness to respond to disasters. The readiness of our community depends on emergency management professionals who can effectively coordinate disaster response activities and deliver competent and consistent emergency services. OES will focus on building a competent incident workforce, expanding EOC technological capabilities, improving continuity of operations through planning and updating equipment, and ensuring a common operating picture. OES will seek to enhance scalability to respond to an incident while maintaining continuity of daily operations.

STRATEGIC PRIORITY 3

Train the Emergency Management Workforce of the Future

Strategic Priority 3 focuses on building a talented emergency management workforce through trainings, exercises, professional development, and mentoring. It includes promoting a culture of learning and continuous improvement. OES will seek to advance the emergency management profession, bolster the emergency management proficiency of partners, develop competent EOC teams, and learn from domestic and international emergencies to improve our ability to respond. OES will seek to actively participate in the state, regional, and national dialogue to advance the field of emergency management.

STRATEGIC PRIORITY 4

Encourage a Paradigm Shift Through Engagement

In the past, emergency management policy and investment has been reactionary. A paradigm shift is needed to move emergency management forward into a proactive mindset. Encouraging a paradigm shift through engagement means promoting resilience for the whole community. OES will focus on building mutually beneficial partnerships across the Operational Area, building trust among stakeholders, empowering the community through training and education, and communicating with decisions makers on the importance of building proactive capability and investing in risk reduction prior to a disaster.



4.1 MANAGEMENT

Management is responsible for the leadership, direction, and coordination of the entire OES office. This section also establishes priorities.

Leadership is executed through an effective engagement tempo internally and externally with office staff and external stakeholders and groups, as well as through the execution of appropriate administrative functions regarding personnel management, office policy, and product review. Additionally, the direction of OES is defined by the effectiveness of the strategic planning and priority setting by management. This guidance document section provides overall goals for the Section to highlight specific objectives on how to achieve the overall mission through measurable outcomes.

Goal 1.1 Increase capacity and develop organizational sustainability through strategic planning, professional development, and training.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 3 ✓ Strategic Priority 4

The field of Emergency Management is relatively new when viewed in comparison with other public safety disciplines, or in relation to most any public sector function/discipline. As such, best practices, processes, procedures, expectations, budget, legislation, and the known hazard/threat landscape are constantly changing and growing with every passing year. This provides many new opportunities for change, growth, evolution, and maturity for emergency management programs. In order to stay at the forefront of capability, OES must continue to self-evaluate and find growth and improvement opportunities. Dedicated full-time permanent OES staff is one of the most important emergency management resources. Furthermore, the emergency management as a field is continuing to mature and develop, so too should OES staff, which is why professional and career development, and the promotion of training courses remains a high priority for OES leadership. Lastly, documenting individual staff and section processes and procedures will help to ensure the sustainability and succession success of OES programs, procedures, and functions.

Objective 1.1.1 Pursue the allocation or attainment of additional needed staff resources. Growing expectations on emergency management comes with greater and greater burdens on staff and increased workload. To meet this demand and improve overall capability, it is critical that OES add strategic specific staff that have specific or technical skillsets. Effective recruiting and integration of new staff positions will continue to bring improvements and maturity to an already professional and top-tier team.

Objective 1.1.2 Update the organizational structure to create tracks for internal growth. Organizational memory is the institutional knowledge held within an organization relating to its staff, operations, systems and structures, and best practices. Retaining key staff is critical to building strong institutional knowledge. In order to retain talent and build institutional knowledge within OES, succession planning and additional opportunities for growth and career development are needed.

Objective 1.1.3 Pursue new or update existing EOC/OES facilities and infrastructure. Dedicated and purpose-built facilities can significantly improve the capability, efficiency, and resilience of the emergency management coordination function in day-to-day operations and in times of emergency.

Objective 1.1.4 Develop and implement a professional development program. Mentorship is a pivotal factor in the morale of staff, as well to the career development of staff at all levels. Promoting the passing of knowledge from more specific or broadly experienced staff to less experienced staff will help to ensure positive inertia in growth, evolution, maturity, and direction.

Objective 1.1.5 Develop OES Staff Training and Onboarding Program. Creating and implementing a staff training and onboarding program will ensure that staff have the highest level of competency and up to date knowledge of emergency management principles and best practices.

Goal 1.2 Continuously improve presence and awareness of OES and the role of emergency management among stakeholders and County decision makers.

✓ Strategic Priority 3 ✓ Strategic Priority 4

A critical capability of the emergency management program is participation and engagement with the many various federal, state, regional, Operational Area, and non-governmental organizations, committees, elected officials, and groups. There are many committees, groups, and organizations that require engagement with various levels of frequency. Each of these groups have various levels of influence over emergency management trends, practices, legislation, and expectations at local, Regional, State, and National levels. While OES leadership and staff already have a relatively strong presence within these various stakeholder groups, it can often prove challenging to maintain a consistent level of engagement or leadership with all of these groups. However, the more frequently OES can engage with these groups, the more it can potentially positively influence local emergency management efficacy and positively influence the body of emergency management practice at large and ensure the interests of the County are taken into consideration.

Objective 1.2.1 Develop and provide information and training for the Board of Supervisors. Emergency management, from mitigation through recovery, should be recognized and supported by all elected officials as a critical government service. Elected officials need to understand their emergency authorities and responsibilities and practice them in conjunction with emergency management officials before a disaster occurs. Elected officials play a crucial role in public safety. Their understanding and support of emergency management is vital to the safety and well-being of the community.

Objective 1.2.2 Redevelop the Policy Group in the EOC.

A EOC Policy Group focuses on the overall strategy and priorities for the EOC response and policy setting. The Policy Group is an important component to determining the best general approach to the situation based on the economic, political, legal, and social implications of both the threat and the response.

Objective 1.2.3 Conduct annual meetings with emergency managers from all jurisdictions.

