

DEPARTMENT OF EMERGENCY MANAGEMENT

# 2023 STRATEGIC VISION PLAN



**CAL POLY**

Department of  
Emergency Management

ADMINISTRATION & FINANCE

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# STRATEGIC VISION PLAN

## INTRODUCTION

This Department of Emergency Management (DEM) Strategic Vision Plan describes who we are, what we do, and what we aspire to achieve as an organization. It outlines the key organizational sections that make up the Cal Poly DEM. It also describes the strategic objectives, components, strategies, and metrics of success associated with each programmatic section's day-to-day, "steady state" activities. The Strategic Vision Plan guides short- and long-term DEM growth, and ensures effective preparedness for response, recovery, and mitigation activities. This document also provides a deeper understanding of the role and function of DEM during all phases of emergency management, from day-to-day operations to acute disaster response operations. The Strategic Vision Plan is a guiding document that is intended to ensure DEM is continually progressing and providing excellent Emergency Management and Business Continuity service to the campus community.

### Mission

DEM's mission is to support students, faculty, and staff to ensure that as a University we work together to build, sustain, and improve our capability to prepare for, respond to, recover from, and mitigate all hazards.

### Goal

Develop, maintain, and sustain a campus-wide, comprehensive, all-hazard, risk-based emergency management program that engages the whole community.

### Vision

Our vision is to lead the way to inspiration and innovation setting the standard for Emergency Management program management, performance, engagement, capability, and creating a culture of resilience and readiness.

## OVERVIEW

DEM recognizes the following fundamental, functional priorities, and capabilities in order to have an effective emergency management and business continuity program:

- Effective public engagement
- Hazard and function-specific planning capability
- Emergency management staff knowledge, skills, and abilities
- Training and exercise expertise
- Community Preparedness and resilience
- Emergency Management grants and budget management
- 24/7 operational readiness and situational awareness
- Coordination and collaboration with executive leadership and all stakeholders
- Strategic leadership and management

### Organization Overview

The Cal Poly Department of Emergency Management (DEM) is charged as the lead coordinating department for all university emergency management and business continuity operations to include preparedness, response, recovery, and mitigation. In order to effectively manage these activities, DEM has organized into four functional sections, which include Management, Planning, Training and Exercise, and Readiness and Logistics. It is important to note that DEM rotates staff among the three primary Emergency Management Sections - of Planning, Training and Exercise, and Readiness and Logistics – to ensure program growth, sustainability, and staff professional development. These rotations occur approximately every two years.

### Organizational Staffing

- Management Section
  - Currently staffed by FTE Executive Director, Public Safety and Emergency Management
- Planning Section
  - Currently staffed by FTE Emergency Services and Business Continuity Manager
- Training and Exercise Section
  - Currently staffed by FTE Assistant Emergency Services and Business Continuity Manager
- Readiness and Logistics Section
  - Currently staffed by full time, temporary Assistant Emergency Services and Business Continuity Manager

### Stakeholder Engagement

DEM’s overall function, mission, and success are predicated on effective stakeholder engagement and coordination. DEM is rarely, if ever, a “direct service provider”. Rather, DEM coordinates Cal Poly’s indirect and direct service providers in a collaborative and coordinated nature to ensure those providers have the resources needed to provide their services to those who need them, especially during times of emergency. Understanding the groups, types, and levels of stakeholders and decision-making bodies that DEM interacts with on a daily basis during preparedness and mitigation helps illustrate DEM’s relationship management activities and responsibilities, which ultimately influence effectiveness and success in the response and recovery phases of emergency management. Below is an overview of the core stakeholder groups that DEM collaborates and coordinates with on an ongoing basis:

#### DEM Stakeholders:

LEVELS	GROUPS	POPULATIONS
<b>Campus</b>	Community Members	<ul style="list-style-type: none"> <li>• Students</li> <li>• Faculty</li> <li>• Staff</li> <li>• Visitors</li> </ul>
	Executive Leadership	<ul style="list-style-type: none"> <li>• President and Cabinet</li> <li>• Academic Deans</li> </ul>
	Campus Leadership	<ul style="list-style-type: none"> <li>• President’s Leadership Council</li> <li>• Campus Advisory Council</li> <li>• Academic Senate</li> <li>• ASI Board of Directors</li> <li>• Unit Managers/Assistant Vice Presidents</li> <li>• Department Heads</li> <li>• Area Managers</li> <li>• Emergency Operations Center Team</li> <li>• Tenant Partners</li> </ul>

<b>Operational Area Level</b>	City of San Luis Obispo	<ul style="list-style-type: none"> <li>• City Manager's Office</li> <li>• Emergency Management</li> <li>• Fire Department</li> <li>• Police Department</li> </ul>
	County of San Luis Obispo	<ul style="list-style-type: none"> <li>• County Administrative Officer</li> <li>• Office of Emergency Services</li> <li>• Public Health</li> <li>• Emergency Medical Services Agency</li> <li>• Disaster Preparedness Advisory Council</li> <li>• Type 3 Incident Management Team</li> <li>• County Fire</li> <li>• Sheriff's Department</li> <li>• Office of Education</li> <li>• Other incorporated Cities</li> </ul>
	Cuesta College	<ul style="list-style-type: none"> <li>• President's Office</li> <li>• Emergency Management</li> <li>• Campus Police Department</li> </ul>
<b>State Level</b>		<ul style="list-style-type: none"> <li>• California Office of Emergency Services</li> <li>• State Warning Center</li> <li>• Cal Fire</li> <li>• California National Guard</li> <li>• California Department of Public Health</li> <li>• California Emergency Medical Services Agency</li> <li>• Department of Finance</li> <li>• Camps San Luis Obispo</li> <li>• California Specialized Training Institute</li> <li>• UC System</li> </ul>
<b>California State University (CSU) Level</b>	CSU Emergency Management Council	
	Chancellor's Office	<ul style="list-style-type: none"> <li>• Emergency Management</li> <li>• Risk Management</li> <li>• Environmental Health and Safety</li> <li>• Public Safety Leadership</li> </ul>
	Partner CSUs	
<b>Federal Level</b>	Federal Emergency Management Agency	
	U.S. Coast Guard	
	Fed Fire	
	USDA	
	Army Corps of Engineers	
	Department of Homeland Security	
	Various other Federal Departments	

## GROWTH OPPORTUNITIES

While DEM has undergone significant growth in recent years, both in capacity and capabilities, there are still several areas where growth potential has been identified. These growth areas have been discovered through lessons learned from incidents/emergencies, after action reports from local exercises and real-world events, recently identified industry professional best practices, known underleveraged funding sources, interviews with industry leaders, and feedback received from DEM staff during strategic planning workshops and team building events. Based on timing, future available funding and resources, strategic prioritization, organizational leadership support, and consistent industry standard trend development, DEM will address these growth opportunities if, when, and where possible. Some of these potential areas are described below:

**Mitigation and Grant Program Management Capacity:** As federal and state mitigation grant and other emergency management grant dollars have increased in availability and the science behind risk reduction, mitigation strategies, and climate change have improved, it has become evident that without dedicated mitigation/grant-focused staff and resources, the campus misses out on many risk reduction opportunities and grant dollars. Writing hazard mitigation plans and managing emergency management grant proposals requires a highly technical skill-set and near full-time attention. With these resources in place, several risk-reducing infrastructure-improvement projects might be undertaken that would otherwise have to wait for general fund availability. This area of potential future growth could create significant resilience improvement at a relatively low grant-offset cost. The majority of these functions currently fall within the Readiness and Logistics Section. Making the current incumbents position permanent would allow DEM to perform the above capabilities.

