



2021-2024

# EMERGENCY MANAGEMENT STRATEGIC PLAN



*Striving together to be the best!*

Stanislaus County Office of  
Emergency Services / Fire  
Warden

7/1/2021

This page is intentionally blank

# EXECUTIVE SUMMARY

The Stanislaus County Office of Emergency Services Emergency Management 2021 – 2024 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. From 2021 – 2024, the OES will focus on three main strategic goals and will drive progress through 11 supporting strategic objectives. These strategic objectives will highlight meaningful ways the OES identifies, understands and communicates risks, prepares the community and partners to respond to and recover from disasters, and standardizes the delivery of the emergency management program.



## STRATEGIC GOAL 1:

### **BUILD A CULTURE OF PREPAREDNESS**

Strategic Goal 1 promotes the idea that everyone should be prepared when a disaster strikes. The OES will focus on preparing and engaging residents, schools, partners, and county departments in disaster preparedness by identifying and communicating risks, fostering partnerships with the public and private sectors, and focusing investments to build and sustain capabilities to reduce disaster risk.



## STRATEGIC GOAL 2:

### **ENSURE READINESS TO RESPOND**

Strategic Goal 2 builds on preparedness activities from Strategic Goal 1 and 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. The OES will focus on building a competent incident workforce through trainings and exercises, improve continuity of operations through planning and updating equipment, and ensure a common operating picture by consolidating data management systems.



## STRATEGIC GOAL 3:

### **STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM**

Strategic Goal 3 promotes the standardization of the emergency management program by developing plans, policies, and procedures that are consistent with national standards, updating local resource management procedures, and ensuring disaster recovery plans and procedures are in place.

# TABLE OF CONTENTS

*Preparedness, when properly pursued, is a way of life, not a sudden, spectacular program*

- Spencer W. Kimball

Executive  
Summary

Page 1



## INTRODUCTION

Page 3



## STRATEGIC GOAL 1:

Build a Culture of Preparedness

Page 5



## STRATEGIC GOAL 2:

Ensure Readiness to Respond

Page 7



## STRATEGIC GOAL 3:

Standardize the Emergency Management Program

Page 9

IMPLEMENTATION AND  
MAINTENANCE

Page 11

CONCLUSION

Page 12

APPENDIX A: MILESTONES

Page 13

# INTRODUCTION

The Stanislaus County Office of Emergency Services Emergency Management Division is responsible for fulfilling the local government role for preparing the community for disasters, maintaining a functional Operational Area Emergency Operations Center (EOC), coordinating emergency response activities that exceeds day-to-day resources, coordinating emergency management mutual-aid (EMMA) requests, and facilitating communications between local government and the State. Activities identified in this Strategic Plan support Stanislaus County Board of Supervisor’s priority for *Supporting Strong and Safe Communities*.

## Mission Statement

*To provide a safe and resilient community through emergency management and coordination within Stanislaus County Operational Area to protect lives, property and the economy by preparing, planning, mitigating, responding to and recovering from disasters and emergencies.*

*Provide for a safe and resilient community through public awareness, fostering valuable partnerships and ensuring effective emergency management.*

## Vision



*Without a mission statement, you may get to the top of the ladder and then realize it was leaning on the wrong building!*  
*- Dave Ramsey*

*City of Riverbank discusses flood issues during a multijurisdictional functional exercise (2019).*



# FOUNDATION FOR THE STRATEGIC PLAN

This Strategic Plan outlines the goals and objectives the Stanislaus County OES must implement to strengthen the agency and carry out our mission. The 2021 – 2024 Strategic Plan will mobilize the whole community to build a culture of preparedness, engage partners and stakeholders in the process, and ensure the capabilities of the emergency management program are sustainable for the future.

## PLAN DEVELOPMENT

### STAKEHOLDER INPUT

Feedback from executive leadership, stakeholders, partners, and EOC Management Team members was gathered from after-action reports, operational area meetings, and training feedback evaluation forms and used to develop this Strategic Plan.



