

STRATEGIC PLAN FOR THE CITY OFFICE OF EMERGENCY SERVICES

CITY OF SAN RAMON



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**CITY OF SAN RAMON
POLICE SERVICES DEPARTMENT
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INTRODUCTION

Purpose

This document will guide initial efforts to develop and reorganize the emergency management function for the City of San Ramon.

Scope

This document provides a framework for reviewing the basic organizational development considerations as they relate to emergency management. For each area, background and initial recommendations are provided. Additional discussion points/questions are also suggested.

Reason for Creating the Office

- Ensure the City of San Ramon is prepared to respond effectively to an emergency/disaster
- Lessons learned in the recent California events
- Lessons learned in the Hurricane Katrina disaster
- Potential Homeland Security grant funding opportunities
- Potential for increased integration of emergency communications and warning systems
- Potential for increased use of City employees as Disaster Service Workers (DSWs)
- Need to develop and implement formal staff training and exercise program
- Development of a specified point of contact on a program to support integration of the National Incident Management system (NIMS) and the Standardized Emergency Management System (SEMS)

SUGGESTED ACTION ITEMS

1. Review the attached considerations. (The considerations are NOT listed in a specific order.)
2. Meet with key customers and stakeholders.
3. Conduct an initial internal and external stakeholder meeting to gather input on a draft comprehensive emergency management program that includes all 16 elements described herein.
4. Establish an Emergency Preparedness and Planning Team within the city structure to encourage daily integration of emergency response and planning concepts identified in this strategic plan.
5. Brief City Council and City Manager on the proposed process.
6. Conduct/Update an internal emergency management Local Capabilities Assessment for Readiness (LCAR) or similar assessment of current program capabilities.

Identify Stakeholders

Background

Customers/stakeholders include:

- Citizens/Residents
- City Council
- City Employees
- San Ramon Valley Fire Protection District
- San Ramon Valley Unified School District
- Other Special Districts (utilities, reclamation, etc.)
- Major Institutions (College District and extension schools)
- Bishop Ranch Business Community
- Tri Valley Emergency Planning Group
- Other Public
- Community Based Organizations and other Volunteer organizations
- Other Private Sector
- Contra Costa County Office of Emergency Services
- California Emergency Management Agency (Cal EMA)

Recommendation

Identify and meet with internal and external stakeholders to gain input and buy-in on the development of the City of San Ramon Emergency Management Program.

Discussion Points

- Establish an Emergency Preparedness and Planning Team comprised of City of San Ramon staff with representatives from each department. The purpose of the team would be to create an environment of collaboration between the departments and acceptance of the responsibility to collectively prepare for response to an emergency.
- NIMS calls for integration of Community Based Organizations (CBOs), volunteer organizations and private enterprise. How can this best be accomplished?
- What role does each stakeholder assume in the new program?

Identify Scope of Desired Emergency Management Program

Background

There are five phases of emergency management. Each phase is supported with ongoing programs and projects. The phases are:

- Prevention
- Mitigation
- Preparedness
- Response
- Recovery

Recommendation

Adopt National Fire Protection Administration (NFPA) 1600 and the Emergency Management Accreditation Program (EMAP) methodology in organizing and defining the scope of a comprehensive emergency management program.

Discussion

- SEMS/NIMS protocols outline a method of responding to emergencies. The response structure and methodologies focus on one aspect of a comprehensive emergency management program. NFPA 1600 and the EMAP provide methods to evaluate and organize a comprehensive program.
- NFPA 1600 organizes the emergency management process into 14 functions. Each of the 14 functions listed below are described in more detail on the following pages.
 - Hazard Identification
 - Hazard Mitigation
 - Planning
 - Direction, Control, and Coordination
 - Communications and Warning
 - Operations and Procedures
 - Logistics and Facilities
 - Resource Management
 - Mutual Aid
 - Training
 - Exercises, Evaluations, Corr. Actions
 - Crisis Communications and Public Information
 - Finance and Administration
 - Laws and Authorities
- How can CBO, Volunteer Organizations and private enterprise be included in each of the programs above?
- Maintain regular contact with stakeholders including, but not limited to:
 - Bishop Ranch Emergency Planning Workgroup
 - Tri-Valley Emergency Planning Workgroup
 - Citizen Corp and Community Emergency Response Teams (CERT)
 - Contra Costa County Office of Emergency Services
 - California Emergency Management Agency
 - Federal Emergency Management Agency
- Participate in appropriate professional associations to ensure best practice implementation in the city.