Annual meetings with emergency managers from all jurisdictions in the Operational Area enable will support the provision of a unified response to disasters and emergencies from the smallest incident to the largest catastrophe. It will ensure OES is able to meet the needs of all our partners.

Objective 1.2.4 Effectively leverage the Disaster Council and stakeholder working groups

The Disaster Council and the various OES stakeholder working groups are critical tools for coordinating with partners and should be effectively leveraged to ensure success of all OES activities.

Objective 1.2.5 Build stronger ties with non-governmental agencies.

In an emergency, non-governmental organizations (private companies, non-profits, utility companies, etc.) play a vital role in the response and recovery efforts, especially as it pertains to establishing a “new normal” after a major disaster. These organizations bring to bear a number of resources and capabilities that are not necessarily inherent to public sector governmental services or capabilities. Having strong relationships with and mutual understanding amongst private and public sectors will surely serve to improve the incident management enterprise and the resilience in and out of the Operational Area.

Goal 1.3 Ensure Continuity and Scalability of Emergency Management Services.

✓ Strategic Priority 1 ✓ Strategic Priority 2

Ensuring the continuity of scalability of emergency management services is a critical function of OES. The current threat landscape of terrorist attacks, natural disasters, and regional power issues have highlighted the demand to improve continuity of emergency management services. OES will work to continuously improve communications and information management capabilities through interagency cooperation, effective use of technology, the establishment of effective process controls, and necessary redundancies.

Objective 1.3.1 Improve and Standardize Policies and Procedures for Continuity.

Ensuring all of the basic checklists, guides, systems, tools, hardware, and infrastructure used to coordinate and manage emergencies are maintained in a state of readiness will improve the likeliness of successful operations for events or incidents of any kind, in addition to generating trust with Operational Area stakeholders. This includes refining policies and procedures to ensure continuity of government and essential services in a disaster

Objective 1.3.2 Develop a policy repository and administrative infrastructure.

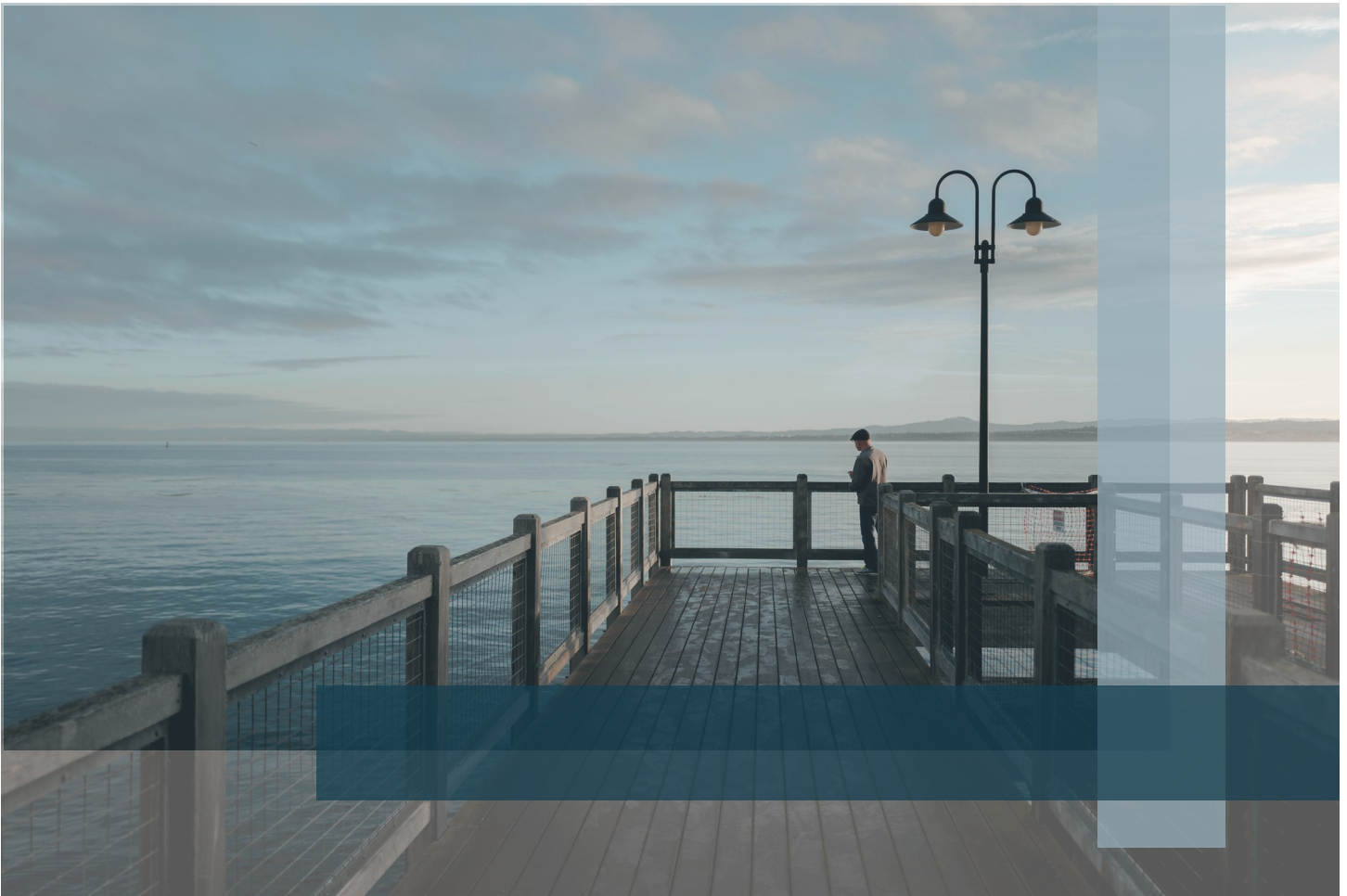
Organizational memory includes a higher-level understanding of how the organization should operate such as documentation and dissemination of lessons learned and best practices. Organizations frequently do not store information during emergency response in a way that can be accessed in the future for evaluation. This includes reports such as plans, lessons learned, exercise evaluation, and after-action reports. Having a known central location where organization and internal office policies can be found and referred to will allow for the creation of a staff review verification process and help to ensure the wide dissemination and greatest penetration for these policies. In addition to ensuring the ability to expediently refer to such policies when questions arise regarding nuanced policy issues.

