

SAN RAFAEL
OFFICE OF
EMERGENCY SERVICES



EMERGENCY
MANAGEMENT
STRATEGIC PLAN
2007 - 2012

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COMMITTED TO THE PROTECTION & PREPAREDNESS OF SAN RAFAEL

The San Rafael Office of Emergency Services (OES) has developed this Strategic Plan to guide the management of its major programs and projects during the years 2007-2012. This Plan is subject to continuous revision upon input from City leadership and other stakeholders. Emerging threats and actual events may also significantly alter the plan's goals and timelines.

Emergency management is set in an ever-changing environment that continues to challenge those working within its framework. It is important that we accept these challenges and ensure that the City of San Rafael utilizes the latest and most appropriate emergency management practices.

To continuously improve our level of preparedness for emergencies, it is vital that the City of San Rafael establish its vision and goals and, more importantly, communicates the strategies to its member & partner agencies and the community at large.

Any questions regarding the information within this plan can be directed to:

City of San Rafael
City Manager's Office of Emergency Services
Attn: Emergency Services Manager
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PRINCIPLES

This strategic plan is underpinned by a set of principles that contribute to a resilient and prepared San Rafael community by utilizing a comprehensive, multi-hazards, all agency approach to emergency management. The aim is to assist the City of San Rafael, its communities, and the private sector in developing arrangements and understanding their roles in emergency management.

The plan recognizes the need for stakeholders to actively participate in the coordinated delivery of a city-wide emergency management service. Engaging community members to participate in the identification of risks to their community and in developing and prioritizing treatment strategies is vital to the achievement of emergency management initiatives.

Developing effective partnerships between government agencies, non-governmental organizations, and the private sector will ensure the timely and efficient provision of emergency management services to the community. Ensuring that these partnerships are fostered and maintained at the local level will assist in developing community resilience in the face of emergencies.

MISSION

Working collaboratively with partner agencies and organizations, OES coordinates the mitigation, preparedness, response, and recovery from the effects of emergencies and disasters that threaten the lives, property, and the environment of San Rafael.

VISION FOR 2012

The 2012 vision is that the San Rafael Office of Emergency Services (OES) coordinates the efforts of the San Rafael emergency management organizations in developing disaster ready communities in concert with empowered and educated residents and businesses. The City of San Rafael fully implements all aspects of the Standardized Emergency Management System (SEMS) and National Incident Management System with fully functional Emergency Operations Centers (EOCs) and Department Operating Centers (DOCs). In-depth analysis of threats to life, property or the environment leads to pro-active threat reduction and/or elimination.

The City of San Rafael has identified all potential emergency uses for City and other available facilities and has supported, resourced, and trained staff and volunteers to support those operations. Volunteers have been integrated into defined roles within the emergency management organization; systems and training programs have been developed to support their roles. City staff have been trained and prepared for their roles as Disaster Service Workers and collectively make up the heart of the City's emergency management organization.

San Rafael OES leads emergency management efforts with neighboring jurisdictions and organizations and has influenced and led the development of countywide and regional programs and systems.

OES GOALS

To achieve this vision, San Rafael OES will pursue the following goals during 2007-2012:

- Goal 1: Systematically train and prepare City employees to respond to disasters and emergencies while filling their roles as disaster service workers and emergency operations center staff.
- Goal 2: Identify and develop available facilities to support a variety of emergency uses.
- Goal 3: Prepare and empower San Rafael neighborhoods and businesses to respond to and recover from a disaster.
- Goal 4: Identify and integrate a volunteer corps to support disaster operations.
- Goal 5: Build new and further develop existing partnerships with neighboring agencies and jurisdictions and lead the enhancement of emergency management programs countywide.
- Goal 6: Develop the City's direction, control, and coordination of its emergency response organization.

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

GOAL 1

Systematically train and prepare City employees to respond to disasters and emergencies while filling their roles as disaster service workers and emergency operations center staff.

All City employees are disaster service workers; some additionally are identified as emergency operations center staff. Regardless of their assignment, San Rafael City employees fill many roles during emergency and disaster operations that go beyond their normal government obligations. As such, they need to be provided the training, resources, and support necessary to fulfill these roles.

Objective 1.1 Develop and implement EOC staff training & exercise program.