Review and Update Laws, Ordinances and Authorities

Background

Current city ordinance does not address the standard issues associated with an emergency services ordinance, including the requirement for the departments to respond according to SEMS, NIMS and the practices identified in the Emergency Operations Plan (EOP).

Recommendation

Update the city ordinance to meet the standards set by SEMS, NIMS, and state code. Establish city policies on development and implementation of the EOP, Disaster Service Worker response, and resource management.

Discussion

- State law requires local jurisdictions to codify a Disaster Council to carry out specific duties prior to an emergency. The City of San Ramon Emergency Services Ordinance requires the creation and maintenance of a Disaster Council. The primary purpose of the council is to bring key stakeholders together to approve emergency plans, programs and activities to improve the city's disaster response. An example of additional duties includes registering Disaster Service Workers (disaster response volunteers) prior to disaster to help manage response to an emergency.
- While the current ordinance specifies disaster council membership, the council has not been convened as required. The authority of the Disaster Council before, during and after a disaster needs clarification.
- The CERT program with joint control by San Ramon, Danville, SRVFPD and SRUSD has constituted and formed as a Disaster Council. What is the relationship of this CERT Disaster Council to the city Disaster Council?
- By state law Disaster Service Workers are registered by a city to provide liability and workers compensation coverage during an emergency. Currently the CERT DSW program registers trained CERT members as Disaster Service Workers via the SRVFPD. This does not comply, and therefore, the liability coverage is not provided.
- Should City Code be revised to include defining the roles and responsibilities of key positions including Director of Emergency Services, Deputy/Alternate Director, and Emergency Services Manager?
- Should City Code define general responsibilities of department head and employees?
- How will Continuity of Government for elected and appointed officials be identified in the code?
- Policies on managing response and disaster service worker responsibilities need to be developed along with directions to departments on the creation of employee standard operating procedures during emergency response.
- Business Continuity and Continuity of Government (COG) operations are new practices in emergency management and are not addressed by the city ordinance.

Support and Conduct Hazard Identification and Mitigation Planning

Background

The Robert T Stafford Act regulates the flow of federal response and recovery disaster funds and mitigation of hazards prior to the next disaster. The allocation of funds depends upon the city creating and maintaining a Disaster Mitigation Plan (DMP). The Association of Bay Area Governments (ABAG) created a bay area DMP and many jurisdictions created annexes to the ABAG plan to meet compliance with federal requirements. While the City of San Ramon initiated an effort to create an annex to the ABAG plan, one has not been completed. In 2007, \$100 million in DMP funds were available and the city was unable to apply for funds because its LHMP was incomplete.)

Recommendation

Complete the appropriate studies and documentation to complete the city's Local Hazard Mitigation Plan Annex to the ABAG plan.

Discussion

- Disaster mitigation plans are available to help improve a jurisdiction's ability to manage a disaster. What portions of the city are subject to flooding, landslides, haz mat, earthquake, etc. damage?
- What critical facilities or infrastructure would be affected by the hazards?
- What traffic control measures need to be considered and addressed with mitigation funds?
- What equipment purchases would assist in mitigating damages from a disaster (e.g. sand bagging equipment for floods, etc.)?
- What computer modeling would assist in response to a disaster?
- In the past mitigation funds funded the creation of Emergency Operations Centers. Do such funds exist?
- What mitigation strategies have been considered?
- NFPA 1600 suggests the following mitigation strategies:
 - (1) The use of applicable building construction standards
 - (2) Hazard avoidance through appropriate land-use practices
 - (3) Relocation, retrofitting, or removal of structures at risk
 - (4) Removal or elimination of the hazard
 - (5) Reduction or limitation of the amount or size of the hazard
 - (6) Segregation of the hazard from that which is to be protected
 - (7) Modification of the basic characteristics of the hazard
 - (8) Control the rate of release of the hazard
 - (9) Provision of protective systems or equipment for both cyber and physical risks
 - (10) Establishment of hazard warning and communication procedures
 - (11) Redundancy or duplication of essential personnel, critical systems, equipment, information, operations, or materials

Establish and Maintain a System of Direction, Control and Coordination

Background

The National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) establish the framework for Direction, Control and Coordination. The ongoing development of NIMS impacts the city's ability to obtain reimbursement for costs related to preparedness, response and recovery. Until notified otherwise, the NIMS protocols are evolving annually, requiring at least annual updates to emergency plans, procedures, protocols and training. NIMS also mandates minimum training such as the Incident Command System (ICS) for emergency responders depending on their potential response roles.

