

JULY 2, 2019



## STRATEGIC VISIONING PLAN

A PRIMARY GUIDANCE DOCUMENT FOR THE COUNTY OF  
SANTA CLARA OFFICE OF EMERGENCY MANAGEMENT



OFFICE OF EMERGENCY MANAGEMENT  
COUNTY OF SANTA CLARA & SANTA CLARA COUNTY FIRE  
55 W. YOUNGER AVE., SAN JOSE, CA



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## MESSAGE FROM THE DIRECTOR

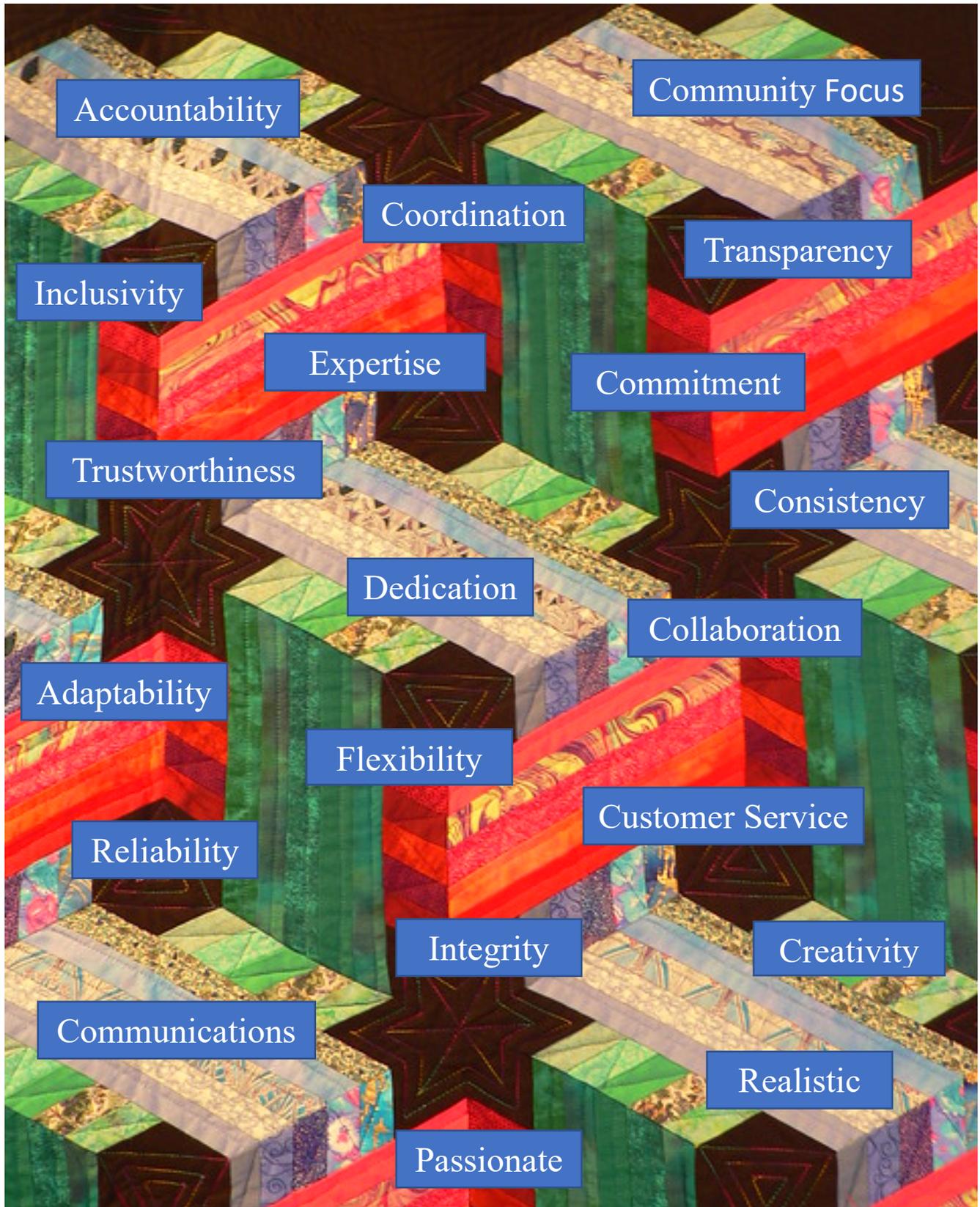
*“Leadership is the capacity to translate vision into reality.”*

**Warren Bennis**

The Office of Emergency Management’s mission speaks to our purpose – why we exist. Our vision is how we deliver on our mission. Our guiding values are those characteristics that we commit to as individuals and as an organization so that we endeavor to develop a culture that delivers our mission and executes our vision for the greater good. This Strategic Visioning Plan represents everyone’s commitment and dedication to the professional field of Emergency Management. In this guidance document we have the privilege of seeing the culmination of hours of thought, conversation, expertise and the collective wisdom this office has to offer to fulfill our role and responsibility to the County, Santa Clara County Fire Department, and all of our Operational Area jurisdictional partners and stakeholders. I would be remiss if I did not acknowledge the vision that Santa Clara County Fire and the County Executive had when they created this unique integrated model of emergency management. Their leadership, trust, and support has been the hallmark of a successful organization that has been allowed to create what I believe is one of the most progressive emergency management offices in California. I could not be any prouder of the entire staff for their tireless commitment and dedication to creating this guidance document. This document is a reflection of you as individuals, and as a collective team that understands the value of a true service delivery model embracing the values of cross discipline agencies, collaboration, coordination, and builds a sustainable platform to support those in need during disasters and emergencies. There is still much to be done; in fact, everything we do is a continuous dynamic process requiring reflective evaluation, review, and revision to maintain our “Best Practice’s Approach”

Dana C. Reed,  
Director, Office of Emergency Management

# Office of Emergency Management Core Values



*Values Discussion from 2018 Planning Retreat Facilitated by Lisa Schoenthal, CEM*



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## ACKNOWLEDGMENTS

We would like to acknowledge the dedication, commitment, and contributions made by the entire OEM staff to bring this strategic visioning plan to reality:

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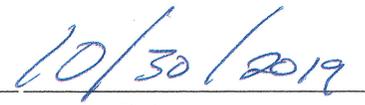
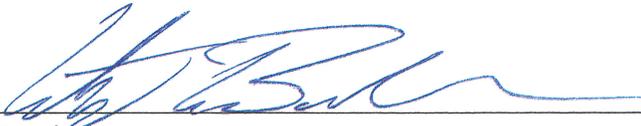
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## SIGNATURE PAGE

The Santa Clara County Office of Emergency Management has prepared this Strategic Visioning Plan as a roadmap to ensure the County of Santa Clara's lead emergency management agency continues to stay at the forefront of professional best practice and leadership, and to also memorialize a practice of proactive strategic posturing as it relates to the emergency management discipline and function of local government.

This Strategic Visioning Plan outlines the overarching day-to-day structure, functions, processes, priorities, and responsibilities of the Office of Emergency Management to effectively perform its Preparedness functions. It also describes the current strategies, goals, and objectives for capacity building to ensure it is best suited to carry out its response, recovery, and mitigation functions and responsibilities. This Strategic Visioning Plan will be reviewed periodically and revised as necessary to satisfy changing conditions and needs.

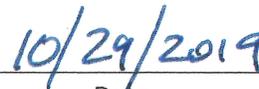


Tony Bowden  
Fire Chief  
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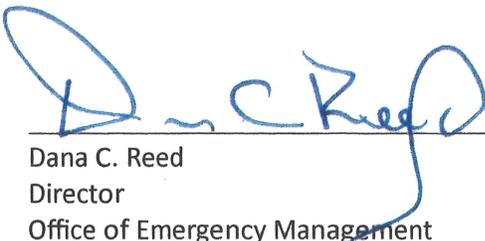
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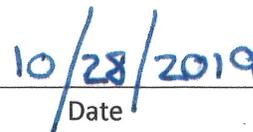
Garry Herceg  
Deputy County Executive  
Santa Clara County



Date



Dana C. Reed  
Director  
Office of Emergency Management



Date



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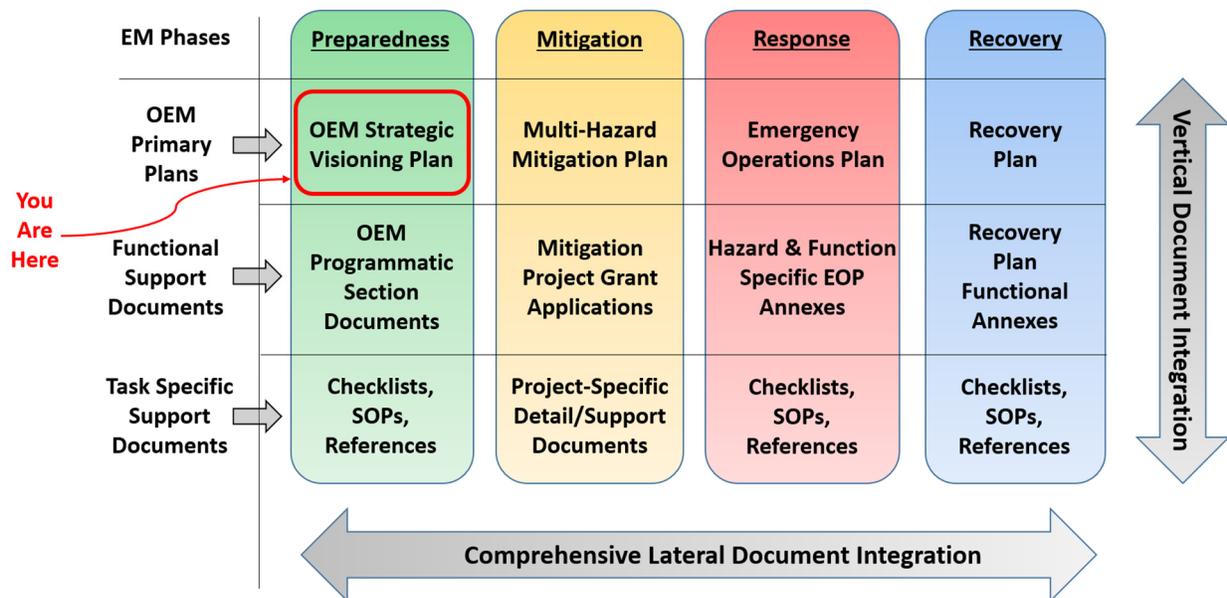


## PREFACE

This Office of Emergency Management (OEM) Strategic Visioning 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 County of Santa Clara OEM. It also describes the strategic goals, components, objectives, and tasks associated with each programmatic section’s day-to-day, “steady state” activities. The Strategic Visioning Plan guides short- and long-term OEM growth, and ensures effective preparedness for response, recovery, and mitigation activities. This document also provides a deeper understanding of the role and function of OEM during all phases of emergency management, from day-to-day operations to acute disaster response operations.

The Strategic Visioning Plan is one of four primary, foundational OEM plans. The other three foundational plans are the Multi-Hazard Mitigation Plan, Emergency Operations Plan, and the Recovery Plan. Each of these plans corresponds to one of the four commonly accepted phases of emergency management: Preparedness, Mitigation, Response, and Recovery. The figure below depicts this plan’s relationship to the other foundational OEM documents. It is important to become familiar with all four OEM foundational plans and their supporting documents.

### OEM PRIMARY DOCUMENT ROADMAP



This document is the result of nearly six years of strategic planning and visioning. It incorporates a long history of departmental growth; the maturation and growth of emergency management as a field; best practice research; and experienced practitioner input from past and present OEM staff.

The State of California’s Standardized Emergency Management System (SEMS) recommends the use of an operationally focused organization of five essential functions to successfully manage emergencies: Management, Operations, Planning, Logistics, and Finance/Administration. Similarly, OEM’s programmatic sections include **Management, Grants Management and Administration, Emergency Communication and Public Outreach, Operations, Planning, Training and Exercise, Disaster Service Worker (DSW), and Community Emergency Response Team (CERT) Training**. These programmatic



sections reflect the key aspects of successful public sector emergency management operational capability, readiness, and resilience.

OEM works to increase the County’s capacity to manage emergencies of any size or type, planned or unexpected, through the four phases of emergency management. This focus supports and augments the disaster resilience of the entire operational area. Disaster resilience is a vital part of the National Preparedness Goal, to create a nation “with the capabilities required across the whole community to prevent, protect against, mitigate, respond to, and recover from the threats and hazards that pose the greatest risk.” Thus, the goals, components, objectives, and tasks of each OEM programmatic section should in some way improve our ability to manage emergencies, leading to increased resilience. Through the strategic planning process, OEM will prioritize tasks identified year-over-year and assemble them into a measurable, transparent, and intuitive work plan that may be used as a metric for annual performance evaluation.

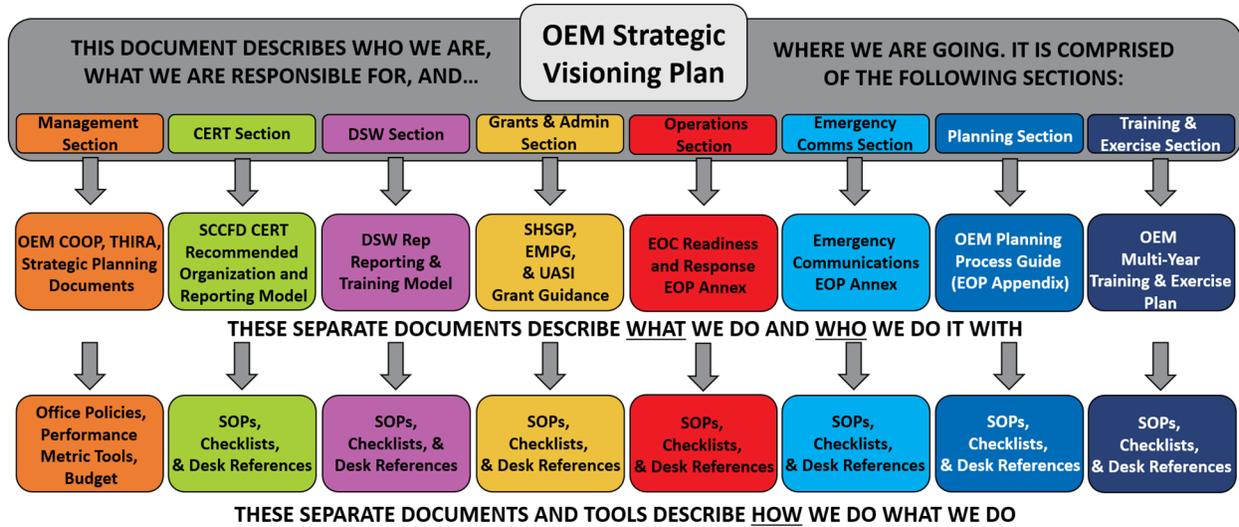
## INTENDED AUDIENCE

The intended audience for this document includes current OEM staff members, newly-hired OEM staff, newly-appointed Santa Clara County and Santa Clara County Fire Department leaders, OEM partners and stakeholders, and others seeking an understanding of the mission, structure, scope, current status, and future direction of the Santa Clara County Office of Emergency Management.

## HOW TO USE THIS DOCUMENT

Though reading this document from beginning to end would benefit anyone seeking to learn more about OEM, readers may also wish to review the information most relevant to them. For quick reference purposes, the document is organized into the following sections:

1. Preface – Maintenance Sections: Details the purpose of the document, provides document familiarity, ensures content consumption efficiency, and shares other administrative particulars.
2. OEM Overview Section - Provides a brief organizational overview of OEM including staffing, mission and vision statements, some historical office context, and potential growth opportunities.
3. Programmatic Management – CERT Sections: Provides specific programmatic section overviews inclusive of staffing needs, supportive mission and vision statements, and key programmatic section goals, components, objectives, and tasks. The office familiarization diagram below shows the various programmatic sections of OEM, and the plans, policies, and other procedural documents aligned with those sections.



## DEVELOPMENT

This Emergency Management Strategic Visioning Document is the result of a six-year collaborative process incorporating feedback, and guidance from the following sources:

- Emergency Management Accreditation Program (EMAP) standards,
- National Fire Protection Association (NFPA) standard 1600: Standard on Continuity, Emergency, and Crisis Management,
- The “Complete EM” emergency management program evaluation tool,
- The Emergency Management Institute’s National Emergency Management Advanced Academy (NEMAA) recommended best practices for emergency management program strategic planning,
- The Santa Clara County Central Fire Protection District National Accreditation requirements pertaining to emergency management,
- Operational Area stakeholder feedback and interviews, archived office strategic documents spanning several decades, and emergency management specialist consultant recommendations.

The visioning process also incorporated input from Santa Clara County OEM emergency management practitioners with over a decade of office context, knowledge, and experience, as well as best practices garnered from emergency managers from across the nation.

## MAINTENANCE

This is a “living document.” Accordingly, OEM will review, revise, and redistribute it frequently, and on an as-needed basis. At a minimum, the document formally reviewed annually as part of the annual work plan development. As the mission, scope, vision, capabilities, and technologies of emergency management as a discipline, and OEM as a department evolve, this document should also evolve in a reflective and relevant manner.



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# OFFICE OF EMERGENCY MANAGEMENT

## MISSION

Safeguarding lives, property, and the environment through strategic coordination of cross-functional operations during preparedness, response, recovery, and mitigation phases of emergency management. Improving the governmental, economic, and operational efficiency and resiliency of the County of Santa Clara and the entire Operational Area (Op Area).