Short Range Develop and maintain a comprehensive EOC staff training and exercise program with at least two people identified, trained, and prepared to assume each assigned EOC staff position. Ensure program complies with state and federal requirements. Collaborate with City leadership to develop support for EOC staff training and exercising. Review the potential for expanding EOC staffing by adding positions representing special needs populations, local business, and community based organizations.

Objective 1.2 Enhance new employee training.

Short Range Collaborate with the Department of Human Resources to enhance new employee orientation to include required emergency management and disaster operations training.

Objective 1.3 Prepare employees for their roles as disaster service workers & EOC staff.

Short Range Provide employees with information on the resources and supplies they need to prepare themselves for their roles as disaster service workers. Evaluate the feasibility of providing City staff with certain emergency supplies.

Objective 1.4 Clarify roles for employees during disasters.

Short Range Establish policy for employees to follow during major emergencies or disasters that explains their reporting requirements and actions to take whether or not there is communications with the City.

Objective 1.5 Develop system to notify employees of emergencies or disasters.

Short Range Evaluate available technologies and implement a multi-tiered system to communicate with employees during major emergencies and disasters.

Objective 1.6 Design and implement employee emergency identification.

Short Range Create a City emergency staff identification card that clearly states employees emergency role and provide to staff as necessary. Provide awareness of identification card to local law enforcement agencies.

Objective 1.7 Evaluate and develop, as needed, employee and responder care program.

Long Range 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.

GOAL 2

Identify and develop available facilities to support a variety of emergency uses.

The City of San Rafael maintains an inventory of facilities which support emergency and disaster operations. All known and potential emergency uses for each facility will be identified and policies & procedures will be developed for the effective utilization of those facilities. Facilities will be evaluated for current capabilities and additional resources and supplies will be developed as needed and available.

Objective 2.1 Design and develop a fully functional primary EOC.

Short Range Review potential sites and facilities including new construction or remodeling. Conduct formal assessments of facilities to determine best location for EOC. Review existing EOC materials and revise procedures as necessary including an activation checklist. Install new equipment and purchase supplies as necessary.

Objective 2.2 Develop a fully functional alternate EOC.

Mid Range Examine other facilities that can support an alternate EOC. Review existing alternate EOC materials and revise procedures as necessary including an activation checklist. Install new equipment and purchase supplies as necessary. Explore other concepts for alternate EOC locations.

Objective 2.3 Develop facilities that can be utilized as staging areas.

Long Range Examine available facilities that can be used to stage personnel, equipment, or other emergency resources. Partner with other agencies as necessary to utilize neighboring facilities. Develop procedures to follow for use of facilities as staging areas.

Objective 2.4 Develop facilities that can be used as Local Assistance Centers.

Mid Range Examine available facilities that can be used as Local Assistance Centers throughout the City. Develop a Local Assistance Center Handbook that describes the LAC and provides procedures for setting-up, providing resources, and staffing the LAC.

Objective 2.5 Inventory and maintain facilities for use as shelter sites.

Mid Range Work with the American Red Cross, schools, and other partner agencies to evaluate and maintain an inventory list of available facilities that can be used as primary and secondary shelters. Create a GIS map of all available shelter sites. Seek funding opportunities to meet all State & Federal shelter requirements in regards to ADA compliance.

Objective 2.6 Actively participate in analysis and design of new public safety building.

Ongoing Provide input on EOC functions, space allocation, telecommunications, utilities, security, and staff support requirements. Develop adequate space and facilities for storage of emergency supplies and vehicles.

Objective 2.7 Conduct awareness training regarding emergency facility uses.

Long Range Utilize various methods to communicate with staff and stakeholders the identified emergency uses for facilities citywide.

GOAL 3

Prepare and empower San Rafael neighborhoods and businesses to respond to and recover from a disaster.

Residents and businesses can be severely affected by even the smallest emergencies when they have not taken the necessary preparedness measures. The City of San Rafael will strive to provide the residents and businesses of San Rafael comprehensive emergency preparedness information in support of their preparedness efforts. Furthermore, as a thriving business sector is vital to the City of San Rafael, we will collaborate with local business leaders to develop a business recovery plan that will enable businesses to recovery as quickly and effectively as possible.