Recommendation

Conduct an annual review of the NIMS requirements and provide updates required to the City Emergency Operations Plan, Strategic Plan, Emergency Operations Center, and other elements of the city's emergency preparedness efforts.

Discussion

- As the city's boundaries expand and responsibilities of the city evolve, the emergency plans and preparedness programs need to adapt.
- Roles and responsibilities for all departments and divisions need to be specified.
- Plans and programs need to consider the development of the appropriate procedures to follow during preparedness, immediate response, extended response, recovery and mitigation.
- Resource deployment and coordination is critical to managing direction and control of city and other support agency resources.
- Neighboring jurisdictions will be affected by decisions made, and vice versa, during response. What official coordination linkages need to be identified in the local ordinance and other protocols?
- Business continuity and continuity of operations programs need to be in place to ensure effective management of daily responsibilities and facilitate timely return to normalcy following a disaster.
- Recovery operations require particular attention to plans, protocols and organization.

Establish and/or Participate in Mutual Aid and Assistance Programs

Background

Since 1950 the State of California Office of Emergency Services (OES) has managed and maintained a Statewide Master Mutual Aid Agreement and Program as a cornerstone for response to major events. Key elements of the agreement focus on law enforcement, coroner, fire and rescue, emergency medical services, building inspection, and emergency management. Less effort has focused on public works, water and wastewater infrastructure and other systems.

Recommendation

Evaluate the status of mutual aid and assistance program for the public works, community services and other city systems that could require aid during response to a major disaster.

Discussion

- Mutual aid and assistance was the key to response to every major disaster in the state of California over the past 50 years. The ability to draw on resources from neighboring or distant public agencies has provided an avenue to access critical resources at the time of need.
- While public works mutual aid/assistance programs have been initiated in the past, protocols and an understanding of how to access the public works resources from nearby or distant cities is not readily known.
- Integration of private resources in mutual aid/assistance networks is a National Incident Management System requirement. While the State Office of Emergency Services (Cal EMA) has provided some guidance on how to integrate private resources, further evaluation of how to manage this at the city level is still required.
- Develop procedures for receiving or sending mutual aid/assistance resources. The procedures will require ongoing update to ensure fluid management of mutual aid/assistance. (These evaluations would not affect the current law enforcement, coroner, fire and rescue, or emergency medical services mutual aid/assistance programs, as they are managed by the state OES.)
 - Procedures would cover issues such as, how to select resources to send to fill mutual aid requests (e.g. personnel selection, care and feeding, etc.).
 - Who has authority to request mutual aid/assistance?
 - What information is required; how is request handled; etc.?

Develop Comprehensive Communications and Warning Systems

Background

Historically the city relied on county and private resources to manage communications with employees and the public. As response to an emergency unfolds, ongoing communications is critical to manage the movement of the public during events that require traffic control, communicating public safety messages and most importantly controlling the location and response of city resources.

Recommendation

Develop a city communications plan that integrates the use of county, city and private resources to manage communications and warning systems.

Discussion

- Contra Costa and Alameda counties are investigating a regional interoperable voice radio communications system. City involvement in the discussions and system decisions would be critical to operations.
- Public works at one time managed its own radio frequency, which remains licensed to the City of San Ramon as a viable communications tool. The current use of Nextels does not serve the city well and re-establishing the public works channel would benefit response.
- The city is evaluating the purchase of a low power AM radio broadcast system to access the highway information system frequency available at this time. The use of a portable or stationary system needs to be evaluated with a determination on which system to purchase.
- Alternate means to alert employees and officials need to be considered. Computerized paging and alerting systems are available and need to be considered as an alternative to manual contacts.
- Use of local cable network channels may be explored to facilitate ongoing preparedness messages to the public.
- The development of any communication system requires the development of protocols on accessing, employing, and maintaining the system.
- Regular testing of each communication system needs to be conducted.

Develop Crisis Communication and Public Information Procedures

Background

The City of San Ramon has initiated contact with local broadcast radio station KKIQ to help support a crisis communication and public information program for the Tri-Valley area. Means to communicate critical emergency information will prove vital in informing the public on how the city is responding to an event, the actions members of the general public need to take and precautions suggested to safe lives, property and the environment.

