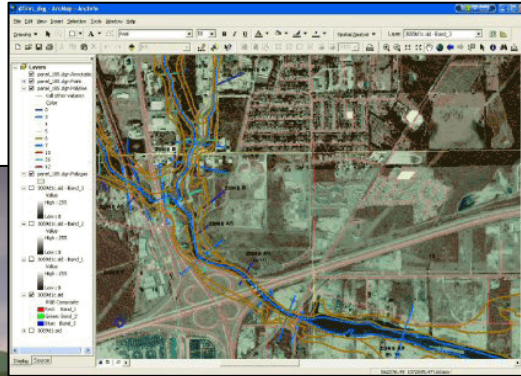


MARIN COUNTY SHERIFF OFFICE OF EMERGENCY SERVICES (OES)

STRATEGIC PLAN 2006-2011



JULY 2006



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STRATEGIC PLAN: 2006-2011

The Marin County Sheriff's Office of Emergency Services (OES) has developed this Strategic Plan to guide the management of its major programs during the years 2006-2011. This Plan is subject to continuous revision upon input from the Operational Area emergency management leadership. Emerging threats and actual events may also significantly alter the plan's goals and objectives.

OES MISSION

Lead efforts to protect life, property & the environment by developing, coordinating and managing programs that prevent, prepare for, respond to, recover from, and mitigate natural and man-made disasters and emergencies.

OES VISION FOR 2011

The Marin County Sheriff's Office of Emergency Services (OES) leads the Marin Operational Area emergency management organizations in developing disaster resistant communities with prepared citizens and neighborhoods. The Operational Area fully implements all aspects of the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS) and the Incident Command System (ICS). Local jurisdictions operate fully functional Emergency Operations Centers (EOCs) with trained and experienced staffs. In-depth analysis of threats to life, property or the environment leads to pro-active threat reduction and/or elimination.

Marin Sheriff's OES conducts Operational Area multi-discipline and multi-agency coordination with local cities/towns, special districts, community based organizations and the private sector. OES provides Operational Area services including public preparedness education, public warning, and state/regional/federal coordination while maintaining the integrity and focus of the Operational Area emergency management team and program. The OES staff conducts daily business in administrative offices inside a new, essential-services construction standard, Operational Area EOC with a fully capable alternate EOC. The trained and resourced OES staff makes use of enhanced communications and information technology to carry out its duties. OES manages a well-defined, integrated and active amateur radio organization.

OES GOALS

To achieve this vision, Marin County OES will pursue the following goals during 2006-2011:

1. Monitor and evaluate emerging threats.
2. Support and influence community disaster readiness efforts.
3. Evaluate, influence, and implement developments in the practice of emergency management.
4. Maintain a professional staff in a productive and supportive work environment.
5. Build an optimally functional Operational Area team.

Specific objectives for each goal are detailed on the following pages.

GOAL #1: MONITOR AND EVALUATE EMERGING THREATS.

- Identify and assess emerging threats
Review the potential for new and emerging threats and their potential impacts on the Marin Operational Area. Address threats such as drought, public health agents, energy shortage, economic downturn, political polarization, global warming, and degradation of physical infrastructure. Review the susceptibility to larger national and international events.
- Conduct threat analysis and modeling
Develop detailed and realistic threat analyses that define the scope and extent of man-made, natural, and technological threats that face jurisdictions within the Operational Area. Coordinate the efforts of local, state, and federal agencies performing this role.
- Communicate threat analysis assessments
Develop and disseminate threat analyses to Marin Operational Area emergency response agencies including law enforcement, fire, emergency medical services, public works, public health, utilities, special districts, community based organizations, and the private sector. Develop and deliver assessments to the general public. Provide threat related preparedness information. Revise emergency plans and procedures as needed.

GOAL #2: SUPPORT AND INFLUENCE COMMUNITY DISASTER READINESS EFFORTS.

