

VERSION 1: JULY 02, 2019
VERSION 2: MAY 06, 2022



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



(Page Intentionally Left Blank)



MESSAGE FROM THE DIRECTOR

“Leadership is about making others better as a result of your presence and making sure that impact lasts in your absence.”

COVID-19 arguably the most complex incident ever experienced in the United States by Emergency Managers, Public Health Officials, Government Administrators, and the Healthcare System as a whole both in duration and resource demand and functionality, continued to speak to our purpose – why we exist. The dedication and commitment of everyone who staffed the Emergency Operations Center was unparalleled. The complexity and demands of COVID were felt across the world. Santa Clara County was a leader in the early stages of COVID and has continued to fill that role even now. Our vision is how we deliver on our mission to safeguard lives, property and the environment equitably through strategic coordination of the whole government during preparedness, response, recovery, and mitigation phases of emergency management. 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. Both the County Executive’s Office and Fire Chief’s leadership, trust, and support continue to be the hallmark of a successful organization allowed to create what I believe is one of the most progressive emergency management offices in California. The second revision of this document reflects that you, as individuals, and as a collective team, understand 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”

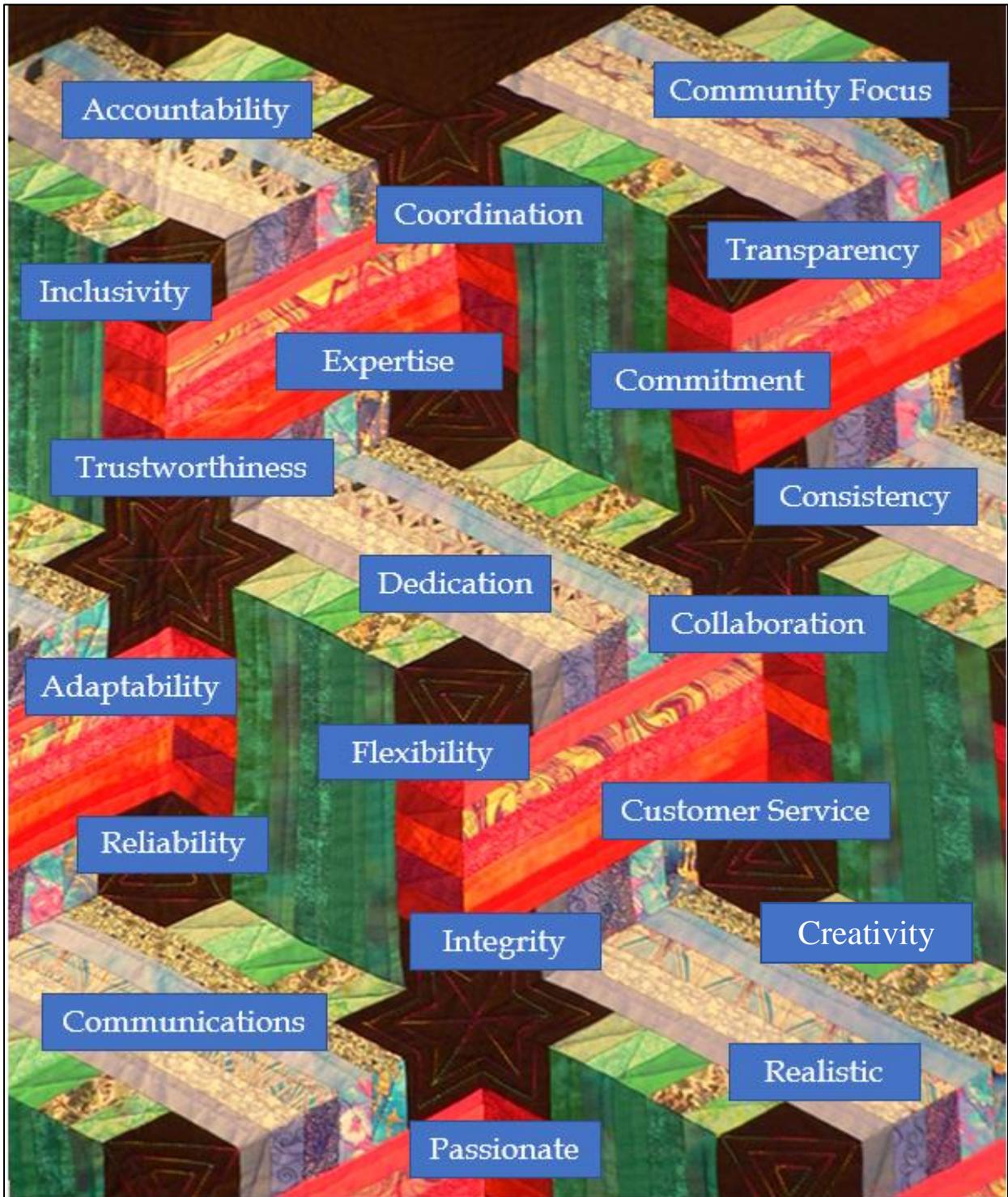
Dana C. Reed,
Director, Office of Emergency Management