## 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 community resilience.

## OVERVIEW

OEM leadership recognizes the following as fundamental, functional priorities and capabilities in order to have an effective emergency management office:

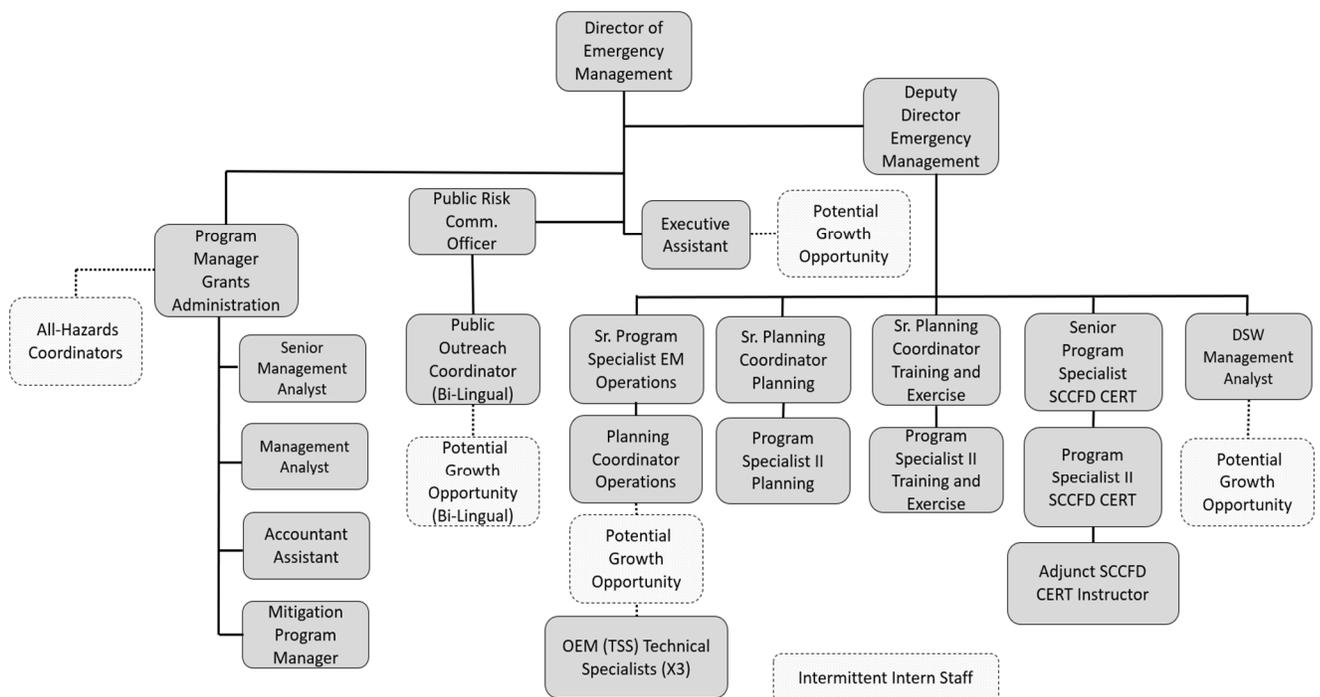
- Effective public engagement;
- Hazard- and function-specific planning capability;
- Emergency management staff knowledge, skills, and abilities;
- Training and exercising expertise;
- Community preparedness and engagement;
- County employee preparedness and resilience;
- Grants and budget management;
- 24/7 operational readiness and situational awareness; and
- Strategic leadership and management.

It is important to note that OEM rotates staff among the three primary Emergency Management Sections - Planning, Operations, and Training and Exercise - to ensure program growth, sustainability, and staff professional development. These rotations occur approximately every two years. The list below details the OEM organizational programmatic sections and their current staffing. Information about each section can be found on the pages listed below.

- **Management Section (PG#: 25)**
  - Currently staffed by the Director of Emergency Management, Deputy Director of Emergency Management, Program Manager II in charge of Grants and Admin, and the Executive Assistant.
- **Grants Management and Administration Section (PG#: 37)**
  - Currently staffed by a Program Manager, Senior Management Analyst, Management Analyst, and an Accountant II
- **Emergency Communication and Public Outreach Section (PG#: 49)**
  - Currently staffed by the Public Risk Communications Officer and Public Outreach Coordinator
- **Operations Section (PG#: 56)**
  - Currently staffed by a Senior Emergency Management Program Specialist, an Emergency Planning Coordinator and supported by an ISD technical assistance team



- **Planning Section (PG#: 66)**
  - Currently staffed by a Senior Emergency Planning Coordinator and a Program Specialist II
- **Training and Exercise Section (PG#: 73)**
  - Currently staffed by a Senior Emergency Planning Coordinator and a Program Specialist II
- **Disaster Service Worker (DSW) Section (PG#: 82)**
  - Currently staffed by a Management Analyst
- **Community Emergency Response Team (CERT) Section (PG#: 89)**
  - Currently Staffed by a Senior Program Specialist and a Program Specialist II with frequent assistance of extra-help adjunct instructors



## A STRATEGIC OEM PARTNERSHIP

To more effectively leverage collective resources, increase consistency in processes and operations, and improve overall Operational Area resiliency in a mutually beneficial manner, the County of Santa Clara and the Santa Clara County Central Fire Protection District (commonly known as the Santa Clara County Fire Department) have co-located emergency management personnel resources and have combined emergency management leadership resources in the form of the Director and Deputy Director of OEM. The Fire District Emergency Management staff provide advice, consultation, and emergency management program support to the various municipalities the Fire District serves, working in tandem with County Emergency Management staff to create high quality, consistent training and operational products and templates.

Recognizing the growing complexities of the emergency management landscape in a rapidly-growing county with international influence, and the increasing frequency of disaster events nationally and



within the State, both County and County Fire leadership recognized that a concerted effort to continue investing in emergency management would be needed, and a collaborative approach would be the best strategy. This strategic partnership, which has grown and solidified over the past six years, has proven invaluable to all parties and has resulted in benefits such as greater administrative efficiencies, improved operational efficacy and consistency, increased mutual-aid capability, and cost savings during preparedness, response, recovery, and mitigation.

The value of this partnership cannot be understated and might be considered a “best-practice” for emergency management programs. It will undoubtedly continue to add value to the County as it continues to mature. The quality and fidelity of OEM programs, products, and endeavors reflect positively on both its parent agencies. OEM typically uses the “dual branding” logo below on its planning products, tools, and materials as a symbol of the continued successful partnership between the agencies.



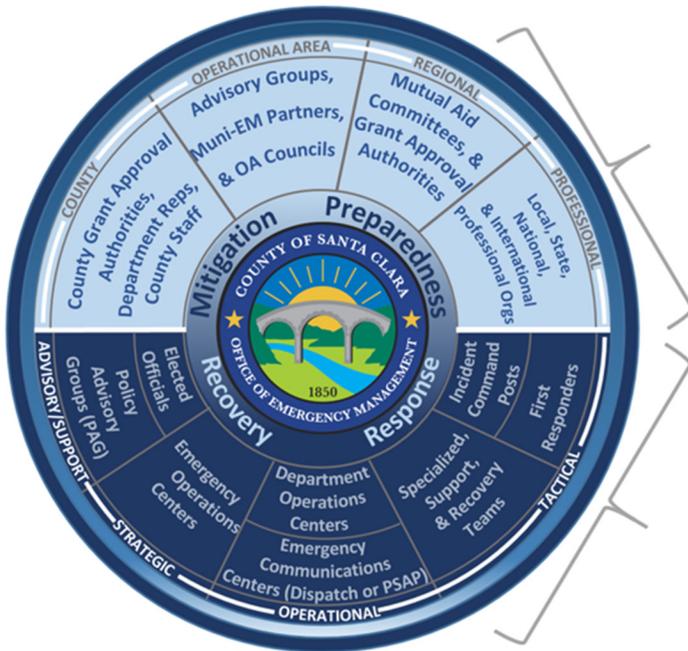
## OEM IN A SNAPSHOT

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

The following diagram provides a broad categorization of the day-to-day preparedness and mitigation decision-making bodies that OEM has a role in, and the various response and recovery elements that make up the incident management enterprise, providing a comprehensive snapshot of OEM’s mission and stakeholder engagement responsibilities. Through effective engagement at these levels with these groups OEM can influence more effective preparedness, response, recovery, and mitigation operations and activities across the incident management enterprise, and thus increase whole community resilience.



# OEM STAKEHOLDER COMPASS



The top half of this diagram reflects the various organizations and stakeholder groups that OEM must engage with during the Mitigation and Preparedness phases (day-to-day) of emergency management to ensure the components in the lower half of this diagram are collectively effective. (A description of each of these organizations can be found below)

The bottom half of this diagram reflects the various components that may have an active collaborative role within the comprehensive incident management enterprise during the Response and Recovery phases of emergency management.

- **County Level**
  - Community Members
    - Engaged in multiple capacities and frequencies
    - OEM’s engagement with county unincorporated community members is primarily focused around the topic of personal and seasonal hazard-specific preparedness via social media and website platforms, during various community meetings and events, and frequent engagement in established advocacy groups.
    - OEM often manages county-wide preparedness campaigns and frequently supports incorporated municipalities with community engagement events when requested.
  - State Homeland Security Grant Program (SHSGP) Approval Authority
    - Meets quarterly.
    - Prioritizes Homeland Security Grant funding directly distributed from the State to the County for Operational Area public safety agency projects to reduce risk and vulnerability gaps and to increase capabilities.
  - Disaster Service Worker (DSW) Department Representatives
    - Communicated with monthly, quarterly, and annually in different capacities.
    - The primary departmental representatives charged with ensuring County department employee preparedness and incident management role assignment.
  - Disaster Preparedness Executive Committee (DPEC)
    - Meets quarterly.



- Ensures effective County disaster preparedness, cross-departmental activity prioritization, and cross-mutual aid discipline reporting and coordination planning.
  
- **Operational Area Level**
  - Section Advisory Groups
    - Meet on various frequencies based on programmatic section workload/project needs.
    - The mechanism used to ensure stakeholder engagement and input for section workload priorities and products which might impact or involve the Operational Area.
  - Emergency Operational Area Council (EOAC)
    - Meets quarterly.
    - An appointed body subject to the Ralph M. Brown Act that serves as the County Accredited Disaster Council, composed of executive and elected leadership from across the Operational Area.
    - Helps to prioritize and recommend Operational Area emergency management endeavors and Emergency Management Performance Grant (EMPG) funding priorities and projects.
  - Operational Area Signatories (OAS)
    - Meets monthly, except for December.
    - An advisory committee of municipal and jurisdictional emergency management practitioners that propose EMPG projects and collaborate on collective Operational Area emergency management activities and priorities.
  
- **Regional Level**
  - Mutual Aid Regional Advisory Committee (MARAC)
    - Meets quarterly at various regional locations.
    - Operational Area-level emergency managers that convenes with State representatives to discuss operational coordination, training, and guiding doctrine improvement needs, as well as relevant recent response and recovery events.
  - Bay Area Urban Area Security Initiative (UASI)
    - Meets monthly in Dublin, Alameda County (except July, September, October, and December).
    - UASI is a special federal grant fund administration mechanism for Homeland Security grant dollars allocated specifically to the Bay Area Urban Area, which represents 12 Bay Area Counties.
    - UASI conducts risk and capability assessments, supports policy development and implementation, and develops and disseminates tools and best practices among the region’s emergency response and management disciplines with the intent of reducing risk and vulnerabilities associated with threats.
    - Santa Clara County has a seat on the UASI Approval Authority and receives funds through “South Bay Hub” project funding priorities determined annually.



- **Professional Level**

- International Association of Emergency Managers (IAEM)
  - Annual Conference.
  - This professional body is the international certifying body for professional emergency managers and is a member driven organization which works to promote emergency management best practices, career field growth, academic depth, and emergency management policy advocacy world-wide.
- California Emergency Services Association (CESA)
  - Annual Conference.
  - The state-level professional organization for emergency managers and public safety practitioners. CESA is organized into three regions, each with elected boards and committees.
  - CESA advocates for and promotes emergency management best practices, career field growth, practitioner professional development, and emergency management policy in California.
- Santa Clara County Emergency Managers Association (EMA)
  - Meets monthly.
  - The county- level professional organization for emergency managers, which advocates for and promotes emergency management best practices, career field growth, and practitioner professional development in Santa Clara County.

## GROWTH OPPORTUNITIES

While OEM 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 staff deployments, after action reports from local exercises and real-world events, recently-identified industry professional best practices, known underleveraged funding sources, exit interviews with former OEM staff, feedback received from staff during OEM annual retreats and team building events, and growing staff programmatic familiarization. Based on timing, future available funding and resources, strategic prioritization, organizational leadership support, and consistent industry standard trend development, OEM will address these growth opportunities if, when, and where possible. Some of these potential areas are described below:

**Increased Administrative Support:** In recent years the OEM office has grown from less than 10 County staff members to over 20 staff members from both the County and County Fire, more than doubling in size with future vision for additional potential growth. This growth has placed a greater demand and workload on administrative support staff. Additional administrative support would increase OEM program efficiencies, stakeholder engagement, and administrative infrastructure.

**Mitigation Program Management Capacity:** As federal and state mitigation 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-focused staff and resources, the County misses out on many risk reduction opportunities and grant dollars. Writing hazard mitigation plans and managing hazard mitigation grant proposals requires a highly technical skill-set and 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 recent approval of a new full-time employee dedicated to mitigation will allow for the development and assignment of relevant goals, objectives, and tasks for the program.

**Disaster Service Worker Engagement:** Every one of the County’s approximately 22,000 employees has some prescribed role in the incident management enterprise during one or more of the various phases of emergency management. While not every County employee is a first responder or is assigned to the County Emergency Operations Center (EOC) or to a Department Operations Center (DOC), every County employee is a Disaster Service Worker (DSW) in accordance with the California Government Code and County ordinance. This means that County employees may be called upon to assist in some capacity during disaster response or recovery. Thus, all County employees have a responsibility for preparedness. Effectively engaging and educating the County’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 County resilience and increased incident management stakeholder management efficiencies for OEM.

**Increased Public Engagement Capacity:** Promoting personal preparedness, improving hazard awareness messaging, improving multi-jurisdictional alerting and warning coordination, and increasing community engagement are critical components of success for the OEM mission and for community resilience. Accordingly, OEM has recently added a public information/crisis communications program specialist to focus specifically on this area. However, the demand for this type of messaging in the form of digital, website, social media, community meeting, and preparedness events has increased. Additionally, building OEM’s multilingual public engagement capacity, especially in a community as diverse as Santa Clara County, has become an identified area of potential growth.

**Increased CERT Program Capacity:** OEM currently manages the Santa Clara County Fire District (SCCFD) Community Emergency Response Team (CERT) Academy training program and has begun the iterative process of finding potential value-add growth areas. As additional refresher courses and advanced FEMA CERT trainings become integrated into the program, and as Operational Area CERT interoperability leadership responsibilities increase, additional CERT support resources may be needed. Moreover, current CERT program staff are augmented by adjunct instructors. As the program matures and adjunct instructors are no longer utilized, a greater demand may be placed on staff. Lastly, any CERT program management or engagement in unincorporated areas of the County would necessitate additional staff.

**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 OEM’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. OEM’s operational focus and engagement will need to grow, mature, and integrate with other incident management enterprise structures and entities, requiring additional resources.

**Obtaining National Accreditation:** While the OEM 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 OEM and would demonstrate a level of capability and readiness commensurate with what the Santa Clara County Operational Area deserves.

**Recovery:** Recovery is one of the four commonly accepted primary phases of emergency management. Additionally, this phase is widely acknowledged as being highly complex. In recent years, OEM has worked diligently to develop base plans for the other three phases of emergency management: Preparedness, Response, and Mitigation. OEM has developed some critical Recovery Plan Annexes, such as the Cost Recovery Annex and Donations Management Annex. However, a Recovery base plan and many of the associated annexes still need to be developed. In addition to a Recovery Base Plan, which would outline the short- and long-term recovery framework and processes for comprehensive recovery coordination, the County needs to create and fill a lead recovery manager position. This position is similar to an EOC director, a position currently filled by the County Executive or their designee. Ideally, this should be done before a major disaster to effectively determine and shepherd the County’s recovery process. It is important to note that soon after a major disaster, OEM will need to reconstitute and re-posture for disaster readiness and response through the day-to-day preparedness activities normally managed by the office.

**Alerting and Warning:** OEM has significantly improved the alerting and warning capabilities of the entire Operational Area in recent years through procurement of an improved Alert Santa Clara County (AlertSCC) technical background service provider, implementation of a robust alert and warning system training program, and decentralization of the alerting and warning system to all Public Safety Access Points (PSAPS, also commonly known as dispatch centers). However, there is still work to be done to ensure the system can address multiple languages. There is also room for increasing the frequency of use and familiarity with the alerting and warning system. Furthermore, there is growth opportunity in collaborating with the County Communications Department to further integrate the alerting and warning system into dispatch procedures in a more seamless, less burdensome fashion.

**People with Access and Functional Needs (AFN):** Addressing the needs of Santa Clara County’s large AFN population is a constant priority for OEM. Finding qualified and dedicated EOC staff to serve as AFN coordinators has historically been challenging and is a continued area for growth. Furthermore, 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 in the County improves our ability to effectively help others in the community.

**Duty Officer Program:** While OEM maintains a responsive Duty Officer program with 24/7 availability, greater definition in the form of documentation and exercises and operational implementation need continued refinement and development.



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## MANAGEMENT SECTION

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### SECTION MISSION

Ensure resource prioritization, strategic planning, administrative processes, stakeholder engagement, emergency management leadership, staff mentorship and development are guided towards greater Operational Area and whole community resiliency and emergency management readiness and best practices.

### SECTION VISION

An OEM management section which is influential and engaged with the emergency management and public safety enterprise at all levels, with intuitive, well-defined, and broadly communicated strategic plans and vision, with a host of appropriate well-crafted, archived, and socialized inter-office policies, with leaders that engage staff in product development, mentorship, and administrative feedback and oversight.

### SECTION OVERVIEW

The Management Section is responsible for the leadership and direction of the entire OEM office. The leadership is executed through an effective engagement tempo internally and externally with office staff and external stakeholders and groups, as well as through the execution of appropriate administrative functions regarding personnel management, office policy, and product review. Additionally, the direction of OEM is defined by the effectiveness of the strategic planning and priority setting by the leadership staff in the management section. This guidance document section provides overall goals for the Section to highlight specific objectives on how to achieve the overall mission through measurable outcomes.