**Disaster Service Worker Engagement:** Every Cal Poly faculty and staff may have some prescribed role in the incident management enterprise during one or more of the various phases of emergency management. While not every Cal Poly employee is a first responder or is assigned to the campus Emergency Operations Center (EOC) or to a Department Operations Center (DOC), every employee is a Disaster Service Worker (DSW) in accordance with the California Government Code. This means that Cal Poly employees may be called upon to assist in some capacity during disaster response or recovery. Thus, all Cal Poly employees have a responsibility for preparedness. Effectively engaging and educating the Cal Poly's many DSWs has proven difficult and has been an identified area of potential growth opportunity. Creating greater programmatic emphasis on and increasing resources for this area should create greater Cal Poly resilience and increased incident management stakeholder management efficiencies for DEM.

**Increased Public Engagement Capacity:** Promoting personal preparedness, improving hazard awareness messaging, improving campus alerting and warning, and increasing community engagement are critical components of success for the DEM mission and for community resilience. Accordingly, DEM works closely with University Communications on public information/crisis communications programs. However, the demand for this type of messaging in the form of digital, website, social media, community meeting, and preparedness events has continually increased. These functions currently fall within the Readiness and Logistics Section. Making the current incumbents position permanent would allow DEM to maintain progress in these areas.

**Community Organizations Active in Disasters Program:** Integrating community members into emergency preparedness and response is a proven industry best practice. A common approach to accomplishing this is through the establishment of a Community Organizations Active in Disasters (COAD) program. DEM plans to develop a campus COAD program that includes the development of a Campus Community Emergency Response Team (CERT) and the integration of other volunteer organizations such as the Medical Reserve Corps, Veterinarian Emergency Response Team (VERT), Campus American Red Cross club, GIS club, and more. This program would greatly contribute to Cal Poly's ability to effectively plan for an respond to emergencies/incidents.

**Increased Daily Emergency Management Situational Awareness Capacity:** The tools available to emergency managers for maintaining situational awareness and coordination connectivity have increased in number and complexity in recent years. Similarly, the importance of coordination, analysis, and distribution of emergent trends and hazard information has become evident as a cornerstone of DEM's value. As a result, it has become obvious that more resources and programmatic focus need to be devoted to daily operational situational awareness and coordination. DEM has accomplished this task through the establishment of a 24/7 Duty Officer Program. DEM's operational focus and engagement will need to grow, mature, and integrate with other incident management enterprise structures and entities, requiring additional resources.

**People with Access and Functional Needs (AFN):** Addressing the needs of Cal Poly's AFN population is a constant priority for DEM. The standards for training, planning, response, and recovery for AFN issues are still evolving and will need constant attention for best-practice integration into plans and processes. Ensuring we have the resources needed to help the most vulnerable people within the Cal Poly community improves our ability to effectively help others.

**Obtaining National Accreditation:** While the DEM office has undergone significant growth and foundational improvement, it is just reaching a level of capability and maturity that justifies pursuing national accreditation. Examples of such accreditation programs include the Emergency Management Accreditation Program (EMAP) and the National Weather Service "Storm Ready" and "Tsunami Ready" designations. Receiving these or similar accreditations would further legitimize and increase the influence of DEM and would demonstrate a level of capability and readiness commensurate with what Cal Poly deserves.

## PROGRAMMATIC SECTION OVERVIEW, RESPONSIBILITIES, AND FUTURE DIRECTION

### Management Section

The Management Section is responsible for leadership, strategic planning, programmatic guidance, direction, policy development, and support of all DEM program areas. This section will provide guidance, direction, mentorship, and support to all emergency managers. The Management Section will be responsible for the overall direction and strategic growth of all DEM sections and will work with all campus stakeholders to assist with DEM program area projects. Below is a list of the major roles and responsibilities of the Management Section:

- Direct and lead day to day operations of DEM
- Lead DEM strategic planning initiatives
- Serve as emergency management and business continuity advisor to campus executive leadership
- Develop/continually update DEM priorities and both short term and long-term department objectives
- Lead DEM budget planning and management
- Provide direction and assistance and direction for section projects as needed
- Develop and or update emergency management campus policies
- Coordinate and engage with campus, local, state, and federal stakeholders
- Develop and lead organizational and personnel growth initiatives
- Lead outreach and stakeholder planning
- Maintain overall project tracking and maintain Open Action Tracker for DEM sections.
- All other DEM management functions