- Maintain and enhance the Civic Center Building Emergency Plan
Maintain the comprehensive emergency plan to ensure the safety of staff and visitors throughout the Marin County Civic Center. Designate staff and provide equipment for an employee Building Evacuation Team to carry out emergency actions as necessary. Conduct training for Building Evacuation Team members and building tenants. Hold periodic exercises including evacuation drills. Improve signs and communications systems as necessary. Maintain the Group Alert System (GAS) to provide warning and emergency communications.
- Conduct a Disaster Preparedness public education program
Present dynamic presentations to local neighborhoods, community groups, and government agencies on how to prepare for emergencies or disasters. Maintain and distribute a wide variety of disaster preparedness literature via accessible media including the OES web site and the County Government Channel. Develop and guide public expectations for service.
- Develop threat mitigation resources
Identify potential resources which increase the amount and extent of mitigation in the Operational Area. Incorporate mitigation into on-going planning and development programs. Review the potential for participating in federal threat mitigation grant programs.
- Review the potential for supporting Community Emergency Response Teams (CERT)
Explore the potential for supporting the organization, funding and coordination of Operational Area CERT teams. Integrate CERT teams into local and Operational Area emergency planning and response efforts.
- Coordinate the Disaster Service Worker (DSW) program
Maintain the standardized DSW management program for the Operational Area. Provide registration procedures, materials and assistance to local jurisdictions. Maintain a centralized database of all registered DSWs in the Operational Area. Issue standardized ID cards to all Operational Area DSWs.
- Monitor Operational Area emergency management laws and regulations
Review existing local government codes and regulations that impact on emergency management programs. Propose new or revised language as necessary.
- Develop Countywide Plan
Assist in developing the new Marin Countywide Plan. Actively participate in working groups, sub-committees and workshops. Provide input on factors that create, exacerbate, or mitigate natural, man-made, or technological threats. Develop draft language.
- Consider obtaining disaster preparedness designations
Review the potential for participating in programs that certify local jurisdictions as being prepared for various threats (e.g. 'Storm Ready' and 'Tsunami Ready').
- Review the role and capabilities of the Marin Inter-Agency Disaster Coalition (MIDC)
Assess roles and responsibilities ascribed to MIDC. Review potential for reactivation or elimination of MIDC concept.

GOAL #3: EVALUATE, INFLUENCE, AND IMPLEMENT DEVELOPMENTS IN THE PRACTICE OF EMERGENCY MANAGEMENT.

- Participate in regional planning and response
Contribute to and support the development of the San Francisco Bay Area Regional Emergency Coordination Plan (RECP). Ensure Marin Operational Area emergency plans and procedures are aligned with those of the RECP.
- Conduct resource typing and tracking
Coordinate the implementation of the FEMA Resource Typing Initiative for Operational Area jurisdictions and their response assets. Advise jurisdictions and agencies on the Typing Initiative. Manage and maintain the Marin Operational Area participation in the Bay Area Regional Emergency Coordination Plan Asset Inventory program.
- Review potential for conducting decentralized emergency management operations
Assess the potential for developing and implementing systems and procedures to accommodate decentralized emergency management operations including Emergency Operations Center (EOC) functions. Identify and assess the capabilities and limitations for use in such threat environments as Pandemic Influenza.
- Implement and incorporate state and federal initiatives
Implement the National Preparedness Goal (NPG), the Universal Task List (UTL), the Target Capabilities List (TCL), the National Incident Management System (NIMS), the National Response Plan (NRP), the FEMA Resource Typing Initiative, and the Homeland Security Exercise and Evaluation Program (HSEEP). Identify and implement additional state and federal programs as they are presented.
- Review Potential for outsourcing
Assess the demand and opportunity for outsourcing OES program functions including communications, planning, and exercising.
- Consider adoption of National Fire Protection Association (NFPA) 1600 standard
Revise program to reflect new NFPA 1600 elements including the new, fifth phase of emergency management: Prevention. Review the potential for participating in the Emergency Management Accreditation Program (EMAP) certification process.
- Review potential for renaming the OES program
Review the potential for changing name to Sheriff's Office of Emergency Management (OEM) to better align with emerging state and federal initiatives. Consider the advantages and disadvantages in service to internal and external customers, the general public and cost.
- Monitor state and federal emergency management laws and regulations
Review government codes and regulations that impact on emergency management programs. Propose new or revised language as necessary.

GOAL #4: MAINTAIN A PROFESSIONAL STAFF IN A PRODUCTIVE AND SUPPORTIVE WORK ENVIRONMENT.

- Maintain and enhance existing offices
Until new offices are built, maintain and enhance existing OES work space. Address improvements in Information Technology, communications, storage and ergonomics.
- Design and build new OES office
Locate inside the new Emergency Operations Center (EOC). Ensure consideration is given to windows, lighting, noise reduction, security, communications, and integration with EOC systems.
- Maintain and improve OES staff internal communications
Conduct regular, scheduled staff meetings and information validation sessions. Conduct annual strategic retreats. Maintain a master OES event calendar.
- Optimize volunteer contributions
Recruit, retain incorporate and recognize volunteers as key elements of the OES program. Review the potential for internships.
- Consider flex-time, flex-schedule, telecommuting
Review existing County and Sheriff's policies. Assess the ability to implement various staff work schedules to accommodate staff desires while ensuring OES capabilities.
- Maintain office filing systems (paper and electronic)
Assess current data management and records systems for efficiency and accuracy. Develop alternatives as necessary. Check with County records management to ensure maintenance of required items. Follow OES procedures to maintain systems.
- Manage advanced information and communications technologies
Evaluate new communications, data systems and applications. Adopt appropriate technologies to enhance staff productivity. Develop and implement backup systems.
- Review OES staff classifications and salaries
Assess current staff classifications and job descriptions. Request reclassification studies as necessary. Review salaries in reference to job duties, in reference to similar positions and request salary studies as necessary.
- Ensure continuity of operations
Develop and maintain systems and procedures sufficient to provide essential services capabilities in the event of failure. Develop new and review existing OES staff Standard Operating Procedures as necessary.
- Evaluate Marin OES programs
To ensure the effectiveness of the program, evaluate OES programs with self-assessment tools including the FEMA Local Capability Assessment for Readiness (L-CAR) and the Americans with Disabilities self-assessment.