Recommendation

Develop and promote an emergency public information program within the City of San Ramon and with neighboring jurisdictions.

Discussion

- Evaluate the emergency operations plan for procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information, including procedures to provide information to internal and external audiences, including the media, and deal with their inquiries. Modify materials to address the missing information.
- Develop procedures to disseminate and respond to requests for pre-disaster, disaster, and post-disaster information, including procedures to provide information to internal and external audiences, including the media, and deal with their inquiries.
- Establish and maintain a disaster/emergency public information capability that includes, but is not limited to, the following:
 - (1) A central contact facility for the media
 - (2) A disaster/emergency information handling system
 - (3) Pre-scripted information bulletins
 - (4) A method to coordinate and clear information for release
 - (5) The capability of communicating with special needs populations
 - (6) Protective action guidelines/recommendations (e.g., shelter-in-place or evacuation)
- Prepare public awareness program materials, including an emergency preparedness education campaign.
- Optimize the use of existing city communication tools (cable television, newsletters, website, etc.) to provide ongoing public education on preparedness measures and appropriate response actions.
- Provide education on risk communication and methodologies to support it.
- Operational control of the low power AM radio broadcast unit needs to be defined and protocols developed.

Promote Ongoing Planning Activities

Background

The City of San Ramon City Council recently adopted a City Emergency Operations Plan (EOP). To support the plan, routine updates need to be made according to results of after action reports and corrective action plans created following an incident/event, exercise, training, or evaluation by outside services. City department plans, department operations centers, standard operating procedures and other materials likewise support the EOP and ensure adequate response by the designated responders, volunteers and other registered disaster service workers.

Recommendation

Establish a program to monitor and integrate the development of department plans, protocols and procedures to support the ongoing maintenance of the City of San Ramon Emergency Operations Plan.

Discussion

- The comprehensive emergency management program shall include, but shall not be limited to, this 15 point strategic plan, an emergency operations/response plan (recently adopted and requires ongoing maintenance), a mitigation plan, a recovery plan, and a continuity of operations plan. The mitigation plan, recovery plan and continuity plan do not yet exist.
- Each plan needs to consistently identify and spell out a specified emergency management vision, mission, goals, and objectives.
- The emergency operations/response plan assigns responsibilities to departments, organizations and individuals for carrying out specific actions at projected times and places in an emergency or disaster.
- Promote collaboration between members of the tri-valley emergency management organization, including the use of mapping standards for the multiple EOCs.
- Evaluate the need for creating traffic control plans in the event of major interstate freeway closures.
- Promote the development of long-term plans such as:
 - A **Recovery Plan** that outlines short-term and long-term strategies priorities, processes, vital resources, and acceptable time frames for restoration of services, facilities, programs, and infrastructure.
 - Integrate the interim and long term actions/activities outlined in the mitigation plan to eliminate hazards that impact the city or reduce the impact of those hazards that cannot be eliminated.
 - A **Continuity of Operations Plan (COOP)** that identifies critical and time sensitive applications, vital records, processes, and functions that shall be maintained, as well as the personnel and procedures necessary to do so, while the damaged entity is being recovered.
- Ensure that all plans and protocols contain the following common elements:
 - Functional roles and responsibilities of internal and external agencies, organizations, departments, and individuals shall be identified.
 - Lines of authority for those agencies, organizations, departments, and individuals shall be established or identified.

Promote Adequate Operations and Procedures

Background

Recent major events have identified the need to ensure consistency between the City EOP, department plans and other protocols, including how priorities are identified and communicated.

Recommendation

Develop, coordinate, and implement systems to evaluate supporting plans and standard operational procedures (SOPs) that support implementation of the City EOP and a comprehensive emergency management program.

Discussion

- Annually evaluate all existing plans and procedures for effectiveness to provide for the safety, health, and welfare of people, and the protection of property and the environment.
- Each response procedures shall consider its impact on life safety, incident stabilization, property conservation, and environmental protection.
- Develop procedures that encourage development of ongoing situation analysis, action planning and communications of the information, including damage assessment and the identification of resources needed to support response and recovery operations.
- Identify procedures to allow for initiating recovery and mitigation activities during the emergency response.
- Ensure procedures support the succession of management/government as required.
- Develop appropriate annexes to the city EOP, including:
 - Shelter operations
 - Animal Care activities
- Develop appropriate department operations centers for public services and community services, as needed.
- Promote the development of SOPs for each department to manage response by the city's disaster service workers.
- Develop standards for the creation of Department Operations Centers.