(Page Intentionally Left Blank)



CORE VALUES



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



(Page Intentionally Left Blank)



ACKNOWLEDGMENTS

We would like to acknowledge the dedication, commitment, and contributions made by the entire Office of Emergency Management (OEM) staff for continuing to bring this strategic visioning plan to reality:

Rick Filippuzzi, Emergency Planning Coordinator

Marisol Martinez, Executive Assistant

Parastou Najaf, PhD., Senior Emergency Planning Coordinator

Van Nguyen, Accountant II

Tammy Norem, Emergency Planning Coordinator

Darrell Ray, CEM., Deputy Director

Dana Reed, Director

Michelle Sandoval, Program Manager III

Sue Sherrin, CEM., Senior Emergency Planning Coordinator

Karla Smith, Management Analyst

Louay Toma, CEM., Senior Emergency Management Program Specialist

Marisol Torres, Senior Emergency Planning Coordinator

Jeff Walker, Emergency Management Program Specialist II

Ivan Williams, Senior Management Analyst

Kia Xiong, Emergency Risk Communications Officer



(Page Intentionally Left Blank)



SIGNATURE PAGE

The Santa Clara County Office of Emergency Management 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.

Dana C. Reed
Director
Office of Emergency Management

5/2/2022

Date

Darrell G. Ray Jr., CEM
Deputy Director
Office of Emergency Management

4/29/2022

Date

Michelle L. Sandoval
Program Manager III – Grants & Administration
Office of Emergency Management

4/29/2022

Date



(Page Intentionally Left Blank)



(Page Intentionally Left Blank)