After-action Reports



Operational Area Meetings



Training Evaluation Forms



Left: Stanislaus County Chief Executive Officer discussing continuity of operations during a COOP exercise (2015). Right: Stanislaus County EOC Management Team members discuss disaster recovery concepts during training (2018).



# STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

## STRATEGIC OBJECTIVES

### 1.1 Promote Community Preparedness for Disasters

The Stanislaus County OES will 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. OES will also bolster our volunteer workforce by increasing membership of the local Community Emergency Response Team (CERT) and engage residents and families in disaster preparedness activities. In addition, the OES will develop a robust training plan to ensure that the county workforce is prepared for their role as Disaster Service Workers (DSW).

### 1.2 Identify and Communicate Disaster Risk

The Stanislaus County OES will collaborate with our cities, schools, and other operational area partners to conduct a thorough hazard and risk assessment. This information will be used as the basis for planning, training, and equipping the OES and partner agencies with the information and tools needed to reduce disaster risk and increase disaster resilience.

### 1.3 Build and Sustain Community Partnerships

The Stanislaus County OES will work with community partners to develop agreements for mutual aid, facilitate discussion with partners regarding preparedness planning, conduct outreach activities to engage residents, and attend emergency management trainings and conferences to stay up to date with the most current practices for disaster preparedness.

### 1.4 Improve Community Resilience to Disaster

The Stanislaus County OES will make strategic investments using disaster preparedness funding to reduce disaster risk, build community resilience to disaster, and sustain and enhance capabilities to prepare for, respond to, and recover from disaster.



*By failing to prepare,  
you are preparing to  
fail.*

*- Benjamin Franklin*

# PERFORMANCE MEASURES

## STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

**YEAR 1:**  
2021 - 2022

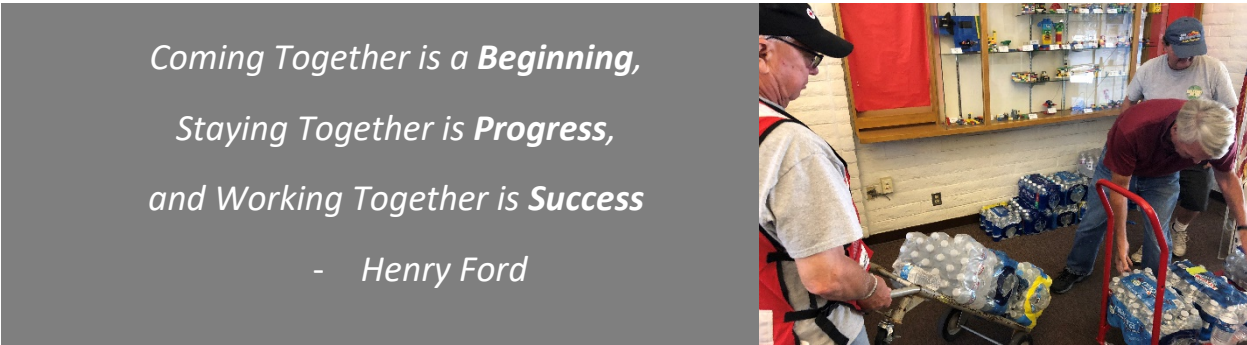
- VOAD Coalition membership identified and bylaws developed
- CERT Team hosts first training; increase CERT membership
- Increase County NIMS training compliance to 70%
- Conduct THIRA with community partners
- Increase number of outreach engagements (i.e. meetings, events)
- Increase number of preparedness plans updated/developed

- Increase VOAD coalition membership; quarterly meetings held
- CERT program hosts two trainings; increase CERT membership
- Increase County NIMS training compliance to 80%
- Hazard Mitigation Plan updated from THIRA
- Increase number of MOU’s with partner agencies
- Increase number of outreach engagements (i.e. meetings, events)
- Increase number of preparedness plans updated/developed

**YEAR 2:**  
2022 - 2023

**YEAR 3:**  
2023 - 2024

- Increase VOAD coalition membership; quarterly meetings held
- CERT Team hosts two trainings; increase CERT membership
- Increase County NIMS training compliance to 90%
- Hazard Mitigation Plan updated and approved by FEMA
- Increase number of MOU’s with partner agencies
- Increase number of outreach engagements (i.e. meetings, events)
- Increase number of preparedness plans updated/developed



American Red Cross supports Oakdale Community Resource Center during PSPS event (2019).



# STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND



*You are what you do,  
not what you say you'll  
do.*

*- Carl Gustav Jung*

## STRATEGIC OBJECTIVES

### 2.1 Build and Sustain the Best Incident Response Workforce

The Stanislaus County OES will organize the best scalable and capable incident workforce by recruiting new EOC Management Team members, provide training and exercise opportunities that will progressively challenge and develop skills, and promote credentialing of the incident workforce.

### 2.2 Improve Continuity of Operations and Resilient Communication Systems

The Stanislaus County OES will improve continuity of operations (COOP) by updating county department COOP plans, developing the continuity of government (COG) plan, and documenting communications systems and strategies for risk communications. The OES will also make strategic investments to enhance the County's disaster cache and redundant communications systems. In addition, the OES will ensure the primary and alternate EOC's are in a ready state at all times by updating technology and standard operating procedures.

### 2.3 Enhance Situational Awareness and Common Operating Picture

The Stanislaus County OES will enhance situational awareness and common operating picture by integrating data systems within the local Fusion Center to develop intelligence dashboards that will provide situational awareness and oversight of risks, threats, and assigned resources. Data systems such as CAD, First Watch, and GIS will be used to assist with making decisions regarding incident response strategies and local resource allocation.

# PERFORMANCE MEASURES

## STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND

**YEAR 1:**  
2021 - 2022

- Increase EOC Management Team (EOCMT) members
- Increase number of training and exercise opportunities for EOCMT
- Update Operational Area Multi-Year Training Exercise Plan (MYTEP)
- Update county COOP Plans; increase number of plans updated
- Complete 100% of identified After-Action Items
- Assess data systems that can be integrated into Fusion Center

- Increase number of EOCMT members
- Increase number of credentialed EOCMT members
- Update the Operational Area MYTEP
- Update county COOP plans; increase number of plans updated
- Complete 100% of identified After-Action Items
- Identify warehouse space for enhancing local disaster cache
- Upgrade technology in the primary and alternate EOC's
- Develop data dashboards for Fusion Center

**YEAR 2:**  
2022 - 2023

**YEAR 3:**  
2023 - 2024

- Increase number of EOCMT members
- Identify qualified/credentialed EOCMT members for local Incident Management Team development
- Update the Operational Area MYTEP
- Update County COOP plans; increase number of plans updated
- Complete 100% of After-Action Items
- County Continuity of Government Plan developed
- Disaster cache established with minimum identified stock levels
- Fusion Center situational dashboards operational



*You can do what I cannot do.  
I can do what you cannot do.  
Together we can do great things.*  
- Mother Teresa

EOC Management Team members learn about EOC operations and management during training (2018).

# STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

## STRATEGIC OBJECTIVES

### 3.1 Improve Records Management Policies and Procedures

The Stanislaus County OES will identify office records and establish records management policies and practices that supports national standards and ensures long-term sustainment of the emergency management program.

### 3.2 Document Local Resource Management Practices and Incident Personnel Training Standards

The Stanislaus County OES will update the training and qualification standards for EOC, JIC, and elected or appointed officials and publish the new training standards. The OES will also standardize the process to identify and track operational area resources in real-time. In addition, the OES will update policy and procedures for requesting and deploying operational area resources.

### 3.3 Align the Emergency Management Program with National Standards

The Stanislaus County OES will align the Emergency Management program with national standards outlined in the Emergency Management Accreditation Program (EMAP). The OES will assess readiness for accreditation and implement changes to bring the program up to national standards.