Manage Logistical Needs and Identify Adequate Facilities

Background

Lessons from Hurricane Katrina and the Loma Prieta Earthquake demonstrate a need to manage a logistical capability and procedures to locate, acquire, store, distribute, maintain, test, and account for services, personnel, resources, materials, and facilities procured or donated to support the program. The city operates an Emergency Operations Center (EOC) at the SRVFPD as a primary and an alternate at the City Council Chambers. Supplies have been obtained and recently updated to support EOC staff for 72 hours.

Recommendation

Maintain the existing primary and alternate EOC facilities and ensure supplies and materials required for the EOC staff and other response personnel is updated. Develop protocols to ensure a resource management program for emergency response.

Discussion

- When a new city hall is designed and built, evaluate the potential for including a primary EOC as part of the project. Provide input on the location, design, and equipping of the EOC.
- Ensure installation of an emergency power system for the alternate EOC is completed.
- Test existing primary EOC prior to the upcoming exercise in January/February.
- Jointly with the Tri-Valley Emergency Planning Group and other key stakeholders:
 - Evaluate the feasibility of an emergency supply trailer for public safety agencies response.
 - Evaluate ability to enter into “as needed” or contingency contracts with critical vendors in/nearby the city.
 - Identify potential staging areas for incoming aid.
 - Evaluate need for pre-approved vendor agreements.

Integrate Resource Management Techniques

Background

The National Incident Management System (NIMS) requires each jurisdiction to develop resource management programs within the emergency preparedness activities.

Recommendation

Establish resource management objectives consistent with the overall program goals and objectives for the emergency management program.

Discussion

- The resource management objectives established shall consider, but not be limited to, the following:
 - (1) Personnel, equipment, training, facilities, funding, expert knowledge, materials, and the time frames within which they will be needed
 - (2) Quantity, response time, capability, limitations, cost, and liability connected with using the involved resources
- Assess methods to identify resource capability shortfalls and the steps necessary to overcome any shortfalls.
- Evaluate city resource inventory for tracking emergency resources.
- Evaluate the potential for participating in the development of the resource management system being developed by the San Francisco Bay Area Super Urban Area Security Initiative.
- Provide guidance on the integration of the NIMS required resource typing process.

Apply Prudent Finance and Administration Controls

Background

In July 2006, the Federal Emergency Management Agency (FEMA) completed its final audits for reimbursement funds distributed for the 1994 Northridge Earthquake disaster. During the audit process FEMA has the right to request returns of previously issued reimbursements if the appropriate documentation is not evident or present.

Recommendation

Ensure financial and administrative procedures to support the emergency management program before, during and after an emergency/disaster.

Discussion

- If not completed all city procedures need to ensure that fiscal decisions can be expedited within established authority levels and accounting principles
- City procedures and action items shall include, but not be limited to, the following:
 1. Designate Primary and Secondary individuals that have responsibility for emergency preparedness.
 - Ensure signature/passcode authorization with banking partners
 - Provide secure financial communications capability at home or off-site workplace
 2. Identify essential finance functions needed to support emergency response efforts.
 - Purchasing
 - Payroll
 - Accounts Payable
 - Accounts Receivable
 - Financial Transfers
 - Cost Accounting / Record Keeping
 - Claims
 3. Review emergency powers and authorities
 - Designated individuals (Department heads, City Manager, Council, etc.)
 - Approval authorities for escalating spending levels
 - Waiver of procurement requirements
 - Waiver of contracts
 - Waiver of reporting requirements
 - MOUs and salary ordinances
 - Mechanisms (cash, credit card, letter of credit, etc.)
 - Appropriations
 - Reimbursement process for seized property (rental equipment, fuel, etc.)
 4. Develop procedures and supplies to perform essential finance functions.
 - Develop emergency capabilities in current chart of accounts (disaster budget centers/codes, disaster project numbers, payroll registers, SAP, etc.)
 - Develop back-up software, hardware and equipment systems to provide for continued functioning in the event of communications or power failure (i.e. local records back-up, manual check writing machine and supplies)
 - Consider contingency contracts for key equipment or supplies (generators, fuel, water, etc.)
 - Cash flow and transfers process
 - Identify and train essential staff on the procedures

Emergency Management Program Development

5. Develop and implement Continuity of Operations Plan (COOP) for financial services
 - Data back-up systems
 - Data restoration procedure
 - Vital records
 - Communications
 - Alternate work sites (government facilities, banks, etc)
 - Product/Service provider emergency contact information
 - Staff training and exercising
 - What other departments and agencies depend upon financial services?
 - Does COOP address workforce absenteeism in a Pandemic event?
- Staff need to be sufficiently trained on the use of the FEMA public assistance programs forms.