Objective 1.3.3 Develop a formal Duty Officer program.

The OES Duty Officer program requires greater definition in the form of documentation, exercises, and operational implementation. Continued refinement and development will ensure OES is ready to respond and able to provide consistent and high-quality emergency services to the Operational Area.

Objective 1.3.4 Structure and resource the OES Liaison and EOC Coordinator positions.

The OES Liaison Position will provide an essential communication link with the Incident Command Post in order to ensure the EOC has accurate information and know how to best support the first responders in the field. The EOC Coordinator Position provides an essential link between EOC Management and the Section Chiefs and provides redundancy and continuity for critical EOC management roles.



4.2 PLANNING

Planning manages the collaborative development of executable, strategic, and full-spectrum emergency management planning products, as well as the adoption of improvement planning processes to safeguard the lives, property, and environment of Monterey County residents and businesses and ensure continuity of government functions.

Planning is responsible for the development of executable strategic, operational, and tactical- level plans to meet defined objectives. Planning provides a methodical way to engage the whole community in thinking through the life cycle of a potential crisis, determining required capabilities, and establishing a framework for roles and responsibilities. It shapes how a community envisions and shares a desired outcome, selects effective ways to achieve it and communicates expected results. Planning makes it possible to manage the entire life cycle of a potential crisis. Planning that includes the whole community builds a resilient community that is ready and prepared for all-hazards.

Goal 2.1 Develop, implement, and adopt robust standards, policies, and procedures for the planning process.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 4

Strategic and operational planning establishes priorities, identifies expected levels of performance and capability requirements, provides the standard for assessing capabilities, and helps stakeholders learn their roles. An emphasis on standardizing the planning process serves to build a culture of preparedness, increases the capacity to coordinate emergencies, and reduces the learning curve and continuity of vital information. Standardization promotes a shared planning community, which in turn increases the likelihood of integration and synchronization, makes planning cycles more efficient and effective and makes plan maintenance easier.

Objective 2.1.1 Develop a planning process checklist and desk references of standards to build uniformity throughout the planning process.

Standardization of polices, process and procedures for plan creation and of procedures will create efficiency in the planning process and ensure uniform and consistent planning documents.

Objective 2.1.2 Create formal procedures for incorporating feedback into the planning process from the Disaster Council, County Departments, stakeholders, the public.

It is critical to the planning process to solicit and accept feedback from stakeholders on a regular basis. Formal procedures for feedback, combined with ongoing refinement, will facilitate the creation and modification of emergency management planning documents that leverage the knowledge, skills, and abilities of Operational Area stakeholders. This will also facilitate the creation of planning documents which capture the input of the whole community and are response to the needs of all stakeholders.

Objective 2.1.3 Establish and standardize staff feedback methods and review process.

OES staff have traditionally always contributed their expertise, insight, knowledge, training, and education to the review, critique, edits, and development of the many existing and recent OES products. This process should continue and be formalized for any future products, tools, and the completion of the primary foundational plans should remain a priority.

Objective 2.1.4 Create a plans maintenance policy, procedure, and schedule.

Creating a plan maintenance policy will support the ongoing prioritization of plan writing and review, as well as support a reliable and consistent planning process. This will include the creation of a comprehensive list that identifies new plans to be written and for existing plans, the date of implementation, maintenance and review requirements, and schedules for required updates.

Objective 2.1.5 Create a Process and Policies for Plan socialization and implementation.

Creating a process and polices for plan socialization and implementation will help shift the planning process from a reactive to a proactive approach. It will ensure all planning partners are involved, guaranteeing maximum familiarization, buy-in, and comprehensiveness of planning products.

Objective 2.1.6 Bridge the gap from planning to training to operations.

Ensuring plans are implementable requires bridging the gap between planning, training, and operations.



4.3 LOGISTICS

Logistics provides centralized management of supply chain functions in support of the County for an actual or potential incident, in addition to the logistic needs of the OES office.

Logistics' functions include the coordination of resource sourcing; acquisition; delivery of supplies, equipment, and services; resource tracking; facility space acquisition; transportation coordination; and management and support of information technology systems services and other administrative services. During an emergency the Logistic Section is responsible for delivering essential equipment and services in support of impacted communities , to include emergency power and fuel support, as well as the coordination of access to community staples.

Goal 3.1 Develop improved processes, procedures, and systems for resource tracking and management.

✓ Strategic Priority 1 ✓ Strategic Priority 2

When a large-scale disaster happens, immediate emergency response and resources are critical, therefore it is essential to have robust procedures and systems in place for logistics before the emergency. OES also supports Operational Area response partners by administering grants that authorizes purchase of specialized equipment to enhance state agencies' capability in preventing and responding to incidents and provides funds for protecting critical infrastructure. Tracking and managing these resources is a critical function.

Objective 3.1.1 Develop improved procedures to identify, locate, acquire, store, maintain, test, distribute and account for resources used in emergency and disaster operations.

Procedures to identify, locate, acquire, store, maintain, test, distribute and account for resources is essential to the rapid use and distribution of resources during emergency and disaster operations. These procedures are also essential to ensure full cost recovery for emergency resources from State and Federal disaster assistance programs.

Objective 3.1.2 Inventory/catalog existing resources, personnel, and services.

Knowing what you have, where you have it, when it's available, and its state of readiness is key in a time of emergency and is a best practice and fiduciary responsibility. Having awareness of all on-hand supplies and equipment will help to ensure awareness of capacity for service and function.