TABLE OF CONTENTS

MESSAGE FROM THE DIRECTOR..... ii

CORE VALUES..... iv

ACKNOWLEDGEMENTS..... vi

SIGNATURE PAGE..... viii

RECORD OF CHANGES..... X

TABLE OF CONTENTS..... 1

PREFACE..... 3

INTENDED AUDIENCE..... 4

HOW TO USE THIS DOCUMENT..... 4

DEVELOPMENT..... 4

MAINTENANCE..... 5

OFFICE OF EMERGENCY MANAGEMENT: AN OVERVIEW..... 7

 OEM – A Strategic Partnership..... 8

 OEM in A Snapshot..... 9

 Stakeholder Engagement..... 9

 Growth Opportunities..... 10

 Successes and Continued Growth..... 13

MANAGEMENT SECTION –

MISSION, VISION, AND OVERVIEW..... 15

OA GRANT PROGRAMS MANAGEMENT AND MITIGATION SECTION

MISSION, VISION, AND OVERVIEW 23

PUBLIC INFORMATION AND OUTREACH SECTION

MISSION, VISION, AND OVERVIEW..... 31

PLANNING SECTION

MISSION, VISION, AND OVERVIEW..... 39

READINESS SECTION

MISSION, VISION, AND OVERVIEW..... 43

TRAINING AND EXERCISE SECTION

MISSION, VISION, AND OVERVIEW..... 49



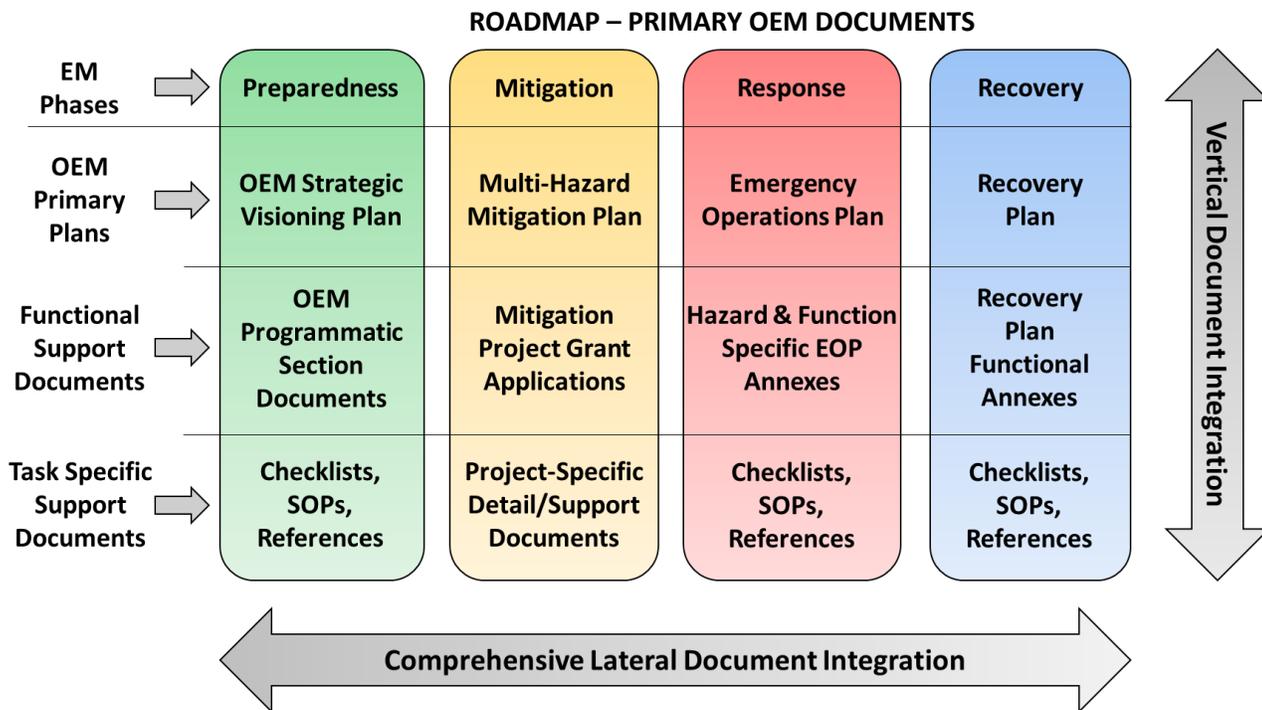
(Page Intentionally Left Blank)



PREFACE

This Office of Emergency Management (OEM) Strategic Visioning Plan (SVP) 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 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 SVP guides short-term and mid-range 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 SVP 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 (in draft at time of publication of this SVP). Each of these plans correspond 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.



This document is the result of nearly ten 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 2022 SVP update is largely influenced by recent events such as the SCU Complex Fire and COVID-19. The COVID-19 response and recovery began in 2020 and continues at the time of publication. Many lessons will be learned through a formal After-Action Report (AAR) process that will take place throughout 2022 and early 2023. These lessons will be implemented as part of an Improvement Plan (IP) following the development of the AAR. The vision laid out in the following pages is intended to guide the implementation of that Improvement Plan.

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, Logistics, Planning, and Finance/Administration. Similarly, OEM’s programmatic sections include **Management**,



Readiness, Planning, Outreach/Public Information, Training/Exercise, as well as OA Grant Programs and Mitigation.

