

DISASTER PREPAREDNESS IN SANTA CLARA COUNTY

A Reference Guide Prepared for the Board of Supervisors

Pete Kutras, County Executive
Gary A. Graves, Chief Deputy County Executive
Bob Fracoli, Acting Director, Office of Emergency Services

Introduction

Governments at all levels have been faced with growing concerns regarding disaster preparedness. The attack on the World Trade Center in 2001 and subsequent natural disasters culminating with Hurricane Katrina have created a nationwide focus on the efforts of government entities at all levels to be prepared for the next “disaster”. This is especially true in California due to the likelihood of a major earthquake in the future and the reality that this kind of natural disaster will occur without warning and has the potential to disrupt everyday life.

In addition to the natural and man-made disasters mentioned above, we are faced with the potential of a pandemic flu as well as bio terror preparedness that present additional challenges. The result of these threats has been a need to direct more resources to plan, coordinate and prepare for any of the disasters previously mentioned. In Santa Clara County this must be done in the face of a daunting fiscal crisis that is reducing the availability of resources for even the highest Board priorities. Mandates and community expectations leave us little choice but to ramp up our efforts and create a state of readiness that will allow the County to discharge it’s responsibilities in the area of disaster preparedness with the utmost efficiency and effectiveness.

In addition, to the information presented in this reference guide there are several attachments you may want to refer to for additional detail. They include:

- Attachment 1 – Counsel Report on Disaster Preparedness Education
- Attachment 2 – County of Santa Clara Emergency Plan
- Attachment 3 – County of Santa Clara Pandemic Flu Plan – Please see www.sccgov.org/portal/site/phd/
- Attachment 4 – Urban and Super Urban Area Security Initiatives

Santa Clara County as an Operational Area Leader

The 1991 East Bay Hills Firestorm redefined the civil defense origin of emergency management in California. Former State Senator Nick Petris sponsored legislation to establish a Standardized Emergency Management System (SEMS) in California. SEMS incorporates similar emergency response disciplines as the National Incident Management System (NIMS). By law, state agencies must use SEMS when responding to emergencies involving multiple jurisdictions or multiple agencies. Local governments are strongly encouraged to use SEMS, and they must

use SEMS in order to be eligible for State funding of response related personnel costs. SEMS is comprised of the following five elements:

1. Incident Command System (ICS)
2. Multi-Agency Coordination System (MACS)
3. Master Mutual Aid Agreement
4. Operational Area concept (OpArea or OA)
5. Operation Area Satellite Information System (OASIS)

SEMS provides for a five level emergency response organization, activated as needed, to provide an effective response to multi-agency and multi-jurisdictional emergencies. The five organizational levels are:

1. Field
2. Local Government
3. Operational Area
4. Region
5. State

In accordance with State Regulations, “the county government shall serve as the lead agency of the operational area unless another member agency of the operational area assumes that responsibility by written agreement with county government.”

Santa Clara County is currently the Operational Area lead agency.

The County’s operational area, or “OpArea” includes all special districts and the cities and towns of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San Jose, Santa Clara, Saratoga, and Sunnyvale.

In an emergency, the County OES may be contacted and requested to activate by a city within the OpArea. The final decision regarding activation is made by the County Executive. The role as OpArea Coordinator is to coordinate among local “political subdivisions” and act as a single-point-of-contact for state and federal agencies. Activation of the Emergency Operations Center facilitates the sharing of information and resources between the County, Operational Area cities, and other agencies.

As the OpArea leader, the County of Santa Clara:

1. Provides leadership while coordinating information, resources and priorities among the local governments within the operational area.

2. Coordinates information, resources and priorities between the regional level and the local government level. Coordination of fire and law enforcement resources is accomplished through their respective mutual aid systems.
3. Uses multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency activities.

SEMS has several features based on the incident command system. The primary functions found in ICS are:

- Incident Command
- Operations
- Planning/Intelligence
- Logistics
- Finance/Administration

These same functions with some minor variation in titles and associated activity are the key functional activities found at all SEMS EOC levels.