Establish and Maintain a Comprehensive Training Program

Background

Each of the noted emergency management components rely on adequate training for effective response, and the training needs to focus on the previous elements. For this reason training is the number one priority for the city. Compliance with the National Incident Management System (NIMS) training requirements impacts the city's ability to apply for pre-disaster preparedness grants. While compliance does not yet impact reimbursement for disaster response and recovery, the possibility exists that non-compliance could affect response and recovery funds in the future.

Beyond the monetary issue the city has a responsibility to ensure staff are well trained as adequate response relies on adequate training. The training required to sustain operations to a major event must include training the public to take care of themselves for up to 72 hours without emergency assistance. The city has invested resources into the development of a Citizens Emergency Response Team (CERT) program as a joint venture with the town of Danville, San Ramon Valley Fire Protection District, and San Ramon Valley School District.

Recommendation

Assess and develop an adequate emergency management and public training program to support the city's effort to improve its readiness to respond to a major event.

Discussion

- The employee training and education curriculum shall comply with all applicable regulatory requirements.
- The objective of the training shall be to create awareness and enhance the skills required to develop, implement, maintain, and execute the program.
- Frequency and scope of training shall be identified.
- Emergency management course records shall be maintained as part of employee training records.
- Provide ongoing support to the joint CERT program.
- Review the potential for participation in other local and regional public preparedness programs.
- Identify the potential for addressing selected populations in the city that may require additional or multi-lingual forms of preparedness training including those with special needs.
- Ensure city compliance with NIMS/SEMS training requirements.
- Develop a Disaster Service Worker training program.

Promote Routine Exercises and Evaluations and Identify Corrective Actions

Background

In the past the city has conducted an annual drill/exercise to ensure city staff knowledge on the appropriate means to carry out the City of San Ramon Emergency Operations Plan. The purpose of the exercises has been to evaluate the procedures identified in the plan and identify improvements to be made.

Recommendation

Continue the annual exercise program to ensure employee readiness and identify areas for improving response.

Discussion

- The city will continue to evaluate program plans, procedures, and capabilities through periodic reviews, testing, post incident reports, lessons learned, performance evaluations, and exercises.
- Exercises shall be designed to test individual essential elements, interrelated elements, or the entire plan(s).
- Corrective action plans will be drafted to document any deficiency identified in the evaluation process and to revise the relevant program plan.
- Complete CSTI training program.

Maintain Adequate Emergency Preparedness Staffing and Support

Background

“A plan is useless without implementation and direction”, Dwight D. Eisenhower.

The City of San Ramon Office of Emergency Services is dedicated to the implementation of well conceived plans, comprehensive training programs, and preparedness activities with direct service to the citizens of San Ramon. All employees, department leadership and elected officials are dedicated to integrating emergency preparedness into daily operations to enhance effective response to unusual events, emergencies, or disasters. In cooperation with neighboring jurisdictions and in the spirit of team work, staff collaborate with all responders to ensure the health and safety of the larger community.

Recommendation

The City of San Ramon will adequately staff and fund emergency preparedness programs to meet the needs of the employees and citizens while balancing fiscal responsibility.

Discussion

- The City of San Ramon Office of Emergency Services currently funds one Emergency Preparedness Manager located within the Police Department.
- The Police Department will include budget resources for the Office of Emergency Services.
- The Police Department will provide adequate administrative support to the office.
- All City Departments will provide support to the successful implementation of the strategic plan previously described.
- All personnel assigned specific functions in the City Emergency Operations Plan will make themselves available for adequate training and involvement in designated planning activities to ensure readiness.
- Each department will dedicate resources and support appropriate to meet the tasks identified in a clearly defined and refined annual workplan that carries out the mission of this strategic plan.