The Management Section is divided into five primary components including stakeholder management, strategic planning, office policy development and maintenance, product review and approval, and personnel management:

- **Stakeholder Management**
  - Ensure a proactive posture in the participation and engagement with the many various federal, state, regional, Op Area, County, and non-governmental organizations, entities, committees, elected officials, and groups with an emergency management and public safety enterprise operational, legislative, or programmatic focus and influence.
- **Strategic Planning**
  - Ensure OEM priorities, structure, resources, products, budget, and functions proactively and, when possible, preemptively reflect emerging trends, best practices, and demands of the field of emergency management and the community OEM serves.
- **Office Policy Development and Maintenance**
  - Establish, archive, and maintain needed/appropriate office-specific policies related to administrative and functional OEM processes and standards to ensure consistency, sustainability, and quality of OEM endeavors reflecting our parent organizations.
- **Product Review and Approval**



- To ensure the highest possible quality products which meet known existing standards, stakeholder expectations, and local enterprise needs.
- **Personnel Management**
  - To promote effective staff career progression, ensure succession planning and office sustainability, provide staff performance feedback, recognize outstanding performance, correct substandard performance, and ensure personnel administrative issues are appropriately addressed.

## GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.

### GOAL 1 – CONTINUE TO IMPROVE AND GROW STAKEHOLDER RELATIONSHIPS

The ability to take proactive measures to prepare for or begin coordinating for a pending threat, hazard, or crisis requires having information that is timely, relevant, and actionable. Maintaining a strong situational awareness capability will help to ensure that emergent trends which might justify taking action are less likely to be missed. This capability is key to a successful emergency management program and helps to establish trust and legitimacy with stakeholders and partners.

#### Objective: 1.1 Increase consistency of stakeholder group participation/presence

As is identified in the “OEM Overview” section of this document, there are many committees, groups, professional organizations, etc., which require engagement with various levels of frequency. Each of these groups have various levels of influence over emergency management trends, practices, legislation, and expectations at local, Op Area, Regional, State, National, and even International levels. While OEM leadership and staff already have a relatively strong presence within these various stakeholder groups, it can often prove challenging to maintain a consistent level of engagement or leadership with all of these groups. However, the more frequently OEM leadership and staff can engage and influence these groups, the more it can potentially positively influence local emergency management efficacy and positively influence the body of emergency management practice at large, and ensure the interests of the County of Santa Clara are taken into consideration.

#### TASKS:

- Clearly identify and list all potential pertinent stakeholder groups.
- Map stakeholder group engagement opportunities and frequencies as part of annual calendar of events.
- Increase frequency of presence and influence with identified stakeholder groups.

#### Performance Measure:

- Full list of stakeholder groups and their meeting frequency established, and integrated into annual calendar.



- Objective timeline – July 2019

EMAP Standard: 3.3.1 The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

### Objective: 1.2. Continue to promote and refine EOC roster

The ability to manage emergencies and disasters is directly tied to the competency of the departmental/discipline-specific representatives that fill the critical positions in the EOC. Vetting those staff members and engaging department heads to select the right individual with the right level of department authority, familiarization, and competency is something that often requires OEM leadership/management, and also requires frequent revisiting to ensure roster fidelity and sustainability.

#### TASKS:

- Collaborate with Operations Section to update EOC Roster with appropriate County staff, with at least three staff members appointed for each identified position.
- Engage the Disaster Preparedness Executive Committee (DPEC), and other executive venues to recruit for and promote the filling of vacant EOC positions.
- Coordinate with OES Administrative staff to disseminate updated appointment letters to identified EOC staff.
- Establish a frequency for updating the EOC staff roster and for re-issuing EOC staff appointment letters

#### Performance Measure:

- Have a completely updated and validated EOC roster with all necessary positions filled with a minimum three staff members deep.
  - Objective timeline – April 2020
- New appointment letters signed and distributed to all identified EOC staff.
  - Objective timeline – May 2020

EMAP Standard: 4.5.5 The Emergency Management Program identifies personnel required to fulfill specific incident management system roles.

### Objective: 1.3 Build stronger ties with non-governmental agencies

In a time of disaster, emergency, and/or crisis non-governmental agencies and organizations (such as private companies, non-profits, utility companies, etc.) play a vital role in the response and recovery efforts, especially as it pertains to establishing a “new normal” after a major disaster. These organizations bring to bear a number of resources and capabilities that are not necessarily inherent to public sector governmental services or capabilities. Having strong relationships with and a mutual understanding amongst private and public sectors will surely serve to improve the incident management enterprise and the resilience in and out of the Santa Clara County Operational Area.

#### TASKS:



- Increase the number of identified and trained “Liaison” staff in the EOC and pre-identified Allied Agency reps
- Improve the documented processes for the EOC’s Allied Agency functions
- Increase awareness of activation protocols for the local Volunteer Organizations Active in Disaster (VOAD) agency, which is locally known as “Collaborating Agencies’ Disaster Relief Effort” (CADRE)
- Promote and maintain role as member of, and advisor to, California Resiliency Alliance (CRA) and the Silicon Valley Disaster Resiliency Alliance (SVDR)
- Promote consideration of collaborative private Business Operations Center (BOC) and private emergency management functional capability.

**Performance Measure:**

- Increased number of identified Liaison EOC staff (with consideration for pre-identified Allied Agencies/Reps on EOC roster)
  - Objective timeline - April 2020
- Documentation of Allied Agency/Liaison coordination functions for EOC (consider integration in to EOC Readiness and Activation Annex to EOP)
  - Objective timeline - April 2020

EMAP Standard: 4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) hazard information obtained from Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks and surveillance programs; and
- (5) other sources of information obtained from internal and external stakeholders.

## GOAL 2 – INCREASE OFFICE INFLUENCE THROUGH RECOGNIZED ACCREDITATIONS

Emergency Management program accreditations are not easy to attain and denote a level of program/office maturity reflective of a high level of competency and professionalism. Furthermore, attaining these accreditations lends credence and legitimacy to OEM and its staff, and further increases the potential positive influence the Santa Clara County OEM might have on the entire body of practice of emergency management. Lastly, attaining these accreditations will help to ensure OEM is integrating best practices and is maintaining a high level of innovation and emergency management product generation. OEM leadership recognize the gravity and positive uniqueness of the demographic it serves and believes this Operational Area deserves to be led by an emergency management agency with premier credentials and recognized accreditations.



## Objective: 2.1 Complete Emergency Management Accreditation Program Award (EMAP)

EMAP is the premier comprehensive national emergency management office accreditation program. The achievement and attainment of this accreditation is rigorous and requires a significant time and resource investment. The accreditation process generally consists of meeting national standards for capabilities, functions, and processes across all of the generally accepted mission areas and phases of emergency management, and is evaluated by a travelling group of emergency management practitioners who comprehensively review your emergency management program over the course of several days (preparation for which generally takes weeks, months, or even years for some organizations). A recommendation is then made for approval, delayed approval with timed caveats and recommendations, or denial. At the time of publication of this document there are currently only two EMAP accredited emergency management agencies in the State of California: CalOES itself and San Diego County OES. This document serves as an initial cursory self-assessment for EMAP program readiness, as is evident by the “EMAP Standard” reference at the bottom of each identified objective.

### TASKS:

- Complete EMAP self-assessment.
- Close known gaps in OEM program and EMAP standards.
- Request initiation of EMAP evaluation process.

### Performance Measure:

- Attain Santa Clara County OEM recognized “EMAP Accreditation”
  - Objective timeline - December 2021

EMAP Standard: Does not align with any specific EMAP standard.

## Objective: 2.2 Complete NWS Storm Ready/Tsunami Ready Accreditation

Santa Clara County has experienced several storm-, flood-, and tidal-related disasters/emergencies. The National Weather Service (NWS) has created a program to help local governments ensure they are implementing best practices for storm and tsunami preparedness in the form of accreditation programs titled “StormReady” and “TsunamiReady..” These programs consist of having specific types of plans, identified hazard areas, appropriate signage, public information/awareness/education campaigns, and demonstrated alerting and warning capability just to name some of the requirements. While the County has already implanted many of these measures, it has yet to engage NWS in the accreditation review process.

### TASKS:

- Schedule NWS meeting for initial Storm/TsunamiReady program review
- Implement any NWS recommendations for meeting the accreditation requirements
- Request official NWS Storm/TsunamiReady Accreditation review

### Performance Measure:



- Attain County “StormReady” and “TsunamiReady” accreditation designations
  - Objective timeline – September 2020

EMAP Standard: Does not align with any specific EMAP standard.

## GOAL 3 – CONTINUE TO CLOSE GAPS IN OPPORTUNITIES FOR GROWTH THROUGH STRATEGIC PLANNING

The field of Emergency Management is relatively new when viewed in comparison with its public safety sister disciplines, or in relation to most any public sector function/discipline. As such, best practices, common practices, processes, procedures, expectations, budget, legislation, and the known hazard/threat landscape are constantly changing and growing with every passing year. This provides many new opportunities for change, growth, evolution, and maturity for emergency management programs. In order to stay at the forefront of capability as it relates to emergency management, OEM must continue to self-evaluate and find growth and improvement opportunities. Stagnation is not an option when resilience is our goal.

### Objective: 3.1 Pursue the allocation or attainment of additional needed staff resources

With the growing expectations for emergency management capability, for hazard and function-specific plans, for credentialed and trained staff, for situational awareness capability and infrastructure, for public engagement, and for grant acquisition, administration, and management (to name just a few) comes greater and greater burdens on staff and increased workload. To meet this demand, and to improve our capabilities and overall collaborative resilience, it will be imperative that OEM add strategic specific staff positions with staff that have specific or technical skillsets geared to the already nuanced and technical requirements of the OEM mission. Through effective recruiting, integration, and mentorship these new staff positions will continue to bring noticeable improvements and maturity to an already highly professional and top-tier OEM team. Some of the known areas of potential staffing needs can be found in the “OEM Overview” section of this document in the subsection specific to “Growth Opportunities.”

#### TASKS:

- Seek budget add, recruit for, and integrate Mitigation Program Manager
- Seek budget add, recruit for, and integrate additional bi-lingual Public Engagement Specialist
- Seek budget add, recruit for, and integrate additional administrative staff
- Seek budget add, recruit for, and integrate additional emergency management staff

#### Performance Measure:

- New Staff hired to fill potential growth opportunity positions
  - Objective timeline – December 2024 for above identified positions

EMAP Standard: Does not align with any specific EMAP standard.



## Objective: 3.2 Support the development of new dedicated program sections

As new best-practices and community/parent organization expectations become known OEM leadership/management must occasionally shift organizational structure, resources, or priorities accordingly. Sometimes the creation of an entirely new division or section within the office is required, and the development of that sections administrative and operational infrastructure must be undertaken by its staff and supported by management. Currently, there are two such examples in the formation and establishment of a dedicated “Operations Section” and “Disaster Service Worker (DSW) Section..” Management will need to ensure that these sections have the resources, time, and guidance necessary for success and efficacy.

### TASKS:

- Formalize the establishment of new OEM Operations and DSW Sections
- Meet regularly with Section leads to ensure appropriate program development

### Performance Measure:

- Operations Section and DSW section staff allocated, guidance documents completed, and section specific performance metrics being met.
  - Objective timeline – December 2019

EMAP Standard: Does not align with any specific EMAP standard.

## Objective: 3.3 Pursue new EOC/OEM facilities and infrastructure

Having purpose built and designed emergency management facilities and infrastructure is a luxury that many emergency management programs do not have, as the field of emergency management is still relatively burgeoning. Most emergency management offices are housed in facilities with infrastructure that was originally designed for other specific or general purposes, and OEM is no different, especially due to the uniquely limited availability of cost-effective options in the Silicon Valley. However, having such dedicated and purpose-built facilities and infrastructure can significantly improve the capability, efficiency, and resilience of the emergency management coordination function in day-to-day operations and in times of emergency. It should always be a goal of OEM leadership and management to attain such facilities and infrastructure where/when possible.

### TASKS:

- Work with County/County Fire leadership to outline the needs for and allocate the appropriate resources needed for the procurement or development of dedicated purpose-built emergency management facilities and infrastructure.
- Participate in any planning, architectural, design, or programming opportunities for such facilities or infrastructure

### Performance Measure:

- New or improved dedicated emergency management facilities/infrastructure
  - Objective timeline – December 2024



EMAP Standard: 4.8.1 The Emergency Management Program has a primary and alternate facility capable of coordinating and supporting sustained response and recovery operations consistent with hazards identified in Standard 4.1.1.

## GOAL 4 – BUILD OEM POLICY INFRASTRUCTURE REFLECTIVE OF OFFICE UNIQUENESS AND PARENT ORGANIZATIONS

As discussed in the “About OEM” section of this document, OEM is a unique office made up of both County staff and Santa Clara County Fire staff. This means that in addition to creating and maintaining inter-office policies reflective of appropriate administrative and functional processes that there also need to be policies created that are specific to and reflective of both parent organizations (the County and County Fire), and a routing process for review of policies from both parent organizations that pertain to staff and administrative and functional processes. These policies will help to ensure that compliance with parent organization policies, regulations, and expectations are maintained, as well as help to ensure that internal efficiencies, consistencies, and expectations are well defined and socialized.

### Objective: 4.1 Develop a policy repository and administrative infrastructure

Having a known central location where parent organization and internal office policies can be found and referred to will allow for the creation of a staff review verification process and help to ensure the wide dissemination and greatest penetration for these policies. In addition to ensuring the ability to expediently refer to such policies when questions arise regarding nuanced policy issues.

#### TASKS:

- Create policy repository format, with designated centralized location, and integrated routing/review process.
- Create policy review policy which outlines staff requirements for reviewing new parent organization and internal policies.

#### Performance Measure:

- Policy repository created, with review process integrated, and review policy created and known.
  - Objective timeline - December 2020

EMAP Standard: 3.4.1 The Emergency Management Program has fiscal and administrative procedures for use before, during and after an emergency/disaster.

## GOAL 5 – CONTINUE TO DEVELOP PREMIER EMERGENCY MANAGEMENT PRODUCTS

OEM staff have a track record of creating top-tier emergency management products in the form of plans, trainings, processes, public engagement collaterals, and services. By leveraging industry-wide relationships, case studies, academic research, and published or socialized best-practices OEM staff



continue to develop widely referenced tools and products that strengthen the office and Op Area’s capabilities, coordination, and resilience. This should always continue to be promoted, prioritized, and guided by management and leadership.

## Objective: 5.1 Establish consistent leadership review process highlighting best practices

OEM management have traditionally always contributed their seasoned expertise, insight, knowledge, training, and education to the review, critique, edits, and development of the many existing and recent OEM products. This process should continue and be formalized for any future products, tools, and completion of the primary foundational plans/documents should remain a priority.

### TASKS:

- Establish policy outlining thresholds for management/leadership review/approval of OEM products, tools, etc.
- Complete the creation of the OEM “Recovery Plan.”

### Performance Measure:

- Creation of OEM product review and approval policy
  - Objective timeline – April 2020
- Creation of OEM “Recovery Plan”
  - Objective timeline – July 2020

EMAP Standard: No standard available for this topic

## GOAL 6 – CONTINUE TO FOCUS ON STAFF AND LEADERSHIP SUSTAINABILITY, SUCCESSION, AND PROFESSIONAL DEVELOPMENT

It is the position of OEM management that OEM’s greatest resource is its staff. Additionally, where possible, promotional opportunities and positions within OEM should as often as possible be filled with internal staff with the understanding that if leadership and management practices have been effectively executed in the form of recruiting, hiring, managing, and mentoring then those internal staff should be the best prepared and most qualified to fill the positions. Furthermore, emergency management as a field is continuing to mature and develop, so too should our OEM emergency management practitioner pool, which is why professional and career development and the promotion of personal certifications and credentials remains a high priority for OEM leadership. Lastly, documenting individual staff and section processes and procedures will help to ensure the sustainability and succession success of OEM programs, procedures, and functions.

## Objective: 6.1 Send appropriate staff to management and leadership training

There are several leadership and management training courses available, some at little to no cost. Sending staff to these trainings, will help to ensure that we have top tier management practices being employed by the management team, and that staff are prepared for future managerial responsibilities



and opportunities. It will also help to ensure that new and apprentice-level staff will be provided the highest-quality managerial competency and guidance, leadership, mentorship, and reduce potential liability caused as a result of poor managerial practices or competency.

**TASKS:**

- Create a “professional development” list of potential management/leadership courses made available through the County, County Fire, the American Management Association, etc.
- Budget for and promote staff attendance to management/leadership courses identified on the professional development list of potential leadership/management courses.

**Performance Measure:**

- Establish list of professional development courses specific to management/leadership
  - Objective timeline - July 2020

EMAP Standard: 4.9.3 Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Specialized training related to the hazards identified in Standard 4.1.1 is included in the training program.

### Objective: 6.2 Promote inter-office mentorship opportunities

Mentorship is a pivotal factor in the morale of staff, as well to the career development of staff at all levels. Promoting the passing of knowledge from more specific or broadly experienced staff to less experienced staff will help to ensure positive inertia in growth, evolution, maturity, and direction. OEM leadership will make a priority to increasing staff members capabilities and careers.

**TASKS:**

- Promote and insist on the continuation and maturity of OEM professional development sessions and one-on-one mentorship sessions.
- Lead several OEM professional development sessions with appropriate all-staff topics.
- Continue to utilize County approved internship programs to recruit burgeoning emergency management candidates as interns.

**Performance Measure:**

- Annual list of professional development session topics established, approved, and socialized with topic leads identified.
  - Objective timeline – January 2020.
- Utilize the annual “TeenWorks” intern program and other County Internship programs.
  - Objective timeline – Annual and on-going

EMAP Standard: 4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.



## Objective: 6.3 Standardize staff feedback methods/frequency

Gauging the morale of office staff, as well as the perceived direction of leadership priorities, and the climate of stakeholder perceptions of OEM is an important feedback loop for OEM management, and helps provide a mechanism for deciding when to shift course on priorities or recalibrate focus or resources to meet the needs of staff, stakeholders, or “customers.” Having a well-defined method for receiving that feedback will reinforce trust in OEM leadership and management and ensure needed adjustment opportunities aren’t missed. Currently, OEM has several informal and formal methods for receiving feedback, such as regular supervisor-supervisee one-on-one meetings, weekly “Tag-Up” meetings, frequent “All-Staff” meetings, the “Seniors” section-lead team meeting, the annual OEM retreat, and the Annual OEM team building BBQ. Formalizing, archiving, and solidifying these meetings and mechanisms in documentation will help to ensure these feedback mechanisms are maintained.

### **TASKS:**

- Create new and maintain current feedback process/program with well-defined documented purpose and frequency.
- Devise an analysis and response/reporting process for feedback program results.