## Responsible for products:

- DEM/PS Weekly Report
- DEM Strategic Plan
- PS Strategic Plan
- Emergency Management Campus Administrative Policy (CAP)
- Business Continuity CAP
- Stakeholder Engagement Plan
- Outreach Plan
- DEM Department Overview Document
- DEM Administrative Policies
- Emergency Notification Policy
- Monthly EM Report
- DEM Open Action Tracker
- Other products not covered by one of the DEM program areas
- Disaster Cost Recovery Facilitation

## Strategic Direction

<b>STRATEGIC OBJECTIVE #1:</b>	Cultivate a world class Emergency Management and Business Continuity program that serves as a model for all institutions of higher education.
<b>Strategy #1:</b>	Lead consistent strategic planning for all programmatic sections that create an agile emergency management culture that aims to continually increase capabilities that will provide return on investment to the University.
<b>Strategy #2:</b>	Integrate and provide leadership for local and CSU emergency management partners.
<b>Strategy #3:</b>	Pursue Emergency Management program accreditations such as EMAP.
<b>Metric of Success:</b>	Implementing the Cal Poly DEM Strategic Plan, evaluating its effectiveness annually, and adjusting strategies and tactics as necessary.

<b>STRATEGIC OBJECTIVE #2:</b>	Elevate status and importance of emergency management and business continuity throughout the Cal Poly organization that supports the effectiveness of the DEM programmatic sections
<b>Strategy #1:</b>	Increase and integrate with all levels of Cal Poly stakeholders in order to increase collaboration and to facilitate a whole community emergency program.
<b>Strategy #2:</b>	Regularly communicating and highlighting DEM programmatic section successes to the campus community.
<b>Metric of Success:</b>	An elevated level of situational awareness of DEM and its programmatic functions based on feedback in Annual Customer Satisfaction Focus Forward Survey.



<b>STRATEGIC OBJECTIVE #3:</b>	Develop an Emergency Management workforce that is highly competent, diverse, and effective.
<b>Strategy #1:</b>	Conduct Individual Development Planning (IDP) with all DEM personnel that focuses on capability growth in all professional aspects.
<b>Strategy #2:</b>	Advocate for and facilitate internal and external professional growth opportunities for DEM personnel.
<b>Metric of Success:</b>	Completed Annual IDPs for all DEM personnel, tracked growth on a year over year basis.

## Planning Section

The Planning Section is responsible for leading all campus emergency management and business continuity planning efforts. This section will work with DEM and Public Safety leadership to determine short- and long-term planning needs across the university and to ensure whole community planning is being utilized for all planning projects. Below is a list of the major roles and responsibilities of the Planning Section:

- Lead development of and/or update the DEM 5 Year Planning Matrix & obtain department head approval on plan
- Lead the development, review, and revision of all necessary emergency management and business continuity plans
- Serve as project manager for all active planning projects and develop a detailed timeline/project management plan for each project
- Assign other DEM emergency managers from other sections to support roles for each planning project to ensure adequate bandwidths for all projects
- Provide weekly updates of current status of all section projects, next steps/strategic forecast of upcoming project activities, and discuss an limitations, constraints, concerns, or needs

### Section is responsible for the following products:

- Duty Officer and response functions
- Emergency Operations Plan (EOP)
- Functional and Hazard Based EOP Annexes
- Continuity of Operations Plan (COOP)
- Division, Unit, and Department Business Continuity Plans
- 5 Year Planning Matrix
- Hazard Mitigation Plan
- Supporting Training and Exercise, and Operations and Logistics Sections
- Other planning products as directed by Management Section

## Strategic Direction

<b>STRATEGIC OBJECTIVE #1:</b>	Utilize a whole community planning process that engages Community Members and external stakeholders to produce and maintain Emergency Management and Business Continuity plans.
<b>Strategy #1:</b>	Progressively engage a broadening range of stakeholders to include Students, Faculty, Staff, Community Members, and external stakeholders.
<b>Strategy #2:</b>	Continue to appreciate a broadening range of concerns and motivations espoused by Students, Faculty, Staff, Community Members and external stakeholders.
<b>Metric of Success:</b>	<p>Within 3-5 years, produce and maintain both strategic and operational plans that represent the University's interests and values:</p> <ul style="list-style-type: none"> <li>• Mission Essential Functions</li> <li>• Shared Governance</li> <li>• Access and Functional Needs</li> <li>• Diversity, Equity, and Inclusion</li> <li>• Considers contemporaneous legislative affairs</li> </ul>