The table below provides a brief summary of the titles and definitions of activities associated with these functions.

Primary SEMS Function	Field Response Level	EOCs at other SEMS Levels
Command/Management	Command is responsible for the directing, ordering and/or controlling of resources	Management is responsible for overall emergency policy and coordination
Operations	The coordinated tactical response of all field operations in accordance with the incident action plan	The coordinating of all jurisdictional operations in support of the response to the emergency
Planning/Intelligence	The collection, evaluation, documentation, and use of information related to the incident	Collecting, evaluation, and disseminating information and maintaining information.
Logistics	Providing facilities, services, personnel, equipment, and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials
Finance/Administration	Financial and cost analysis and administrative aspects not handled by the other functions	Financial activities and administrative aspects not assigned to the other functions

NIMS or the National Incident Management System is very similar to SEMS. NIMS was introduced by the Department of Homeland Security in March of 2004. NIMS attempts to integrate existing best practices into a consistent nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. NIMS is very similar to SEMS but not identical. The major components of NIMS are command and management (includes ICS), preparedness (includes mutual aid), resource management, communication and information management, support technologies and ongoing management and maintenance.

Emergency Operations Center

The Emergency Operations Center, or EOC, is a central command and control facility responsible for carrying out the principles of emergency management, or disaster management functions at a strategic level in an emergency situation, and ensuring the continuity of operation of the organization.

Santa Clara County's EOC is located at 55 W. Younger Street, 4th Floor, Suite 430 in San Jose, located with the Office of Emergency Services. The EOC is responsible for the strategic decisions, or "big picture" coordination of information, resources and priorities during a disaster. Decisions are generally prioritized for the protection of life and property.

The EOC plays a role in all phases of emergency management – during the pre-emergency period to develop and prepare for any contingencies such as training and exercises; the emergency response phase as a central point for agency/jurisdiction coordination and overall management; and the post emergency or recovery phase, to facilitate and direct recovery operations.

A critical component of any EOC is its communications system. This can be from simple word of mouth, to sophisticated encrypted communications networks, but it must provide for a redundant path to ensure that both situational awareness information and "strategic" orders can pass into and out of the facility without interruption. For continuity of operations considerations, backbone components of the communications system are not located at the EOC.

During an emergency, the County Executive is the Director of Emergency Services and is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private

organizations. The County Executive assesses the situation, resources and response activities, and recommends emergency Board actions to facilitate public safety and the recovery process.

Information Flow

In accordance with SEMS, information flows in/out of the EOC in the following manner:

1. Cities/Special Districts
2. Operational Area (County)
3. Region (OES Region)
4. State (State Office of Emergency Svcs, Office of Homeland Security)
5. Federal (FEMA, Department of Homeland Security)

Common terminology is applied to SEMS organization elements in order to rapidly enable multi-agency, multi-jurisdictional organizations, disciplines and resources to work together.

Activation of the Emergency Operations Center facilitates the sharing of information and resources between the county, the Operational Area cities, and other agencies. This allows EOC staff too efficiently:

- Meet the immediate needs of people (rescue, medical care, food, shelter, clothing)
- Work towards temporary restoration of facilities essential to the health, safety, and welfare of individuals (sanitation, water, electricity, road, street, and highway repairs)
- Meet the rehabilitation needs of people (temporary housing, food stamps, employment).

SEMS allows for local government to tailor EOC staffing based on the situation. Although the County's emergency plans have predefined staffing levels in the past, the current draft plan allows even more flexibility by leaving that decision to the Director of Emergency Services in real time. With almost 90 positions within the EOC, the possible combinations are practically limitless. Nonetheless, in the near future, the OES may further define a sequence of suggested activation levels based on intensity and volatility of an event as a tool to help guide decision-making in real time.

Per SEMS Guidelines, "Activated EOCs may be partially or fully staffed to meet the demands of the situation. It is recommended that local government procedures provide for varying EOC staffing levels that can be applied to various situations."