Objective 3.1.3 Develop policies, procedures, and system for resource management.

Different resources require different strategies, tactics, and support. Developing robust polices, procedures, and a resources management system will ensure that all available resources for day-to-day operations and emergency situations are cataloged, managed, and maintained.

Objective 3.1.4 Develop an Emergency Management Mutual Aid (EMMA) Program.

The purpose of Emergency Management Mutual Aid (EMMA) is to provide emergency management personnel and technical specialists to support disaster operations of affected jurisdictions without imposing an additional financial burden on the impacted Jurisdiction. Each level of government has roles and responsibilities throughout the coordination process as described within the CalOES EMMA Plan. An effective and robust EMMA Coordination Program is critical to receiving emergency support in a disaster and supporting all our neighbors by providing emergency support.



Goal 3.2 Develop Emergency Operations Center (EOC) Staffing and Facility Procedures and Capability.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 3 ✓ Strategic Priority 4

The Operational Area Emergency Operations Center (EOC) is central facility such from which leaders can coordinate and direct emergency efforts, is essential for emergency response and recovery. Maintaining the operational readiness of the EOC is critical for emergency preparedness. This includes management and maintenance of the physical equipment and infrastructure, as well as management of EOC staffing capabilities. In accordance with the California Government Code and County ordinance, all County's employees are Disaster Service Worker (DSW). This means that County employees may be called upon to assist in some capacity during disaster response or recovery. Effectively engaging and educating the County's many DSWs is critical to creating greater County preparedness and resilience.

Objective 3.2.1 Develop EOC Teams.

The EOC Teams are pre-identified County staff who are trained and able to staff the EOC during emergency response operations. This will allow multiple staff members may be identified to fill the same position so EOC Team members can rotate during prolonged incidents. EOC Teams will ensure coverage of critical EOC positions. This is especially important to manage the EOC during sustained operations.

Objective 3.2.2 Establish minimum mandatory training requirements and a credentialing system for EOC positions.

Ensuring EOC staff have received appropriate training for the position to which they are assigned is essential to preparedness. This will include determining minimum mandatory training and experience standards for each EOC position and ensure assigned person meets those standard and providing incentives to encourage additional training.

Objective 3.2.3 Document and maintain training records for EOC staff.

Documenting and maintaining training records will ensure enough staff receive training and that training is kept up-to-date. It will provide the capability to regularly review staff assigned to EOC positions and determine the appropriate fit based on experience, knowledge, training, personality, and collegiality for emergency or disaster.

Objective 3.2.4 Maintain and upgrade all EOC hardware, equipment, and infrastructure.

The infrastructure of the EOC, such as the various display monitors, maps, white boards, computers, etc. are key to operational efficiency in the EOC and to coordination capacity, and they all require some level of upkeep, maintenance, or replacement. It is far easier to stay proactive in maintaining these items than it is to wait and have potentially failing components in a time of criticality.



4.4

ADMINISTRATION AND FINANCE

Administration and Finance is responsible for the management and administration and delivery of all Federal, State, and Local homeland security and emergency management funding.

Administration and Finance also supports recruitment, personnel selection, and payroll administration for emergency management staff as well as general office services and administration. The overarching goal of this section is to maintain fiscal and program integrity and accountability, and ultimately improve the operational area's ability to prevent, mitigate, prepare for, respond to and recover from major emergencies and disasters by leveraging Federal, State, and Local funding.

Goal 4.1 Develop and implement policies, processes, and procedures that improve day-to-day and EOC administrative and financial efficiencies.

Strategic Priority 1

Developing and maintaining policies and procedures that are reflective of appropriate administrative and functional processes will ensure compliance with expectations and regulations, and increase administrative and operational efficiencies. It will ensure that procedures are well defined, socialized, and consistent.

Objective 4.1.1 Support a comprehensive information sharing platform for the retention of emergency management documents.

Easy access to emergency management guidance, specific annexes, or procedures increase operational efficacy. However, the current scope of the plan's library needs to be broader in order to capture the growth and trajectory of OES and the emergency management field.

Objective 4.1.2 Standardize templates for plans, standard operating procedures, public engagement materials, summary sheets, reference materials, and presentations.

Creating standardized templates will ensure a consistent brand image for OES and ensure materials are easy to understand, especially in emergency situations.

Objective 4.1.3 Develop records, contract, and financial management plans, policies, procedures, and system for day-to-day OES operations and the EOC.

Records, contract, and financial management plans, policies, procedures, is critical to the management of day-to-day OES office operations and the EOC.

Objective 4.1.4 Identify policies, procedures, and documentation standards to track disaster costs for recovery.

Tracking and documenting disaster costs is essential to receiving full reimbursement from state and federal disaster assistance programs. Therefore, developing robust policies, procedures, and documentation standards is critical to disaster recovery.

Objective 4.1.5 Ensure all cost recovery efforts and audits occur without de-obligation.

During the disaster cost recovery process, audits and quarterly reviews are conducted on all projects that have not received final payment. All approved projects are also subject to random audits. Negative audit findings may result in de-obligation (return) of funds by Federal and State agencies which will have an adverse impact on the County budget. Having an audit with no (or very few) findings is demonstrative of a well-run cost recovery program and is essential for ensuring full reimbursement of disaster costs. An area of focus to ensure reimbursement is to make sure all resources acquired during a disaster are acquired in accordance with FEMA procurement requirements.

Objective 4.1.6 Continue to Facilitate Operational Area wide Cost Recovery Efforts.

OES supports all Operational Area partners in the disaster and should continue to and improve its ability to support all partners with cost recovery.

Goal 4.2 Implement and effectively manage an Operational Area Grant Program.



