Governor's Office of Emergency Services

State of California

Statewide Emergency Management

Strategic Plan

2005-2010

Arnold Schwarzenegger
Governor

Henry R. Renteria
Director, Governor's Office of Emergency Services

May 2005

California is vulnerable to catastrophic losses from natural hazards and human-caused events such as terrorist attacks. In response, California has developed one of the most comprehensive emergency management systems in the nation. However, we must continue to meet new challenges arising from changing conditions in the field of emergency management. The Statewide Emergency Management Strategic Plan will guide us in our efforts to meet these challenges.

The Statewide Emergency Management Strategic Plan identifies common priorities for mitigating against, preparing for, responding to, and recovering from natural and human-caused events that threaten lives, property, the economy and the environment in California. Hundreds of experts in emergency management, representing State, Federal, local and tribal governments, voluntary and other non-governmental and community-based organizations, and the private sector came together to shape the Plan and contribute to its development. I would to like thank all those who participated in this effort, and in particular the members of the Strategic Plan Advisory Task Force, for investing the time for development of this document.

The Statewide Emergency Management Strategic Plan is designed to influence the development of strategies and plans throughout the emergency management community over the next five years. The emergency management strategies for the Governor's Office of Emergency Services and other State agencies will be aligned with the Statewide Emergency Management Strategic Plan. The Plan will also be available to local and tribal governments and other organizations so that these entities have the opportunity to align the goals of their emergency management strategies with those of the Plan.

By working collaboratively, we will continue to ensure a safe, secure, and disaster-resistant California.

Sincerely,

Henry Renteria, Director

Governor's Office of Emergency Services

ACKNOWLEDGEMENTS

The Director of the Governor's Office of Emergency Services wishes to thank the members of the Strategic Plan Advisory Task Force for their guidance and support in the development of the Statewide Emergency Management Strategic Plan. Additionally, the contributions of representatives of federal, state, local, and tribal governments, non-governmental and community-based organizations, and the private sector were invaluable. The Advisory Task Force members and stakeholders who contributed to the Plan are listed in Appendices A and B, respectively.

Development of the Plan was facilitated by the Governor's Office of Emergency Services.

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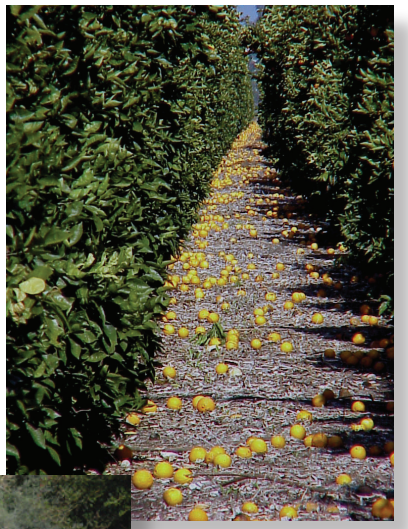

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I. INTRODUCTION

California is among the most disaster-prone states in the nation. The State is threatened by earthquakes, wildfires, floods, drought, agricultural emergencies, and many other natural hazards, as well as human-caused hazards such as industrial accidents and terrorism. The concentration of people and economic resources in hazard-prone areas, as well as the needs fostered by a large and diverse population heighten this risk. Some of the most extensive and costly disasters in U.S. history have occurred here.

In response, California has developed one of the most comprehensive emergency management systems in the nation, enabling California to effectively protect its residents from the wide range of hazards that threaten the State. The success of this system is built on an all-hazards approach to emergency management and historically strong partnerships within the emergency management community. This community consists of federal, state, local, and tribal governments; voluntary and other non-governmental and community-based organizations; and the private sector, such as utilities and medical services providers.

While loss of life and damage can never be entirely prevented, California's emergency management community has nonetheless succeeded in reducing the effects of disasters significantly. The emergency management community continues to be dedicated to increasing the State's effectiveness in protecting lives, property, the economy, and the environment. However, as the emergency management community has entered the 21st century, it is faced with circumstances that require changes to its ways of doing business. The events of September 11, 2001, permanently altered the emergency management landscape. Although California has always sought to be prepared for natural and human-caused disasters, regardless of cause, September 11 resulted in an expansion of emergency management priorities and resources among all partners in the emergency management community to prepare for terrorist attacks. These and other changes, as well as the ongoing need to provide direction to a wide range of entities engaged in the common purpose of safeguarding California's population, require the emergency management community to consider its future carefully.

The Statewide Emergency Management Strategic Plan

To meet this challenge, and to ensure continued effectiveness in the delivery of emergency management services, the leaders of the emergency management community must share a common vision for the system. To encourage the development of this vision, and to facilitate the effort to achieve it, the Director of the Governor's Office of Emergency Services (OES) initiated the development of the Statewide Emergency Management Strategic Plan (hereafter referred to as the Plan). The Plan provides a road map from 2005 to 2010 as California's emergency management community adapts to the changing landscape. The Plan provides the vision, mission, and principles of the California emergency management community; goals to be achieved over the next five years; and objectives to be attained in pursuit of these goals.

Development of The Plan

OES has facilitated the development of the Plan and provided the staff and consultants to prepare the document. However, the Plan has been prepared on behalf of the California emergency management community. To ensure that the Plan reflects the needs of the constituents of this community, the Plan has been prepared in collaboration with wide range of stakeholders, including:

> federal agencies;

> other state agencies;

> local governments, including counties, cities, and special districts;

> tribal governments;

> voluntary and other non-governmental and community-based organizations; and

> the private sector.

OES obtained input from interested stakeholders through a series of workshops held around the State, as well as through draft documents made available on a website developed specifically to support the effort. Additionally, OES convened and chaired the Strategic Plan Advisory Task Force composed of representatives of State, Federal, and local government agencies to provide guidance during the planning process and to contribute to plan development. The members of the Advisory Task Force are listed in Appendix A. Stakeholders who contributed to the development of the Plan are listed in Appendix B.

Driving Forces

Through meeting with stakeholders and the Advisory Task Force, the planning team conducted an assessment of the current and expected conditions in which California's emergency managers must deliver services to the residents of the State. The trends identified through this assessment are summarized in Appendix E. Goals and objectives included in the Plan were developed on the basis of this assessment.

Significant external drivers were also identified at the initiation of the planning process. These drivers, which influenced the development of the goals and objectives for the Plan, are described below.

Emergency Management Accreditation Program (EMAP)

EMAP is the voluntary assessment and accreditation process for State and local government programs responsible for coordinating prevention, mitigation, preparedness, response, and recovery activities for disasters, whether natural or human-caused. Accreditation is based on compliance with national standards for emergency preparedness, EMAP standards, demonstrated through self-assessment, documentation, and on-site assessment by an independent team of assessors.