### **Performance Measure:**

- OEM leadership feedback program formalized and documented and executed.
  - Objective timeline – January 2021.

EMAP Standard: No standard available for this topic



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## GRANTS & ADMINISTRATION

### SECTION MISSION

Continually closing OEM and Operational Area incident management and public safety capability gaps through professional grants management and administrative services.

### SECTION VISION

To measurably close incident management and public safety capability gaps while ensuring minimal grant audit findings and increasing potential grant funding sources, while maintaining top-tier OEM administrative support.

### SECTION OVERVIEW

This OEM Grants Management and Administrative Services section is primarily responsible for the following primary functions.

- Enhance the management & administration and delivery of all Federal, State and Local homeland security and emergency management funding;
- Maintain fiscal and program integrity and accountability;
- Support recruitment, personnel selection, and payroll administration for emergency management staff as well as general office services and administration;
- Facilitate coordination, collaboration, oversight and governance of emergency management and preparedness throughout the operational area and as appropriate throughout the region; and
- Ultimately improve the operational area's ability to prevent, mitigate, prepare for, respond to and recover from major emergencies and disasters by leveraging Federal, State and Local funding.

Those functions fall under three major categories which make up the three primary components of the Grants Management and Administrative Services section, which are: 1) Grant Program Management and Administration, 2) Finance and Resource Management, and 3) Operational Area Leadership and Governance Support. Brief descriptions of each of these components can be found below.

- **Grant Program Management and Administration**
  - Management and Administration of Federal Grants is primarily based on Federal, State and County requirements with additional requirements for the Bay Area Urban Areas Security Initiative (UASI) grant. Federal guidance includes general requirements for Federal Awards found in the Super Circular (2 CFR Part 200), grant specific requirements found in each Notice of Funding Opportunity (NOFO) as well as other Federal publications such as Information Bulletins and the National Preparedness Goal (NPG). Other sources of information that may help with understanding and correctly applying the Federal requirements include Federal Audit Reports (often from the Government Accountability Office (GAO) or Department of Homeland Security (DHS) Office of Inspector General (OIG). The three primary grants managed by section are described below. It is important to note that on occasion the Grants and Administration section will manage other "one-off" or ancillary grant funds.



- **Emergency Management Performance Grant (EMPG)**—“The purpose of the Emergency Management Performance Grant (EMPG) is to provide federal funds to states to assist state, local, and tribal governments in preparing for all hazards.” (*FY 2017 Emergency Management Performance Grant Program Notice of Funding Opportunity*, Department of Homeland Security). “Funds provided under the EMPG must be used to support activities that contribute to the Operational Area’s capability to prevent, prepare for, mitigate against, respond to, and recover from emergencies and disasters, whether natural or man-made.” *California Supplement to the Federal Program Notice of Funding Opportunity*, California Governor’s Office of Emergency Services
  - **State Homeland Security Grant Program (SHSGP or SHSP)**—The objective of the Homeland Security Grant Program “...is to provide funds to eligible entities to support state, local, tribal, and territorial efforts to prevent terrorism and other catastrophic events and to prepare the Nation for the threats and hazards that pose the greatest risk to the security of the United States.” The State Homeland Security Program specifically supports state, tribal, territorial and local preparedness activities that address high priority preparedness gaps across all core capabilities that support terrorism preparedness. *Notice of Funding Opportunity (NOFO) Fiscal Year (FY) 2018 Homeland Security Grant Program (HSGP)*. Downloadable from [www.grants.gov](http://www.grants.gov).
  - **Urban Areas Security Initiative (UASI)**—“The UASI program funds addressed the unique risk driven and capabilities-based planning, organization, equipment, training, and exercise needs of high-threat, high-density Urban Areas based on the capability targets identified during the THIRA process and associated assessment efforts; and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism. *Urban Area Security Initiative Program Purpose*, Federal Emergency Management Agency, <https://www.fema.gov/fiscal-year-2015-homeland-security-grant-program>
- **Finance and Resource Management**
    - Oversee the fiduciary and budgetary execution as well as the purchasing and procurement management for OEM.
    - Provide recruitment and human resource administrative services and management.
  - **Operational Area Leadership and Governance Support**
    - Ensuring the Operational Area’s leadership & governance bodies, specifically the County Board of Supervisors, Emergency Operational Area Council and SHSGP Approval Authority, have the staff resources and support they need to perform their emergency management related functions.
    - Assist in and facilitate the coordination, management, and process of legislative file completion and submission.



## GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.

### GOAL 1 – EFFECTIVELY ADMINISTER ALL OEM-MANAGED GRANTS

Management and Administration of Federal Grants is primarily based on Federal, State, and County requirements with additional requirements for the Bay Area Urban Areas Security Initiative (UASI) grant. Federal guidance includes general requirements for Federal Awards found in the Super Circular (2 CFR Part 200), grant specific requirements found in each Notice of Funding Opportunity (NOFO) as well as other Federal publications such as Information Bulletins and the National Preparedness Goal (NPG). Other sources of information that may help with understanding and correctly applying the Federal requirements include Federal Audit Reports, often from the Government Accountability Office (GAO) or Department of Homeland Security (DHS) Office of Inspector General (OIG).

#### Objective: 1.1 Complete all monitoring of applicable grant projects

Grant project monitoring is a laborious and staff intensive time-consuming endeavor that is required to ensure grant rules are being followed, audit findings are minimized, timelines are met, and overall project execution is done in a grant guidance compliant manner. Many sub-grantees are unfamiliar with some of the grant nuances that govern the successful execution of grant projects. The Grants and Administration Section plays a pivotal role in this process, and sometimes the primary role depending on the grant, the project, and the sub-grantee.

#### TASKS:

- Identify and monitor both grant-specific and more general monitoring and oversight requirements.
- Anticipate and prepare for periodic grant reporting requirements.
- Anticipate and prepare for periodic grant site monitoring visits, program compliance reviews and audits as well as single audit and other grant program financial audits.
- Conduct site monitoring of all grant sub-recipients, including review of financial and audit report
- Conduct biennial equipment inventory and inspection of all grant-funded equipment and assets in the Operational Area
- Create and maintain grant program policies, procedures, standard practices and checklists as needed—e.g. to establish how Federal, State or Local requirements are met or address gaps in external guidance.
- Create and maintain a continuity binder that serves as a central repository for all OES created grant guidance.
- Annually update the following list of grant program requirements, guidance and resources:
  - Federal**
    - 2 CFR Part 200, aka the Super Circular
    - National Preparedness Goal 2<sup>nd</sup> Edition



- State Homeland Security Grant (SHSGP) Notice of Funding Opportunity (NOFO)—for the applicable grant year.
- Emergency Management Performance Grant (EMPG) Notice of Funding Opportunity (NOFO)—for the applicable grant year.
- Urban Area Security Initiatives (UASI) Grant Notice of Funding Opportunity (NOFO) —for the applicable grant year.
- Department of Homeland Security Standard Terms and Conditions—for the applicable grant year.
- FEMA Grant Program Directorate Information Bulletins.
- Federal GAO or DHS OIG audit findings applicable to grants managed.

**State**

- Standard Assurance for All Cal OES Grant Programs—for the applicable grant year.
- California Supplement to the Federal Program Notice of Funding Opportunity; or, The State Guidance—for the applicable grant program and grant year.
- Grant Management Memorandum (from CalOES)
- CalOES Grant

**Local**

- Board of Supervisors Procurement Policy

**Performance Measure:**

- Performance of effective grant project monitoring can be measured in number of projects abandoned and grant dollars returned to the awarding agencies. This is an on-going endeavor without a specific timeline.
  - Objective timeline – On-Going

EMAP Standard: 3.4 Administration and Finance – 3.4.2 The fiscal and administrative procedures provide the ability to request, receive, manage, and apply funds in emergency situations for the delivery of assistance and cost recovery.

**Objective: 1.2 Ensure all grant audits result without findings**

On occasion grant awarding agencies (the regional Urban Area Security Initiative, State, or Federal government) will perform regularly scheduled, irregular, or no-notice audits. A finding is indicative of a lack of compliance, gross or minute, which requires address to ensure complete compliance with grant guidance. Having an audit with no (or very few) findings is demonstrative of a well-run grant management program, as well as a program that is meeting the original intent of the grant and in effect having a positive outcome on the Operational Area's resilience.

**TASKS:**

- Ensure complete and appropriate labeling and inventorying of all grant-purchased items
- Ensure all local and grant-specific rules are adhered to pertaining to records maintenance, inclusive of records destruction
- Implement any audit recommendations
- Review Fiscal Year grant guidance/requirements as appropriate



- All other applicable grant rules adhered to

**Performance Measure:**

- Zero findings on all audits
  - Objective timeline – On-Going

EMAP Standard: 3.4 Administration and Finance – 3.4.3 The Emergency Management Program has a method and schedule of evaluation, maintenance, and revision of the procedures identified in Standard 3.4.1.

**Objective: 1.3 Manage all grant reimbursements**

Reimbursement grants require a process where the County allocates a funding source where in good faith, once the County’s Grants and Administration Section staff have ensured that all grant requirements have been adhered to, sub-grantees can be distributed grant funds to for approved grant projects, then the grant awarding agency (State or Federal) then reimburses the County for those funds. This type of grant is a critical form of funding for incident management related capability improvements, and also requires a very rote and regimented grant requirement oversight process.

**TASKS:**

- Review proposed projects and identify: 1) the potential for supplanting local funds with grant funds; 2) the need for an EHP; 3) additional procurement requirements (e.g. if >\$150,000); 4) SAFECOM compliance requirements (for communications equipment); 5) Sole source requirements (if applicable); 6) FEMA Training Feedback Number; 7) AAR for Exercises; 8) Grant match requirements, and 9) Any other non-performance requirements that must be met for payment to be made.
- Periodically generate cash requests.
- Submit cash requests for reimbursement.
- Keep an original, make a physical copy or print out a final (non-draft) version of each grant reimbursement request, payment voucher and paid invoices. Include any relevant supporting documentation (e.g. functional timesheets, internal payment records, etc.)
- Organize key grant documents in binders or file folders.

**Performance Measure:**

- Repeat the process every time there is a new grant cycle for reimbursement grants.
  - Objective timeline – On-Going/Recurring

EMAP Standard: 3.4 Administration and Finance – 3.4.2 The fiscal and administrative procedures provide the ability to request, receive, manage, and apply funds in emergency situations for the delivery of assistance and cost recovery.



## GOAL 2 – PROVIDE COMPREHENSIVE FINANCE AND ADMINISTRATION SERVICES

The Grants and Administration Section plays a large role well beyond that of grants management in the form of general administrative and personnel services. The Grants and Administration Section provides critical support in adjusting and coordinating the office budget, procuring items purchased with office budget funds, submitting reimbursement requests for Emergency Management Mutual Aid Plan staff deployments, managing the County staff timecards, office-wide calendar deconfliction, and the coordinating, planning, and the notification of annual office-wide team-building, strategic planning, coordination of travel for staff members, and camaraderie events (to name a few). These items are critical to the success of the office day-to-day.

### Objective: 2.1 Continue to provide personnel related administrative or coordination services

The day-to-day administrative requirements related to ensuring timecards are completed and submitted, annual Form 700 (conflict of interest) documents are filled out, that recruitment processes are coordinated with the County Employee Services Agency and that the entire hiring process is coordinated, that annual retreats and team building events are coordinated, etc., are all absolutely pivotal to the success of OEM, and to the morale of the OEM staff. These types of activities are the integral daily actions required in any agency that require coordinated oversight. The Grants and Administration Section traditionally coordinates the bulk of these activities on behalf of OEM.

#### TASKS:

- Collect timecards and submit to the Office of the County Executive every pay period.
- Ensure Form 700 filings are completed for all staff members annually.
- Coordinate all personnel hiring/recruitment processes (inclusive of notifications, documentation, accessing application packages, and ensuring smooth on-boarding).
- Coordinate annual retreat/team-building event.

#### Performance Measure:

- All above listed items are on-going recurring tasks with various performance intervals.
  - Objective timeline – On-Going/Recurring

EMAP Standard: 3.4 Administration and Finance

### Objective: 2.2 Provide on-going budget/accounting services

OEM is allocated an annual budget with various GLAs (General Ledger Accounts) assigned for Object 1 costs (personnel), and Object 2 costs (annual supply purchasing, maintenance, and contracting fees). The Grants and Administration Section has accounting staff which have access to the County's accounting system and can generate budget reports frequently, can make/request slight budget modifications, can make purchases/procurements following County policy, and can advise OEM leadership on best practices and strategies for budget management. This process is critical to maintaining effective and prudent fiduciary responsibilities within OEM, and maintaining a healthy balanced budget annually.



**TASKS:**

- Assist in making any necessary budget adjustments.
- Generate budget reports on a regular or as-requested basis for OEM leadership.
- Assist in the procurement of office supplies and other budget expenditures.

**Performance Measure:**

- A balanced and not-overspent annual budget, and budget GLAs with funds appropriately reflecting annual OEM operations.
  - Objective timeline – Annual

EMAP Standard: 3.4.1 The Emergency Management Program has fiscal and administrative procedures for use before, during and after an emergency/disaster.

**Objective: 2.3 Provide on-going administrative support services**

Administrative and calendaring issues for OEM present challenges as OEM has many stakeholder groups with which it interacts and engages, several external partners which schedule their events without visibility to OEM obligations, and lots of formal just-in-time events; and lastly, OEM is generally in the business of unexpected interruptions in the form of disasters, emergencies, and incidents which more often than not can't be predicted. Additionally, OEM (as outlined in the "About OEM" section of this document) has two parent organizations, each with its own administrative processes, scheduling processes, organization-wide events, technical infrastructure, and agency policies, all of which have to be taken into consideration by OEM staff and leadership. Without top-tier administrative services assistance many of these issues would fall through the cracks. Tracking, coordinating, and deconflicting these issues is a pivotal function of the Grants and Administration Section.

**TASKS:**

- Coordinate office-wide annual "major" recurring/one-time event scheduling.
- Assist with formal stakeholder correspondence, as necessary and when requested.
- Coordinate policy review and create archival maintenance system.

**Performance Measure:**

- Annual "Master Schedule" of anticipated "major" events and foundational recurring events established.
  - Objective timeline – Annually
- Formal Stakeholder Correspondence templates created.
  - Objective Timeline – April 2020
- Master "Policy Binder" created, placed in primary prominent location, and routing/review process/procedure defined.
  - Objective Timeline – January 2020

EMAP Standard: 3.4.1 The Emergency Management Program has fiscal and administrative procedures for use before, during and after an emergency/disaster.



## GOAL 3 – SUPPORT OPERATIONAL AREA LEADERSHIP AND GOVERNANCE ENDEAVORS

Ensuring the Operational Area’s leadership & governance bodies, specifically the County Board of Supervisors (BOS), Emergency Operational Area Council (EOAC) and State Homeland Security Grant Program (SHSGP) Approval Authority, and the Operational Area Signatories (OAS) have the staff resources and support they need to perform their emergency-management-related functions is critical for the success of effective grant management that is focused on closing incident management capability gaps, and is critical for aligning leadership priorities across the entire Operational Area as they relate to resilience, coordination, and overall incident management.

### Objective: 3.1 Provide on-going Emergency Operational Area Council (EOAC) support and coordination

The EOAC is, by ordinance, the official accredited Disaster Council for the County of Santa Clara and is made up of rotating leadership representatives from several of the Operational Area municipalities and County departments. This body helps to establish some key priorities for the Operational Area as it relates to Emergency and Incident Management, and it also makes final recommendations for EMPG project approval to the BOS. The Grants and Administration Section has a dedicated coordinator/liaison position with coordinates the EOAC quarterly meetings, generates the agenda, produces the meeting minutes, collates the meeting materials, prepares the presentations for review, and assists in the Legislative File process for primary and recurring reports.

**TASKS:**

- Ensure quarterly EOAC agenda/minutes are generated.
- Maintain effective correspondence and engagement with EOAC members and presenters.
- Calendar/schedule quarterly EOAC meetings.
- Ensure EOAC presentation/report materials are prepared ahead of meetings.
- Assist in Legislative File completion for recurring and one-time EOAC reports.

**Performance Measure:**

- All EOAC meetings are conducted with their appropriate and necessary components (materials, correspondence, reports, leg files, etc.)
  - Objective timeline – Recurring/Quarterly

EMAP Standard: 3.2.1 The jurisdiction has a designated emergency management agency, department or office established and empowered with the authority to administer the Emergency Management Program.

### Objective: 3.2 Provide on-going Operational Area Signatories (OAS) support and coordination

The Operational Area Signatories (OAS) could best be described as an informal advisory body to the EOAC, and is made up of the emergency management practitioners/leaders from each of the Santa Clara County



Operational Area municipalities. The OAS collaborates on the execution of generally accepted and EOAC established incident management and emergency management priorities. Furthermore, OAS generates the EMPG project proposals based on their individual and collective local emergency management needs and known capability gaps. OAS meets monthly (with a couple annual exceptions) and the Grants and Administration Section's dedicated EOAC coordinator/liason position coordinates the monthly OAS meetings, generates the agenda, produces the meeting minutes, collates the meeting materials, and prepares the presentations for review.

**TASKS:**

- Ensure monthly OAS agenda/minutes are generated.
- Maintain effective correspondence and engagement with OAS members and presenters.
- Calendar/schedule monthly OAS meetings.
- Ensure OAS presentation/report materials are prepared ahead of meetings.
- Assist in OAS member EMPG project proposal documentation and ranking prioritization process.

**Performance Measure:**

- All OAS meetings are conducted with their appropriate and necessary components (materials, correspondence, reports, etc.)
  - Objective timeline – Recurring/Monthly

EMAP Standard: 3.3.1 The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

### Objective: 3.3 Provide on-going State Homeland Security Grant Program Anti-Terrorism Approval Authority support and coordination

The State of California provides a direct grant to the County of Santa Clara (and the various municipal sub-grantees) via the SHSGP. These funds are intended to be used to close gaps in homeland security-centric capability gaps, and is allocated annually via the funding/voting priorities of the SHSGP Approval Authority, which is made up of members from the Office of the Sheriff, one rotating municipal police chief, the Santa Clara County Fire Chief, one rotating municipal fire Chief, and the County Health Officer. The OEM Grants and Administration Section administers this grant and coordinates the approval authority processes.