### 3.4 Develop Disaster Recovery Plans, Policies, and Procedures

The Stanislaus County OES will develop a robust disaster recovery program. The OES will develop plans, policies, and procedures for implementing disaster recovery activities and ensuring current practices align with best practices for disaster cost and community recovery.



*If you think of standardization as the best that you know today, but which is to be improved tomorrow; you get somewhere.*

*- Henry Ford*

# PERFORMANCE MEASURES

## STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

### YEAR 1: 2021 - 2022

- Office records identified and records management plan outlined
- Training requirements for EOC, JIC, and Elected/Appointed Officials updated
- Accreditation Coordinator assigned and OES personnel trained in EMAP standards
- Policy and procedures identified to track disaster costs for recovery

- Records management plans, policies, and procedures developed
- Records management system identified and implemented
- Policy and procedures developed for resource management
- Emergency Management program accreditation assessment completed
- Cost recovery documentation standards developed
- Policy and procedures developed for disaster cost recovery

### YEAR 2: 2022 - 2023

### YEAR 3: 2023 - 2024

- Records management system sustained with policy and procedures in place
- Operational Area resources inventoried and credentialed personnel catalogued
- Emergency Management program operating at national standard and is ready to apply for accreditation review
- Emergency Management Division 2024-2027 strategic plan drafted
- Stanislaus County Recovery Plan developed/drafted



*The true test of leadership  
is how well you function in a crisis.*

*- Brian Tracy*

Former Stanislaus County CEO, Stan Risen provides a briefing to the CA Army National Guard Adjunct General and former Congressman Jeff Denham during the Floods of '17 EOC activation (2017).

# IMPLEMENTATION AND MAINTENANCE

The 2021 – 2024 Emergency Management Strategic Plan contains strategic goals and objectives designed to drive the agency’s actions over the next three years. To ensure that meaningful action is taken to achieve these priorities, the Stanislaus 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.

## IMPLEMENTATION TIMELINE

This Strategic Plan will be implemented July 1, 2021 and the performance period will end June 30, 2024.

## EVALUATION SCHEDULE

This Strategic Plan will be reviewed annually at the beginning of the last quarter of the current fiscal year. The next review is scheduled to begin in April 2022. An annual performance report will be produced by the Emergency Management Program Coordinator and will measure performance based on criteria established in this Strategic Plan.

## REVISION AND UPDATE SCHEDULE

This Strategic Plan will be revised at the end of the performance period, in 2024.



*It is important that when we make a resolution, or establish a goal, that we take the ACTION necessary to accomplish that goal.*

- Steve Maraboli

Stanislaus County CEO, Jody Hayes briefs the EOC team during the COVID-19 Pandemic Response (2020).



# CONCLUSION

This Strategic Plan is not only the Stanislaus 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 the OES does business and improve the support it provides the Community of Stanislaus 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.

Stanislaus 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 the Stanislaus 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, the OES will achieve its mission to provide a safe and resilient community through emergency management and coordination within Stanislaus County Operational Area to protect lives, property and the economy by preparing, planning, mitigating, responding to and recovering from disasters and emergencies.



*We think we listen,  
but rarely do we  
listen with real  
understanding, true  
empathy. Yet  
listening, of this  
very special kind, is  
one of the most  
potent forces for  
change that I know.*

- Carl Rogers

EOC Director discusses expanding the ICS structure with the Logistic Section Coordinator during the COVID-19 Pandemic Response (2020).