EMAP representatives conducted a baseline assessment for California in October 2004. The assessment identified many areas in which California meets or exceeds national standards, and additionally identified areas where additional steps are necessary to meet these standards, including the need for a statewide emergency management strategic plan.

Changes in Federal Emergency Management

The occurrence of the September 11 attacks caused the Federal government to assess the readiness of its systems for preparedness, response, and recovery. Homeland Security Presidential Directives and the creation of the U.S. Department of Homeland Security have resulted in significant changes in federal organization and the manner in which the Federal government works with State, local, and tribal governments in preparing for disasters. These changes, which include implementation of the National Incident Management System (NIMS), the development of the National Response Plan (NRP), and development of the National Preparedness Goal, will require adaption at all levels of government to ensure effective delivery of services for regional, national, or catastrophic events. Federal initiatives are described in greater detail in Appendix D.

Streamlining State Government

In 2004, the Governor of California initiated a performance review of California's government in an effort to make it more responsive to the needs of its residents and business community. This process included an evaluation of executive branch reorganization; an assessment of program performance; identification of ways to improve service and productivity, and consideration of acquisition reform. During the reorganization of State agencies, the function of emergency management must be maintained to ensure the safety and well being of California's residents.

Relationship to Other Planning Efforts

As described above and in Appendix D, planning efforts at the Federal level promise to affect approaches to emergency management among all partners in the emergency management community. Ongoing planning efforts at the State and local levels, such as the development of the California Homeland Security Strategy by the Office of Homeland Security (OHS), also continue to shape the way emergency management services are delivered in California. The Statewide Emergency Management Strategic Plan has been developed with consideration of these efforts.

In turn, the Statewide Emergency Management Strategic Plan is designed to influence the future development of strategies and plans throughout the emergency management community, as shown in Exhibit 1. The strategic plan for OES itself, as well as the emergency management strategies developed by other State agencies, will be aligned with the Statewide Emergency Management Strategic Plan (as depicted by the solid lines in the exhibit). OES will also distribute the Plan to local governments, tribal entities, non-governmental and community-based

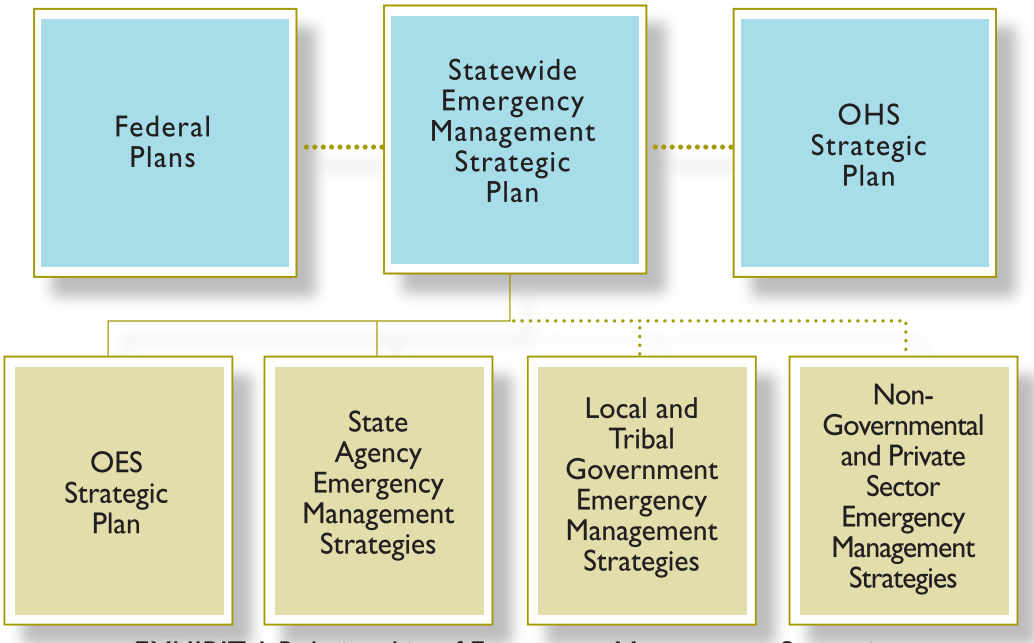

EXHIBIT 1 Relationship of Emergency Management Strategies

STATEWIDE EMERGENCY MANAGEMENT

VISION

A safe, secure, and disaster-resistant California.

STATEWIDE EMERGENCY MANAGEMENT

MISSION

California's emergency management community protects lives, property, the economy, and the environment from all hazards through mitigation of, preparation for, response to, and recovery from natural and human-caused disasters.

GUIDING PRINCIPLES

Disaster and Hazard Awareness

California's leaders, emergency managers, and residents will be well-educated with regard to the extent and effects of all hazards.

Prevention and Mitigation

California will reduce the impact of disasters on lives, property, the economy and the environment by reducing vulnerability to all hazards.

Preparedness

California will be ready to respond to disasters effectively and to accelerate recovery efforts.

Response

California will deliver an effective, efficient, and coordinated response to disasters, reducing injuries and loss of life, destruction of property, damage to the economy and harmful effects to the environment.

Recovery

California will have an efficient, integrated, and comprehensive process to restore and improve communities after disasters.

Diversity

California's diverse population and geography must be considered in all aspects of emergency management.

3. GOALS AND OBJECTIVES

Goals and objectives for California's emergency management community are described below. By reaching these goals, the California emergency management community will achieve the vision of a safe, secure, and disaster-resistant California.

Partnership and Leadership

The combined expertise and capabilities of the emergency management community are required to mitigate against, prepare for, respond to, and recover from natural and human-caused disasters within California. Partnerships in emergency management ensure that the needs of California residents are met expeditiously. California has an opportunity to increase its leadership in emergency management by strengthening the partnerships upon which the system is based.

1. Emergency management will remain a core function of California government.

a) Identify and foster champions of emergency management.

b) Ensure that champions and leaders of the emergency management community are qualified and informed.

c) Define, develop, and institutionalize emergency management leadership roles during the formation of new government organizational structures.

2. Communication and collaboration among the members of the emergency management community will be strengthened, and new partnerships will be formed.

a) Increase collaboration between California agencies responsible for emergency management.

b) Assess gaps in State and local government emergency management coordination with tribal governments; voluntary and other non-governmental and community-based organizations; and the private sector, including utilities and the medical services community.

c) Expand emergency management planning, training, exercises, and evaluations so that they involve all members of the emergency management community, including tribal governments; voluntary and other non-governmental and community-based organizations; and the private sector, including utilities and the medical services community.

3. California's mutual aid system will be expanded.

a) Conduct an assessment of needs for mutual aid beyond current disciplines and agencies.

b) Identify and develop regional champions to spearhead the expansion of the mutual aid system.

c) Provide technical assistance and resources in support of interstate and intrastate mutual aid.

d) Conduct an outreach and education program to inform the emergency management community about the principles of mutual aid.