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

INTENDED AUDIENCE

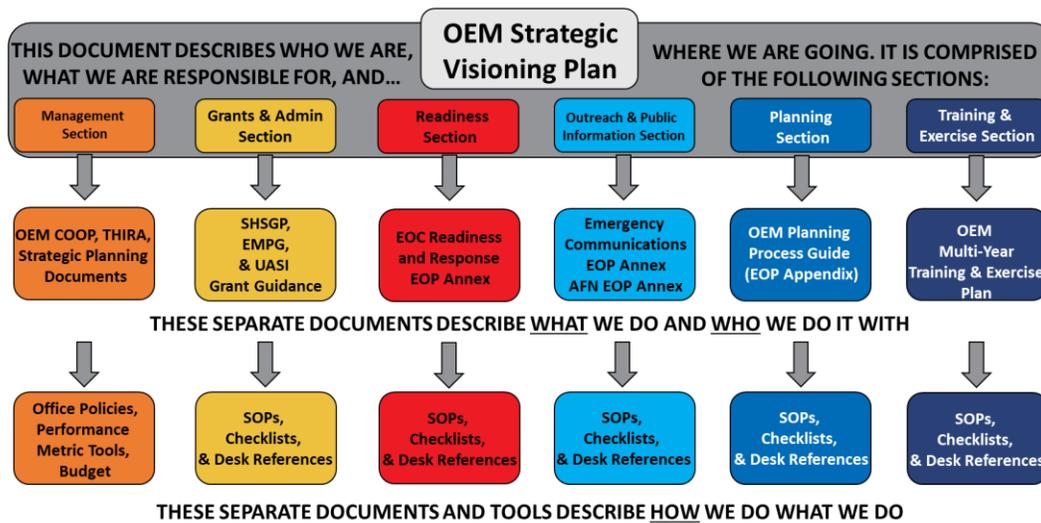
The intended audience for this document includes current OEM staff members, newly hired OEM staff, newly appointed Santa Clara County and Santa Clara County Fire Department leaders, OEM partners and stakeholders, and others seeking an understanding of the mission, structure, scope, current status, and future direction of the Santa Clara County Office of Emergency Management. This Strategic Visioning Plan will be hosted on OEM’s website:

<https://emergencymanagement.sccgov.org/home>

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:

- **Preface** – Maintenance Sections: Details the purpose of the document, provides document familiarity, ensures content consumption efficiency, and shares other administrative particulars.
- **OEM Overview Section** – Provides a brief organizational overview of OEM including staffing, mission and vision statements, some historical office context, and potential growth opportunities.
- **Program Management** – 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 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.
- Feedback from a variety of stakeholder groups such as: the Disaster Preparedness Executive Committee, the Santa Clara County Emergency Managers’ Association, the Operational Area Signatories, and the Emergency Operational Area Council.
- Lessons learned during the COVID-19 pandemic.

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. 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.



(Page Intentionally Left Blank)



OFFICE OF EMERGENCY MANAGEMENT: AN OVERVIEW

MISSION

Safeguarding lives, property, and the environment equitably through strategic coordination of the whole of government during preparedness, response, recovery, and mitigation phases of emergency management.

VISION

Our vision is to create a culture of individual and organizational disaster preparedness, for the County and the Operational Area, through a team-oriented approach with a focus on accountability, transparency, equity, and a reliance on diverse perspectives and backgrounds.