**TASKS:**

- Ensure quarterly SHSGP Approval Authority meeting agenda/minutes are generated.
- Maintain effective correspondence and engagement with SHSGP Approval Authority members and presenters.
- Calendar/schedule quarterly SHSGP Approval Authority meetings.
- Assist in SHSGP Approval Authority project proposal documentation and project monitoring.
- Liaise on behalf of the Approval Authority to the State SHSGP grant officials.



**Performance Measure:**

- All SHSGP Approval Authority meetings are conducted with their appropriate and necessary components (materials, correspondence, reports, etc.)
  - Objective timeline – Recurring/Quarterly

EMAP Standard: 3.3.1 The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

**Objective: 3.4 Provide On-going State Homeland Security Grant Program Training and Exercise Advisory Group support and coordination**

Ensuring on-going SHSGP Training and Exercise Advisory Group support and coordination is critical for the success of effective grants and administration section.

**TASKS:**

- Ensure monthly SHSGP Training and Exercise Advisory Group meeting agenda/minutes are generated
- Maintain effective correspondence and engagement with Operational Area Training and Exercise Advisory Group members
- Calendar/schedule monthly SHSGP Training and Exercise Advisory Group meetings
- Provide status of available funding and requests/applications for Training and Exercise
- Conduct annual Multi-Year Training and Exercise Plan (MYTEP) Workshop to identify gaps in capability and prioritize grant funding for Operational Area Training and Exercise
- Liaise on behalf of the SHSGP Training and Exercise Advisory Group to the Anti-Terrorism Approval Authority

**Performance Measure:**

- All SHSGP Training and Exercise Advisory Group meetings are conducted with their appropriate and necessary components (applications, budgets, reports, etc.)
  - Objective timeline – Recurring/Monthly

EMAP Standard: 3.3.1 The Emergency Management Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

**Objective: 3.5 Provide on-going governance services support**

In addition to the many governance bodies that OEM coordinates/manages for grant management purposes, OEM also gets assigned referrals for follow-up for the BOS, and on rare occasion OEM weighs in on legislative proposals or County-wide legal actions. All of these activities require the creation and submission of “Legislative Files” which are meant to outline the topic and the primary issues related to the topic for elected officials and serve a governance transparency purpose. The creation of these special documents (Leg Files) is a technical process with its own computer-based system and technical



requirements. The Grants and Administration Section staff are specialists in these types of legislative products and provide their guidance and assistance in advising OEM leadership and staff on the generation of such legislative products.

**TASKS:**

- Assist in the timely creation of all necessary office Legislative Files, as requested and appropriate.

**Performance Measure:**

- Legislative Files are submitted without missing components or without being denied for completion due to incomplete content or inappropriate formatting.
  - Objective timeline – On-going/Recurring

EMAP Standard: 3.2.2 The jurisdiction has a designated individual empowered with the authority to execute the Emergency Management Program.



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# EMERGENCY COMMUNICATIONS AND PUBLIC OUTREACH SECTION

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## SECTION MISSION

To develop, implement, and maintain an Emergency Communications Annex for the Santa Clara County Operational Area and help to establish a regional Joint Information System that is active during all phases of emergency management. Both the Annex and Joint Information System incorporate FEMA's Whole Community principles, which entail engaging with and empowering all segments of the community to fulfill emergency preparedness, response, recovery, and mitigation communication goals and priorities.

## SECTION VISION

The diverse communities of Santa Clara County are connected by a dynamic emergency communications network that engages all sectors to promote emergency preparedness actions on an ongoing basis and support emergency communications during and subsequent to disasters and emergencies.

The emergency communications network is readily accessible by the whole community during all phases of emergency management including activation of the Joint Information Center for all hazards and incidents.

## SECTION OVERVIEW

The Office of Emergency Management established an emergency communications and public outreach section in the Spring of 2017. Major components of the section include:

1. Develop and implement an emergency preparedness communications program that serves the County and Operational Area (Op Area)
2. Develop, implement, and maintain an Emergency Communications Annex to help drive Op Area emergency communications during incidents, major disaster or emergencies
3. Support a functional Joint Information System (JIS) for the Santa Clara County Operational Area and Bay Area Region, i.e. a network that promotes collaboration, information and resource sharing among all community sectors including communications and emergency management professionals, nonprofits, community and faith-based organizations, and residents.

## GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program and aid to focus the scope of objectives and tasks.

### GOAL 1 – PROMOTE EMERGENCY PREPAREDNESS BY INDIVIDUALS AND FAMILIES

Individual emergency preparedness continues to be a cornerstone of community resilience, especially considering the increasing frequency of inclement weather, extreme heat, wildfires and the high probability of a major earthquake for our region.



## Objective: 1.1 Implement public information campaigns to encourage emergency preparedness

The Emergency Communications and Public Outreach Section has developed robust key messages, content, collateral materials and continuously promotes emergency preparedness via multiple channels to target multilanguage audiences. Promoting adoption of the County’s alert and warning system, AlertSCC, and the mobile emergency preparedness app, ReadySCC, are also critical communications priorities.

### TASKS

- Implement proactive communications and engagement strategies that inform audiences about potential hazards and how they can prepare themselves, their families, and homes and maintain resilience
- Identify target audiences and analyze their characteristics to better understand how to craft effective messages and select the communications channels they are most likely to use
- Ensure that all communications are fully accessible (ADA) and align with FEMA’s whole community principles of inclusion.
- Employ a wide variety of communications channels and strive for redundancy to ensure messages are received, understood and acted upon.
- Establish key messages for emergency preparedness that are tailored to specific audiences
- Maintain consistent messages over time for greater impact
- Leverage National Preparedness Month and other milestone community events to highlight emergency preparedness message and engage target audiences

**Chart A identifies target audiences for the County’s Office of Emergency Management and corresponding non-emergency communications channels.**

Chart A - Emergency Preparedness - Target Audiences and Primary Channels*	
Target Audiences	Non-emergency channels
Residents in unincorporated Santa Clara County and jurisdictions served by Santa Clara County Fire	Social media, Presentations, Community Meetings
Persons with access and functional needs	Program Mgrs and Nonprofits as conduits
Older people	Program Mgrs and Nonprofits as conduits
Multilanguage communities	Community and Media Outreach Coord to spearhead programs including multilanguage media outreach and community events
Persons experiencing homelessness	Program Mgrs and Nonprofits as conduits
Op Area Emergency Managers	OEM Weekly Report
Joint Information System - PIOs for County departments, jurisdictions, special districts	OEM Weekly Report, South Bay PIO email list

\*The channels listed are limited to those managed by the County’s Emergency Communications Unit.

### Performance Measures

- Tracking stories in broadcast and print media
- Social media metrics



- Surveys to measure levels of preparedness by target audiences in the Operational Area

EMAP Standard: 4.7 Communications and Warning

## Objective: 1.2 Promote countywide adoption of AlertSCC - the County's alert and warning system and ReadySCC - a mobile preparedness app

AlertSCC sends emergency alerts via cell phone, mobile device, landline and email. ReadySCC is an app that allows users to create emergency plans and store critical information on their mobile devices. These free tools provide vital information during times of disasters and emergencies. Widespread adoption of these tools by residents allows OEM and jurisdictions to keep the public better informed during all phases of emergency management.

### TASKS

- Develop communications plan and promotional strategies to encourage use of these free tools throughout the County. Include redundant communications channels such as social media, multi-language print and broadcast media, collateral materials, signage, and outreach events
- Develop key messages and create digital and printed materials
- Translate materials into appropriate languages
- Partner with the media, cities, agencies, nonprofits and community-based organizations to disseminate messages to target language groups

### Performance Measures

- Track sign-ups of AlertSCC
- Track downloads of ReadySCC

EMAP Standard: 4.7.3 The Emergency Management Program has a plan to disseminate emergency alerts and warnings to the public potentially impacted by an actual or impending emergency and to communicate with the population within its jurisdictions.

## GOAL 2 – DEVELOP AND IMPLEMENT AN EMERGENCY COMMUNICATIONS ANNEX THAT INCORPORATES FEMA'S WHOLE COMMUNITY PRINCIPLES

The Emergency Communications Annex outlines a structured approach to emergency communications with established roles and responsibilities, protocols, processes, key messages and select channels to achieve strategic communications goals for emergency response and recovery.

## Objective: 2.1 Develop and implement a Community Engagement Process designed to create an emergency communications network for Santa Clara County

When developing or updating the Emergency Communications Annex, we incorporate community engagement activities to garner significant community input to the annex (plan). The purpose of community engagement is to create an emergency communications network that helps empower



community groups to take actions during disasters and emergencies and protect lives, property and the environment.

#### TASKS

- Establish an advisory group composed of community stakeholders that advise on community engagement processes and protocols. Stakeholder groups can include neighborhood associations, community and faith-based organizations, nonprofit organizations, business and professional organizations
- To obtain input on goals and processes, convene a meeting of community stakeholders that represent high priority audiences including persons with access and functional needs, older people and persons whose first language is not English
- Use multiple engagement methods including sub working groups, surveys, interviews, focus groups and document review processes

#### Performance Measure

- Levels of engagement by community stakeholders measured by:
  - number of stakeholder groups involved
  - quantity and quality of engagement activities
  - level of community input reflected in the final Emergency Communications Annex document

EMAP Standard: 4.11.1 The Emergency Management Program has a plan for its crisis communications, public information and education function. The plan is designed to inform and educate the public through various media about the hazards identified in Standard 4.1.1, threats to public safety, and risk reduction. The plan provides for dissemination of information to protect public health and safety, including response to public inquiries and rumors.

### Objective: 2.2 Establish a Joint Information Center to be activated during incidents and EOC activations

The Joint Information Center is NIMS- and SEMS-compliant and includes specific roles and functions to manage public information and produce content for public dissemination. Roles include Lead PIO, JIC Manager, Call Center Coordinator, and Incident PIO. Sections include a Call Center, Gathering, Writing, and Production; Dissemination; and Allied Agencies. *See Appendix A for organization chart that defines roles and functions for the Joint Information Center*

#### TASKS

- Build a roster of trained public information officers and communications professionals from county departments to serve in the Joint Information Center during incidents and EOC activations
- Promote emergency communications training opportunities and encourage completion of the CSTI PIO credential program
- Engage with the Bay Area Joint Information System to support a system of mutual aid among counties for public information officers



**Performance Measure**

- Number of trained PIOs available to serve in Joint Information Center

EMAP Standard: 4.11 Emergency Public Information and Education

### GOAL 3 – SUPPORT A FUNCTIONAL JOINT INFORMATION SYSTEM (JIS) FOR THE SANTA CLARA COUNTY OPERATIONAL AREA

In Santa Clara County, the South Bay PIO group meets bi-monthly and serves to connect more than 80 public information officers (PIOs) from county and city government, special districts, educational institutions and school districts. The South Bay PIO group functions as an informal JIS and its members receive the OEM Weekly Report and regular emergency communications updates at its bimonthly meetings. The Bay Area Joint Information System was established in February 2018 and encompasses the twelve Operational Areas and two core cities (San Jose, San Francisco) in the Bay Area Region.

#### Objective: 3.1 Help build capacity within the South Bay PIO group for a functional Joint Information System for Santa Clara County

The main purposes of the group are networking and sharing best practices. The cultivation of relationships and provision of information and training opportunities will continue to build greater interest and engagement in establishing the group as a Joint Information System.

**TASKS**

- Serve as a co-convenor of the South Bay PIO group and include emergency communications updates on meeting agendas
- Promote emergency communication training opportunities and encourage completion of the CSTI PIO credential program
- Form a PIO advisory group to lead emergency communications initiatives for Santa Clara County
- Include South Bay PIO group on distribution for OEM Weekly Report

**Performance Measure**

- Level of engagement by South Bay PIO group in emergency communications initiatives and activities such as Yellow Command and other regional training activities

EMAP Standard: 4.11.3 Procedures to support a joint information system and center are in place and tested

#### Objective: 3.2 Support the Bay Area Joint Information System and serve as liaison to the South Bay PIO group

The Bay Area Joint Information System is in its second year of implementation. An activity of the Bay Area JIS is the fall training exercise, which provides an opportunity to engage PIOs from Operational Areas across the region. Members of the Bay Area JIS participate in a monthly conference call and the Leadership Team meets quarterly.



**TASKS**

- Serve on Leadership Committee for Bay Area Joint Information System and act as a liaison with South Bay PIO group
- Organize Op Area participation in the regional Yellow Command-Joint Information System exercise in concert with the OEM Training and Exercise Lead

**Performance Measure**

- Level of participation by Santa Clara County Operational Area in Yellow Command-Joint Information System Exercise

**Chart B identifies target audiences for the County’s Office of Emergency Management and corresponding emergency communications channels.**

Chart B - Emergency Communications - Target Audiences and Emergency Channels*	
Target Audiences	Priority Emergency Channels
Residents in unincorporated Santa Clara County	AlertSCC, Nextdoor, Mass Media
Persons with access and functional needs	AlertSCC (those who are opted in)
Older people	AlertSCC (those who are opted in)
Multi-language communities	AlertSCC (English), Multi-language TV, radio
Persons experiencing homelessness	AlertSCC
Op Area Emergency Managers	AlertSCC
Joint Information System - PIOs for County departments, jurisdictions, special districts	AlertSCC, Slack message app

\*The channels listed are limited to those managed by the County’s Emergency Communications Unit.

EMAP Standard: 4.11.4 The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1, for the public, including at-risk populations.



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## OPERATIONS SECTION

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### SECTION MISSION

To ensure the consistent and vigilant awareness of, collection of, and dissemination of information and data pertinent to actionable decisions related to potential incidents, crisis, emergencies, and disasters resulting in a more informed and ready Operational Area and a posture of EOC operational readiness.

### SECTION VISION

An agile, analytical, and competent component of the OEM team trusted among Operational Area stakeholders as a source of emergency management and EOC tool readiness, improvement, expertise, and best-practices as well as a source for validated actionable information and data pertaining to emergency and incident management.

### SECTION OVERVIEW

The Operations Section is responsible for operational readiness via the constant use and improvement of emergency management tools inclusive of information sharing systems (such as WebEOC), alerting and warning systems (such as AlertSCC), coordinating mechanisms (conference call templates and tools), and situation status reporting mechanisms (templates and reports) with the intent to create a more proactive and ready posture across the entire Operational Area and inspiring continued growth in awareness, collaboration, and trust amongst Operational Area stakeholders.

The Operations Section is divided into three primary components including situational awareness, status reporting, and emergency management tool/infrastructure use and improvement:

- **Situational Awareness**
  - To ensure a proactive posture in collection and analysis of information and data, through a myriad of channels and mechanisms, relevant to emergent crisis, incidents, emergencies, or other relevant trends with appropriately frequent tempo.
- **Status Reporting**
  - To disseminate consistent frequent reports relevant to actionable emergency management information and data through information sharing systems and tools, at appropriate venues, to appropriate stakeholders and partners.
- **Emergency Management Tool/Infrastructure Inventory, Use, and Improvement**
  - To Use, maintain, and improve the various tools, equipment, and processes needed to effectively manage emergencies, coordinate stakeholders, disseminate and share critical information, and alert and warn the community.

### GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.



## GOAL 1 – IMPROVE DAILY SITUATIONAL AWARENESS POSTURE

The ability to take proactive measures to prepare for or begin coordinating for a pending threat, hazard, or crisis requires having actionable information that is timely, relevant, and actionable. Maintaining a strong situational awareness capability will help to ensure that emergent trends which might justify taking action are less likely to be missed. This capability is key to a successful emergency management program and helps to establish trust and legitimacy with stakeholders and partners.

### Objective: 1.1 Establish a daily information/data source checking procedure/tempo

Having a playbook which provides a daily list of data sources to check for updated key information establishes a process that helps to ensure that a comprehensive evaluation of potential threats, hazards, or crisis trends is completed with legitimacy and fidelity. Knowing where to look for information, what that information means, how to distill that information, who to share it with, and how often is the cornerstone to a strong situational awareness posture.

#### TASKS:

- Create a checklist for combing daily sources of situational awareness.

#### Performance Measure:

- Once the Operations Section has created and is utilizing a daily checklist for information checking this will be completed, with awareness that this process and the checklist will likely go through several refinement iterations
  - Objective timeline – January 2020

EMAP Standard: 4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) hazard information obtained from Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks and surveillance programs; and
- (5) other sources of information obtained from internal and external stakeholders.

### Objective: 1.2 Improve the list of situational awareness info/data sources

Increasing the number of potential pre-identified sources of information/data will help to ensure that critical information is not missed and that the options to validate and investigate assumed or suspected trends, events, or incidents. Examples of just a few sources of daily/frequent information, data, and intelligence are: the Daily CalOES State Situation Report, the Daily FEMA Situation Report, the Daily National Weather Service products, the Northern California Regional Intelligence Center (NCRIC) products and reports, the weekly CalOES Legislative Update, etc.

#### TASKS:



- Update the “Situational Awareness Resource Guide”, with an appropriate maintenance and frequency cycle, with the most current and new sources of information and data

**Performance Measure:**

- Guide will be updated and there should be an annual quantifiable review of list improvement.
  - Objective timeline – January 2020 for initial update and on going improvement as-needed

EMAP Standard: 4.4.8 The Emergency Management Program has procedures to guide situation analysis, situation reporting and incident action planning.

### Objective: 1.3 Improve the Op Area conference call process

The Operational Area coordination conference calls have proven invaluable for coordinating and information sharing for events and incidents of all types and has become a cornerstone of the OEM coordination model and value. Improving on this process will only serve to improve resilience and coordination capability for future events.

**TASKS:**

- Establish a “Conference Call Protocol Guide”
- Standardize template, naming, and archiving protocols
- Establish a standard “Contacts List” for Op Area conference calls with a maintenance frequency
- Consolidate/establish Op Area conference call “Triggers” based on hazard specific thresholds

**Performance Measure:**

- Conference Call Protocol Guide with appropriate templates, contact list(s), and triggers identified and socialized
  - Objective timeline - April 2020

EMAP Standard: 4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk.

## GOAL 2 – BEGIN GENERATION OF FREQUENT SITUATIONAL REPORTS TO APPROPRIATE AUDIENCES

Establishing situation reporting products with deliberately identified audiences, distribution points, and distribution frequencies will increase the value of OEM to public safety stakeholders and senior leaders, as well as increase the resilience and situational awareness of the entire Operational Area.