Strategic Priority 1



Strategic Priority 2



Strategic Priority 4

Management and Administration of Federal Grants is primarily based on Federal, State, and County requirements with additional requirements for the Bay Area Urban Areas Security Initiative (UASI) grant. Federal guidance includes general requirements for Federal Awards found in the Super Circular (2 CFR Part 200), grant specific requirements found in each Notice of Funding Opportunity (NOFO) as well as other Federal publications such as Information Bulletins and the National Preparedness Goal (NPG). Other sources of information that may help with understanding and correctly applying the Federal requirements include Federal Audit Reports, often from the Government Accountability Office (GAO) or Department of Homeland Security (DHS) Office of Inspector General (OIG).

Objective 4.2.1 Develop and implement a Grant Management and Monitoring System.

Grant project monitoring is a laborious and staff intensive time-consuming endeavor that is required to ensure grant rules are being followed, audit findings are minimized, timelines are met, and overall project execution is done in a grant guidance compliant manner. Many sub-grantees are unfamiliar with some of the grant nuances that govern the successful execution of grant projects.

Objective 4.2.2 Manage all grant reimbursements.

Reimbursement grants require a process where the County allocates a funding source and, once staff have ensured that all grant requirements have been adhered to, sub-grantees can be distributed grant funds to for approved grant projects, then the grant awarding agency (State or Federal) then reimburses the County for those funds. This type of grant is a critical form of funding for incident management related capability improvements, and also requires a very rote and regimented grant requirement oversight process.

Objective 4.2.3 Ensure all grant audits result without findings.

On occasion grant awarding agencies (UASI, State, or Federal government) will perform regularly scheduled, irregular, or no-notice audits. A finding is indicative of a lack of compliance, gross or minute, which requires address to ensure complete compliance with grant guidance. Having an audit with no (or very few) findings is demonstrative of a well-run grant management program, as well as a program the is meeting the original intent of the grant and in effect having a positive outcome on the Operational Area's resilience.

Objective 4.2.4 Provide on-going State Homeland Security Grant Program support and coordination.

The State provides a direct grant to the County (and the various municipal sub-grantees) via the State Homeland Security Grant Program (SHSGP). The funds are intended to to close gaps in homeland security centric capabilities and is allocated annually via the voting priorities of the SHSGP Approval Authority.

Objective 4.2.5 Actively pursue grant opportunities for Operational Area partners.

OES applies for and administers grants that fund staff time and response equipment for Operational Area partners. OES should seek to build additional capacity for identifying, applying, and administering new grant opportunities from diverse grantor sources.



4.5

OPERATIONS

Operations is responsible for operational readiness with the intent to create a more proactive and ready posture across the entire Operational Area and inspiring continued growth in awareness, collaboration, and trust amongst Operational Area stakeholders.

Operations is responsible for ensuring OES is ready for any hazard or incident. This goal is achieved via the constant use and improvement of emergency management tools inclusive of information sharing systems (such as WebEOC), alert and warning systems (such as Everbridge), coordinating mechanisms (conference call templates and tools), and situation status reporting mechanisms (templates and reports). The Section develops, administers and delivers training to Operational Area partner on use of information sharing and alert and warning systems. The Section also ensures all Disaster Service Workers (DSWs) are ready to respond and develops, administers and delivers training to strengthen the ability of County department staff.

Goal 5.1 Develop and maintain a progressive training and exercise program for Disaster Service Workers.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 3 ✓ Strategic Priority 4

All County department heads serve, coordinate, and manage emergency response in their departments. Enhancing the extent of awareness of the role of the DSW program is vital to all County departments. Training for Disaster Service Workers (DSW) provides an opportunity for County staff to understand their role in emergency management. Training will increase knowledge of emergency management principles and the process and procedures of the EOC, in addition to introducing county staff to the incident command system and national incident management system. The creation of the DSW training program will provide a greater programmatic emphasis on preparedness and overall resilience for the County by maximizing spontaneous, affiliated, and credentialed disaster service workers and volunteers as force multipliers.

Objective 5.1.1 Increase countywide understanding of the role of the DSW program .

Increasing countywide understanding of the DSW is important as it will provide county employees with an opportunity to develop a better understanding of the specific details about the program as well as departments' overall applicability and potential for assistance in emergency situations.

Objective 5.1.2 Establish an Initial Disaster Service Worker Training all County staff, especially new and untrained staff.

Ensuring that all disaster service workers receive an Initial Disaster Service Worker training is important so all staff understand their roles in emergency situations. The duties and responsibilities of the disaster service workers will be outlined in the Initial Disaster Service Worker training. This training should be included as part of the County HR onboarding process.

Objective 5.1.3 Provide Disaster Service Worker training opportunities for identified EOC positions.

In order to organize the best scalable and capable incident workforce, OES should seek to recruit new EOC Management Team members, provide training and exercise opportunities that will progressively challenge and develop skills, and promote credentialing of the incident workforce.

Objective 5.1.4 Adapt state and federal emergency management training material to fit local systems, process, and conditions.

The ultimate purpose of an effective training program is improvement and increasing local capabilities. The adaptation of federal training material to fit local systems will be a step towards that effort, while maximizing already existing resources.

Goal 5.2 Improve Readiness of Emergency Operations Center (EOC) Infrastructure and Develop Robust EOC Procedures.

✓ Strategic Priority 1 ✓ Strategic Priority 2

The Operational Area Emergency Operations Center (EOC) is central facility such from which leaders can coordinate and direct emergency efforts, is essential for emergency response and recovery. OES will ensure the primary and alternate EOC are in a ready state at all times by updating technology and standard operating procedures.

Objective 5.2.1 Revise EOC Communication Procedures.

Communication is an essential function of the EOC. Revising communication procedures for dissemination of information will improve information flow at all levels of the EOC.

Objective 5.2.2 Update and improve EOC position binders.