Emergency Exercises

Emergency exercises are conducted periodically for several reasons, including training, discovery of improvement opportunities, grant eligibility and, perhaps most importantly, for the self-confidence of exercise participants. Involvement in disaster response and recovery operations is not a normal daily activity for some participants. For this reason, responder stress levels can increase during a real emergency. To the extent that exercises simulate reality, regular participation better prepares responders for natural or man-made disasters.

Exercises include discussion oriented tabletop exercises, functional exercises usually performed in the EOC, and full-scale exercises involving both EOC and field activities.

Successful exercises require clearly communicated goals, a realistic scenario, detailed exercise plans, independent evaluations of performance, feedback from exercise participants, and post-exercise reviews to identify improvement opportunities.

The OES is currently involved in planning the November 2007 Golden Guardian Exercise (GG07). The event will be co-hosted by Santa Clara County and the City of San Jose as the exercise will focus on a disaster in San Jose. Preparation includes training, tabletop exercises, and a functional EOC exercise. The scope of the GG07 is still yet to be determined.

First introduced in 2004 by California's Office of Emergency Services, the Golden Guardian Exercise Series is conducted annually to allow multiple response and prevention agencies from all branches of government to coordinate in a simulated environment. The goal of the Golden Guardian Exercise Series is to build upon the lessons learned from the exercise and subsequent exercises throughout the nation, as well as real-world events to be better prepared in the event of an actual emergency.

Over the years, a number of exercises have been held in the EOC with Board Members and other emergency responders. During 2006, the OES assisted in organizing several exercises:

- In May and September 2006, the OES assisted with federally-mandated tactical interoperable communications plan tabletop and functional exercises. The Department of Homeland Security

recently published scorecards for each urban area. The County of Santa Clara received one of the highest scores in California.

- In November 2006, OES provided communications planning for the NOVEX (what does this acronym mean?) exercise at Moffett Field. This exercise brought together fire department hazardous material units and SWAT teams from around the County, along with the California National Guard's 95th Civil Support Team from Hayward, and an Urban Search and Rescue Team from Sacramento.
- Also in November, the OES coordinated the County's portion of the Golden Guardian 2006 exercise. The disaster exercise was focused on San Francisco. It involved all County EOC responders, the cities of Mountain View, Campbell and Gilroy, and County Emergency Medical Services, the Santa Clara Valley Water District, San Jose Water Company, the Santa Clara Valley Transportation Authority, Cal Train/Amtrak, and the American Red Cross.

Golden Guardian Exercise Timetable

1st Quarter (January-March) – Definition of GG07 scope, goals and scenario; determination of participants

2nd Quarter (April-July) – EOC section training; refinement of GG07 exercise plan

3rd Quarter (August -October) – EOC tabletop exercises; finalization of GG07 exercise plan

4th Quarter (November-December) – GG07 exercise and after action review

Disaster Contingency Plan Program

Continuity of Government (COG) is the preservation, maintenance, or reconstitution of the institution of government. It is the ability to carry out an organization's constitutional responsibilities. This is accomplished through succession of leadership, the pre-delegation of emergency authority and active command and control.

Following the 1989 Loma Prieta earthquake, in 1990, the County directed all departments and agencies to complete Continuity of Government (COG) plans. In 1999, the County prepared for potential issues, related primarily to technology that would occur in 2000 (Y2K). Those plans were referred to as Business Continuity Plans. These plans were in addition to the COG plans but they were not merged.

In 2006, as a result of changing requirements, at the direction of the County Executive, all the COG plans were reviewed. From the review, it

was concluded that the plans were inadequate to ensure that essential functions could be performed in the event of a disaster. Therefore, the Administration immediately set out to conduct “best practice” research to implement a successful disaster contingency plan program.

Continuity of Operations (COOP) Plans

From this research it was determined an essential tool for disaster preparedness is having a COOP. COOP directs the activities of individual departments and agencies and their sub-components to ensure that their essential functions are continued under all circumstances. This includes plans and procedures that delineate essential functions; specify succession to office and the emergency delegation of authority; provide for the safekeeping of vital records and databases; identify alternate operating facilities; provide for interoperable communications; and validate the capability through tests, training, and exercises.

