Introduction

The Strategic Plan for emergency management in the Santa Barbara County Operational Area is meant as a tool and vision for emergency managers throughout the county (known as the Operational Area). The plan seeks to provide guidance and direction to emergency management practices in the Operational Area. While the Office of Emergency Services (referred to as the Office of Emergency Management, or OEM) will administer to the plan, the plan is meant as a collaborative document amongst Operational Area emergency managers.

This document lays a strategic foundation and vision for emergency management in the Operational Area. While each jurisdiction or agency may have its own unique responsibilities, the vast amount of effort in emergency management is shared. It is recognized that during emergencies agencies and jurisdictions MUST work together in a coordinated manner. Pre-incident planning, developing common emergency tools and sharing resources and systems make even greater operational and financial sense in today's stressed economic climate.

This document paints a broad picture of the values, operating principles, areas of focus and goals of emergency management in the Operational Area. It will be updated annually by OEM and members of the Emergency Managers Committee (EMC). Input will be sought from partnering agencies and disciplines in order to maximize emergency readiness and cooperation.

Department Mission Statement

"The mission of the Santa Barbara County Office of Emergency Management is to lead the County of Santa Barbara and the jurisdictions, businesses, partnering non-profits and residents in the Operational Area in mitigating against, preparing for, responding to, and recovering from the effects of emergencies and disasters that threaten lives, property and the environment."

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Values

Emergency management in the Operational Area will be guided by the following values:

Leadership

- OEM will lead the emergency management activities in the Operational Area through regular coordination of professional and community activities and emergency management program and professional development.
- OEM will be regarded as *the* local emergency management expert resource by its federal, state and local peers and by the communities it serves by displaying creativity, openness, deep subject knowledge and objectivity in decision making.

Commitment

- OEM will be committed to the safety and security of all persons residing within the county.
- OEM will maintain excellence and quality in all it does.
- OEM is committed to maintaining a forward-leaning emergency management system at all times – day or night – under often difficult circumstances.

Respect

- Above all, OEM will maintain respect for the communities and neighborhoods it serves and the emergency staff it works with.
- Emergency managers understand that their daily decisions impact the people, property and environment they are here to protect.

OEM Motto

"Bonum Commune Communitatis"

A Latin phrase that generally means, "common good of the community," OEM's motto is more than just a statement. *Bonum Commune Cummunitatis* reflects the concept that while emergency managers are employed by their respective political bodies, OEM and the emergency managers throughout the Operational Area recognize that emergencies and disasters do not honor political boundaries. OEM and the Operational Area's emergency managers ultimately serve the entire Operational Area. As a team of professionals, we recognize that we are dependent on the skills and perspectives that each emergency manager brings to the table.

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OEM serves the residents of the entire Operational Area with objectivity in regards to race, gender or ethnicity. OEM also recognizes the responsibility to serve those residents who are challenged with access and functional needs or by their use of a primary language is other than English. OEM strives to ensure that *all* persons are included in the efforts of OEM to ensure a safe and secure environment.

County Strategic Goals

As a County department, OEM follows the guiding principles of its governing body. The governing body of the County of Santa Barbara is composed of five elected members – the County Board of Supervisors. These five members, in conjunction with the County Executive Officer, have provided strategic goals for County departments. OEM provides its Operational Area leadership in line with the following selected County Goals:

(A Partial List of Applicable Goals)

Goal 1: EFFICIENT AND RESPONSIVE GOVERNMENT: An Efficient, Professionally Managed Government Able to Anticipate and to Effectively Respond to the Needs of the Community.

Goal 2: HEALTH AND SAFETY: A Safe and Healthy Community in Which to Live, Work and Visit.

Goal 3: ECONOMIC VITALITY: A Community that is Economically Vital and Sustainable.

Goal 5: CITIZEN INVOLVEMENT: A County Government that is Accessible, Open and Citizen-Friendly.

Goal 6: FAMILIES AND CHILDREN: A Community that Fosters the Safety and Well-Being of Families and Children.

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Principles

Leading experts in the field of Emergency Management have identified eight principles that are fundamental to the profession of emergency management. These principles have been adopted by the International Association of Emergency Managers (IAEM), FEMA's Emergency Management Institute (EMI), and will be fully integrated into the newly established National Emergency Management Academy (see attached supplement). Adhering to these principles ensures that all emergency management activities within the Operational Area will be in alignment with the national emergency management doctrine. As such, in addition to our stated values, and according to the IAEM, emergency management must be:

1. **Comprehensive** – emergency managers consider and take into account all hazards, all phases, all stakeholders and all impacts relevant to disasters.