Objective 3.1 Enhance the Community Emergency Response Team (CERT) program.

Short Range Continue to provide CERT training and utilize professionals and volunteers in support of teaching classes. Evaluate student fees associated with class and adjust as necessary. Evaluate supplies provided to students and costs associated with supplies and adjust as needed.

Objective 3.2 Implement the Get Ready Household Disaster Preparedness Program.

Short Range Incorporate Get Ready program into City's overall emergency preparedness program. Develop volunteer instructor corps to provide Get Ready training to neighborhoods throughout the City.

Objective 3.3 Provide emergency preparedness presentations & support preparedness events.

Ongoing 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 in accessible media.

Objective 3.4 Develop a Community Emergency Preparedness Plan.

Short Range Develop plan providing more detail and guidance regarding the City's overall community emergency preparedness program. This plan will include: basic preparedness information; information on various training programs available; the City's commitment to the various programs; special courses offered; instructor specifications & training; and marketing & advertising techniques. Create a model neighborhood emergency plan and CERT implementation procedures for neighborhoods to utilize in applying CERT training in their neighborhoods.

Objective 3.5 Design and implement a comprehensive emergency preparedness website.

Short Range Update City's website with most current and relevant emergency preparedness information and make available to residents and business owners. Provide regular updates as needed.

Objective 3.6 Participate in development of Business Recovery Plan.

Mid Range Work with the Chamber of Commerce and other stakeholders to develop a business sector recovery plan. Include recommendations on ways for individual businesses to recover from an emergency or disaster. Identify practices for the City and businesses to take in order to collectively and expediently recover from a disaster.

GOAL 4

Develop a fully functional volunteer corps to support disaster operations.

During a major emergency or disaster, local resources will become overwhelmed and unavailable to support all the demands of the event. It is important for the City of San Rafael to acknowledge this and develop additional resources that can be effectively utilized during emergency and disaster situations. We will strive to develop an effective and efficient corps of local volunteers that can be called upon to support disaster response and recovery operations. Additionally, we will work closely with local volunteer organizations to fully integrate their volunteers and capabilities into the City's emergency response organization.

Objective 4.1 Evaluate the integration of CERT members into emergency response organization.

Long Range Identify the capabilities of local CERT members and include, as available, in City's overall emergency response organization.

Objective 4.2 Develop plan to effectively utilize spontaneous/emergency volunteers.

Mid Range Work with partner agencies on developing plan for incorporating spontaneous/emergent volunteers into disaster response and recovery efforts.

Objective 4.3 Enhance Emergency Volunteer Center resources and capabilities.

Mid Range Continue to work with American Red Cross to develop facilities to be used as emergency volunteer centers. Clarify role of the emergency volunteer center and the resources, staff, and support necessary. Explore options for expanding the role.

Objective 4.4 Partner with American Red Cross for the use of disaster volunteers.

Ongoing Continue to partner with the American Red Cross on developing and incorporating disaster volunteers into the city's emergency response and recovery efforts.

Objective 4.5 Establish pre-identified roles for volunteers to fill during disaster operations.

Mid Range Identify roles for volunteers to fill in disaster operations. Develop a plan and provide criteria and procedures for incorporating volunteers into the City's emergency organization. Work with partner agencies to ensure that volunteers are utilized as efficiently and effectively as possible.

Objective 4.6 Ensure that the City utilizes the disaster service worker program.

Ongoing Develop and implement a standardized disaster service worker management program for the City of San Rafael. Provide registration procedures, materials, and assistance to local agencies and organizations utilizing volunteers. Maintain a centralized database of all registered disaster service workers in the City. Issue standardized ID cards to all City of San Rafael disaster service workers.

Objective 4.7 Ensure that countywide volunteer resources are included in San Rafael plans.

Ongoing Incorporate countywide emergency volunteer organizations, such as Marin Medical Reserve Corps and Radio Amateur Civil Emergency Services, into San Rafael's emergency response organization.

GOAL 5

Build new and further develop existing partnerships with neighboring agencies and jurisdictions and lead the enhancement of emergency management programs countywide.