OVERVIEW

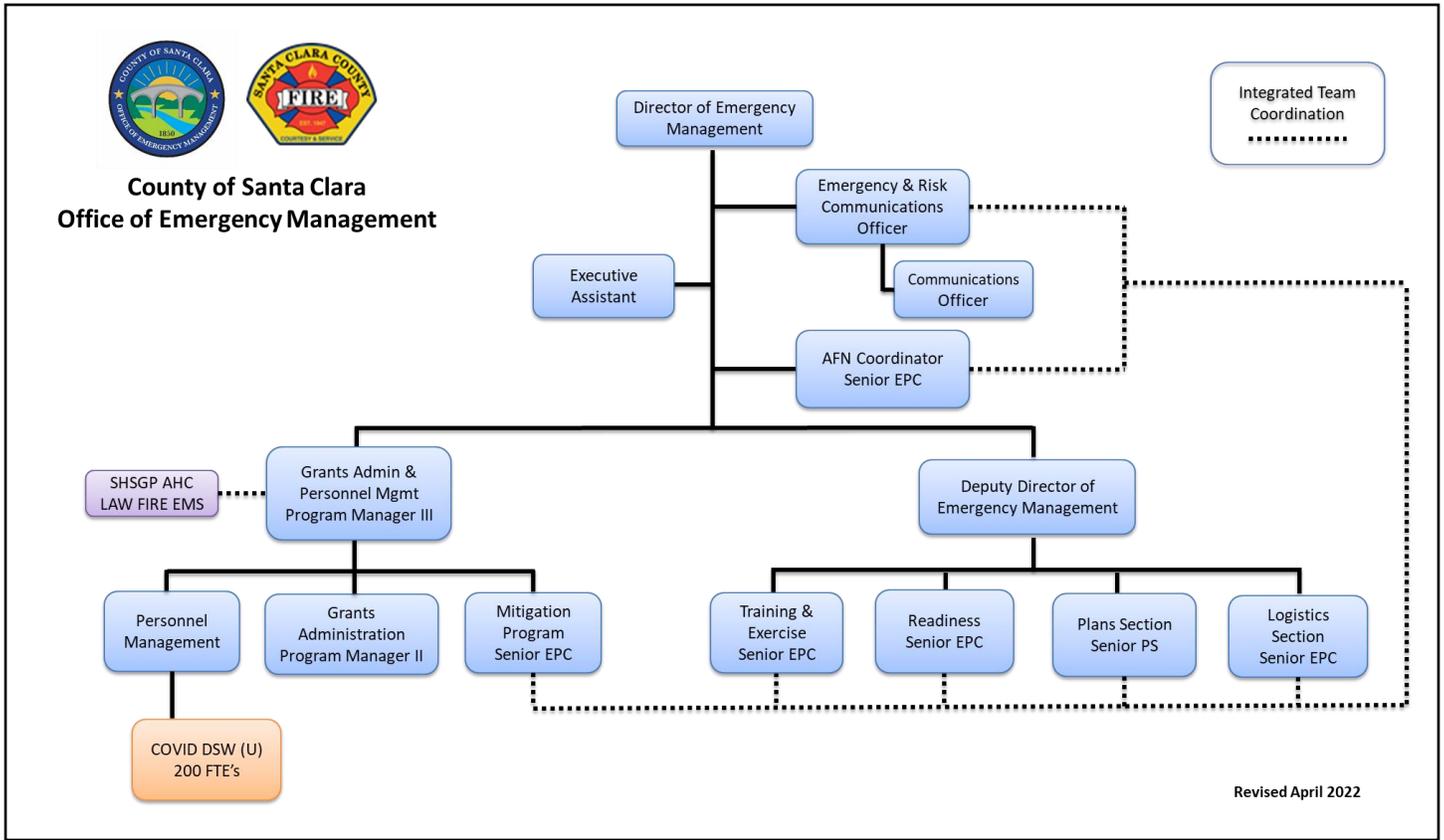
OEM leadership recognizes the following as fundamental, functional priorities and capabilities in order to have an effective emergency management office:

- 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.
- 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.

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 (Page #13).
- Op Area Grant Programs and Mitigation Section (Page #21).
- Public Information and Outreach Section (Page #29).
- Readiness Section (Page #37).
- Planning Section (Page #41).
- Training and Exercise Section (Page #47).



OEM – A STRATEGIC PARTNERSHIP

To more effectively leverage collective resources, increase consistency in processes and operations, and improve overall Operational Area (OA) 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 of continued investment 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 nine 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 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 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 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.

COVID-19 and the New Normal

At the time of writing this latest draft in 2022, OEM is in the midst of an expansion in its role and responsibilities that will necessitate additional staffing to support. As a result of the COVID-19 pandemic/endemic, OEM has been tasked by the Board of Supervisors (BoS) to provide disaster logistics management. Additional staff have been assigned to OEM to provide inventory management during “blue-sky” days, as well as to serve as EOC Logistics Section staff during EOC activations. These staff may even be utilized as field support in limited capacities, such as shelter stand-up, Alternate EOC set-up, Commodity Point-of-Distribution (C-POD) set-up, and provide transportation, disaster supplies, equipment, and support materials.

Additionally, more staff will be assigned to OEM on a temporary basis to replace Disaster Service Workers (DSWs) that have been serving in a variety of roles from medical assistant to parking attendant. Most of these staff will be assigned to roles outside of OEM’s supervision and area of responsibility; however, a small number of support staff will work out of OEM to coordinate all necessary administrative personnel tasks, such as providing access to human resources.

Stakeholder Engagement

Through effective engagement, OEM stakeholders can contribute to a community of practice that provides effective preparedness, response, recovery, and mitigation operations and activities across the incident management enterprise, and thus increase resilience throughout the Operational Area.

