



County of Monterey Office of Emergency Services



Strategic Plan

April, 2017

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Introduction and Executive Summary

The Monterey County Office of Emergency Services (OES) strategic plan (hereafter known as the Strategic Plan or 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 senior leadership in directing programmatic efforts, accomplishing results, ensuring accountability and properly allocating limited resources over the next three years. The Strategic Plan reflects the expertise of stakeholders from all levels of government, public and private agencies, and non-profit organizations. The Plan is designed to serve as a 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 vision and mission.

The Strategic Plan was developed by OES staff with the assistance of the County's Emergency Medical Services Agency and in close collaboration with the County's Disaster Council and emergency management and homeland security stakeholders. The Council and stakeholders first helped identify the desired end state of the County's emergency management and homeland security capabilities using the Department of Homeland Security's Core Capabilities list. In addition, they developed a vision and mission for the County's emergency management program. OES and its stakeholders then conducted a strength, weakness, opportunity, and threat (SWOT) analysis to determine gaps and areas for improvement. The results of the SWOT analysis then informed the goals, objectives, and implementation steps presented in this plan.

Finally, the draft plan was distributed internally and to external partners and stakeholders for review and comment. The final plan was approved in April 2017.

Vision, Mission, and Values

The vision statement describes the County's desired future state for emergency management and homeland security capabilities. The mission statement describes how the vision will be achieved. The values were applied throughout the development of the strategic goals described in the plan. The strategic goals:

- Are informed by data or evidence when available, enhance existing business processes and improvements, and avoid duplication with other ongoing processes.
- Align with the National Incident Management System and California Standardized Emergency Management System principles.
- Are implemented in a way that acknowledges risks, resources, and needs.
- Are developed and implemented through a collaborative process.
- Have support from County leaders, who are trained and prepared for their role as decision-makers throughout the emergency's lifecycle.

Vision:

We envision a collaborative and coordinated approach to all phases of Emergency Management, including key stakeholders from government, business and community organizations, focused on these shared goals:

- *Establishing a sustainable, standardized system for planning and working together before, during and after a disaster*
- *Ensuring we have an Emergency Management community of trusted and trained professionals*
- *Enhancing public safety, mitigating hazards and reducing risks*

Resulting in a disaster resilient community.

Mission:

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

Values:

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, integrated relationships.

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

Learning – Developing professionalism in Emergency Management

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

Desired Behavior Models

- *Respecting others*
- *Focusing on community*
- *Listening and communicating*
- *Recognizing positive performance and embracing a culture of continuous improvement*

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Summary of Goals

Goal 1.

Provide Emergency Management Training and Exercise opportunities to EOC staff and emergency management partners to ensure readiness and response to emergencies and disasters. (Monterey County Strategic Initiatives [MCSI]: Public Safety)

Goal 2.

To engage Operational Area stakeholders and interagency partners in all phases of emergency management including prevention, preparation, planning, mitigation, response and recovery activities (MCSI: Health and Human Services/Public Safety)

Goal 3.

To enhance operational coordination and commitment to the Standardized Emergency Management System (SEMS) among agencies throughout the Operational Area (MCSI: Administration)

Goal 4.

To create Operational Area wide all-domain awareness and a Common Operating Picture) MCSI: Public Safety)

Goal 5.

To emphasize the value of the Office of Emergency Services to leadership, stakeholders, and the community-at large (MCSI: Administration)

Goal 6.

To enhance the professionalism of OES personnel (MCSI: Administration)

Goal 7.

Facilitate the engagement of the “whole-community” in resilience building activities (MCSI: Economic development/ Health & Human Services/Infrastructure)

Goal 8.

To maximize all funding opportunities to achieve emergency management objectives (MCSI: Administration)

Goal 9.

To enhance security among critical infrastructure/key resources through information sharing, physical security, and preparedness and prevention activities (MCSI: Instructure/ Public Safety)

Goals and Objectives

Goal 1. To provide Emergency Management Training and Exercise opportunities to EOC staff and emergency management partners to ensure readiness and response to emergencies and disasters.

To achieve its mission the Office of Emergency Services and its partners must be adequately trained and exercised in all phases of emergency management including prevention, preparedness, mitigation, response and recovery. The OES recognizes that emergency management activities take place in a dynamic environment requiring on-going reassessment and update of the training needs of its staff, partners and stakeholders.

- ***Objective 1.1. Assure that the OES Training and Exercise Plan (TEP) is correlated with and supports the goals and objectives of the OES Strategic Plan.***
- ***Objective 1.2. Maintain a trained, knowledgeable EOC staff providing 3 deep coverage for all EOC management and general staff positions.***
- ***Objective 1.3. Assist in coordination of all-hazard emergency management training for partners and stakeholders throughout the Operational Area (OA).***
- ***Objective 1.4 Provide validated, professionally recognized training through the Office of Emergency Services.***
- ***Objective 1.5. Conduct periodic exercises in accordance with FEMA requirements and EOC Training and Exercise Plan.***

Goal 2. To engage Operational Area stakeholders and interagency partners in all phases of emergency management including prevention, planning, preparation, mitigation, response and recovery activities.

The fundamental responsibility of the Office of Emergency Services is to support the communities that make up the Operational Area in their local emergency management efforts including assuring that local plans and activities are correlated with those of other OA partners and the County OES. Emergency planning across all mission areas and phases of emergency

management is crucial to effective emergency response and recovery. Plans developed at all levels (i.e. local, Operational Area, state and federal) must be coordinated and correlated to assure compatibility and effectiveness and CPG 101 compliance.