<b>STRATEGIC OBJECTIVE #2:</b>	Develop an inventory of capabilities and hazards-based strategic and operational emergency management plans that utilizes Hazard Vulnerabilities Assessments as foundational guidance.
<b>Strategy #1:</b>	Evolve and refine our approach to conducting Hazard Vulnerability Assessments by utilizing industry-adopted assessment models and best practices.
<b>Strategy #2:</b>	Evolve and refine our understanding of relevant hazards and our vulnerabilities through collaboration with subject matter experts and After Action Review processes derived from DEM's Training and Exercise program.
<b>Metric of Success:</b>	Within 3-5 years, produce and maintain an adequate inventory of functional and hazards-based annexes (i.e., "plans") that guides the University's responses through any potential disasters.

## Training and Exercise Section

The Training and Exercise Section is responsible for leading all university emergency management, business continuity, and preparedness training program efforts. This section will work with DEM and Public Safety leadership to develop/maintain a robust training and exercise program that builds and sustains Cal Poly's capabilities to effectively prepare for, respond to, recover from, and mitigate any emergencies or incidents that may adversely impact the university. Below is a list of the major roles and responsibilities of the Training and Exercise Section:

- Lead development of and/or update 3 Year Multi-Training and Exercise Plan (MYTEP)
- Lead development of Annual EM Training and Exercise Plan
- Lead development and management of Annual EOC Functional Exercise

- Coordinate/Schedule all preparedness, EOC, business continuity, BERC, and other EM training courses and assign other section emergency managers to support as necessary
- Serve as lead instructor for all preparedness, EOC, business continuity, BERC, and other EM training courses and coordinate additional instructors as necessary
- Ensure up-to-date training record management for all EOC, BERC, business continuity, and other EM training requirements/courses
- Lead After Action Review process for all incidents, events, or exercises

**Section is responsible for the following products:**

- Duty Officer and response functions
- Multi-Year Training and Exercise Plan (MYTEP)
- Annual Training Plans
- Training Tracker/Training Records Management System
- Training Course Materials
- Annual Exercise Plan, MSEL, Exercise Evaluation Guides, and other exercise-related products
- Supporting Operations and Logistics, and Planning Sections
- Other training and exercise products as directed by Management Section

**Strategic Direction**

<b>STRATEGIC OBJECTIVE #1:</b>	Develop and deliver effective and high-quality training and exercise opportunities for the Cal Poly Community and the campus Emergency Management Organization.
<b>Strategy #1:</b>	Create a capabilities-based, all-hazards, all-phases training program that focuses on the entire Emergency Management Organization. Assess knowledge gaps and determine how to best support/train to meet the needs in accordance with our preparedness plans while integrating after-action reports from previous exercises.
<b>Strategy #2:</b>	Develop and conduct annual exercises that seeks integration and participation with multiple jurisdictions to practice and foster regional coordination.
<b>Metric of Success:</b>	Having 98% of our emergency management organization fully trained and engaging in extra emergency management courses offered by DEM by December 2024. Collaborating with City and County stakeholders to build an exercise that CP Emergency Management Organization can experience by October 2025.

<b>STRATEGIC OBJECTIVE #2:</b>	Promote a culture of preparedness and resilience amongst the Cal Poly Community.
<b>Strategy #1:</b>	Develop and implement a robust preparedness and outreach plan/campaign that utilizes a building block approach outlined in the Homeland Security Exercises Evaluation Program on a rolling basis.