Emergencies and disasters do not limit themselves to political or governmental boundaries. Recognizing this, it is important that the City of San Rafael work closely with all neighboring and regional agencies and organizations to collaborate, enhance, and coordinate their emergency response and recovery efforts with those of San Rafael's. We will continue to promote an area-wide approach to disaster operations and when necessary, will lead planning efforts to benefit all affected agencies.

Objective 5.1 Participate in regional planning and response efforts.

Ongoing Contribute to and support the development of countywide emergency plans and procedures and ensure plans are aligned with those of San Rafael.

Objective 5.2 Promote countywide emergency management peer groups.

Ongoing Review the potential for establishing an Emergency Management Forum or equivalent. Support the formation of threat or discipline-specific working groups with emergency managers from throughout the County.

Objective 5.3 Participate in the Operational Area Disaster & Citizens Corps Council.

Ongoing Attend quarterly meetings and actively participate as it benefits the City of San Rafael.

Objective 5.4 Partner with local community based organizations to enhance emergency management capabilities.

Ongoing Identify organizations with a potential role in disaster operations and incorporate them into emergency planning efforts.

GOAL 6

Develop the City's direction, control, and coordination of its emergency response organization.

In an ever-changing society, it is crucial that San Rafael's emergency response organization remain as up to date as possible. We will strive to ensure that our overall emergency management organization is reviewed, assessed, and updated to conform to local, state, and national standards and trends.

Objective 6.1 Clarify the City Council's role in disaster operations.

Short Range Develop City Council Guide to Disaster Operations and provide to Council.

Objective 6.2 Comply with State and Federal emergency management system requirements.

Short Range Develop and administer Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) training programs. Work with Human Resources to maintain records of all personnel trained in SEMS and NIMS. Ensure compliance with SEMS and NIMS for operational planning, grant and cost recovery eligibility.

Objective 6.3 Review Municipal Code.

Ongoing Review sections of the Municipal Code that relate to emergency management and the continuity of government. Ensure that the City has the legal basis necessary to conduct emergency planning, response, and recovery operations

Objective 6.4 Enhance San Rafael Disaster Council.

Short Range Define and expand the San Rafael Disaster Council. Establish mission, goals, objectives, by-laws, membership, and meeting schedule.

Objective 6.5 Monitor state and federal emergency management laws and regulations.

Ongoing Review government codes and regulations that impact emergency management programs. Propose new or revised language as necessary and ensure that neighboring agencies and organizations are aware of current trends. .

Objective 6.6 Consider adoption of National Fire Protection Association (NFPA) 1600 standard.

Long Range 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.

Objective 6.7 Implement and incorporate state and federal initiatives.

Ongoing 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.

Objective 6.8 Review and modify Emergency Operations Plan.

Mid Range Review the City's Emergency Operations Plan and update to reflect current emergency management capabilities and planning assumptions. Ensure that EOP reflects current local, state, and national standards and trends.

SUMMARY OF OBJECTIVES

(LISTED BY GOAL)

	Short Range	Mid Range	Long Range
GOAL 1: Systematically train and prepare City employees to respond to disasters and emergencies while filling their roles as disaster service workers and emergency operations center staff.			
1.1 Develop and implement EOC staff training & exercise program	X		
1.2 Enhance new employee training.	X		
1.3 Prepare employees for their roles as disaster service workers & EOC staff.	X		
1.4 Clarify roles for employees during disasters.	X		
1.5 Develop system to notify employees of emergencies or disasters.	X		
1.6 Design and implement employee emergency identification.	X		
1.7 Evaluate and develop, as needed, employee and responder care program.			X
GOAL 2: Identify and develop available facilities to support a variety of emergency uses.			
2.1 Design and develop a fully functional primary EOC.	X		
2.2 Develop a fully functional alternate EOC.		X	
2.3 Develop facilities that can be utilized as staging areas.			X
2.4 Develop facilities that can be used as Local Assistance Centers.		X	
2.5 Inventory and maintain facilities for use as shelter sites.		X	
2.6 Actively participate in analysis and design of new public safety building	<i>Ongoing</i>		
2.7 Conduct awareness training regarding emergency facility uses.			X
GOAL 3: Prepare and empower San Rafael neighborhoods and businesses to respond to and recover from a disaster.			
3.1 Enhance the Community Emergency Response Team (CERT) program.	X		
3.2 Implement the Get Ready Household Disaster Preparedness Program.	X		
3.3 Provide emergency preparedness presentations & support events.	<i>Ongoing</i>		
3.4 Develop a Community Emergency Preparedness Plan.	X		
3.5 Design and implement a comprehensive emergency preparedness website.	X		
3.6 Participate in development of Business Recovery Plan.		X	
GOAL 4: Develop a fully functional volunteer corps to support disaster operations.			
4.1 Evaluate the integration of CERT members into emergency response org.			X
4.2 Develop plan to effectively utilize spontaneous/emergency volunteers.		X	
4.3 Enhance Emergency Volunteer Center resources and capabilities.		X	
4.4 Partner with American Red Cross for the use of disaster volunteers.	<i>Ongoing</i>		
4.5 Establish pre-identified roles for volunteers to fill during disaster operations.		X	
4.6 Ensure that the City utilizes the disaster service worker program.	<i>Ongoing</i>		
4.7 Ensure that countywide volunteer resources are included in San Rafael plans.	<i>Ongoing</i>		