EOC staff, while often well trained and familiar with roles and responsibilities, only get opportunities to work in the EOC or practice their EOC roles on fairly rare occasions. For this reason, it is vital to keep updated position binders with primers in the form of position checklists and tool user guides for every EOC position. This will help to ensure the time needed to refresh that knowledge is kept to a minimum, and new (or just-in-time) EOC staff have tools to reference for their roles and responsibilities.

Objective 5.2.3 Solidify EOC hardline phone number and email lists/protocols.

The primary and alternate EOC have a robust telephone and data hardline and email infrastructure with a number of pre-identified phone numbers and emails for various EOC positions which need to be maintained and updated, in addition to given roll-up protocols to ensure flexibility for different sized activations and operations. This is key to the operational capability of any EOC.

Objective 5.2.4 Develop a EOC SharePoint.

An EOC SharePoint would provide an easily accessible document repository for any Disaster Service Worker activated in the EOC. It would include EOC position reference materials, just-in-time training materials, EOC procedural documents, contact lists, and all other information deemed essential for personal in the EOC.



Goal 5.3 Improve Operational Area wide communication, coordination, situational awareness, training, and program development.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 3 ✓ Strategic Priority 4

The ability to take proactive measures to prepare for or begin coordinating for a pending threat, hazard, or crisis requires having information that is timely, relevant, and actionable. Maintaining a strong situational awareness capability will help to ensure that emergent trends which might justify acting are less likely to be missed. This capability is key to a successful emergency management program and helps to establish trust and legitimacy with stakeholders and partners.

Objective 5.3.1 Improve the Operational Area coordination call procedures.

The Operational Area coordination calls have proven invaluable for coordinating and information sharing for incidents of all types and has become a cornerstone of the OES coordination model and value. Improving on this process will only serve to improve resilience and coordination capability for future events.

Objective 5.3.2 Provide expert guidance and training to Operational Area partners.

Assist in building capacity of partner agencies and develop resources and tools to support emergency management by focusing on providing expertise and assisting local communities to implement federal, state, and County planning guidance to fit local needs. The level of guidance and service varies based on the needs of each individual jurisdiction; however, it is the goal of OES, to ensure commonality of foundational emergency management standards. This process enhances the delivery of programming to increase the emergency management capability in each of its served communities, while maintaining standardization.

Objective 5.3.3 Establish policies and procedures for information dissemination.

Establishing situation reporting products with deliberately identified audiences, distribution points, and distribution frequencies will increase the value of OES to public safety stakeholders and senior leaders, as well as increase the resilience and situational awareness of the entire Operational Area. Achieving this objective will include the establishment of a comprehensive list of appropriate audiences and distribution venues, since knowing who needs what information, and where it should be distributed, will inform the format and makeup of the potentially various situation reporting products.

Objective 5.3.4 Improve intuitive usability of primary Operational Area information systems and common operating picture tools.

The systems used in a time of emergency should not be daunting, unfamiliar, or overly complicated. Instead, they should encourage their use and adoption, should be intuitive, and should have clear instructions and guidance. This will help to ensure the broadest possible rate of adoption and use in time of criticality.

Objective 5.3.5 Collaborate with partners to develop an optimal model for collecting, integrating, analyzing, and sharing data.

Work towards the implementation of a number of data initiatives to provide the best data to inform decision-makers. These initiatives include support for field operations and real-time data collection; improving baseline data; increasing visual data analysis, augmenting data that informs the full disaster cycle; and building countywide capabilities to streamline and integrate data collection and sharing across systems.

Goal 5.4 Develop Scalable Operational Services and New Program Areas.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 3 ✓ Strategic Priority 4

As new best-practices and organization expectations become known OES must occasionally shift organizational structure, resources, or priorities accordingly. Sometimes the creation of an entirely new division or section within the office is required, and the development of that sections administrative and operational infrastructure must be undertaken by its staff and supported by management.

Objective 5.4.1 Develop the Geographic Information System (GIS) program.

In all aspects of emergency management, geospatial data and tools have the potential to help save lives, limit damage, and reduce the costs of dealing with emergencies. Developing more robust GIS capabilities and standardizing the GIS program will support all phases of emergency management.

Objective 5.4.2 Develop a Recovery Framework.

Recovery, a critical phase of the emergency management cycle, is highly complex. Recovery operations may include debris management, home repairs and reconstruction, and case management and cost recovery assistance for individuals, businesses, and community organizations. These operations can last from a few weeks to many years based on the scale of the incident and the needs of affected communities. A Recovery Framework would outline short- and long-term recovery goals and processes and would assist in the development of additional recovery annexes.

Objective 5.4.3 Continue to develop large pre-planned event capabilities.

Monterey County hosts approximately 50 large events per year. Special events may increase the likelihood of human-caused hazards such as terrorism. Injuries and/or loss of life may be much greater if naturally occurring hazards such as a wildfire occur during a special event. Simply having a massive concentration of people requires additional planning and caution, regardless of the special risks associated with any particular event. As seen with the Gilroy Garlic Festival shooting and the Travis Scott concert mass-casualty incident, incidents at large events can quickly overwhelm emergency response personnel and have wide reaching community impacts. OES is uniquely positioned to provide emergency planning support for large pre-planned special events, especially when it involves multi-jurisdictional coordination.

Objective 5.4.4 Reimagine Public Libraries as Disaster and Resilience Hubs.

There are 21 libraries in the County, 16 of which are Monterey County Free Libraries that offer free tutoring, computer access, and educational programs. These libraries are a key source of social capital for the community, as they are trusted and familiar places for residents when searching for resources; thus, libraries are a valuable resource for disseminating pre- and post- disaster information.

Objective 5.4.5 Develop Commodity Point of Distribution (C-POD) capabilities.

A Commodity Point of Distribution (C-POD) is a location where life-sustaining commodities are distributed to members of the public following a catastrophic incident. Developing C-POD capabilities will assist in providing critical resources to the entire Monterey County community in the event of a large disaster.