4. The leaders of the emergency management community will pursue federal and state funding as well as laws that further strengthen California's emergency management system and all-hazards preparedness.

a) Increase awareness and knowledge of state and federal legislators on emergency management issues facing California.

b) Identify State laws and regulations that must be updated to reflect current conditions in the emergency management environment.

5. California's regional emergency management capabilities and infrastructure will be improved.

a) Identify opportunities and develop structures for regional collaboration and emergency management dialogue.

b) Implement planning for regional, statewide, or catastrophic events that require significant levels of assistance from Federal and out-of-state resources.

c) Identify regional emergency management best practices and disseminate statewide.

Planning and Operations

California's emergency management community has historically planned for disasters and emergencies with an all-hazards approach. The recent emphasis on terrorism has shifted California's attention towards preparing for incidents involving chemical, biological, radiological, nuclear, and explosive weapons. Nonetheless, it is critical for California to evaluate its current emergency management programs to ensure that California functions effectively for all types of events and within the larger context of national and Federal systems. Effective cooperation within the California emergency management community, as well as with other states, is critical to meeting the needs of California's residents, particularly during regional, statewide, and catastrophic events.

1. California's emergency management systems will be fully integrated with, and operate successfully with, federal emergency management initiatives, including NIMS, the NRP, and the National Preparedness Goal.

a) Identify steps needed at State agency, local, and tribal government levels to ensure integration with NIMS.

b) Reinvigorate the SEMS maintenance process to ensure

integration with NIMS.

c) Develop a process for catastrophic disaster planning that accounts for the implementation of the NRP. See "Partnership and Leadership," Objective 5-C.

d) Identify requirements necessary to meet priorities of the National Preparedness Goal. See "Education, Training, and Exercises," Goal 2.

2. California's emergency management planning efforts will be integrated to achieve common goals.

a) Identify a forum and procedures for integrating relevant State and local plans related to emergency management, hazard mitigation, land use planning, continuity of government, disaster recovery, and homeland security.

b) Review the purpose, function, and operations of existing emergency management and homeland security planning committees.

c) Develop a plan to streamline planning activities and to ensure focus on common strategic goals and objectives.

d) Utilize the coordinated planning process to identify priorities for funding and action.

e) Provide guidance to local agencies for integrating local and regional plans that relate to or affect emergency management.

3. California will institutionalize hazard identification, risk assessment, and hazard mitigation planning to reduce vulnerability and provide parameters for planning and preparedness.

a) Update the State Hazard Mitigation Plan regularly, in conformance with federal requirements.

b) Develop a system to encourage and support regular updates to local hazard mitigation plans.

c) Aggressively pursue federal funding for hazard identification, mitigation planning, and projects to reduce vulnerability to hazards.

d) Utilize updated hazard identification and risk assessment information to refine planning and preparedness activities.

4. In the event of a disaster, government functions and the community at large will be restored rapidly.

a) Encourage development of, implementation of, and updates to Continuity of Operations plans and Continuity of Government plans for all state, local, and tribal governments, and Business Continuity plans for private sector entities with emergency management functions.

b) Include Continuity of Operations, Continuity of Government, and Business Continuity plans in exercises and evaluations.

c) Encourage development of, implementation of, and updates to state, local, and tribal recovery plans.

d) Conduct exercises and evaluations of recovery plans.

e) Encourage incorporation of risk reduction and disaster resistance concepts into rebuilding efforts.

5. California will have an effective statewide system for evaluating and deploying emergency management resources.

a) Conduct an assessment of gaps in resources and potential sources of assistance within the emergency management community for a wide range of scenarios.

b) Develop a system for rapid identification of needs and resources in anticipation of, and during, disaster events, and for tracking deployment on a statewide basis.

c) Establish a pre-standing multi-agency coordination group for catastrophic events.

d) California will establish internal systems to support the Emergency Management Assistance Compact (EMAC) and will deploy and manage resources as necessary under the provisions of EMAC.

6. California's emergency management community will leverage all available resources.

a) Broaden the scope of SEMS to strengthen ties to tribal governments; voluntary and other non-governmental and community-based organizations; and the private sector, including utilities and the medical services community.

b) In the context of the NRP, develop concepts for effective utilization of Federal and out-of-state resources under the State Emergency Plan. See "Partnership and Leadership," Objective 5-C.

c) Adopt and participate in the Emergency Management Assistance Compact.

d) Leverage emergency medical response planning initiatives and funding to develop a statewide plan for emergency medical response to catastrophic incidents, in cooperation with federal public health agencies.

Infrastructure and Communication

California has extensive emergency operations infrastructure for emergency management and has led the nation in the development of communications systems such as the Operational Area Satellite Information System and the Response Information Management System (RIMS). The State is also fortunate to have capable amateur radio and other volunteer organizations to further bolster its communications backbone. To continue to deliver services effectively, California must ensure that its facilities and communications systems are updated and eliminate obstacles to interaction between agencies. Just as importantly, California must implement consistent exercising of these capabilities to ensure effective use.

1. California's emergency operations facilities will be improved.

a) Recommend guidelines for Emergency Operations Centers (EOCs) at the state and local government levels.

b) Conduct a statewide assessment of needs within the system of state and local EOCs.

c) Identify priorities for facilities improvements and funding sources.

d) Conduct regular exercises in using state and local EOCs.

e) Identify and exercise procedures for alternate sites to the State Operations Center and local, departmental, and regional EOCs.

2. California's emergency management communications systems will be compatible for partners within the emergency management community.

a) Establish standards for interoperability and redundancy.

b) Conduct a statewide assessment of needs for communications interoperability.

c) Identify statewide interoperability priorities and funding sources.

d) Evaluate the effectiveness of RIMS, particularly with regard to communication with organizations outside of State and local government; and identify areas for improvement.

e) Identify alert and warning needs for public information and emergency managers.

3. The emergency management community will have access to a comprehensive Geographic Information System (GIS) that supports all phases of emergency management.

a) Develop spatial data sharing agreements and infrastructures among federal, state, local, tribal and regional governments; voluntary, non-governmental, and community-based organizations; and the private sector.

b) Consider the institution of a statewide GIS that provides the tools and resources necessary for data acquisition, geographic analysis, storage and display of all mission critical spatial information.

Education, Training, and Exercises

California is rich with experienced emergency management professionals, due to the frequency with which disasters and emergencies have occurred as well as to the investments made over decades of building the emergency management system. However, this level of professionalism must be strengthened to ensure that institutional knowledge is maintained. Continuous training and exercising that includes all partners in emergency management are critical to ensuring that services are delivered effectively when crises occur. Additionally, California must ensure that its level of preparedness is consistent with national priorities to ensure maximum effectiveness in the delivery of emergency management services.