## Objective: 2.1 Establish a comprehensive list of appropriate audiences and distribution venues

Knowing who needs what information, and where it should be distributed, will inform the format and makeup of the potentially various situation reporting products. This is a vital step in ensuring a comprehensive situation reporting program.

### TASKS:

- Update “Situational Awareness Resource Guide” and/or create/update information sharing tool and EEI (Essential Elements of Information) tool to reflect appropriate audiences for appropriate data/information types.
- Establish a situation report distribution list with an appropriate maintenance frequency cycle.

### Performance Measure:

- Updated Situational Awareness Resource Guide and/or information sharing tool with appropriate distro lists, audiences, venues, and frequencies.
  - Objective timeline - January 2020

EMAP Standard: 4.3.2 The Emergency Management Program has procedures to prevent incidents from hazards identified in Standard 4.1.1. Procedures include a process to exchange information among internal and external Emergency Management Program stakeholders.

## Objective: 2.2 Create situation reporting templates for distribution to various audiences and at various venues with various appropriate frequencies

Consistency to the look and feel of situation reports will help to reduce the barriers of use for stakeholders, improve familiarity, increases product legitimacy, and help to ensure needed consistent information isn’t missed. However, one size may not fit all when it comes to situation reports, and several templates may need to be developed to meet the needs of different types of audiences.

### TASKS:

- Create situation reporting template for email distribution
- Create situation reporting template for WebEOC distribution
- Create situation reporting template for weekly “Tag-Up” meetings
- Create situation reporting template for other monthly, quarterly, annual stakeholder meetings (OAC, OAS, etc.)
- Establish a situation reporting distribution frequency guide to establish distro tempo

### Performance Measure:

- Templates have been created and are in use
  - Objective timeline – April 2020



EMAP Standard: 4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) hazard information obtained from Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks and surveillance programs; and
- (5) other sources of information obtained from internal and external stakeholders.

### GOAL 3 – INCREASE USE AND ADOPTION OF EMERGENCY MANAGEMENT COORDINATION AND INFORMATION SHARING TOOLS

The use of the various emergency management coordination tools by OEM and the entire Operational Area will only serve to improve operational efficiency and the capability of emergency management partners and stakeholders. There are, however, many barriers to the wide adoption of such tools for a number of reasons. Increasing the adoption and use of these tools requires the frequent use and improvement by the Operational Area lead emergency management office, the continued refinement and training of key processes, the generation of valuable, desirable, and compelling content, and the leadership reinforcement of use the tools.

#### Objective: 3.1 Begin daily internal use of primary tools (WebEOC, AlertSCC, CalCOP, etc...)

Through daily use of the various Op Area EM coordinating tools continued familiarity, ease of use, trust in the systems, best practice discoveries, and team cohesion will be improved, in addition to an increase in Op Area resilience and capability. It will also help to ensure that the tools are always in a state of readiness.

#### TASKS:

- Create an internal checklist/use log for the daily use of key systems (WebEOC, AlertSCC, CalCOP, etc.)
- Distribute situation reports (daily, and on other appropriate cycles) via WebEOC
- Update appropriate WebEOC boards daily

#### Performance Measure:

- Daily login to the various systems and uploading of situation reports
  - Objective timeline – December 2019
- Creation of an internal checklist/daily use log
  - Objective timeline – April 2020

EMAP Standard: 4.3.1 The Emergency Management Program has a process(es) to coordinate prevention activities, to monitor the identified threats and hazards, and to adjust the level of prevention activity commensurate with the risk. Prevention processes are based on the following:

- (1) hazard information obtained from Standard 4.1.1;
- (2) intelligence activities;
- (3) threat assessments;
- (4) alert networks and surveillance programs; and



(5) other sources of information obtained from internal and external stakeholders.

### Objective: 3.2 Establish/improve Op Area/County-wide primary communications, coordination, and information sharing tool ops checks

Ensuring Operational Area-wide operations checks are conducted with our various communications tools and systems will help to provide trust in the systems, familiarity with the systems, and help to ensure system/tool readiness. Furthermore, creating an accountability report on the checks will help to keep all of the principle and key stakeholders engaged in the operations checks.

#### TASKS:

- Establish a maintenance and ops check guide for primary systems and tools
- Establish a reporting/accountability mechanism for tool use and ops checks

#### Performance Measure:

- Ops check guide and accountability report generation completion.
  - Objective timeline – December 2020

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:

- (3) multi-agency coordination;
- (8) integrated communications

### Objective: 3.3 Improve intuitive usability of primary Op Area systems and tools

The systems we use in a time of emergency should not be daunting, unfamiliar, or overly complicated. Instead, they should encourage their use and adoption, should be intuitive, and should have clear instructions and guidance. This will help to ensure the broadest possible rate of adoption and use in time of criticality.

#### TASKS:

- Establish a refinement workgroup and feedback loop for WebEOC/AlertSCC with TSS staff and Op Area partners
- Update and improve WebEOC and AlertSCC user guides

#### Performance Measure:

- Workgroup Established
  - Objective timeline – January 2020
- User Guides Updated
  - Objective Timeline – July 2020

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:



- (3) multi-agency coordination;
- (6) action planning process

## GOAL 4 – IMPROVE POSTURE OF EOC INFRASTRUCTURE READINESS

Ensuring all of the basic checklists, guides, systems, tools, hardware, and infrastructure used to coordinate and manage emergencies are maintained in a state of readiness will improve the likeliness of successful operations for events or incidents of any kind, in addition to generating trust and legitimacy with our stakeholders. Keeping these items in such a state requires vigilance in maintenance and operational checks, and should remain a key priority for Operations Section staff.

### Objective: 4.1 Solidify EOC hardline phone number and email lists/protocols

The primary and alternate EOCs have a robust telephone and data hardline and email infrastructure with a number of pre-identified phone numbers and emails for various EOC positions which need to be maintained and updated, in addition to given roll-up protocols to ensure flexibility for different sized activations and operations. This is key to the operational capability of any EOC.

#### TASKS:

- Request comprehensive existing EOC email and phone number list from TSS
- Request needed updates, removals, rollup protocols be put in place by TSS for emails/phonelines
- Update distribution lists of emails/phone numbers
- Build and provide internal EOC staff training component for phones/emails

#### Performance Measure:

- Receive comprehensive Email, Phonenumber/number listing
  - Objective timeline - October 2019
- TSS makes adjustments to phonelines/emails based on OEM requests
  - Objective timeline – January 2020
- Distribution of new lists of phone number/email contacts based on EOC position
  - Objective timeline – May 2020
- Provide new training to EOC staff on new systems
  - Objective timeline – May 2020

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:

- (7) comprehensive resource management;

### Objective: 4.2 Update and improve EOC position binders

EOC staff, while often well trained and familiar with roles and responsibilities, only get opportunities to work in the EOC or practice their EOC roles on fairly rare occasions. For this reason it is vital to keep updated position binders with primers in the form of position checklists and tool user guides at every EOC position. This will help to ensure the time needed to refresh that knowledge is kept to a minimum, and new (or just-in-time) EOC staff have tools to reference for their roles and responsibilities.



**TASKS:**

- Establish a workplan with Training and Exercise Section to update and improve position specific checklists
- Update contact lists and tool-specific user guides in position binders (inclusive of WebEOC and AlertSCC user guides)

**Performance Measure:**

- Position binders updated.
  - Objective timeline - July 2020.

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:  
(7) comprehensive resource management;

### Objective: 4.3 Maintain all EOC hardware, equipment, and infrastructure

The infrastructure of the EOC, such as the various display monitors, maps, white boards, computers, etc. are key to operational efficiency in the EOC and to coordination capacity, and they all require some level of upkeep, maintenance, or replacement. It is far easier to stay proactive in maintaining these items than it is to wait and have potentially failing components in a time of criticality.

**TASKS:**

- Establish list of maintenance and installation contacts
- Establish a maintenance and ops check cycle for all EOC hardware components

**Performance Measure:**

- Equipment maintenance list established with cycles/frequencies and key contacts
  - Objective timeline - July 2020

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:  
(7) comprehensive resource management;

### Objective: 4.4 Establish a comprehensive inventory of OEM equipment and materials

Knowing what you have, where you have it, when it's available, and its state of readiness is key in a time of emergency and is generally good business practice and fiduciary responsibility. Having awareness of all on-hand supplies and equipment will help to ensure awareness of capacity for service and function.

**TASKS:**

- Complete inventory with item location, type, and maintenance (expiration) cycle for OEM office, primary EOC, Alternate EOC, Warehouse 4, and RRC
- Establish a process/checklist with frequency cycle to ensure inventory fidelity



**Performance Measure:**

- Inventories complete with update cycle/frequency established
  - Objective timeline – December 2020.

EMAP Standard: 4.5.1 The Emergency Management Program has formally adopted an incident management system. The system includes but is not limited to the following concepts:

(7) comprehensive resource management



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## PLANNING SECTION

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### SECTION MISSION

Develop and maintain County-level emergency products, processes and guidance to engage the whole community towards increased operational capability and resilience.

### SECTION VISION

To transform communities by building and sustaining a culture of preparedness through planning efforts.

### SECTION OVERVIEW

The Emergency Management Planning Program manages the collaborative development of executable, strategic, and full-spectrum planning products and processes; as well as the adoption of improvement planning processes to safeguard the lives, property, and environment of Santa Clara County residents and businesses and ensure continuity of government functions. This guidance document provides overall goals for the Section to highlight specific objectives on how to achieve the overall mission through measurable outcomes.

The Planning Section is divided into Program Administration and Capacity Building:

- **Program Administration**
  - Ensure established document guidelines are followed and standardized for all Operational Area emergency management planning documents.
  - Facilitate collaboration of the County of Santa Clara Operational Area stakeholder groups in the development of comprehensive emergency planning documents plans in accordance with SEMS, NIMS, and County policies.
  - Promote an integrated Emergency Management planning approach that fosters advantageous relationships between local governments, County departments, and non-governmental organizations.
  
- **Capacity Building**
  - Provide expertise to Operational Area jurisdictions to promote Emergency Management principles, as well as to assist local communities implement federal, state, and County planning guidance to fit local needs.
  - Provide expert in-house guidance with support from subject matter expertise on tools to facilitate planning efforts.
  - Support a comprehensive information sharing platform of emergency management planning documents from federal agencies, state agencies, local jurisdictions, and non-governmental organizations.

### GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.



## GOAL 1 – BUILD A CULTURE OF PREPAREDNESS

Building a culture of preparedness involves understanding local and community risks, fostering partnerships and shifting from a reactive approach to involving partners to ensure maximum familiarization, buy-in, and comprehensiveness of planning products.

### Objective: 1.1 Plan Creation & Standardization of Procedures

Plan creation and standardization of procedures will allow OEM to enhance its common operating picture through annexes responsive to inherent OEM demands while ensuring fidelity and nomenclature of its products. An emphasis on standardizing planning doctrine serves to build a culture of preparedness, increase the capacity to coordinate emergencies, reduce the learning curve and continuity of vital information. As part of this objective, the Planning Section disseminated a jurisdictional Model EOP to support jurisdiction wide planning. The Model EOP is currently in the process of adoption by the leadership of three served jurisdictions (Saratoga, Campbell, and Cupertino) along with the City of Milpitas. Moreover, the County's COOP Template has been adopted by several County departments. These piloted efforts aim to build consensus for the adoption of minimum standards that can be easily maintained and updated based on evolving guidance to reflect the uniqueness, changes and concerns of the Operational Area partners and jurisdictions.

#### TASKS:

- Create a Plans Maintenance Policy to prioritize plan writing and review and support a set of administrative and technical actions related to enhance the fidelity and nomenclature of planning documents.
- Conduct an internal review of plan templates, standard operating procedures/manuals, summary sheets, applicable reference materials and PowerPoint presentations to select model templates.
- Develop a planning document checklist and desk references of standards to build uniformity throughout the planning process. Once templates have been selected, convene with Section Leads to formalize training, adoption and distribution.

#### Performance Measure:

- The Plans Maintenance Policy and a plan schedule maintenance matrix will have a review period of three to five years. The cycle will start with a plan review every three years and a plan update every five. Nevertheless, a cursory yearly review will take place and will be signed to acknowledge compliance.
  - Objective timeline – November 2019.
- A list of “vetted” templates will be available on the shared drive via SharePoint thereby creating room to eliminate the number of non-standard office templates.
  - Objective timeline - November 2019.

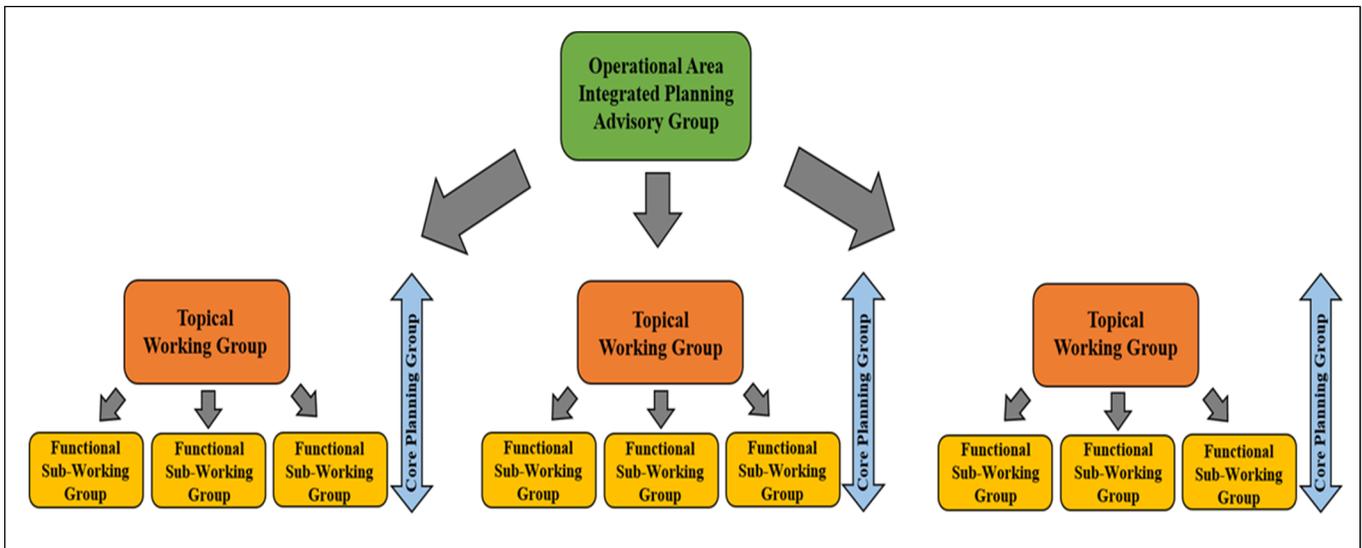
EMAP Standard: 4.11.5 The Program has a method and schedule of evaluation, maintenance, and revision of the plan and procedures.



## Objective: 1.2 Incorporate the Santa Clara County Operational Area Integrated Planning Advisory Group (OA IPAG) to Facilitate the Planning Process

Building a culture of preparedness means adapting to the needs of the whole community and soliciting and accepting stakeholder feedback on a regular basis. Ongoing refinement by surveying priorities will provide direction and an ideal future state to which the entire Section may collectively aspire. Towards this end, the Operational Area Integrated Planning Advisory Group (OA IPAG) sets emergency planning priorities for the entire Operational Area. Its membership consists of any interested community stakeholder, including: emergency managers representing Santa Clara County local jurisdictions, County departments, and special districts. The OA IPAG meets semi-annually, but the frequency is subject to change based on the needs of the OA.

The OA IPAG conducts workshops to discern planning priorities for the OA, presents information on relevant hazards, identifies and promotes best practices within the OA, providing guidance and accountability of the OA Working Groups and Sub-Working Groups. See process flow - Table 1.



**Table 1.** County of Santa Clara Operational Area Integrated Planning Organizational Structure

The OA IPAG creates cross functional sub-working groups that help bring creativity and innovation to the overall process. This approach helps the Planning Section to consider the needs, goals, and objectives to guide a more comprehensive planning approach.

### TASKS:

- Facilitate the creation and modification of emergency management planning documents programs and activities by leveraging the knowledge, skills and abilities of the OA IPAG. For instance, the Operational Area Planning Advisory Group conducted an Annex Risk Survey in Dec 2015 to inform Annex creation based on the overall risk score. See attachment A.



The survey captures the key inputs/outputs and helps establish a proactive annex development framework for SCC OEM, its member jurisdictions, and stakeholders, to work together to mitigate risk and enhance resilience.

- Assist in fostering productive relationships through the functional sub-working groups and collaborate with the various Section leads to improve stakeholder communication processes and procedures.

**Performance Measure:**

- Conduct periodic surveys (three to five years) to gauge state changes/shifts. For example, the Wildfire Annex ranked 15 in 2015. However, given the risk factors associated with Wildfires in California (Camp Fire 2018 & Tubbs Fire 2017) this annex would undoubtedly move in risk ranking to top five for the County.
- Increase stakeholder participation in order to obtain broad representation. Although OA IPAG frequency is subject to change. It should meet at least once yearly to provide a status update.
  - Objective timeline - July 2019.

EMAP Standard: 3.3.1 The Program has a process utilizing one or more committees that provides for coordinated input by stakeholders in the preparation, implementation, evaluation, and revision of the Program.

### Objective: 1.3 Improve Continuity and Resilience Planning Capabilities

The current threat landscape of terrorist attacks, natural disasters, and regional power issues have highlighted the demand to improve continuity and resilience planning capabilities. The Planning section aims to incorporate business continuity/continuity of government and mitigation related activities as part of a collaborative process of emergency planning and preparedness. Furthermore, the incorporation of OA IPAG and standardization creates a structured methodology that can be replicated across the Operational Area and County Fire Jurisdictions and that will evolve to gradually influence the second goal of increasing capacity.

**TASKS:**

- Facilitate the creation and modification of business continuity and continuity of government plans and provide constant improvement by exercising those functions.
- Assist in supporting Hazard Mitigation efforts including but not limited to plan updates, BaTTool reporting and Notice of Intent support and applications.
- Assist in supporting growth opportunities within Hazard Mitigation including the hiring of personnel to maximize grant proposal, support and outreach to the Operational Area.