<b>Strategy #2:</b>	Increase the volume of mini preparedness lessons / messages on social media platforms.
<b>Strategy #3:</b>	Develop a robust Multi-Year Training and Exercise Plan/Integrated Preparedness Plan that provides an elevated level of situational awareness of responsibilities amongst Cal Poly Disaster Service Workers.
<b>Metric of Success:</b>	A measurable year over year increase in awareness of DEM functions and preparedness campaigns to be reflected in the annual Administration and Finance's Focus Forward surveys.

## Readiness and Logistics Section

The Readiness and Logistics Section is responsible for ensuring the overall readiness of the campus Emergency Operations Center (EOC) including updating of EOC Standard Operating Procedures (SOP), routine maintenance of EOC hardware, management of response software systems, EOC team organization and other EOC related projects. This section is responsible for leading coordination of any necessary field response components such as points of dispensing, testing sites, points of distribution, care, and shelter. The Operations and Logistics Section is responsible for providing logistics assistance to the other sections. Below is a list of the major roles and responsibilities of the Operations and Logistics Section:

- Develop and or update EOC SOPs and position job aids
- Manage EOC response systems and maintain proficiency with each system to include, WebEOC, SCOUT, IAP Builder, Virtual Situation Room (VSR), and others as necessary
- Develop and or update BERC SOPs and position guides
- Provide logistics support for other DEM sections as needed
- Manage EOC personnel organization and ensure formal appointment/reappointment of all team members
- Lead situational awareness coordination calls or meetings as necessary

### Section is responsible for the following products:

- EOC Standard Operating Procedures
- EOC Position-Specific Guides
- Emergency Response Software Guides
- BERC Standard Operating Procedures
- BERC Job Aids
- EOC Equipment and System Maintenance Plan
- Other products as directed by Management Section

<b>STRATEGIC OBJECTIVE #1:</b>	Create a holistic and comprehensive Life Safety and Building Evacuation program.
<b>Strategy #1:</b>	Collaborate with campus stakeholders (e.g., EHS, FMD, DRC, SBS-Risk Management) to develop and implement a Campus Administrative Policy and associated Standard Operating Procedures (SOP) that comports with Executive Order 1056 and CalOSHA rules and regulations.

<b>Strategy #2:</b>	Collaborate and coordinate with campus stakeholders to ensure all buildings are equipped with evacuation plans and evacuation maps.
<b>Metric of Success:</b>	Establish a Cal Poly Life Safety and Evacuations Program with an engaged membership that is capable of conducting regular drills by February 2025.

<b>STRATEGIC OBJECTIVE #2:</b>	Develop a campus Community Organizations Active in Disasters (COAD) program that integrates student, faculty, and staff volunteers into the campus Emergency Management Organization.
<b>Strategy #1:</b>	Develop a Community Emergency Response Team (CERT) program to include a policy and volunteer management plan.
<b>Strategy #2:</b>	Collaborate with local and regional CERT programs to provide opportunities for engagement and learning.
<b>Strategy #3:</b>	Integrate existing Cal Poly volunteer organizations such as Veterinarian Emergency Response Team (VERT) and Medical Reserve Corps (MRC).
<b>Metric of Success:</b>	Establish a comprehensive Cal Poly COAD Program within 3-5 years: <ul style="list-style-type: none"> <li>• Develop a student-based CERT by December 2024</li> <li>• Develops expanded staff/faculty CERT by December 2025</li> <li>• Integrate VERT, MRC, GIS Club, and Cal Poly Red Cross Club into COAD structure by December 2025</li> </ul>

<b>STRATEGIC OBJECTIVE #3:</b>	Establish a consistent Emergency Management Business Continuity grants sub-function that augments annual operational budgets.
<b>Strategy #1:</b>	Integrate and collaborate with local, state, CSU, and federal stakeholders that provide grant opportunities.
<b>Strategy #2:</b>	Coordinate with Cal Poly stakeholders to conceptualize an inventory of supportable projects that may be eligible for future grant funding opportunities.
<b>Metric of Success:</b>	Cal Poly maintains an active list of all potential Emergency Management grant opportunities.
<b>Metric of Success:</b>	Cal Poly actively applies for project funding with potential Emergency Management grant opportunities.