2. **Progressive** – emergency managers anticipate future disasters and take preventive and preparatory measures to build disaster-resistant and disaster-resilient communities.

3. **Risk-driven** – emergency managers use sound risk management principles (hazard identification, risk analysis, and impact analysis) in assigning priorities and resources.

4. **Integrated** – emergency managers ensure unity of effort among all levels of government and all elements of a community.

5. **Collaborative** – emergency managers create and sustain broad and sincere relationships among individuals and organizations to encourage trust, advocate a team atmosphere, build consensus, and facilitate communication.

6. **Coordinated** – emergency managers synchronize the activities of all relevant stakeholders to achieve a common purpose.

7. **Flexible** – emergency managers use creative and innovative approaches in solving disaster challenges.

8. **Professional** – emergency managers value a science- and knowledge-based approach based on education, training, experience, ethical practice, public stewardship and continuous improvement.

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Areas of Strategic Focus and Goals

OEM executes its mission, applies its values, and follows its guiding principles in specific areas of strategic focus. These areas of strategic focus keep emergency management within the Operational Area outcome-oriented. Consistently concentrating on these outcome-oriented areas of strategic focus helps all emergency managers in the Operational Area leverage resources to yield maximum benefit for the people they serve.

These areas of strategic focus are based on proven emergency management principles and are in line with the state and federal areas of emphasis for emergency management. For OEM leadership, keeping focus during changing and turbulent times is critical. While the emphasis may change based on changing priorities, funding, staffing and real-world events, OEM's job is to continually visit the following areas of strategic focus to ensure that consistent progress is being made towards achieving the goals in each area.

1.   *Public Education & Awareness*
        Goals

1.A.   To have a Operational Area constituency that understands their risk probabilities.

1.B.   To provide timely information to the general public, business community and nonprofit sector through a broad variety of readily accessible media.

1.C.   To provide emergency and disaster education and awareness in a culturally appropriate and accessible ways (e.g., Braille) that bridge cultural gaps and improve preparedness of the diverse populations in the Operational Area.

1.D.   To provide consistent instruction to individuals, businesses, nonprofit agencies and other community-based organizations within the Operational Area that assists them in achieving a maximum level of preparedness (e.g., basic preparedness, CERT or Advanced CERT).

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2. *Preparedness (Governmental and Non-Governmental)*
Goals

2.A.   To develop continuity of operations plans addressing key government agencies and partnering non-governmental entities ("Continuity of Operations" Planning).

2.B.   To develop emergency plans that are clear and articulate and that relate internally and externally to the EOC in an effort to bridge systems that serve our public.

2.C.   To assist partnering non-governmental organizations (including businesses) to develop emergency and continuity plans that integrate with government plans.

2.D.   To develop plans that serve persons with physical, mental and language barriers.

3. *Emergency Public Information*
Goals

3.A.   To have complementary emergency notification systems throughout the Operational Area that provide critical information to the public in a timely manner.

3.B.   To ensure the rapid alert of the partnering media to assist in providing critical information to the public.

3.C.   To utilize tools in multiple platforms such as mobile-based Internet and to partner with cooperating agencies (e.g., the National Weather Service's weather alert radio system and the Federal Emergency Alert System (EAS)) to reach the broadest population possible.

3.D.   To communicate during an emergency or disaster in languages appropriate for the population being impacted by the emergency or disaster.

4. *Volunteers*
Goals

4.A.   To have a planned and coordinated system for integrating congregate volunteers and disaster service workers (DSWs) during all phases of emergencies and disasters.

4.B.   To have partnering volunteer organizations as part of an organized system of readiness (Volunteer Organizations Active in Disaster (VOAD)).

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5. *Authority, Management and Operational Area Coordination*
Goals

5.A.   To have clear and contemporary legal authorities at the local level and advocate for state and federal authorities based on professional emergency management standards.

5.B.   To have emergency management plans that are legally compliant, recognize and integrate the incident command system into emergency management and are trained and tested.

5.C.   To have strategically located equipment and facilities that provide secure and highly functional locations and assist emergency management with mission execution.

5.D.   To have Operational Area participation and coordination through structured meetings, exercises and events that follow this Strategic Plan.

5.E.   To maximize fiscal stability through the diversification of stable revenues.

6. *Resources and Personnel*
Goals

6.A.   To maintain strategically located caches of supplies and equipment available at any time for emergency management Operational Area responses and requests for assistance.

6.B.   To train and exercise emergency management personnel on a routine basis emergency management staff based on Operational Area threats, risks and plans.

6.C.   To have training standardized amongst Operational Area emergency management staff and all partnering agencies/entities.

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