County Level

- Community Members.
 - Engaged in multiple capacities and frequencies.
 - OEM’s engagement with county unincorporated community members is primarily focused on the topic of personal and seasonal hazard-specific preparedness via social media and website platforms, during various community meetings and events, and frequent engagement with established advocacy groups.
 - OEM often manages county-wide preparedness campaigns and frequently supports incorporated municipalities with community engagement events when requested.
- 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

- 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.
- 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 (OA) public safety agency projects to reduce risk and vulnerability gaps and to increase capabilities.

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.

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:

- Feedback received from staff during OEM annual retreats and team building events.
- Lessons learned from staff deployments.
- After action reports from local exercises and real-world events – especially COVID-19.
- Recently identified industry professional best practices.
- Exit interviews with former OEM staff.
- 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:

Continuity of Operations/Government (COOP/COG): The COVID-19 pandemic has demonstrated the importance of continuity planning at the department level. OEM intends to create and staff a position dedicated to this priority. This staff member will be responsible for assisting departments with the development, maintenance, training, and exercise of their departmental level continuity plans.

Disaster Service Worker (DSW) Program: Every one of the County’s approximately 22,000 employees have 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.

To effectively implement the program described above, OEM strongly recommends the creation of DSW Representatives in certain departments with primary responsibilities during times of disaster. OEM would then have the ability to communicate with departments via the DSW Representative on a monthly, quarterly, and annually in different capacities. DSW Representatives would serve as the primary departmental staff charged with ensuring County department employee preparedness and incident management role assignment.



Increased Administrative Support: As result of the COVID-19 pandemic, OEM has been authorized to add administrative staff. These new positions will be responsible for supporting operations and programs throughout the office. This support should include, but not be limited to office reception, calendar/schedule management, provide reports and other correspondence, and other related administrative tasks. These staff members will also provide increased capacity in OEM's ability to staff the Emergency Operations Center (EOC).

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.

Alert 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 OPoints (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.

Training Certifications: The Training and Exercise Section will continue to deliver high-level training courses that will greatly enhance County OEM's ability to design and deliver certified FEMA and CalOES trainings and exercises. Continuing to support EOC position training and credentialing was never more evident than our recent experience with the COVID Response. This in-house knowledge ensures the integration of locally developed plans and procedures into a comprehensive training and exercise plan. Furthermore, the ability to instruct and certify FEMA and CalOES courses provides an opportunity for OEM to become familiar with potential incident management stakeholders including EOC representatives, while being viewed as a subject matter expert on emergency management topics.

Comprehensive Logistics Program. One primary lesson learned throughout the COVID-19 response and recovery is the need for a dedicated staff to maintain, deploy, and reconstitute emergency equipment before, during, and after a major disaster. Therefore, OEM has been charged to create and implement an emergency logistics program inclusive of warehousing, inventory management, as well as equipment deployment, sustainment, and reconstitution. Several newly created positions have been assigned to OEM to achieve the aforementioned logistics mission. A newly created Senior Emergency Planning Coordinator position will be tasked with the development of a Logistics Annex to the County's Emergency Operations Plan (EOP). Additional positions were created to support to the development of this annex, and these staff will be responsible for the annex's implementation. These support positions will be assigned to various



warehouse locations; therefore, a feedback loop between this group and the OEM staff located at the Sheriff's Office (County OEM's primary location) will need to be developed and implemented to ensure organizational cohesion and synchronization of organizational priorities and tasks.

Successes and Continued Growth

Mitigation Program Management Capacity: OEM has staffed a "Mitigation Specialist" since March of 2021. This position has proven successful at obtaining approval of several projects, at the sub-application level, that represent millions of dollars in potential mitigation funds for projects across the Operational Area. Perhaps more importantly, the relationships established between County OEM, and other County departments, local jurisdictions in the Operational Area, and state/federal agencies through OEM's Mitigation Program will provide benefits during other phases of the emergency management. This program will likely meet with continued success as the program gets more sophisticated and the mitigation grant process is better understood. This may require that the program be assigned more staff to support projects that have received funding.