GOAL 5: Build new and further develop existing partnerships with neighboring agencies and jurisdictions and lead the enhancement of emergency management programs countywide.			
5.1	Participate in regional planning and response efforts.	<i>Ongoing</i>	
5.2	Promote countywide emergency management collaborative groups.	<i>Ongoing</i>	
5.3	Participate in the Operational Area Disaster & Citizens Corps Council.	<i>Ongoing</i>	
5.4	Partner with local community based organizations to enhance emergency management capabilities.	<i>Ongoing</i>	
GOAL 6: Develop the City's direction, control, and coordination of its emergency response organization.			
6.1	Clarify the City Council's role in disaster operations.	X	
6.2	Comply with State and Federal emergency management system requirements.	<i>Ongoing</i>	
6.3	Review Municipal Code.	<i>Ongoing</i>	
6.4	Enhance San Rafael Disaster Council.	X	
6.5	Monitor state and federal emergency management laws and regulations.	<i>Ongoing</i>	
6.6	Consider adoption of National Fire Protection Association (NFPA) 1600 standard.		X
6.7	Implement and incorporate state and federal initiatives.	<i>Ongoing</i>	
6.8	Review and modify Emergency Operations Plan.		X

SUMMARY OF OBJECTIVES

(LISTED BY RANGE)

	2007	2010	2012
Short Range	6.1 City Council Role in Disaster Operations		
	1.5 Employee Emergency Notification System		
	1.4 Employee Role During Disasters		
	1.2 New Employee Emergency Training		
	1.3 Employee Preparedness Information and Supplies		
	1.1 EOC Staff Training		
	1.6 Employee Emergency Identification		
	2.1 Primary Emergency Operations Center		
	3.1 Community Emergency Response Team		
	3.2 Get Ready Emergency Preparedness Program		
	3.4 Community Emergency Preparedness Plan		
	3.5 Emergency Services Website		
	6.4 San Rafael Disaster Council		
Mid Range	2.2 Alternate Emergency Operations Center		
	2.4 Local Assistance Centers		
	2.5 Disaster Shelters		
	3.6 Business Recovery Plan		
	4.2 Spontaneous Volunteers		
	4.3 Emergency Volunteer Center		
Long Range	4.5 Disaster Volunteers		
	1.7 Employee & Responder Care Program		
	2.3 Staging Areas		
	2.7 Emergency Facilities Awareness		
	4.1 Utilize CERT Members		
Ongoing	6.6 NFPA 1600 Standard		
	6.8 Emergency Ops. Plan		
	2.6 New Public Safety Building		
	3.3 Emergency Preparedness Presentations and Events		
	4.4 Partner with American Red Cross for Disaster Volunteers		
	4.6 Disaster Service Worker Volunteer Program		
	4.7 Countywide Volunteer Resources		
5.1 Regional Planning and Response Efforts			

Ongoing

5.2 Countywide Emergency Management Efforts

5.3 Operational Area Disaster & Citizens Corps Council

5.4 Community Based Organizations

6.2 State and Federal Emergency Management Systems Compliance

6.3 Municipal Code

6.5 State and Federal Emergency Management Laws and Regulations

6.7 State and Federal Initiatives