**Performance Measure:**



- Increase the percentage of county departments with comprehensive continuity plans and programs that align with the Continuity Guidance Circular and the County’s Crosswalk.
  - Objective timeline - June 2019.
- Improve Local Hazard Mitigation Plan reporting and notice of intent applications on a quarterly basis.
  - Objective timeline – January 2019.

EMAP Standard: 4.2.3 Hazard Mitigation Process, 4.4.5 COOP Plans, and 4.4.6 COG Plans.

## GOAL 2 – INCREASE CAPACITY BUILDING

Capacity building focuses on providing expertise, promoting principles and assisting local communities to implement federal, state, and County planning guidance to fit local needs. The Planning Section aims to build capacity of partner agencies and develop resources and tools to support the phases of emergency management.

### Objective: 2.1 Provide Expert Guidance and Service to County Fire Jurisdictions

The Santa Clara County Fire Department Office of Emergency Management is tasked to provide expert emergency management guidance and service to each of its served communities (Cupertino, Los Gatos, Monte Sereno, Campbell, and Saratoga).

The level of guidance and service varies based on the needs of each individual jurisdiction; however, it is the goal of the Santa Clara County Fire Department, in tandem with OEM, to ensure commonality of foundational emergency management standards. This process enhances the delivery of programming to increase the emergency management capability in each of its served communities, while maintaining standardization.

#### TASKS:

- Continue to provide support and guidance to served jurisdictions specially as it relates to risk based planning (Hazard Identification and Risk Assessment, Local Hazard Mitigation Plan, etc.)
- Follow national best practices (HSEEP, EMAP) as means of practicing, validating and improving the Operational Area priority capabilities while addressing shortfalls.
- Document the core set of skills needed to bridge capability gaps. For instance, use concurrent training events such as Yellow Command and/or the Alternate EOC Exercise to practice function specific or alternate COOP site related training. Provide guidance to served jurisdictions on HSEEP methodology. Increase capacity by helping assess their strengths and weakness and areas for improvement. If available request training to bridge knowledge and skills gap.

#### Performance Measure:

- Increase the percentage of served jurisdictions with updates to their hazard mitigation related efforts (BaTTool information and submission), NOI, etc.
  - Objective timeline - July 2019.



- Support training and exercise efforts by served jurisdictions by imbedding OE staff when possible.
  - Objective timeline - March 2019.
- Provide support to training and exercise related activities with HSEEP methodology.
  - Objective timeline - March 2019.

EMAP Standard: 4.2 Hazard Mitigation, 4.9 Training and Exercise, 4.10 Exercise, Evaluation & Corrective Action Plans.

## Objective: 2.2 Support a comprehensive information sharing platform for the retention of emergency management documents

Access to historical data, emergency management guidance, specific annexes, or procedures increase operational efficacy and it is vital information likely to be used again in the future. However, the current scope of the plan's library needs to be broader in order to capture the growth and trajectory of the emergency management field. The SharePoint web-based collaborative platform might be an option due to its document management, storage system and configurable usage.

### TASKS:

- Categorize and update the current library and develop a plan of action for the information sharing platform going forward.
- Identify planning documents to include in the information sharing platform.
- Develop and implement a facility maintenance schedule.
- Coordinate storage locations for hard copy and digital format of planning documents.

### Performance Measure:

- Categorize and update the current library and develop a plan of action
  - Objective timeline – November 2019

EMAP Standard:4.11.5 The Program has a method for maintenance and revision of procedures.



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# TRAINING AND EXERCISE (T&E) SECTION

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## SECTION MISSION

OEM's training and exercise (T&E) program provides emergency management related training, exercises, and education opportunities to all applicable stakeholders in the Santa Clara County Operational Area with the intent of enhancing core capabilities among local jurisdictions, County departments, and local non-governmental agencies responsible for disaster/emergency response and/or recovery. The ultimate desired outcome of the County's emergency management training & exercise program is to improve the Operational Area's disaster/emergency preparedness and resiliency.

## SECTION VISION

An OEM T&E Section that provides comprehensive training and exercise opportunities across the entire emergency management enterprise to build capabilities regardless of jurisdiction or discipline.

## SECTION OVERVIEW

The T&E Section is responsible for all EM-related training within the Santa Clara County Operational Area. The program is composed of a training needs assessment, curriculum, course evaluations, and records of training. The training needs assessment addresses all participating agencies, jurisdictions, and non-governmental agencies responsible for disaster/emergency response and/or recovery.

All goals, objectives, and tasks are identified, assigned, and completed either by the section administration – OEM staff assigned the T&E Section – or a component of the Santa Clara County Operational Area Advisory Group for Emergency Management Training, Exercise, and Credentialing.

Established Working Groups include:

- EM Event Development and Coordination Working Group
- Conduct recurring training needs assessments.
- Maintain records of training.
- Publish OA-level T&E Calendar.
- Develop OA-level MYTEP.
- Schedule and coordinate all necessary actions for course delivery.
- Assist jurisdictions with local training events, as needed.
- Design and implement an exercise program based on locally assessed hazards that regularly tests personnel, plans, procedures, equipment, and facilities.
- Evaluate plans, procedures, and capabilities through periodic testing and performance evaluations. The products of these evaluations are documented and disseminated throughout the Operational Area.
- Establish, implement, and maintain a process for corrective actions that prioritizes and tracks the resolution of deficiencies.
- Professional Development, Certification, and Credentialing Working Group
  - Provide guidance on, and access to, state credentialing program
  - Actively seek out exercise and real-world experience for all EOC members in the OA
  - Provide advice for future program development
  - Identify, develop, and certify EM Course instructors



- Course and Material Development Working Group
  - Review, localize, and develop new course curriculum.
  - Review course evaluations and adapt training material accordingly.

## GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.

### GOAL 1 – DEVELOP, IMPLEMENT, AND MAINTAIN AN OPERATIONAL AREA (OA) TRAINING AND EXERCISE PROGRAM

County OEM is best positioned to facilitate training and exercise planning among local jurisdictions, special districts, and non-governmental organizations, as well as support local T&E programs, as appropriate.

County OEM follows the T&E plan development guidance provided via the Homeland Security Exercise Evaluation Program (HSEEP), outline in the objectives below, to develop, maintain, and improve the Operational Area’s collective emergency management capability.



The HSEEP planning process includes 4 activities that when completed should inform a progressive T&E plan.

- Activity 1: Identify Factors for Consideration
- Activity 2: Link to Core Capabilities
- Activity 3: Establish Exercise Program Priorities
- Activity 4: Develop a Multi-year Schedule

The HSEEP T&E planning process below serves two primary purposes:

1. Provides for a comprehensive T&E plan that addresses the needs of all jurisdictions, special districts, and participating special districts.
2. The County’s local T&E plan is developed through this process, as a component of the broader Operational Area plan.

### Objective: 1.1 Identify Factors for Consideration

Factors for consideration are the key elements that influence the selection of training and exercise program priorities. The list of factors is intended to help the section consider the full range of factors impacting our training and exercise program.

#### TASKS:

- Identify threats and hazards
  - Consider:
    - State/National threats and hazards



- Operational Area threats and hazards
- Jurisdictional threats and hazards
- Hazard vulnerability analysis
- Identify validated and non-validated areas for improvement
- Consider:
  - Real-world incident corrective actions
  - Exercise corrective actions
  - Identified and/or perceived areas for improvement
  - Identify external sources and requirements
- Consider:
  - Industry reports
  - State or national preparedness reports
  - Homeland security strategies
- Identify accreditation standards or regulations
  - Consider:
    - Accreditation standards and/or requirements
    - Grants or funding-specific requirements

**Performance Measure:**

- Participation-level in the planning process among County departments and local jurisdictions. A completed and published Multi-year, multi-jurisdictional T&E plan.
  - Objective timeline – Summer 2019. Recurring every 3 years.

EMAP Standard: 4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.

## Objective: 1.2 Link Factors to Core Capabilities

The National Preparedness Goal outline distinct core capabilities across 5 mission areas. The County T&E Program utilizes training to build capabilities and exercises to examine current core capability levels and identify gaps. Linking the factors identified via Objective 1.1, above, will help to identify the areas in the greatest need of attention.

**TASKS:**

- Review each of the identified factors and link them to the most appropriate core capability.
- Identify training courses designed to build capacity in each of the core capabilities linked to the identified program factors.

**Performance Measure:**

- Schedule of training courses.



- Objective timeline -Summer 2019. Recurring every 3 years. Maintained and published at least quarterly.

EMAP Standard: 4.9.1 The Emergency Management Program has a training program composed of training needs assessment, curriculum, course evaluations, and records of training. The training needs assessment addresses all personnel with responsibilities in the Emergency Management Program, including key public officials. The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of its training needs assessment and training program

### Objective: 1.3 Establish Training & Exercise Program Priorities

The T&E program priorities are strategic, high-level priorities that guide the overall program. These priorities inform the development of exercise objectives, ensuring individual exercises are used to evaluate and assess core capabilities in a coordinated and integrated fashion.

#### TASKS:

- Identify 3-5 priorities to focus training and exercises – should be at the strategic level.
- Consider priorities from a holistic perspective. These priorities are not meant to supersede participating agencies or jurisdictions. These are Operational Area priorities.

#### Performance Measure:

- Completed, comprehensive list of program priorities.
  - Objective timeline – Spring 2019.

EMAP Standard: 4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.

### Objective: 1.4 Develop a Multi-Year Schedule

The multi-year schedule outlines the exercises and associated training events that will address the program priorities. The multi-year schedule should reflect a progressive approach (i.e., exercises are aligned to a common set of exercise program priorities, exercises increase in complexity over time, etc.) Finally, exercises should be supported at each step with training resources.

#### TASKS:

- Identify potential exercises, including the focus, date, and other known information, like participants.
- Identify training, including the focus, date, and other known information, like participants.
- Review potential dates for trainings and exercises and make selections.
- Update/build the multi-year schedule and publish via WebEOC.

#### Performance Measure:

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- Completed, comprehensive list of program priorities.
  - Objective timeline – Spring 2019.

EMAP Standard: 4.9.1 The Emergency Management Program has a method and schedule for evaluation, maintenance, and revision of its training needs assessment and training program.

## GOAL 2 – DEVELOP, IMPLEMENT, AND MAINTAIN A LOCAL (COUNTY) TRAINING AND EXERCISE PROGRAM

County OEM is best positioned to develop, implement and maintain a county training and exercise program as appropriate. The T&E Section will use a progressive approach based on HSEEP methodology.

### Objective: 2.1 Provide Disaster Service Worker training and exercise opportunities for identified emergency management support roles

In coordination with OEM’s Disaster Service Worker Program Manager, utilize Departmental Disaster Service Worker Program (DSW) Coordinator to identify, schedule, track required emergency management-related training for all DSWs, including:

- Initial training for DSWs
- Specialized training for pre-identified personnel assigned to critical role, for example:
  - DSW Program Coordinator
  - Point-of-contact for Continuity of Operations/Government Plan (COOP/COG)
  - Point-of-Contact for an Annex to the Emergency Operations Plan (EOP)
  - Department Operations Center (DOC) member
  - Emergency Operations Center (EOC) member
  - Specialized team member (Crisis Intervention, Homeless Outreach, etc.)
  - Users of alert & warning systems

**NOTE:** Each DSW role cited above has specific training requirements.

#### TASKS:

- Identify and prioritize training requirements for each type of DSW position via Access database – especially courses related the state’s EOC credentialing program.
- Schedule and coordinate the delivery and close-out of the identified needed training with an appropriate vendor IAW establish course coordination checklist and in coordination with the OEM Grants and Administration Section.
- Schedule EOC Orientation Course on quarterly basis
- Schedule quarterly Initial DSW Training via SCCLearn
- Utilize County OEM’s Eventbrite.com to register students for all courses *other than the County’s Initial DSW Training.*

#### Performance Measure:

- Published training schedule.
  - Objective timeline – recurring; at least every 6 months



EMAP Standard: 4.9 Training and Exercise

## Objective: 2.2 Adapt state and federal emergency management training material to fit local systems, process, and conditions

The ultimate purpose of any effective T&E program is improvement and increasing local capabilities. The adaptation of federal training material to fit local systems will be a step towards that effort.

**TASKS:**

- Review, localize, and develop new course curriculum.
- Review course evaluations and adapt training material accordingly.
- Hold Core 100 award ceremony annually.
- Maintain County-specific minimum EOC staff training requirements.

**Performance Measure:**

- Localized training material
  - Objective timeline – on-going; as needed
- Tracking EOC staff minimum training
  - Objective timeline – on-going
- Annual Core 100 Award Ceremony
  - Objective timeline – annual

EMAP Standard: 4.9 Training and Exercise

## GOAL 3 – DEVELOP, IMPLEMENT, AND MAINTAIN A PROFESSIONAL DEVELOPMENT PROGRAM FOR EMERGENCY MANAGEMENT STAFF

The ultimate purpose of any effective T&E program is improvement. Perhaps the most critical target audience for the Santa Clara County Operational Area T&E program are emergency managers, and emergency management staff, throughout the Operational Area – regardless of governmental level or disaster role. Therefore, County OEM's T&E program intends to target this audience for capability building.

## Objective: 3.1 Provide topical, proficiency training (2-hours) for County OEM staff on a monthly basis

Proficiency training provides an opportunity for all County OEM personnel, whether they are Emergency Managers, Grants/Finance staff, or Administrative Support to update and maintain their technical and professional skills.

When accomplished correctly, proficiency training provides returns on investment training, higher productivity, better teamwork, improved quality, increased initiative, enhanced motivation, and an imaginative approach to the job, inspiring innovation and creative problem solving.

**TASKS:**



- Monthly, for 2 hours, a Section or component of OEM will provide topical and relevant training to the rest of the OEM staff, on a rotating basis.
- During the first week of each month the T&E Section will determine the topic of instruction with the appropriate OEM Section or component.
- The monthly Professional Development event will be held during the last week of every month.
- No Section or component will be required to deliver training two months in a row – except for the Training & Exercise Section.
- Topics should be relevant to as broad an audience as possible.
- The Grants Section, CERT Section, and/or Administrative component may complete this training requirement separate from the wider OEM team, if the topic of instruction warrants such a delineation.
- Provide trainees with periodic reports on their progress

**Performance Measure:**

- Professional Development Events
  - Objective timeline – monthly
- Training Record
  - Objective timeline – Recurring; monthly
- Trainee Record
  - Objective timeline – at least every 6 months

EMAP Standard: 4.9.3 Emergency personnel receive and maintain training consistent with their current and potential responsibilities.

### Objective: 3.2 Provide guidance on, and access to, state credentialing program

The California Governor’s Office of Emergency Services (CalOES) has developed and deployed an EOC position credential program that is composed of 3 levels that require varying degrees of training and experience.

The credential level – or type – indicates:

- Type III – Member is credentialed to work in their local EOC
- Type II – Member is credentialed to work in any EOC throughout the State of California
- Type I – Member is credentialed to work in any EOC throughout the Nation

**TASKS:**

- Promote program via recurring meeting and events. (i.e., OAS, OAC, training events, etc.)
- Provide advice for future program development.
- Identify, develop, and certify EM Course instructors and exercise designers/evaluators.

**Performance Measure:**

- Training Record



- Objective timeline – Recurring; monthly
- Student Record
  - Objective timeline – Recurring; every 6 months

EMAP Standard: 4.9.4 Records are maintained for the training program, including names of those who received training and the types of training planned and conducted.



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# DISASTER SERVICE WORKER (DSW) SECTION

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## SECTION MISSION

Create and maintain a high level of emergency products, guidance and processes to provide the basis for engaging all workers in the county departments and disaster service worker volunteers towards enhancing resilience and operational capability.

## SECTION VISION

To create a sustainable process, network, and administrative infrastructure for the effective assessment and deployment of all types of disaster service workers when needed.

## SECTION OVERVIEW

The County of Santa Clara has approximately twenty-two thousand employees, all of whom may have a role in the incident management enterprise during one or more of the various phases of emergency management. Although not every County employee is a first responder or is assigned to the County Emergency Operations Center (EOC) or to a Department Operations Center (DOC), every County employee, in accordance with the California Government Code and County ordinance, is a Disaster Service Worker (DSW) and may be called upon to assist in some capacity in time of disaster response and/or recovery, and thus has a responsibility for preparedness.

The Disaster Service Worker (DSW) Section develops, administers and delivers training to strengthen the ability of County department workers with opportunities of responding to emergency situations through coordination, collaboration and use of spontaneous, affiliated, and credentialed disaster volunteers. The program is divided into two overall components: program administration for both County employees and volunteers, and training.

- **Program Administration for Both County Employees & Volunteers**
  - Promote the comprehensive DSW program in accordance with State Law (Title 19 DSW Regulations), NIMS, SEMS, the State DSW Program Guidance, and County policies in order to foster advantageous relationships between local governments, County departments, and non-governmental organizations.
  - Promote a culture of preparedness promoting the safeguarding of lives of departmental staff and protecting departmental assets.
  - Convene with County department leadership to assign a department DSW Program Coordinator. OEM will ensure that each department DSW Program Coordinator is familiar with their department's emergency/disaster-related role and how their department is related to the broader County level DSW/Emergency Management program through training and continuous guidance.
  
- **Capacity Building**
  - Increase departmental resilience and survivability through DSW program via Continuity of Operations (COOP) plan integration.
  - Increase capacity of County OEM via DSW report data sharing with all OEM programmatic sections reducing correspondence redundancy and ensuring contact/stakeholder identification maintenance.



- Develop department level DSW scoping factors customized based on department’s role and responsibilities before, during, and/or after a natural, technological, or man-made disaster.
  - Depending on factors such as the department:
    - Mission
    - Emergency Operations Plan responsibilities
    - Department Operations Center (DOC)/Emergency Operations Center (EOC) assignments, etc.
- Develop department considerations based on tiers with a direct impact on activities related to disaster preparedness, response, and/or recovery. Departments meeting most of the qualifications listed determine their respective tier.