4.6

PUBLIC INFORMATION

Before, during, and after an incident, coordinated and timely communication to the public is critical. Effective communication can save lives and property and can promote credibility and public trust.

Public Information is responsible for delivering coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

Goal 6.1 Develop policies, processes, and procedures and increase the capacity of the Alert and Warning Program.



Strategic Priority 1



Strategic Priority 2



Strategic Priority 4

Alert and Warning is a critical function of Emergency Management. Timely and effective alerts and warnings are critical to life safety of Monterey County residents, visitors, and first responders. Residents and visitors must be informed of threats and directed to take appropriate action as quickly and as accurately as possible. Therefore, it is necessary to clearly define authorities, responsibilities, and procedures. Currently, the field of Alert and Warning is in a state of rapid and significant evolution. Traditional methods of communication such as landline phones, broadcast television and radio are in decline as residents shift to wireless broadband, social media, and online platforms for communications. Alert and Warning technology has transformed in the last 10 years in both capability and complexity. At the same time, public expectations for government alert and warning services have escalated significantly beyond current industry practices. However, there are significant social and technical challenges to the effective use of the alert and warning system.

Objective 6.1.1 *Maintain, Train, and Upgrade as needed the Alert and Warning System.*

Successful alerting requires significant, continuous effort to identify and train key staff on procedures and technical systems. The alerting systems themselves must be regularly maintained and databases updated. Alert and warning efforts will only succeed if residents have been engaged and educated as to how the systems work, how to receive information and what actions should be taken.

Objective 6.1.2 *Develop Alert and Warning Activation Thresholds and Criteria.*

Alerts may be issued any time there is an imminent threat to life and property. The types of systems used are influenced by the nature of the specific threat, the size of the area affected, and other factors. This may be a judgement call on the part of the Alerting Authority and if time permits, the Alert Authority should consult with the appropriate agencies and information resources to weigh factors that should be considered before launching an alert. Development of thresholds and criteria will reduce some ambiguity in the decision-making process, while leaving a flexibility.

Objective 6.1.3 *Develop a Message Template Matrix.*

The crafting of an effective warning message requires many elements. Alert Originators may be significantly challenged to quickly create warning messages in two languages, for 12 different formats, using five different systems, under stressful situations in which they may not have good awareness of the situation. To mitigate the potential for errors and to speed their creation, OES should develop a message template generator which provides messages in all required formats and in English and Spanish languages.

Objective 6.1.4 *Develop an Alert and Warning Field Guide.*

The successful use of alert and warnings systems is an intricate process that must be accomplished rapidly. Each step in the process can result in errors that will be compounded if not detected early and corrected. The use of the technical systems is in some cases complex and the risk of a technical misstep resulting in a failure to alert is both real and common. To mitigate failure, the Alert and Warning Field Guide acts as a Standing Operating Procedure with detailed instructions for the use of all alerting systems.

Goal 6.2 Develop and implement a Public Information and Outreach Strategy that includes the whole community.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 4

Delivering coordinated, prompt, reliable, and actionable public information to the whole community through the use of clear, consistent, accessible, and appropriate methods is an essential OES function.

Objective 6.2.1 Develop a countywide communications/ Public Information Officer Group. Coordinated countywide information will ensure the public receives consistent information. Employing a Joint Information System (JIS) / Joint Information Center (JIC) in the EOC will ensure coordinated messages are received and disseminated by Public Information Officers (PIOs) from all county jurisdictions.

Objective 6.2.2 Standardize public information procedures and processes. Standard public information templates and processes will ensure the public receives clear and consistent messaging during all phases of emergency management.

Goal 6.3 Ensure that OES is a trusted community partner and instill equity as a foundation of emergency management.

✓ Strategic Priority 1 ✓ Strategic Priority 2 ✓ Strategic Priority 4

Disasters impact people and communities differently. Every disaster occurs within a unique context based on a community's geographic, demographic, political, historical, and cultural characteristics. These unique contexts require tailored solutions that are designed to meet their unique needs. Underserved communities often suffer disproportionately from disasters. As a result, disasters worsen inequities already present in society. This cycle compounds the challenges faced by these communities and increases their risk to future disasters. By instilling equity as a foundation of emergency management and striving to meet the unique needs of underserved communities, OES can work to support the resilience of the whole community.

Objective 6.3.1 Ensure the whole community has access to information on emergency management and preparedness.

In order to ensure the whole community has access to information on emergency management and preparedness, OES will strive to reduce language barriers that impede access to OES public engagement materials and continue to redevelop the website to become more informative and user friendly. OES will work to develop outreach and informational materials in Spanish and other languages to reach traditionally underserved and under-represented communities in Monterey County

Objective 6.3.2 Develop procedures and programs that will ensure equitable access to emergency services.

OES will continue to refine, improve, and create new programs that will support access and functional needs populations during disasters.

Goal 6.4 Encourage a self-reliant, resilient, and informed Monterey County community.



Strategic Priority 1



Strategic Priority 2



Strategic Priority 4

Individual emergency preparedness continues to be a cornerstone of community resilience, especially considering the increasing frequency of inclement weather, extreme heat, wildfires, and the high probability of a major earthquake for our region.

Objective 6.4.1 Partner with faith-based, community-based, and non-profit organizations to establish a coalition of Voluntary Organizations Active in Disaster (VOAD) to prepare for and recover from disasters.

In an emergency, non-governmental and community organizations play a vital role in the response and recovery efforts. These organizations bring to bear a number of resources and capabilities that are not necessarily inherent to public sector governmental services or capabilities. Partnering with these organizations will improve resilience in and out of the Operational Area.

Objective 6.4.2 Bolster the volunteer workforce by increasing membership of the local Community Emergency Response Team (CERT).