1. California will have professionally-trained emergency managers and be a "Center of Excellence" in the profession.

a) Identify standardized core competencies for emergency management disciplines and the required curricula for academic development.

b) Work with the state's political and educational system leaders, as well as the private sector, to identify resources and capacity for development of academic programs.

c) Develop a system for accreditation in the emergency management profession and programs within the junior college, State University, and University of California systems to support the profession.

d) Conduct outreach to identify California's emergency management training capabilities.

e) Develop a statewide clearinghouse for soliciting and sharing Best Management Practices among the emergency management community.

2. California will meet the standards identified in the National Preparedness Goal.

a) Evaluate California's preparedness against federal standards for preparedness.

b) Identify areas in which California can take steps to complement national priorities for preparedness.

c) Identify priorities for modifying training and exercises to achieve national standards for preparedness.

3. California's training and exercises programs will address critical needs.

a) Develop a system for conducting regular training and exercise needs assessments on a statewide basis, including identifying the frequency and scope of required training and exercises.

b) Maintain records of training and exercise accomplishments.

c) Implement a program to address needs identified through exercises and for sharing lessons learned through corrective action plans.

d) Ensure that training, exercises, and evaluations include all members of the emergency management community. See "Partnership and Leadership," Objective 2-C.

4. California's residents, government leadership, and private sector will be educated about the hazards facing the state, the role of the emergency management community, and what to expect if a disaster occurs.

a) Develop innovative methods for promoting hazard and risk awareness and individual preparedness on a statewide basis.

b) Promote awareness of emergency management functions, including non-first responder and private sector roles.

Funding And Resources

All partners in the emergency management community are concerned with the lack of a continuous funding stream dedicated to emergency management. There is a shared responsibility to pursue adequate funding and to ensure stewardship of scarce resources, thereby addressing California's overall emergency management needs efficiently and building long-term sustainability.

1. California's emergency management funding will be effectively and equitably distributed.

a) Develop an annual statewide assessment of emergency management needs and funding priorities that is tied to strategic planning goals.

b) Conduct annual assessments of services to identify gaps and unnecessary redundancies.

c) Establish a state-level, centralized mechanism for training and exercises funding. See "Education, Training, and Exercises," Objective 3-A.

d) Work with the appropriate state and federal agencies to increase types of grantees and the scope of grant application eligibility.

2. California will develop a long-term, statewide approach to sustainable emergency management funding.

a) Consider the development of a funding plan for emergency management that can be updated and used

Responsibility and Oversight for Implementation

As the lead State agency for emergency management in California, OES will spearhead the effort to ensure that the goals and objectives of the Statewide Emergency Management Strategic Plan are met. Strategic planning within OES will be guided by the Plan; additionally, OES will encourage and support the efforts of state agencies and other partners to develop plans that are consistent with the Plan.

Plan Implementation System

To ensure that these efforts are consistent and that the interests of stakeholders are addressed, OES will utilize the SEMS Maintenance System (described in Appendix D). Under the SEMS Maintenance System, OES will facilitate the creation of a Statewide Strategic Planning Specialist Committee to take specific responsibility for this effort. This committee will be composed of members of the Strategic Plan Advisory Task Force and other interested parties.

The Strategic Planning Specialist Committee will monitor strategic planning activities in the emergency management community and recommend updates to the Plan. Specific responsibilities include:

- Recommend annual statewide Goals and Objectives for strategic planning focus areas.
- Periodically convene to address emergency management issues (that may have strategic planning implications).
- Assist with coordination of emergency management strategic plans and planning efforts.
- Develop an assessment tool and process to evaluate statewide emergency management strategic planning efforts.
- Develop a reporting system and schedule for statewide emergency management strategic planning to support the assessment process and annual report.
- Prepare an annual Emergency Management Strategic Planning Report.
- Review conditions within the emergency management community and recommend updates to the Plan.
- Assist OES with updates to the Plan as needed.

OES encourages the Plan's distribution and dissemination. Copies of the Plan will be maintained by OES. A downloadable version of the Plan, proposed changes, and other key strategic planning information will be posted to the OES website at (www.oes.ca.gov).

APPENDIX A - Strategic Plan Advisory Task Force Members

The Strategic Plan Advisory Task Force provided the Governor's Office of Emergency Services (OES) with valuable guidance and input during the formation of the Statewide Emergency Management Strategic Plan. Specifically, task force members participated in meetings to confirm the approach in establishing the Plan and provided input throughout the development of the Plan. OES gratefully acknowledges the members' valuable contributions.

The Advisory Task Force was chaired by Phyllis Cauley, Manager of the OES Preparedness Branch.

NAME	ORGANIZATION
Lin McNamara	California Conservation Corps
Jack Geck	California Department of Fish and Game
Greg Orr	California Department of Fish and Game
Ted Mar	California Department of Fish and Game
Rita Witucki	California Department of Food and Agriculture
Michael Nation	California Department of Forestry and Fire Protection
Dave Mazzera	California Department of Health Services
Kathy Clark	California Department of Mental Health
Margie Glaviano	California Department of Social Services
Larry Orcutt	California Department of Transportation
Len Nelson	California Department of Transportation
Steve Takigawa	California Department of Transportation
Nathaniel Cradle	California Department of Transportation
Sonny Fong	California Department of Water Resources
Jeff Rubin	California Emergency Medical Services Authority
Arnie Sargent	California Environmental Protection Agency
Michael Tischer	California Environmental Protection Agency
Lt. LD Maples	California Highway Patrol
Col. Jeff Davis	California National Guard
Maj. Louis Millikan	California National Guard
David Raimer	California Office of Homeland Security
Adam Sutkus	California Service Corps
Barbara McPhail	California Utilities Emergency Association
Anne Wilson	Federal Emergency Management Agency
Dennis McKeown	Federal Emergency Management Agency
Chris Godley	Marin County Office of Emergency Services
Rui Cunha	Placer County Office of Emergency Services
Ron Alsop	San Luis Obispo County Office of Emergency Services

APPENDIX B - List of Stakeholders Who Participated in Plan Formation

The Governor's Office of Emergency Services (OES) received input on the Statewide Emergency Management Strategic Plan throughout California's emergency management community and from numerous organizations who are interested in the state's emergency management capabilities. OES gratefully acknowledges the contributions of the entities and individuals who provided insight and comments during the formation of the Plan.