# APPENDIX A: MILESTONES

## STRATEGIC GOAL 1: BUILD A CULTURE OF PREPAREDNESS

Report Period  
July 1, 2021 – June 30, 2022

### Objective 1.1: Promote Community Preparedness for Disasters

Milestones	Date	Complete Y/N
VOAD membership identified	6/17/2021	Y
VOAD Bylaws developed		
CERT Program hosts first training		
NIMS training compliance baseline established for county departments		
Update the EOP by EOY in 2021		
Review the Extreme Freeze Plan and update if needed		
Develop emergency plan maintenance procedures by EOY 2021		

### Objective 1.2: Identify and Communicate Disaster Risk

Milestones	Date	Complete Y/N
Form a local HMP team		
Conduct THIRA with stakeholders		
Update the local Hazard and Risk Assessment (HIRA) report		
Update Mitigation Strategies		

### Objective 1.3: Build and Sustain Community Partnerships

Milestones	Date	Complete Y/N
Participate in (1) quarterly (Jul-Sep) outreach event (i.e. meeting, exercise)		
Participate in (1) quarterly (Oct-Dec) outreach event (i.e. meeting, exercise)		
Participate in (1) quarterly (Jan-Mar) outreach event (i.e. meeting, exercise)		
Participate in (1) quarterly (Apr-Jun) outreach event (i.e. meeting, exercise)		
Establish, review or update at least (2) Mutual Aid Agreements		

### Objective 1.4: Improve Resilience to Disaster

Milestones	Date	Complete Y/N
Submit the FY 21 EMPG application		
Expend 100% of the FY 20 PSPS Resiliency Funds		
Expend 100% of FY19 HSG allocation		
Secure (1) additional preparedness grant		

# APPENDIX A: MILESTONES

## STRATEGIC GOAL 2: ENSURE READINESS TO RESPOND

Report Period  
July 1, 2021 – June 30, 2022

### Objective 2.1: Build and Sustain the Best Incident Response Workforce

Milestones	Date	Complete Y/N
Reconcile and update the EOCMT membership list		
Recruit at least (4) new EOCMT members		
Host at least (2) training or exercise events for EOCMT members		
Update the EOCMT membership guide		
Update the EOCMT training plan		
Host the OA TEPW/IPPW		
Update the OA MYTEP/IPP		

### Objective 2.2: Improve Continuity of Operations and Resilient Communication Systems

Milestones	Date	Complete Y/N
Update the OES/FW COOP		
Update at least (2) county department COOPs		
Conduct at least (2) COOP planning workshops or meetings		
Draft the county COOP/COG Base Plan		
Conduct monthly mass notification system tests		
Conduct quarterly mass notification system tests with confirmation component		
Complete the quarterly EOC readiness checklist (Jul-Oct-Jan-Apr)		
Complete 100% of AAR/IP items		

### Objective 2.3: Enhance Situational Awareness and Common Operating Picture

Milestones	Date	Complete Y/N
Document the data systems used for SA/COP		
Inventory current OA resources		
Identify additional needed resources for establishing local disaster cache		
Secure warehouse space for disaster cache		

# APPENDIX A: MILESTONES

## STRATEGIC GOAL 3: STANDARDIZE THE EMERGENCY MANAGEMENT PROGRAM

Report Period  
July 1, 2021 – June 30, 2022

### Objective 3.1: Improve Records Management Policies and Procedures

Milestones	Date	Complete Y/N
Office records have been identified and documented		
Records management plan outline drafted		

### Objective 3.2: Document Local Resources Management Practices and Incident Personnel Training Standards

Milestones	Date	Complete Y/N
Draft the County Emergency Management Mutual Aid (EMMA) Plan		
Update the minimum training standards for EOC personnel		
Update the minimum training standards for JIC personnel		
Update the minimum training standards for Elected/Appointed Officials		

### Objective 3.3: Align the Emergency Management Program with National Standards

Milestones	Date	Complete Y/N
Assign an Accreditation Manager and document by letter of appointment		
Assign the Accreditation Manager to complete the EMAP Standards training		
Complete the EMAP gap analysis		
Complete an EMAP overview training for all Emergency Management personnel		

### Objective 3.4: Develop Disaster Recovery Plans, Policies, and Procedures

Milestones	Date	Complete Y/N
Update the EOP Recovery ESF Annex to include EMAP required content		
Draft local procedures to track disaster costs		
Draft local procedures for damage assessments		