A COOP/COG Plan:

- Must be capable of implementation at any time—with or without warning, during duty and non-duty hours.
- Must provide full operational capability for essential functions no later than 12 hours after activation.
- Must sustain operations for 30 days

COOP/COG Plan Objectives are to:

- Minimize disruptions to operations.
- Maintains communications to support essential functions.
- Ensure that agencies have alternate facilities from which to operate.
- Protect facilities, equipment, records and mitigate loss and damage to assets.
- Achieve a timely and orderly recovery from an emergency situation and resume full services.

Pandemic Flu Plans

On November 6, 2006, given the significant impact of an influenza pandemic on the residents of Santa Clara County, as well as on each of our organizations and our employees, the County Executive directed all County Agencies and Departments to designate a Pandemic Influenza Coordinator by November 30, 2006 and to complete a Pandemic Influenza-Specific Contingency (PISIC) Plan by March 15, 2007. To help agencies and departments meet the March deadline, the Public Health Department organized a one-time "How To PISIC Workshop" for

agency/department heads or their designees. The workshop was held on Friday, January 26, 2007.

The specific-incident contingency plan will be an annex to a department/agency's existing Continuity of Government Plan and, thus, will need to be submitted to the OES.

Disaster Preparedness Liaisons

American Red Cross (ARC)

The American Red Cross (ARC) is a critical partner in regards to "care & shelter". Although this responsibility primarily lies with the County in its public safety role, the ARC is substantially relied upon for its resources and expertise in this area. The ARC has trained County Social Services Agency staff – the lead care and shelter agency – on shelter management.

In July 2006, the ARC performed a care and shelter exercise at Santa Clara County's Fairgrounds. The exercise also served as an effective mechanism for public outreach.

Additionally, the ARC provides national publications that the County OES has used for both general reference and outreach events.

In the past, ARC has supported disaster relief efforts such as assisting Hurricane Katrina evacuees seeking refuge in Santa Clara County; and played a key role in the recent freeze event when the County homeless population endured low temperatures they have not seen since December of 1998. To this extent, the ARC provided blankets, cots and comfort kits in support of various "warming centers" throughout the County.

California Emergency Services Association (CESA)

The County OES is a member of the California Emergency Services Association (CESA). On a rotating basis, OES personnel attend the CESA annual training conference.

In 1965, the CESA was founded with the mission of preserving and protecting property through emergency preparedness and disaster mitigation. The membership is composed of emergency managers and planners from all levels of government (city, county, state, federal, special districts), hospital/medical professionals, education representatives, public service organizations, business/industry emergency planners and other individuals interested in this field.

CESA is divided into three geographic Chapters-Inland, Coastal and Southern. Each chapter has regularly scheduled Board meetings and holds informational seminars and training sessions throughout the year.

The organization strives to improve emergency planning, training, and response techniques through: Seminars with presentations by proven experts, specialist and public figures, including the CESA Annual Conference; communication thorough the membership via newsletters, email and website postings; a forum for networking; and recognition of outstanding contributions to emergency management through the awards program.

California Operational Area Coalition (COAC)

The California Operational Area Coalition (COAC) acts as a forum for information exchange and advocacy on emergency management issues specific to California's 58 Operational Areas (counties). As an OpArea Leader, the County OES participates in monthly conference telephone calls, in which the topics include new legislation, current issues and problems experienced by member counties.

Regional Emergency Coordination Plan (RECP)

The Regional Emergency Coordination Plan (RECP) is an all-hazards emergency response plan for the 10 Bay Area counties. OES staff is working with a contractor, the URS Corporation, on the Advisory Group for the plan. The program is funded through the Bay Area Super Urban Area Security Initiative (SUASI). Drafts are now under review. The Plan is expected to be completed in 2007.

The RECP is comprised of a base plan, a resources inventory, and eight subsidiary plans (outlined briefly below).