Local Governments, including Counties, Cities, and Special Districts

STATE OF CALIFORNIA REPRESENTATIVES

Board of Equalization	Department of Social Services
California State University System	Department of Transportation
Conservation Corps	Department of Veteran's Affairs
Department of Community Services and Development	Department of Water Resources
Department of Consumer Affairs	Emergency Medical Services Authority
Department of Corrections	Employment Development Department
Department of Fair Employment and Housing	Energy Commission
Department of Finance	Environmental Protection Agency
Department of Financial Institutions	Franchise Tax Board
Department of Fish and Game	Highway Patrol
Department of Food and Agriculture	Housing and Community Development
Department of Forestry and Fire Protection	Office of Homeland Security
Department of General Services	Office of Statewide Health Planning and Development
Department of Health Services	Public Utilities Commission
Department of Industrial Relations/Cal OSHA	Seismic Safety Commission
Department of Insurance	Service Corps
Department of Justice	State Independent Living Council
Department of Mental Health	State Parks
Department of Motor Vehicles	University of California System
Department of Personnel Administration	Youth and Adult Correctional Agency

FEDERAL REPRESENTATIVES

U.S. Army Corps of Engineers	Department of Justice
Centers for Disease Control	Department of Transportation
Coast Guard	Drug Enforcement Administration
Department of Agriculture	Environmental Protection Agency
Department of Defense	Federal Bureau of Investigation
Department of Energy	General Services Administration
Department of Health and Human Services	National Disaster Medical System
Department of Homeland Security, FEMA Region IX	Nuclear Regulatory Commission
Small Business Administration	Small Business Administration
Department of Interior, Bureau of Indian Affairs	

TRIBES

Cher-Ae Indian Community of the Trinidad Rancheria
San Manuel Band of Mission Indians

ASSOCIATIONS AND NON-PROFIT ORGANIZATIONS

American Automobile Association	California Special District Association
American Radio Relay League	California State Firefighter Association
American Red Cross	California State Independent Living Council
Association of Volunteer Centers of California	California State Sheriffs Association
California Ambulance Association	California State Teachers Retirement System
California Association of Health Plans	California Utilities Emergency Association
California Chapter - American College of Emergency Physicians	Church World Services
California Council of EMS Educators	Collaborating Agencies Responding to Disasters
California CUPA Forum	Commission on EMS
California Emergency Services Association	Emergency Medical Services Administrators Association of California
California Fire Chiefs Association	Emergency Network Los Angeles
California Medical Association	Fire District Association of California
California Police Chiefs Association	League of California Cities
California Professional Firefighters	Robert Oliver Foundation
	Voluntary Organizations Active in Disaster

PRIVATE SECTOR

En Magine
Gerard J. Quinn & Associates
Lucien G. Canton, LLC
Polycontrols USA, Inc.
State Compensation Insurance Fund
Southern California Edison
Southern California Water Company

California's exposure to a natural or human-caused disaster is significant due to the presence of numerous hazards, the threat of terrorism, and the density of population and economic resources. In response, California has developed an extensive and effective system of emergency management.

Disasters in California

With a current population of 35.7 million, California is the most populous of the United States. While California is also the third largest state in land area, much of the population resides in densely developed urban areas, particularly in southern California and in the San Francisco Bay area. Los Angeles County is the most populous county in the United States, with a population that exceeds ten million. Orange, Riverside, San Bernardino, and San Diego counties in southern California; Alameda, Contra Costa, and Santa Clara counties in the San Francisco Bay area; and Sacramento County in the Central Valley each has a population exceeding one million. The state's population is growing rapidly and is expected to reach 50 million by mid-century. Much of this growth will occur in the Central Valley, the inland valleys and deserts of southern California, and in the foothills of the Sierra Nevada. Additionally, the state's already diverse ethnic and cultural composition will continue to shape the state's growth.

The topography, geology, and climatic conditions in California leave the state highly susceptible to a wide range of natural hazards. The state is best known nationally and internationally for the occurrence of earthquakes, from the 1906 earthquake that destroyed much of San Francisco to the 1994 Northridge earthquake that caused over $40 billion in damage in the Los Angeles area, making it one of the most expensive natural disasters in U.S. history. However, floods, landslides, wildfires, tsunamis, droughts, agricultural emergencies caused by weather, disease, and pests, and other events have caused great damage throughout the state. Additionally, the concentration of industry and infrastructure poses the threat of human-caused hazards, such as chemical and oil spills, industrial explosions, and dam failures.

California's exposure to hazards, combined with the state's population and density of development, results in a degree of vulnerability exceeding that of most other states. From 1984 to 2004, California received 25 Presidential disaster declarations. During the same period, almost 80 events were significant enough to be proclaimed state disasters; and the State regularly endures events that are not Presidentially or state-declared but nonetheless threaten lives and public safety, cause millions of dollars in damage to property and infrastructure, and require the implementation of mutual aid. The growth of the state's population promises to increase this risk; many areas of projected growth are hazard-prone.

The events of September 11 emphasized the fact that California is also at risk from a terrorist attack, such as an incident involving a chemical, biological, radiological, nuclear, or explosive weapon. California is home to major cultural, industrial, and commercial centers; ports, airports, and international border crossings that are among the nation's busiest; and internationally recognized landmarks. These characteristics significantly increase the likelihood that California is a major target for a terrorist attack. The events of September 11 directly affected other states (although many victims were California residents), and California has not experienced a major terrorist incident; nonetheless, the State's leaders recognize the potentially devastating effects that such an incident could have on the state's residents.

The historically rapid growth and concentration of population and economic resources in a place that is vulnerable to such a wide range of hazards is precisely the reason that California's emergency management system is so highly evolved, and that the State's political leaders have over the years invested so much in that system. The continued growth of the State's population requires that this system be maintained and strengthened.

California's System of Emergency Management

Because of the large number of natural and human-caused disasters, California has from its earliest years developed a system of emergency management that has given rise to the state's present role as a leader in disaster mitigation, preparedness, response, and recovery. The frequent occurrence of damaging events caused local governments to develop robust means for response and encouraged an understanding within State government that emergency

management is one of its core functions. The resulting system, which is based on an all-hazards approach to emergency management, has served California's residents well through its history of large, complex, and diverse disasters.

California has a long history of organized emergency management. A significant effort to organize state resources for emergency management began to take shape in 1945 as a response to World War II (see box). The development of the current system was spurred by the disastrous East Bay Hills fire of 1991, which caused 25 deaths and $2 billion in damage. This disaster highlighted the need for a standardized approach to multi-jurisdictional and multi-agency responses. In response, the State Legislature authorized the development of the Standardized Emergency Management System (SEMS) for use in coordinating State and local emergency response.

SEMS was developed by the Governor's Office of Emergency Services (OES), state agencies with designated response roles, and other stakeholders. It incorporates:

> principles of the Incident Command System, a standardized approach to incident management originally employed by fire services;

> the state's county-level Operational Area concept for organization of local government resources;

> the state's system of mutual aid; and

> a system for multi-agency coordination.