- ***Objective 1. Update and consolidate County level plans.***
- ***Objective 2. Collaborate with partners at the local level to correlate local and county plans as applicable.***
- ***Objective 3. Develop additional plans and annexes addressing gaps and needs as they are identified.***
- ***Objective 4. Increase opportunities for stakeholder engagement in emergency management activities.***

Goal 3. To enhance operational coordination and commitment to the Standardized Emergency Management System (SEMS) among agencies throughout the Operational Area.

The State of California has adopted the SEMS which guides resource management and emergency response protocols for incidents that exceed local resources and capabilities. SEMS establishes the Operational Area as the gateway to state and federal resources and assistance to the local level response. OES serves as the coordinating agency for resource requests under the SEMS.

- ***Objective 1. Create an effective governance organization that is reflective of, and engaged in, supporting and developing the “whole-community” interests of the Operational Area.***

Goal 4. To create Operational Area wide all-domain awareness and a Common Operating Picture.

Effective emergency management requires an understanding of the incident and the environment in which it occurs that is shared by all responders, and cooperating and assisting agencies. Management and allocation of resources, contingency planning, EOC support to field operations, and more rely on an operational area wide Common Operating Picture that is developed and maintained by the EOC, and shared with response partners and stakeholders. EOCs must have the technology and services to support emerging software that improves collaboration and coordination.

- ***Objective 1. Improve communication and coordination between OES and state response agencies (CalFire, Cal OES, Office of Spill Prevention and Response (OSPR)),***

etc.)

- ***Objective 2. Improve communication and coordination between the EOC and field damage assessment personnel.***
- ***Objective 3. Improve communication and coordination between the EOC and field Incident Command Posts.***
- ***Objective 4. Provide EOC access to all information management resources in use by state, regional, and local response partners.***
- ***Objective 5. Enhance EOC understanding of the potential for cascading events and follow-on impacts from emergency incidents (i.e. power outage effects on cell phone service and water reservoir capacity).***
- ***Objective 6 Optimize and Enhance EOC technology.***

Goal 5. To emphasize the value of the Office of Emergency Services to leadership, stakeholders, and the community-at-large.

The Office of Emergency Services provides a wide-range of services to the people, agencies, and organizations of the Operational Area. In many cases these services are delivered in the “background” and are essentially invisible to the county’s leadership, stakeholders and citizens. Developing greater understanding of the efforts and programs of OES across all levels of the community will result in increased resilience across the OA and adequate resources to maintain OES effectiveness.

- ***Objective 1. Increase elected/executive level understanding of risk and resilience as it applies to emergency management and community resilience.***
- ***Objective 2. Obtain Emergency Management Accreditation (EMAP) through the National Emergency Management Associations EMAP program.***
- ***Objective 3. Identify opportunities for promoting the successes of Monterey County Resiliency efforts.***

Goal 6. To enhance the professionalism of OES personnel.

Effective emergency management programs rely on trained, educated, and well-connected professional staff. This point is reinforced by professional certification programs at the national

(Certified Emergency Manager, Associate Emergency Manager) and State level (under development). Providing opportunities for, and encouraging participation in, professional development activities is essential to building professionalism within the OES staff.

- ***Objective 1. Develop individual professional development plans for OES personnel.***

Goal 7. Facilitate the engagement of the “whole-community” in resilience building activities.

Resilient communities are characterized by good schools, safe and affordable housing, effective community and social services, robust infrastructure, effective public safety services, a strong economic base, and other hallmarks of a generally “healthy” community. Experience has shown that communities that are resilient under normal circumstances are better able to recover from disasters. Activities undertaken by OES to build community resilience will result in faster and more effective recovery from disasters affecting the Operational Area.

- ***Objective 1. Create additional opportunities for individuals to participate in emergency management activities.***
- ***Objective 2. Create additional opportunities for community organization involvement in emergency management activities.***
- ***Objective 3. Increase community level understanding of risk and resilience as it applies to emergency management and community resilience.***
- ***Objective 4. Develop strategies, opportunities and planning for disaster recovery.***

Goal 8. To maximize all funding opportunities to achieve emergency management objectives.

The Office of Emergency Services receives its funding through a combination of Federal, state and local grants augmented by revenues from the county’s general fund. Programs reflect needs and gaps identified through the County’s Threat/Hazard Inventory and Risk Assessment, and the Core Capabilities List developed by the Department of Homeland Security/FEMA. Maintenance and improvement of OES programs requires adequate funding acquired from all sources. OES will continue to seek out and leverage additional grant and general fund revenues to maintain and improve its programs and services to the people of Monterey County.

- ***Objective 1. Improve collaboration throughout UASI counties with respect to resource and funding needs to create synergy and maximize efficient use of funds.***

- ***Objective 2. Develop a process/procedure for seeking out additional grant funding from federal/state and local government and non-governmental organizations (NGO's).***

Goal 9. To enhance security among critical infrastructure/key resources through information sharing, physical security, and preparedness and prevention activities.

Critical infrastructure and key resources (CIKR), including power and water systems, transportation infrastructure, information technology and communications systems, and economic infrastructure present attractive targets for terrorist acts both foreign and domestic. Effective protection of CIKR requires a cooperative effort between government and CIKR owners/operators to catalogue CIKR, identify threats and risks applicable to it, and develop effective methods to prevent and respond to incidents affecting CIKR in the County.

- ***Objective 1. Complete risk assessments of all critical infrastructure and key resources (CIKR).***
- ***Objective 2. Enhance security and physical protective measures at the Emergency Services Center.***
- ***Objective 3. Develop an alternate EOC location and devolution plan to provide redundancy.***
- ***Objective 4. Collaborate with internal partners to develop a mass-gathering/special events permitting process that includes requirements for collaborative development of pre-event Incident Action Plans (IAP).***

Plan Maintenance

This plan will be reviewed by OES staff annually to assure its continued relevance and accuracy. The plan will be updated, including additional partner and stakeholder review and input, on a three-year basis.