The base plan will clarify the response roles of entities within the region, further define coordination between the county Operational Areas and the State Regional Emergency Operations Center (REOC), and address regional decision-making and prioritization.

The resources inventory will provide information on major local, state and federal assets available in the Bay Area to support emergency response. This tool will enable emergency managers to effectively maximize the use of regional resources during an emergency.

1. The regional information system and strategic communications plan will provide a framework to improve interagency communications for response to emergencies in the Bay Area.

2. The transportation coordination and recovery plan will address mass evacuation, emergency transportation, and restoration of basic transportation services.
3. The fire, rescue and urban area search and rescue subsidiary plan will summarize existing mutual aid systems and address gaps in coordination between emergency management and the Fire Mutual Aid System.
4. The law enforcement and coroner subsidiary plan will summarize existing mutual aid systems and address planning gaps in coordination between emergency management and the Law Enforcement and Coroner Mutual Aid Systems.
5. The hazardous material response plan will describe regional coordination of the response to an emergency involving hazardous material.
6. The mass care and shelter plan will facilitate a coordinated regional effort to provide mass care assistance to people displaced or otherwise affected by a regional emergency.
7. The health and medical plan will provide the basis for an incident and resources management system capable of coordinating multiple resource requests across jurisdictions and disciplines using existing mutual aid channels.
8. The recovery plan will address regional recovery issues for the first 90 days following an event of regional significance.

Santa Clara County Emergency Managers Association (EMA)

The SCC Emergency Managers' Association (EMA) is comprised of the County, Santa Clara County cities and special districts (OpArea), utility companies, and community-based organizations. The EMA is a model of collaboration among the public and private sectors for implementation of tools to assist the community with preparing for, mitigating against, responding to and recovery from a natural or man-made disaster.

The mission of the EMA is to provide emergency management personnel in Santa Clara County a forum for the exchange of ideas, coordinated disaster preparedness efforts, a unified voice regarding relevant issues, and best practices from emergency management through hazard mitigation, preparedness planning, response and recovery coordination.

EMA meets monthly to organize; discussion of pertinent topics, trainings, exercises, and other emergency preparedness activities. EMA members have established subcommittees for specific projects, including:

- Vulnerable Populations, what do they need and how can we best assist them during disasters;
- Spontaneous Unaffiliated Volunteers, when disaster strikes, how to organize the people that show up to help; and
- Community Emergency Response Team (CERT), how to better prepare the public for disaster and, in turn, use those resources to help others in the community.

EMA sponsors emergency planning workshops and trainings for businesses, industry, schools, and others. Trainings include both emergency management and technical training with multi-hazard specific focus.

Santa Clara County Emergency Preparedness Council (EPC)

The OES serves as the secretary and staff to the Emergency Preparedness Council (EPC), and hosts quarterly meetings at its facility.

On October 18, 1983, the Board of Supervisors created the EPC, replacing the Operational Area Coordinating Council. The intent was to have better name recognition, greater geographic representation, and more clearly defined purposes, powers and duties. Members include a designated member of the Board of Supervisors; an elected councilperson or mayor from each of the fifteen cities; the County Executive or Deputy County Executive, who serves without vote; and the OES Director, who also serves without vote.

The purpose of the EPC is to educate elected officials of their duties and responsibilities in the mitigation of disasters; encourage coordinated emergency planning between and among Cities and County; support local, state and federal legislation favorable to disaster planning, mitigation and recovery; promote individual, family and neighborhood post-disaster self-reliance programs; and to serve as the Santa Clara County Operational Area Council (OAC).

Silicon Valley Disaster Planning Initiative

While many public agencies and private companies are conducting disaster planning, there is little coordination between the two sectors. Furthermore, additional attention is needed in planning for the recovery stage of a disaster. Joint Venture: Silicon Valley Network is coordinating

cross-boundary meetings between key members of the region to develop plans for coordinating the actions of the private and public sectors.

Over 65 stakeholder representatives – from the public, private, and nonprofit sector – meet quarterly as a General Assembly to share information and strengthen the network across organizations. Supervisor Liz Kniss currently co-chairs the General Assembly, with Alex Kennett of Solutions, Inc.