SEMS is used to establish consistent response operations, staff emergency operations centers, coordinate emergency response, provide a method through which jurisdictions can request assistance, and provide means for communication among levels of government. The use of SEMS is outlined in the State of California Emergency Plan, last updated in 1998. All state agencies must use SEMS, and local governments must use SEMS to be eligible for state reimbursement of personnel-related response costs.

The Emergency Management Community

California's system of emergency management is grounded in the concept of a partnership among all levels of government, as well as with voluntary and other non-governmental and community-based organizations and the private sector. The state government has long recognized that all levels of government must work effectively, along with non-governmental partners, to meet the challenges posed by a disaster. State and local government partnerships have been institutionalized through the development of the Master Mutual Aid Agreement and the implementation of SEMS.

The emergency management community in California includes:

> Federal Agencies – The Federal Emergency Management Agency, the U.S. Army Corps of Engineers, the Department of Defense, and the Small Business Administration, among other agencies, bring the resources of the federal government to bear in situations where the need to respond to, and recover from, a disaster exceeds the capabilities of State and local governments.

> State Agencies – State agencies may be directed by the Governor to undertake critical tasks during the response to and recovery from an event. Additionally, State agencies have primary responsibility for much of the state's critical infrastructure, such as the highway and aqueduct systems.

> Local Governments – Counties, cities, and special districts are the first to respond to a disaster and bear the primary responsibility for safeguarding life and property within their jurisdictions. They also bear primary responsibility for ensuring the community's recovery.

> Tribal Governments – There are 109 federally recognized tribes in California. Tribal governments and organizations are involved in all phases of emergency management to varying degrees.

> Non-Governmental and Community-Based Organizations – Voluntary agencies and other non-governmental and community-based organizations provide critical support at the local level, particularly for the care of the victims of disasters.

> Private Sector – Private companies often provide emergency medical services. Additionally, the private sector is responsible for safeguarding much of the State's critical infrastructure, such as power plants and pipelines; and is often instrumental in providing resources for response and recovery.

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In developing the Statewide Emergency Management Strategic Plan, the Governor's Office of Emergency Services (OES) evaluated other, ongoing planning efforts to identify initiatives that should be addressed in the Plan.

State Planning Initiatives

Planning efforts at the state level also include local governments and other stakeholders.

The SEMS Maintenance System

To ensure the continued effectiveness of the Standardized Emergency Management System (SEMS), the regulations for implementing SEMS also provided for the establishment of an Advisory Board and methods for evaluating planning, training, exercises, and performance. The SEMS Advisory Board is charged with providing the OES Director with advice and recommendations regarding the operation and maintenance of SEMS. The SEMS Maintenance System further includes a Technical Group and Specialist Committees as needed.

The SEMS Maintenance System will be the primary vehicle for integrating SEMS and National Incident Management System (NIMS), described below.

California Homeland Security Strategy

The California Office of Homeland Security (OHS) is currently developing a strategy for meeting the challenges posed specifically by the threat of terrorist attacks. The California Homeland Security Strategy, which builds on the National Strategy for Homeland Security prepared by the U.S. Department of Homeland Security, focuses on three objectives:

> Preventing terrorist attacks within California – including intelligence and warning systems, border and transportation security, and domestic counterterrorism.

> Reducing California's vulnerability to terrorism – including protecting critical infrastructure and defending the state against terrorism.

> Minimizing damage and encouraging rapid recovery from attacks that do occur – ensuring adequate emergency preparedness and response.

The California Homeland Security Strategy will provide a blueprint for continued development of key components of state prevention capabilities; conducting vulnerability assessments; and administering Federal preparedness grants to local governments. The Statewide Emergency Management Strategic Plan has been developed so that the goals and objectives identified herein are consistent with the objectives of the California Homeland Security Strategy.

Bioterrorism Strategic Plan

The California Department of Health Services has initiated a strategic planning process to improve and coordinate planning and response activities to health emergencies, including bioterrorism. This plan will address priorities and directions for public health and medical planning, translated into effective use of medical resources. The group of stakeholders working on this plan includes:

> representatives from local health departments, including both health executives and health officers;

> emergency physicians, hospitals, managed care organizations, and clinics; and

> State agencies, including OHS, OES, and the Emergency Medical Services Authority.

The Department of Health Services and its partners will develop a 3 to 5-year strategic plan for statewide emergency preparedness and response that proposes:

> priorities for public health emergency preparedness;

> funding priorities for future federal grant cycles, including those of the Health Resources and Services Administration and the Centers for Disease Control; and

> an action plan for coordinating state and local emergency plans for bioterrorism.

The bioterrorism plan will be completed in coordination with the California Homeland Security Strategy.

Communications Planning

Ongoing efforts to promote effective interagency communications are described below.

California Statewide Communications Interoperability Plan

In accordance with a Federal Communications Commission directive in 2001, the Director of OES formed the California Statewide Interoperability Executive Committee (CALSIEC). CALSIEC has been charged with the ongoing governance of all existing federally and state-designated mutual aid and interoperability communications channels; and with the development of the California Statewide Communications Interoperability Plan to address communications interoperability issues in California.

Public Safety Radio Strategic Planning Committee

The California Legislature established this committee to develop a program for modernizing the aging state agency public safety communications infrastructure. The program must promote communications interoperability among state agencies and between state agencies and local systems in accordance with current standards. OES is participating in this effort.

Hazard Mitigation Planning

In accordance with the Federal Disaster Mitigation Act of 2000, state, local, and tribal governments must develop hazard mitigation plans in order to continue to be eligible for federal disaster assistance and hazard mitigation funds. These plans must be all-hazard in scope, officially adopted by the jurisdiction in question, and approved by the Federal Emergency Management Agency. In September 2004, OES completed a statewide, multi-hazard plan for California. This plan identifies past and present mitigation activities, current policies and programs, and mitigation strategies for the future. Many California counties, cities, tribal governments, and special districts have prepared similar plans to stimulate sound mitigation planning and to ensure eligibility for future federal mitigation and disaster assistance.

Other Collaborative Efforts

Other ongoing planning and coordination initiatives that contribute to California's readiness include:

> Statewide Emergency Planning Committee – composed of emergency management officials from state agencies; provides a network for information sharing at the state agency level.

> Mutual Aid Regional Advisory Committees – allow local governments to address issues related to mutual aid, and to contribute to SEMS maintenance.

> Regional Fire and Law Enforcement Mutual Aid Committees – provide fire and law enforcement officials with a venue for discussing operational issues related to their disciplines.

> Local Emergency Planning Committees – composed of local government representatives, businesses, and residents groups; focused on issues related to hazardous materials.

> Discipline-specific Groups and Committees – these groups provide a venue for coordination among disciplines with significant local, non-governmental, and private sector interest. Examples include the State Citizens Corps Council and the Emergency Medical Advisory Committee.