- Develop the professional capabilities of OES staff
Monitor and continue staff professional development. Review existing emergency manager accreditation (or CEM) programs and encourage staff efforts in achieving accreditation. Participate in professional organizations including the California Emergency Services Association (CESA) and the California Operational Area Coalition (COAC).

- Maintain and enhance the OES image
Maintain the Marin OES brand identification for use in communicating with the public as well as other local, state, and federal agencies. Consider logo, document formatting, and other graphics. Consider for use in letterhead, reports, presentations, publications, literature, clothing and signage.

GOAL #5: BUILD AN OPTIMALLY FUNCTIONAL OPERATIONAL AREA TEAM

- Define the role of the Operational Area
Define the scope of services that OES will provide as the Operational Area coordinating agency and the relationship to the cities/towns and special districts. Assess and review missions for periods before, during, and after a disaster.
- Continue to develop local emergency management capabilities with MOU services
Review existing Memorandum of Understanding (MOU) agreements with cities/towns and fully detail the services provided. Support and integrate local efforts into the Operational Area program.
- Construct a permanent state-of-the-art Operational Area Emergency Operations Center (EOC)
Work with County and Operational Area leadership to develop consensus on building a new EOC facility. Educate decision-makers on the need and the unique requirements for the facility. Provide input on EOC functions, space allocation, telecommunications, utilities, security, and staff support requirements. Develop adequate space and facilities for full-time staff and storage of emergency supplies and vehicles. Validate the facility with an Operational Area functional exercise.
- Manage a complete and trained Operational Area EOC staff
Maintain the Marin Emergency Staff Development Program (MESDP) in support of a comprehensive EOC staff with at least three people identified, trained and prepared to assume each EOC staff position. Collaborate with County leadership to continue support for EOC staff training and exercising. Cultivate and maintain the highest possible level of staff morale.
- Maintain primary and alternate EOC operations procedures, equipment and supplies
Maintain EOC materials and revise procedures as necessary including an activation checklist. Install new equipment and purchase supplies as necessary. Inspect and validate all systems and equipment at least quarterly.
- Support standardized Emergency Operations Centers
Support standardized EOC operations in jurisdictions within the Marin Operational Area to facilitate communications and exchange of staff. Develop and promote consistent reporting procedures and materials. Encourage and conduct multi-jurisdiction EOC staff training. Provide model plans, procedures, documents, and references.
- Identify training resources for all jurisdictions and organizations
Seek input from local governments, special districts, and community organizations regarding their resources. Collaborate with regional partners to maximize opportunities and resources available from outside the Operational Area.
- Conduct annual functional and quadrennial full-scale exercises
Coordinate a bi-annual Operational Area functional exercise using various threat scenarios. Plan and conduct a full-scale exercise every four years using various threat scenarios. Ensure the full participation of all appropriate Operational Area and State jurisdictions and agencies.
- Update the Operational Area Emergency Operations Plan (EOP) and Annexes
Revise the EOP and publish new EOP Annexes including tsunami, medical/health, and animal response. Incorporate CBOs and vulnerable populations.
- Develop the Operational Area Recovery Operations Plan (ROP) and Annexes
Develop and publish the Recovery Operations Plan and corresponding annexes.

- Maintain the Operational Area Local Threat Mitigation Plan (LHMP)
Revise the LHMP as needed. Obtain formal Board of Supervisors approval and final approval from the Federal Emergency Management Agency (FEMA).
- Develop employee and responder care programs
Review existing procedures and resources. Identify needs and requirements for supporting employees and responders when they are responding to an emergency or disaster. Consider transportation, notification, communications, childcare, and stress management.
- Implement the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS)
Develop and execute strategies for incorporating these management systems into all Operational Area emergency response and management programs. Continue training on the SEMS Introductory Module and NIMS as part of the Marin County New Employee Orientation program. Develop targeted training materials as necessary. Develop training records management systems as necessary.
- Develop Operational Area emergency management collaborative groups
Review the potential for establishing an Emergency Management Forum or equivalent. Support the formation of threat or discipline-specific working groups.
- Manage an effective volunteer amateur radio organization
Review the current status and mission of RACES. Obtain input from members and assess the potential for refocusing or redefining the organization. Consider creating a tiered membership for active and reserve members.