In addition to a steering committee, the General Assembly has created three working committees:

- Preparedness (public education/outreach, vulnerable populations, events, inter-agency and public-private connectivity and integration, MOUs and agreements, training/exercises, best practices).
- Response (asset mapping, critical operation and vulnerability/gap identification, mitigation, communications, pandemic flu/public health emergencies and services)
- Recovery (business continuity and crisis recovery strategies, legal and financial resources).

The Initiative will develop a strategic plan and make recommendations. It will also establish objectives and benchmarks, convene forums, and disseminate reports on progress.

Collaborating Agencies Disaster Relief Effort (CADRE)

CADRE, the Collaborating Agencies Disaster Relief Effort, is a countywide leadership network of organizations, businesses and government partners. In partnership with the Santa Clara County Emergency Managers Association, CADRE is coordinated by the Volunteer Center of Silicon Valley (VCSV). Resources provided by CADRE Network Agencies include:

- Housing assistance
- Financial support
- Employment Opportunities
- Transportation
- Childcare
- Mental and physical health support
- Language assistance
- Private business services

- Spiritual and cultural support
- Assistance with navigating the government support systems
- Human and civil rights support

On August 29, 2005, in response to the devastating aftermath of Hurricane Katrina, VCSV activated the Santa Clara County Emergency Volunteer Operations Center to handle spontaneous volunteer phone calls and to provide a point of contact for the public and local agencies. As mass evacuations expanded beyond the areas surrounding the Gulf Region, the County requested that the VCSV activate its CADRE network.

With community and faith-based organizations at the heart of the direct services provided to the evacuee clients, the CADRE network was the coordination point for many of the county-wide community resources. While some of these resources had not been integrated into the CADRE network early on, the gaps in representation were eventually identified. CADRE has since begun streamlining the different efforts under one countywide CADRE network response. As part of the SCC EMA review and lessons learned, these gaps in coordination have been formally folded into the CADRE response process.

Volunteer Center of Silicon Valley (VCSV)

The Volunteer Center of Silicon Valley and local government share responsibility for the coordination of spontaneous volunteers during a disaster. Working collaboratively, in 2003, the Volunteer Center developed a plan with the Santa Clara EMA to support municipalities to meet the needs of local citizens and residents who want to volunteer in a disaster. Local government is often the first point of contact for volunteers who want to help after an emergency. The *Countywide Plan for Coordinating Spontaneous Volunteers* provides a framework for how local governments can establish individual Emergency Volunteer Centers to meet local needs within a countywide system coordinated by the Volunteer Center. The plan allows for independent, regional and countywide activation utilizing mutual aid to leverage services to all citizens in Santa Clara County.

The Office of Emergency Services (OES)

This function, operating out of the County Executive's Office, has the primary responsibility for disaster preparedness. The mission of OES is to coordinate organize and plan efforts with County departments, local cities and special districts to mitigate against, prepare for, respond to, and recover from disasters. The division is responsible for maintaining

the County/Operational Area Emergency Operations Centers in a continual state of readiness. Emergency Services also designs, conducts, and evaluates periodic emergency staff training and simulated disaster preparedness and response exercises. The Office of Emergency Services is General Fund-supported.

For many years OES has operated with a very small staff. In October of 2006, the County Executive recommended and the Board approved increasing staff resources in this critical area. At the current time, the following staffing is authorized for OES:

- 1 Director of Emergency Services
- 1 Emergency Services Program Manager
- 5 Emergency Planning Coordinators
- 1 Administrative Services Manager
- 1 Management Analyst
- 1 Executive Assistant

The Emergency Services Program Manager coordinates and manages the four Emergency Planning Coordinators (EPC's). The Administrative Services Manager is responsible for the administration of the Homeland Security grant programs and the administrative and business functions of the office. Each Emergency Planning Coordinator will be assigned a primary area of focus. These include:

- Improving and maintaining the Emergency Operations Center, its equipment, communications, technology and procedures;
- Updating various plans including the Emergency Operations Plan and developing and implementing a program to guide all County departments and agencies in completing comprehensive COOPs;
- Serving as liaison to various organizations, agencies and groups involved in emergency management;
- Developing and implementing training and exercises relating to emergency management for the Emergency Operations Center participants and County staff as necessary;
- Coordinating community outreach activities relating to emergency preparedness, including the development of a Community Emergency Response Team (CERT) for unincorporated areas.