Changes in Federal Emergency Management

The creation of the U.S. Department of Homeland Security has resulted in significant changes to the federal government's approach to emergency management. These changes are designed to standardize emergency management on a nationwide basis and to provide the Federal government with the flexibility to address terrorist incidents within the context of the emergency management system. The basis for the federal approach can be found in the National Strategy for Homeland Security, issued in July 2002.

The National Incident Management System

Homeland Security Presidential Directive (HSPD) 5, Domestic Incident Management, requires the U.S. Department of Homeland Security to lead a coordinated national effort to better prepare the nation for terrorist attacks, as well as other types of emergencies. Among the priorities of HSPD-5 is the development of a nationwide system for incident management. The resulting system, NIMS, is intended to provide a consistent, nationwide template for this purpose. NIMS is designed to enable

federal, state, local, and tribal governments, as well as the private-sector and non-governmental organizations, to work together to prevent, prepare for, respond to, and recover from domestic incidents, regardless of cause, size, and complexity. NIMS builds on the foundation provided by existing incident management systems – in particular, the Incident Command System, Multi-Agency Coordination System, and system of mutual aid utilized by California and embodied in SEMS.

NIMS provides a national system for standardized organizational structures, processes and procedures; standards for planning, training and exercising, and personnel qualification standards; equipment acquisition and certification standards; and communications and information technology. Federal government agencies are required to adopt NIMS, and state and local governments must adapt their respective systems to be compliant with NIMS in order to remain eligible for Federal grants for emergency preparedness.

The National Response Plan

Since NIMS is not an operational incident management plan, HSPD-5 also required the development of the National Response Plan (NRP). The NRP, which is the successor to the Federal Response Plan adopted in 1992, establishes a comprehensive all-hazards approach to enhance the ability of the federal government to manage domestic incidents. The plan incorporates best practices and procedures from incident management disciplines—homeland security, emergency management, law enforcement, firefighting, public works, public health, responder and recovery worker health and safety, emergency medical services, and the private sector—and integrates them into a unified structure. It forms the basis of how the federal government coordinates with state, local, and tribal governments and the private sector during incidents. Twenty-nine federal agencies and three non-governmental organizations have signed the NRP.

The National Preparedness Goal

Subsequent to HSPD-5, the President issued HSPD-8, National Preparedness, which required the Secretary of Homeland Security to develop and promulgate a National Preparedness Goal. Under this initiative, the U.S. Department of Homeland Security is leading nationwide efforts to meet national priorities for preparedness, which have been designated as follows:

> Expand regional collaboration.

> Implement NIMS and the NRP.

> Implement a National Infrastructure Protection Plan.

> Strengthen chemical, biological, radiological, nuclear, and explosive weapons detection capabilities.

> Strengthen interoperable communications capabilities.

> Strengthen medical surge capabilities.

The National Preparedness Goal will identify readiness targets and priorities, standards for preparedness assessments and strategies, and a system for assessing the country's preparedness to respond to terrorist attacks, major disasters, and other emergencies. The framework for reaching the goal includes use of fifteen National Planning Scenarios for natural and human-caused events; a Target Capabilities List providing guidance on specific capabilities and expectations for maintenance; and a Universal Task List describing tasks that may be performed during the events outlined in the National Planning Scenarios.

To provide context for the development and implementation of the Statewide Emergency Management Strategic Plan, the Governor's Office of Emergency Services (OES) conducted an assessment of the environment for emergency management in California. This assessment, which was conducted through discussions with the Strategic Plan Advisory Task Force and with stakeholders, consisted of an evaluation of strengths and weaknesses of the current system as well as the threats and opportunities faced by the leaders of California's emergency management community. Results of the assessment are summarized as "strengths" and "challenges" below.

Strengths

California's system of emergency management is highly organized and has demonstrated success in safeguarding the State's residents. This success can be attributed to the systems in place and the partnerships that have grown up around those systems.

California's Emergency Management Community is Rich in Existing Resources. Due to the relative frequency and variety of emergencies and disasters throughout the state, the emergency management community is well-practiced and prepared. These circumstances have traditionally encouraged the state's political leaders to treat emergency management as a priority. The investment in the Standardized Emergency Management System (SEMS) and a half-century of mutual aid experience demonstrate the state's commitment to effective emergency management.

California also has access to significant federal resources. The size of California's population and economy, coupled with the level of risk, has caused the federal government to focus attention on California's needs. During federal fiscal year 2005, California received a significant share of federal grants for terrorism preparedness. California is also home to a wide range of federal assets, from the presence of the Federal Emergency Management Agency (FEMA) to bases operated by the Department of Defense that can be leveraged during times of crisis.

Existing Systems Provide a Foundation for Effective Emergency Management. SEMS is a key component of California's success. SEMS has codified the procedures for response at all levels of government within the State and encouraged the development of facilities and systems, such as the State Operations Center, that support the emergency management community. The multi-agency coordination system allows affected jurisdictions and organizations to work together to coordinate and prioritize resource allocation and response activities. Similarly, the mutual aid system has encouraged standardization of procedures to ensure that resources are available when needed. The system permits resource-sharing among State and local governments during emergencies, disasters, and day-to-day operations.

Partnerships Among Government Agencies are Effective. The primary benefit of these systems is the development and maintenance of strong partnerships among all levels of government. These partnerships have been, and continue to be, a critical component in the effectiveness of mitigation, preparedness, response, and recovery activities. State and local government agencies have years of experience working together and have developed good working relationships with Federal partners, such as FEMA, the U.S. Army Corps of Engineers, and the Small Business Administration, who provide critical support for all phases of emergency management. SEMS has fostered regional relationships that generally work effectively during regional and statewide crises. California has significant, active voluntary and community-based resources, and these organizations have been well-integrated into the emergency response system in many areas of the state.

The Emergency Management System is Technologically Advanced. The State's web-based Response Information Management System (RIMS) facilitates electronic coordination and management of resources, intelligence

reporting, cost accounting, and purchasing among state and local agencies. The Operational Area Satellite Information System provides fixed and portable capability to connect telephone calls and transfer data between agencies, ensuring that all levels of government can communicate during a disaster. Additionally, the

Emergency Digital Information Service (EDIS) uses the Internet, radio, and satellite links to disseminate information from State and local officials to the public.

Challenges

Despite California's many strengths, the emergency management community faces significant challenges to continued, effective delivery of services to the State's residents.

Systems must be updated. SEMS must be integrated with nationwide programs being implemented by the U.S. Department of Homeland Security, including the National Incident Management System and the National Response Plan. A lack of consistent SEMS training and SEMS maintenance may eventually compromise the effectiveness of response operations. Inadequate Emergency Operations Centers must be updated; and effective training and exercises for use of these facilities must be consistently implemented. At the state level, a plan for alternates to the Regional Emergency Operations Centers and State Operations Centers must be established.