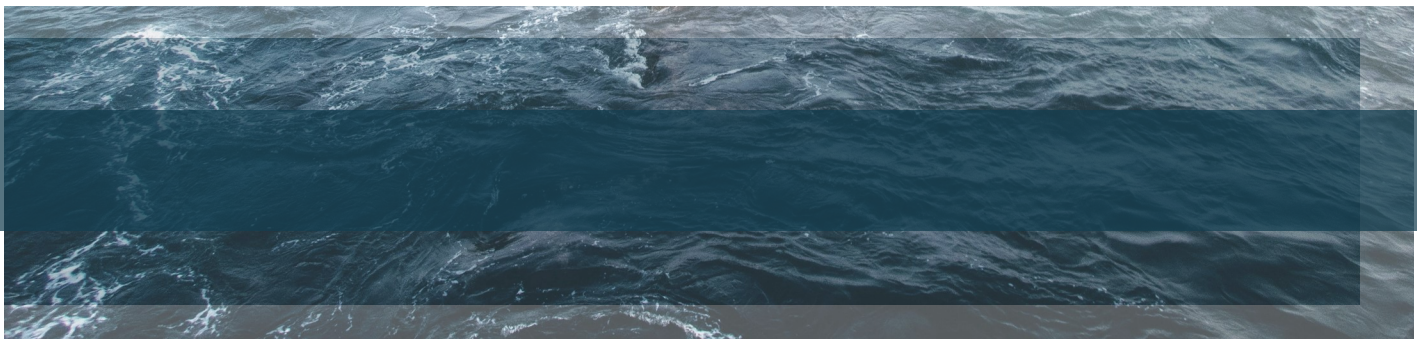
Volunteers can provide essential services in a disaster. Increasing membership and the capability of local Community Emergency Response Teams (CERT) is an important tool for increasing community resilience.

Objective 6.4.3 Provide training and information on Operational Area Evacuation Planning and evacuation zones to the public.

Know Your Zone is a public education campaign implemented by the Monterey County Office of Emergency Services to inform the residents, businesses and visitors of Monterey County of all hazards pre-planned evacuation zones. The Monterey County operational area public safety agencies have developed a map of Monterey County divided into standardized evacuation regions and zones. In conjunction with a countywide “Know your Zone” campaign, utilizing these zones will allow alert and warning notifications to be targeted more precisely, and reduce evacuation fatigue in the community.

Objective 6.4.4 Support community emergency planning and drills.

Support and participate in community emergency planning and drills in the Operational Area as a subject matter expert, by request and as staffing capacity allows. Work to launch a community planning toolkit that guides local groups through an inclusive community emergency planning process.



5

CONCLUSION

Implementation, Evaluation, and Updates

THE 2022–2025 EMERGENCY MANAGEMENT STRATEGIC PLAN CONTAINS STRATEGIC GOALS AND OBJECTIVES DESIGNED TO DRIVE ACTIONS OVER THE NEXT THREE YEARS. TO ENSURE THAT MEANINGFUL ACTION IS TAKEN TO ACHIEVE THESE PRIORITIES, MONTEREY COUNTY OES HAS IDENTIFIED PERFORMANCE MEASURES AND MILESTONES THAT WILL TRACK THE PROGRESS OF THE EMERGENCY MANAGEMENT PROGRAM AND PROVIDE INSIGHT TO HOW SUCCESSFUL THE PROGRAM IS IN ACHIEVING RESULTS.

5.1 IMPLEMENTATION

This Strategic Plan will be implemented from July 1, 2022 to December 31, 2025.

Action items from the 2022-2025 Strategic Plan goals and objectives will be incorporated into the master workplan. Progress on the Strategic Plan’s goals and objectives will be included in an annual Progress Report. Questions and concerns regarding the progress in meeting the Strategic Plan’s goals and objectives can be addressed to the Emergency Services Manager. It is this process that facilitates and maintains accountability as we progress towards our mission, strategic priorities, goals , and objectives.

5.2 EVALUATION

This is a “living document.” Accordingly, OES will review, revise, and redistribute it frequently, and on an as-needed basis. At a minimum, the document will be formally reviewed annually as part of work plan development. As the mission, scope, vision, capabilities, and technologies of emergency management as a discipline, and as OES evolves, this document should also evolve in a reflective and relevant manner.

Continuous reevaluation of the program will be required to determine whether or not the plan is current and adequate to protect the life, property and environment of Monterey County. Monthly reviews and updates of the master workplan by OES leadership facilitates the ongoing evaluation of essential components from the 2022-2025 Strategic Plan. Minor changes will be made to the plan as we perform monthly reviews and progress through its implementation. More significant changes and updates will take place during the annual strategic planning meeting.

5.3 PLAN UPDATE SCHEDULE

The Strategic Plan will undergo an update every three years.

Updates are expected to commence in August of the year prior and anticipated to take 4 months to conduct the planning process. The next iterations of the Strategic Plan will be as follows:

- 2025-2028 Strategic Plan
- 2028-2031 Strategic Plan
- 2031-2034 Strategic Plan
- 2034-2037 Strategic Plan
- 2037-2040 Strategic Plan

5.4

CONCLUSION

This Strategic Plan is not only the Monterey County Emergency Management program's path forward, but also describes a future state to which the entire emergency management community may collectively aspire.

When achieved, it will change the way OES does business and improve the support it provides the community of Monterey County before, during, and after disasters. With this Strategic Plan, we have set big goals and laid the groundwork for how they will be achieved over the next three years and sustained into the future.

Monterey County OES represents the very best of California's Government public service – providing front-line support to county departments, local jurisdictions, partners, and residents during times of greatest need. This Strategic Plan presents an outstanding opportunity for Monterey County OES to improve by standardizing our processes, strengthening our incident workforce, and building and sustaining new and stronger partnerships with the whole community. In this, OES will achieve its mission to ensure that the County of Monterey and its jurisdictions and communities have the capability and sustained capacity to prepare for, respond to, mitigate, and recover from any natural, technological, and human related emergency or disaster.