Grants Management

The OES manages several grants and continues to seek other grant opportunities to ensure security and improve disaster preparedness. Below is a list of state and federal grants that support the Office of Emergency Services.

ODP, Homeland Security and Related Grant Funding Programs

The State Homeland Security Grants and related programs are primarily used for first responders who are considered the first emergency personnel called to the scene of a crisis or major disaster, natural or man-made. The U.S. Department of Homeland Security, through the State Office of Grants and Training, provides funding to California to enhance the ability of the state, urban areas, local jurisdictions, to prevent, deter, respond to and recover from threats and incidents of terrorism.

Grant funding allocations are determined by an “Approving Authority” body consisting of the county sheriff, a municipal police chief, county fire chief, a municipal fire chief and the public health officer. Allocations are set based upon project requests submitted by law and fire disciplines, public health, and other requestors such as the Emergency Managers’ Association.

The Office of Domestic Preparedness and Homeland Security Grant Program includes:

- State Homeland Security Program (SHSP)
- Law Enforcement Terrorism Prevention Program (LETPP)
- Metropolitan Medical Response Systems Program (MMRS), and
- Citizens Corps Program (CCP)
- Buffer Zone Protection Plan (BZPP)
- Emergency Management Performance Grant (EMPG)

The County is in its 6th year (Federal Fiscal Years 2001-2006) of funding for the Homeland Security Grant Program with awards ranging from \$452,273 - \$6,133,544 with total funding to date of \$20,580,700.

In alignment with the State goals and objectives, the ongoing emphases for all grant years are:

- Implement steps to prevent, plan, and respond to Weapons of Mass Destruction incidents by enhancing our county-wide programs;
- Enhance the ability of local jurisdictions to prevent, deter, respond to and recover from threats and incidents of terrorism;
- Enhance regional capabilities and mutual aid resources;
- Enhance public awareness and citizen participation.

Grant years 2001-2004 have been fully expended and reported to the State as complete. We anticipate a State audit concerning these grants

to occur in March 2007. Grant year 2005 is approximately 85% expended with a full completion date of 3/31/2007.

With the 2006 grant, the County, as the Operational Area, was required to administer an additional grant program, the Metropolitan Medical Response System (MMRS) Program. In past years, this was a direct grant from the federal government to a local jurisdiction pre-selected by the federal Department of Homeland Security. Starting with the FY06 grant cycle, the MMRS is now granted to the state and the state, in turn, sub-grants to the city pre-selected by DHS through the Operational Area.

The FY06 grant also brings a new requirement – performance milestones. The State has stipulated in our award letter that our large equipment purchases must be completed by August 31, 2007. We are currently in the process of obtaining equipment requirements from agencies with allocated projects. This office will be the sole point of contact with respect to procurements. The performance period for the 2006 grant is through March 31, 2008.

Grant year 2007 is currently at the State level with an anticipated application date to us in late spring, early summer. We do not have an anticipated amount at this time.

Emergency Management Performance Grant (EMPG) Program

The County is in its 6th year (Federal Fiscal Years 2001-2006) of funding for the Emergency Management Performance Grant Program with awards ranging from \$64,903 to \$267,573 with total funding to date of \$1,399,621.

Grant years 2001-2004 have been expended and reported to the State as completed and final. 2005 is approximately 98% expended with completion expected 3/31/2007.

This grant can be either a direct pass through to the cities to enhance their emergency operations capabilities or if elected, a special project can be established. Special projects are normally established through the Emergency Managers Association (EMA).

Buffer Zone Protection Plan (BZPP) Grant Program

This is the first year of the BZPP grant with a funding stream this year of \$799,204. Grant expenditures will be complete by 3/31/2007.