<b>DEPARTMENT DSW PROGRAM REQUIREMENTS BY TIER</b>	
<b>TIER I</b>	
<b>Emergency Role</b>	<b>DSW Program Requirements</b>
<ul style="list-style-type: none"> <li>- Directly supports activities related to disaster preparedness, response, and/or recovery by providing:               <ul style="list-style-type: none"> <li>○ EOC members</li> <li>○ DOC members</li> <li>○ Emergency First Responders</li> <li>○ Specialized Team members</li> <li>○ COOP/COG</li> <li>○ EOP/EM Annex planners</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Appoint primary and alternate DSW Coordinator</li> <li>- Ensure department is organized, trained, and equipped to respond to emergencies and disasters</li> <li>- Prepare and submit department status report to OEM on quarterly basis</li> <li>- Conduct annual self-inspection</li> <li>- Receive annual staff assisted visit by OEM</li> <li>- Maintain a DSW information program</li> </ul>
<b>TIER II</b>	
<b>Emergency Role</b>	<b>DSW Program Requirements</b>
<ul style="list-style-type: none"> <li>- Indirect, little, or no activities related to disaster preparedness, response, and/or recovery</li> <li>- No involvement with a DOC, the EOC, or a specialized team</li> <li>- Does not operate a DOC</li> <li>- Has no EOP/EM Annex role or responsibilities</li> </ul>	<ul style="list-style-type: none"> <li>- Appoint department DSW Coordinator</li> <li>- Provide appropriate program orientation training to the DSW Coordinator</li> <li>- Receive department DSW program review on request of the department head</li> <li>- Participate in exercises when directed</li> <li>- Maintain a DSW program information</li> <li>- Prepare and submit department status report to OEM on quarterly basis</li> </ul>

## GOALS, OBJECTIVES AND TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.



## GOAL 1 – INCREASE COUNTYWIDE UNDERSTANDING OF THE ROLE OF THE DSW PROGRAM

All County department heads serve, coordinate, and manage emergency response in their departments. Enhancing the extent of awareness of the role of the DSW program is vital to all County departments. It provides County employees with an opportunity to develop a better understanding of the specific details about the program as well as departments’ overall applicability and potential for assistance in emergency situations.

### Objective: 1.1 Program Administration

The creation of the DSW program will provide a greater programmatic emphasis on preparedness and overall resilience for the County by maximizing spontaneous, affiliated and credentialed disaster service workers and volunteers as force multipliers. OEM will establish linkages with departmental DSW Program Coordinators and emphasize their responsibility to meet requirements outlined in California Government Code, sections 3100-3109, the County of Santa Clara’s Ordinance Code, Division A8, and the County’s Emergency Operations Plan.

This alignment will yield a greater resilience posture by using DSW Program Coordinators as a force multiplier to distribute DSW/EM preparedness information, track and schedule DSW/EM-related training, and coordinate EM plans through their departments. As resilience is enhanced, OEM will experience greater cross functional project collaboration between the DSW section and internal OEM sections.

#### TASKS:

- Obtain countywide contact information for all department disaster service worker coordinators and create plans with standardization procedures.
- Establish a planning document that can serve as a checklist for determining whether the standardized procedures have been met.
- Establish quarterly DSW Report template with all appropriate roles identified
- Develop DSW Rep on-boarding training curriculum
- Develop Standard DSW Rep initial issue materials (binders/contact sheets, etc...)
- Establish model/template and administrative processes for annual volunteer DSW T&E plans/schedule

#### Performance Measure:

- Identify all County Department DSW Coordinators
  - Objective timeline – July 2021
    - (First 5 identified by July 2019)
- Create internal SOP/Checklist for on-boarding new DSW coordinators
  - Objective timeline – July 2019
- Develop Quarterly DSW Coordinator Report Template
  - Objective timeline – July 2019
- Create DSW Coordinator Course curriculum with developed “Initial Issue” (binders).
  - Objective timeline – July 2019
- Create model/template and process for annual volunteer DSW T&E plans/schedule



- Objective timeline – July 2019

EMAP Standard: 4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.

## Objective: 1.2 Program Administration – DSW Program Coordination

In order to ensure effective management of each department’s DSW Program, each department DSW Program Coordinator is required to create and maintain a department DSW program binder. Contents must include:

### TASKS:

- Receive and file/archive departmental quarterly status reports
- File/archive all staff-assistance DSW program visit assessments
- File/archive all self-inspection reports
- Correspondence concerning areas-for-improvement from any staff-assistance visits and/or self-inspections
- Offer consultations to DSW Coordinators assisting the accurate update of department quarterly status report, appointment, and training status of pre-identified DSW roles.

### Performance Measure:

- Receive, file/archive, and disseminate as appropriate first quarterly reports
  - Objective timeline – September 2019
- Department DSW Program Staff Assistance Visit and Self-Inspection checklists created
  - Objective timeline – October 2019

EMAP Standard: 4.9.2 Training is regularly scheduled and conducted in conjunction with the overall goals and objectives of the training program. Training is based on the training needs assessment, internal and external requirements and mandates, and addresses deficiencies identified in the corrective action process.

## GOAL 2 – IMPROVE RESILIENCE THROUGH TRAINING AND CAPACITY BUILDING

Proficiency training provides an opportunity for Countywide personnel to update and maintain their technical and professional skills. The disaster service workers will be introduced to the incident command system and national incident management system. The system provides a nationwide framework and technique that can provide different government levels with a chance to working together during disaster events. For the purpose of flexibility and ensuring that the individual disaster service workers are not compromised in their professional duties and daily undertakings, all additional required trainings will be conducted online.



## Objective: 2.1 Develop a Training Program

Offering training guidance and protocols that a disaster service worker can follow being activated into the program will ensure that all disaster service workers receive the Initial Disaster Service Worker training to understand their roles in emergency situations. The duties and responsibilities of the disaster service workers will be outlined in the Initial Disaster Service Worker training.

### TASKS:

- Develop a DSW training program with specific information on the things that are likely to happen while working on emergencies in their work contexts and at the department level. The rationale will be used to offer a basis for establishing a coherent understanding of what is likely to be experienced in the actual disaster events.
- Build capacity by enhancing preparedness related information and training about being prepared at home and work.
- Provide clarity on the most effective response measures that can be used to save lives, property and the environment without causing further confusion.

### Performance Measure:

- Establish methods for disseminating appropriate personal preparedness materials to DSW coordinators
  - Objective timeline – starting September 2019 on a quarterly basis
- Provide occasional preparedness briefings on an “as-needed” basis for departments
  - Objective timeline – On-Going

EMAP Standard: 4.9.4 Records are maintained for the training program, including names of those who received training and the types of training planned and conducted. The length of time training records will be maintained is specified in the training program.

## Objective: 2.2 Capacity Building

Disaster events have increased the need for prior planning and establishment of resilient and continuous disaster management initiatives. The resilience and continuity plan will integrate activities that can form an important part of mitigation processes for preventing the possibilities of suffering from disaster events. It also includes structured approach for reflecting on the fundamental goals of disaster service workers that includes protection of life and property in the events of disasters.

### Tasks:

- Establish process for incorporating quarterly DSW report information into county departmental COOP Plans
- Continually seek and enlist the help of departmental subject matter experts to inform appropriate disaster plans/annexes in collaboration with OEM staff.
- Collaborate with various OEM sections on updating EOC roster, COOP plans, etc.

### Performance Measure:

- Create a DSW Coordinator Report on EOC roster personnel in collaboration with OEM Operations Section



- Objective timeline – July 2020
- Create a DSW Coordinator Report COOP integration model in collaboration with OEM Planning Section
  - Objective timeline – July 2020
- Coordinate with appropriate departments to enlist expertise and input for in-progress disaster planning efforts
  - Objective timeline – On-Going

EMAP Standard: 4.9.1 The Emergency Management Program has a training program composed of training needs assessment, curriculum, course evaluations, and records of training. The training needs assessment addresses all personnel with responsibilities in the Emergency Management Program, including key public officials.



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# COMMUNITY EMERGENCY RESPONSE TEAM (CERT) SECTION

## SECTION MISSION

Develop, maintain, and deliver the necessary Community Emergency Response Team (CERT) program training courses to improve the resilience of the served jurisdictions to respond to disasters.

## SECTION VISION

A top-tier CERT training program providing best-practice and Federal Emergency Management Agency (FEMA) compliant CERT academies and refresher trainings to various Santa Clara County Fire Department jurisdictional CERT Teams, while also promoting consistency in CERT operations and programmatic administration maturing Op Area CERT mutual aid capabilities and program consistency.

## SECTION OVERVIEW

In the event of an area-wide disaster, critical infrastructure and emergency services will likely be impacted. Furthermore, it is likely that emergency response resources will be spread thin and response services may be delayed, which is why it is critical for the public to educate themselves, prepare, and make local/community resilience a priority. The Community Emergency Response Team (CERT) program trains residents to prepare for and respond to life-threatening events in their community in an organized, pre-planned, deliberate manner. CERT members can mobilize neighborhood resources, deliver immediate assistance to victims, organize emergency communications and provide support to first responders. CERTs strengthen neighborhood resiliency and play a vital role in their City's disaster response efforts. Each city within the Santa Clara County Fire District has its own organized CERT program. To find out more about the SCCFD CERT training program or training opportunities, go to the following website: <http://www.sccfd.org/community-education/emergency-preparedness/community-emergency-response-team-cert>

The OEM CERT Program Section develops, manages, and delivers CERT training based on the approved FEMA CERT curriculum. Additionally, formal evaluation of jurisdiction's exercises is carried out to gauge the effectiveness of the various CERT programs. The CERT Program Section also participates in the development of an annual multi-jurisdictional (county-wide) exercise to foster best practices, team sharing, and collaboration between programs. Lastly, OEM CERT Section staff serve in leadership capacities to Operational Area CERT advisory bodies to help mature all Op Area CERT programs, and to encourage consistency of CERT operations and CERT program administration with the goal of potential CERT mutual aid possibilities and capabilities.

The OEM CERT Section has four primary components: CERT Training and Emergency Preparedness Classes, CERT Program Support and Services, DSW Compliance Assistance, Operational Area-Wide CERT Stakeholder Engagement. Each of these four components are outlined in detail with general component responsibilities below:

### **CERT Training and Emergency Preparedness Classes**

- CERT Academy, various academies hosted in several SCCFD jurisdictions annually
- CERT Refresher Training, offered various times annually throughout County Fire's service area
- CERT Training Advertising, Registration, and Cost management inclusive of the following:



- Collaboration with PIOs in each of the SCCFD jurisdictions, the SCCFD PIOs, and the OEM PIO to ensure greatest penetration of community awareness for CERT Training opportunities.
- Eventbrite profile and training registration management
- CERT Section cost and budget management for training aids and other programmatic equipment/admin needs, in addition to the management of the academy student payment remittance (academies cost students a small fee, and all registration fees will be collected and retained by County Fire to fund equipment provided by County Fire as agreed upon with each of the cities and County fire).

### **CERT Program Support and Services**

- Annual CERT planning meeting before each city's hosted CERT Academy (with CERT leadership and city/town CERT program administrators)
- Annual CERT meeting each year to discuss all CERT activities for the next year, pre-approve planned trainings (with city/town CERT program administrators)
  - Annual CERT Exercise for each city's CERT program:
    - Facilitate and coordinate objectives and evaluators
    - Train CERT volunteers how to be effective evaluators
    - Assist in the preparation of After-Action Report/Improvement Plan & follow-up review meeting with CERT leadership and city/town CERT program administrators
  - Utilize local CERTs to assist at CERT academies to strengthen local CERT teams.
- Attend City/Town Disaster Council meetings as necessary
- Coordinate officials to attend CERT graduations (law enforcement, fire department & city elected/appointed officials)
  - Review and assist with development and revisions of CERT related documents (Code of Conduct, Standard Operating Procedures, Forms, etc.)

### **DSW Compliance**

- Annual CERT training approval letter (All trainings approved by each city designated authority)
- Annual Delegation of Authority for SCCFD to register DSWs during CERT Academies (Ensures immediate DSW coverage during CERT academies)
- Ensure that post-graduation CERT graduates register as DSWs with their local CERT program
  - Attendance rosters maintained for County Fire provided CERT trainings, verification of ID & check in/out
  - Provide opportunities for DSW awareness workshops with City/Town CERT program administrators on an as-needed basis.

### **Operational Area-Wide CERT Stakeholder Engagement**

- Serve, as appropriate, on Op Area CERT committees, advisory bodies, leadership groups
- Disseminate best practices and model documents to all Op Area CERT leadership and program administrators
- Seek best practices and collaborative opportunities with other Op Area CERT team leadership
  - Promote standardization of CERT operations and program administration where/when possible
  - Explore opportunities to evolve CERT mutual aid practices and capabilities throughout Op Area and Region



## GOALS, OBJECTIVES, TASKS

In support of the above overview are a series of goals, objectives and tasks. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives and tasks.

### GOAL 1– PROVIDE TOP-TIER CERT TRAINING PROGRAMS

The academies are 21-hour training programs that are offered once in each served jurisdiction each year. This involves training community volunteers in disaster response, fire safety, light search and rescue, team organization, and disaster medical operations. Many of the hands-on skills are reinforced with professional first responders.

#### Objective: 1.1 Schedule CERT Academy & Refresher courses

Outline, plan, and schedule six CERT academies and offer CERT refresher courses annually throughout County fire’s service area.

##### Tasks:

- Schedule CERT planning meeting before each city’s hosted CERT Academy with leadership and city administrators.
- Schedule pre-planning meeting with host city’s CERT leadership and city administrators.
- Obtain support from host city by providing CERTs at academy sessions.
- Track ordering and inventory.
- Maintain CERT Academy Checklist.
- Create new refresher courses following FEMA curriculum.

##### Performance Measure:

- Continue to manage the CERT academies and refresher courses and review graduation numbers for constant improvement.
  - Objective timeline - On-going

EMAP Standard: 4.11.4 The Emergency Management Program conducts outreach activities that address the hazards identified in Standard 4.1.1, for the public, including at-risk populations.

### GOAL 2– IMPROVE CERT SECTION ADMINISTRATION INFRASTRUCTURE

The CERT program is staffed by a Senior Program Specialist, a Program Specialist II, and one adjunct instructor. This structure allows to develop the administrative requirements necessary to ensure program compliance and carry out program logistics.

#### Objective: 2.1 Administrative requirements

Work with staff to team teach CERT courses, development of new refresher courses, creation of CERT SOP and checklists for program success. Ensure DSW Compliance and carry out program logistics.

##### Tasks:

- Staff development



- SOP development
- CERT Academy checklist
- New refresher course
- Tracking public contact events/training using SCCFD Form 701 to comply with accreditation
- Comply with DSW Compliance
- Outreach

**Performance Measure:**

- Manage staff to ensure compliance and fidelity including DSW Compliance and carry out program logistics.
  - Objective Timeline - On-going

EMAP Standard: 4.11 An Accredited Emergency Management Program has an Education function that outlines public education and information activities for the different hazards the Program responds to.

### GOAL 3 – BUILD SCCFD AND OPERATIONAL AREA WIDE CERT CAPACITY

Provide outreach and support to County Fire’s served jurisdictions. This section will also provide expert in-house guidance with support from subject matter expertise on tools to facilitate CERT efforts

#### Objective: 3.1 Collaboration with stakeholders and served jurisdictions

Collaborate with jurisdictions within the operational area for bi-annual County-Wide CERT exercise, tabletop exercises, and drills.

**Tasks:**

- County CERT Leadership Team/best practices
- CERT Mutual Aid
- GIS Damage Assessment App
- CERT Conference
- Professional Development

**Performance Measure:**

- Collaborate with the Training and Exercise Section to continue providing training opportunity to CERT members and stakeholders.
  - Objective timeline - annually

EMAP Standard: 4.9.4 Records are maintained for the training program, including names of those who received training and the types of training planned and conducted. The length of time training records will be maintained is specified in the training program.



## Objective: 3.2 Collaboration with stakeholders and served jurisdictions to offer CERT Academies, Refresher Courses, and LISTOS Basic Training.

Collaborate with jurisdictions within the operational area for bi-annual County-Wide CERT exercise, tabletop exercises, and drills.

### Tasks:

- Continue the six yearly academies in served jurisdictions.
- Continue FEMA curriculum on disaster preparedness, fire suppression, medical ops 1, medical ops 2, light search and rescue operations, and the psychology course.
- Continue the County-wide CERT Exercise – disaster simulation for participants all fifteen cities in the County of Santa Clara to review and practice the acquired skills.
- Continue CERT Refresher course – develop different CERT refresher courses throughout the Santa Clara County Fire served jurisdictions as requested.
- Create a LISTOS program Basic Training program that is offered in Spanish and English.

### Performance Measure:

- Collaborate with served jurisdictions to schedule yearly academies, refresher courses, and LISTOS basic training.
  - Objective timeline - Annually
- Collaborate with County CERT Leadership Team to plan and execute the County-Wide CERT Exercise.
  - Objective timeline - Bi-annually
- Host a LISTOS Train-The-Trainer & Program Manager Course in Spanish that will be offered to multiple counties.
  - Objective timeline - July 2019
- Schedule the first LISTOS training in Spanish for the served jurisdictions
  - Objective timeline - July 2020.
- Host a LISTOS Train-The-Trainer & Program Manager Course in English.
  - Objective timeline - December 2020.
- Schedule the first LISTOS training in English for the served jurisdictions.
  - Objective timeline - December 2021.

EMAP Standard: 4.9.3 Emergency personnel receive and maintain training consistent with their current and potential responsibilities. Specialized training related to the hazards identified in Standard 4.1.1 is included in the training program.

## Objective: 3.3 Collaboration with stakeholders and served jurisdictions towards DSW Compliance

Collaboration with stakeholders and served jurisdictions will aid towards DSW compliance. The section will provide expert in-house guidance with support from subject matter expertise on tools to facilitate these efforts.

### Tasks:



- Maintain DSW compliance including annual CERT training approval letter.
- Comply with all required documentation
- Maintain attendance rosters maintained for County Fire provided CERT trainings, verification of ID & check in/out
- Oversee the advertisement, registration and cost related to the program.

**Performance Measure:**

- Continue to collaborate with stakeholder and served jurisdictions, make program changes as necessary.
  - timeline: Annually

EMAP Standard: 4.9.4 Records are maintained for the training program, including names of those who received training and the types of training planned and conducted. The length of time training records will be maintained is specified in the training program.