Funding mechanisms affect planning. While California has a history of devoting resources to emergency management, funding for these services is increasingly dependent on federal grants. Planning and implementation are tied to annual federal grant cycles, and the inability to forecast future grant levels limits long-range planning. The time frames for spending grant funds limit use for long-term operations. Additionally, emergency managers must also devote precious resources to obtaining and managing these grants.

Since the events of September 11, the emergency management community has seen the emphasis for federal funding shift to homeland security activities. As a result, emergency managers have also reoriented their priorities. The funding has been beneficial to the improvement of many of the State's systems and exercise functions. However, California must seek ways to encourage local, state, and federal representatives to effectively apply this funding to the most critical needs in the context of an all-hazards approach. Additionally, current grant allocations do not facilitate regional planning initiatives.

Key partnerships are underdeveloped. California has numerous non-governmental and community-based organizations that provide support and resources. However, the integration of these organizations into the emergency management system is not universally effective. Similarly, partnerships with tribal governments and the private sector, particularly the medical services community, are not fully developed. While mutual aid among fire and law enforcement organizations is standardized and operates effectively, a formalized system of mutual aid or mutual assistance among other disciplines would enhance California's response capabilities. Data-sharing among federal, state, local, regional, and tribal governments, as well as other partners in the emergency management community, is hampered by lack of existing agreements, particularly with regard to Geographic Information System (GIS) data.

An appropriate level of preparedness must be established. California does not currently have consistent, minimum standards for readiness based on risk or a consistent means for making progress in achieving a State of

readiness. More emphasis must be placed on planning for regional and catastrophic events. California does not currently have a statewide system for identification and prioritization of resource needs. Many State and local government agencies lack continuity of operations and continuity of government plans, a critical need in light of the State's vulnerability to catastrophic events.

Training and exercises require focus. In order to maintain a state of preparedness, California must have an effective system for training and exercises. A wide range of training and exercise opportunities is available, particularly through homeland security grants; however, California does not have a consistent statewide mechanism for identifying and prioritizing statewide training needs. Generally, state agencies plan, conduct, and fund their own exercises. Training and exercises for local governments are funded and managed by separate state entities, including OHS, OES, and the California Military Department.

Additionally, while California has developed a cadre of professional emergency managers through years of disaster experience, the State does not have a formalized means for sustaining development of talent. Currently, California does not have organized accreditation and certification programs and has only a handful of college degree programs to recruit and retain high quality performers.

Communications interoperability must be fully addressed. California has established essential communications systems for support of response and recovery. However, communication interoperability between and among agencies, emergency management disciplines, and with the private sector is not universal and must still be addressed. To this end, OES and the other members of the Public Safety Radio Strategic Planning Committee and the California Statewide Interoperability Executive Committee must continue with their efforts and their commitment to addressing this problem. OES is developing an upgrade of RIMS that will include a GIS interface and will provide maps and analysis to the operational response to incidents while providing a Common Operational Picture through GIS web services. However, many members of the emergency management community, such as voluntary and other non-governmental and community-based organizations and the private sector, do not have access to RIMS, limiting the effectiveness of these upgrades. Inclusion of EDIS in State and local public information practices is not widespread.

Public education, awareness, and notification must be more effective. Due to the frequency at which disasters have occurred, California's residents generally have an awareness of the potential risks associated with living and doing business here. Additionally, the media's experience with disasters has led to some understanding of State and local systems for response. However, California's population is expanding, often into formerly rural areas that are vulnerable to hazards. New residents may be unfamiliar with risks and how they should act in the event of a disaster. The influx of foreign-born individuals with language limitations further complicates public notification efforts. Additionally, coordination with the media and the public in the face of terrorist incidents, particularly involving biological or other weapons that may have widespread effects, is largely untested. The public must be prepared not only to react to the physical effects of these incidents but also to the psychological effects; and public confidence in the ability of the emergency management community to respond must be maintained.

APPENDIX F - List of Acronyms

ACRONYM	DEFINITION
CALSIEC	California Statewide Interoperability Executive Committee
EDIS	Emergency Digital Information Service
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
GIS	Geographic Information System
HSPD	Homeland Security Presidential Directive
NIMS	National Incident Management System
NRP	National Response Plan
OES	Office of Emergency Services
OHS	Office of Homeland Security
RIMS	Response Information Management System
SEMS	Standardized Emergency Management System

This appendix contains guidance for developing emergency management strategic plans for various levels of government and other members of the emergency management community using the applicable Goals and Objectives from the Statewide Emergency Management Strategic Plan.

General

The Statewide Emergency Management Strategic Plan is intended as a framework for strategic planning within the emergency management community in California during the period 2005-2010. Planning concerns and focus areas may change from year to year during the 2005-2010 planning cycle. OES will provide periodic guidance on statewide emergency management planning initiatives.

This document provides general guidance on developing an organization's emergency management strategic plan.

Major Planning Factors for 2005-2007

Strategic planners should factor in these concerns during their strategic planning processes. OES will work with its partners in emergency management to highlight additional planning concerns or focus areas as they are identified.

> National Incident Management System (NIMS) – As described in Appendix D, the Department of Homeland Security has developed NIMS to provide a comprehensive national approach to incident management. By FY 2007, Federal preparedness assistance will be conditioned by full compliance with the NIMS. Accordingly, one of the key strategic planning efforts in California will be the integration of the existing emergency management systems with NIMS.

> National Preparedness Goal – Also described in Appendix D, the National Preparedness Goal defines national priorities for preparedness. These priorities will in turn affect priorities at the state and local levels.

> Homeland Security – Priorities for federal grant funding, as well as formulas for distributing that funding, will continue to evolve over time. The Office of Homeland Security's California Homeland Security Strategy provides guidance on priorities within California.

> Changes in State Government – Potential re-organization of state government may affect responsibility for the delivery of emergency management services.

Emergency Management Strategic Planning Process

Organizations should use standardized strategic planning processes and procedures for developing their respective emergency management strategic plans (or emergency management component of a general strategic plan). There are numerous references, both in hard and electronic versions, available on effective strategic planning process.

The California Department of Finance has developed Strategic Planning Guidelines (revised May 1998) that provides a broad overview of strategic planning for state agencies. The Guidelines may be found at http://www.dof.ca.gov/fisa/osae/spguide.pdf. Although designed for state agency use, other organizations may find them helpful.

The Statewide Emergency Management Strategic Plan (2005-2010) should be used to determine the Goals and Objectives that are applicable.

> It is recommended that organizations prioritize Goals and Objectives and utilize a yearly, phased process to accomplish these Goals and Objectives.

> Organizations may add their own Goals and Objectives to develop their respective emergency management strategic plans.

A template that can be used to facilitate strategic planning process is provided on the next page.