The United States Department of Homeland Security (DHS) selected certain critical infrastructure and key resource sites to “harden”. These sites are considered potential terrorist targets deemed most critical in terms of national level public health & safety, governance, economic and national security, and public confidence consequences. Each site that has been selected identifies what is needed to secure a “buffer zone” around that site.

Grant Funding Summary

According to the State, Homeland Security funding is expected to continue. As such, the Approval Authority is committed to an approach of grant fund spending that emphasizes the State’s goals and objectives and working towards achieving the four mission areas of the National Preparedness Goals: prevent, protect, respond, and recover.

Santa Clara County Office of Emergency Services Grant Activities

Year	State Homeland Security Program (SHSP)	Law Enforcement Terrorism Prevention Program (LETPP)	Metropolitan Medical Response Systems Program (MMRS)	Citizen Corps Program (CCP)	Emergency Management Performance Grant Program (EMPG)	Buffer Zone Protection Plan (BZPP)	Total
FY01	\$452,273	N/A	N/A	N/A	\$200,744	N/A	\$653,017
FY02	\$750,922	N/A	N/A	\$50,322	\$196,806	N/A	\$998,050
FY03 Pt. 1	\$1,665,503	N/A	N/A	\$45,039	\$195,241	N/A	\$1,905,783
FY03 Pt.2	\$3,927,836	\$62,286(CIP)	N/A	N/A	\$64,903	N/A	\$4,055,025
FY04	\$4,996,482	\$1,056,795	N/A	\$80,267	\$267,573	N/A	\$6,401,117
FY05	\$3,064,762	\$898,596	N/A	0	\$226,129	\$799,204	\$4,988,691
FY06	\$1,727,467	\$1,337,820	\$232,330	0	\$248,225	Unknown	\$3,545,842
Total To Date	\$16,585,245	\$3,355,497	\$232,330	\$175,628	\$1,399,621	\$799,204	\$22,547,525

Conclusion

The information and attachments included in this report will demonstrate that Santa Clara County is making substantial progress toward being prepared for a natural or man-made disaster. At the same time there is a great deal of work that needs to be done in order to assure that Santa Clara County performance in such an emergency will be at a level that the Board and community expect.

The Board has already taken a key step toward preparedness by approving additional resources for this important function. As we have stated above, the level of complexity and the number of scenarios that we

must plan for has increased over the past 6 years. Achieving the coordination, training and planning are a major effort that must be supported by staff and other resources. The action taken by the Board in October of 2006 to additional resources will make a big difference in this effort.

A second key step is the creation of the Disaster Preparedness Executive Committee. As the number of activities and tasks related to emergency preparedness increase, the need for coordination and cooperation also increase. We believe this committee will improve our overall effort, increase our efficiency and effectiveness and assure that all known issues are discussed and resolved. At the same time this group will provide the Board with an assessment of readiness in August of 2007 so that we may evaluate our progress and determine if any adjustments need to be made.

While we have added staff resources there are other areas that we are currently focusing attention in order to improve our situation. We have become aware of training requirements that must be included in our planning over the next twelve months. We are assessing the equipment currently deployed in the Emergency Operations Center and have determined that computers and other technology are obsolete and need to be replaced. We will be coming to the Board in the near future to pursue funding for this critical equipment.

The Administration is also moving forward with the development and refinement of Continuity of Operations (COOP) plans that are essential tools to assure the County will continue to deliver essential services if a disaster occurs. The County Executive has also requested that departments prepare Pandemic Influenza-Specific Contingency (PISIC) plans to address the unique problems presented by a pandemic flu outbreak. Finally, we are preparing for the next Golden Guardian exercise to be held in November of 2007. These exercises are helpful in determining issues and areas where improvement is needed.

In order for the County to be truly prepared for a disaster, a significant effort will be required by all county staff. Managers and line workers will be called on to provide direct service and coordinate a wide range of efforts. The Administration is fully committed to this effort even as we face our current fiscal crisis.