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 created and staffed an Outreach and Public Information Section that is led by an Emergency Risk Communications Officer and supported by a Communications Officer. OEM Leadership intends to build on the foundations established over the past several years and add the Access and Functional Needs (AFN) Coordinator position to capitalize on the obvious synergy between these two areas of focus.

People with Access and Functional Needs (AFN): Addressing the needs of Santa Clara County's large AFN population is a constant priority for OEM. Since early 2021, OEM has staffed an AFN Coordinator position that will support the Outreach and Public Information Section, as well as serve in the EOC during times of disaster to advocate for AFN issues. Furthermore, the AFN coordinator position is responsible for setting the standards for training, planning, response, and recovery as it relates to AFN. OEM will be implementing an Operational Area Access and Functional Needs (AFN) & Cultural Competency Workgroup in June 2022.

Increased Daily Emergency Management Situational Awareness Capacity: This success was achieved by the creation of the Operations Component of the Readiness Section. In addition to acting as the primary OEM point-of-contact during normal office hours and conditions, this Component is responsible for the development and distribution of a daily situational awareness report, five-days a week. Additionally, this Component is the convening agent for the Alert and Warning Working Group, an Operational Area-wide working group that is jointly led with County Communication. This working group seeks to provide a standard approach to alert and warning based on best-practices. Finally, the Operations Component is responsible for the acquisition, implementation, and maintenance of a common operating picture (COP).

Duty Officer Program: This program was redesigned in late 2021 to integrate the role and responsibilities assigned to the Operations Component of the Readiness Section. As a result of the redesign, the Duty Officer serves as support to the Operations Component, and the primary OEM point-of-contact during non-office hours, weekends, and holidays.



(Page Intentionally Left Blank)



MANAGEMENT SECTION

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.



- Integrate and acclimate newly created positions, and associated staff, into OEM’s unique culture, and maintain a focus on individual and organizational success moving into a normal following the COVID-19 pandemic.

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.

GOAL 1 – MAINTAIN 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 Provide consistent opportunities for stakeholder participation and influence

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, OA, 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.

PERFORMANCE MEASURES:

- Full list of stakeholder groups, and their meeting frequency should be integrated into OEM’s annual calendar.

Objective: 1.2. Maintain an up-to-date 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.

PERFORMANCE MEASURES:

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

Objective: 1.3 Maintain and strengthen 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 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.

PERFORMANCE MEASURES:

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

GOAL 2 – OBTAIN RECOGNITION THROUGH PROFESSIONAL AND INDUSTRY 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 Develop and implement a course of action to obtain the Emergency Management Accreditation Program (EMAP) Accreditation

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 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.

PERFORMANCE MEASURES:

- Course of action to obtain the “EMAP Accreditation” for the County of Santa Clara – OEM.

Objective: 2.2 Develop course of action to obtain 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.

PERFORMANCE MEASURES:

- Course of action to obtain the “StormReady” and “TsunamiReady” accreditation designations for the County of Santa Clara – OEM.

GOAL 3 – 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.”

PERFORMANCE MEASURES:

- New Staff hired to fill potential growth opportunity positions.

Objective: 3.2 Support the development of post-COVID-19 program expansion

As previously stated, OEM has been tasked by the Board of Supervisors (BoS) to provide disaster logistics management. Additional staff have been assigned to OEM to provide inventory management during “blue-sky” days, as well as to serve as EOC Logistics Section staff during EOC activations. These staff may even be utilized as field support in limited capacities, such as shelter stand-up, Alternate EOC set-up, Commodity Point-of-Distribution (C-POD) set-up, and provide transportation, disaster supplies, equipment, and support materials. Ensuring the success of this new mission will take constant and focused attention from staff at all levels to be successful.

PERFORMANCE MEASURES:

- Full staffing in accordance with the Board of Supervisors direction.
- Guidance for program organization, inventory management, equipment testing, and materials deployment.



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 County of Santa Clara – OEM is no different. However, the County has recently purchased a campus of several facilities known as, “Silvercreek.” Currently, OEM is scheduled to move into one of the facilities on this campus and will be co-located with County Communications. Having such a dedicated and purpose-built facility and infrastructure should significantly improve the capability, efficiency, and resilience of the emergency management coordination function in day-to-day operations and in times of emergency. The move from OEM’s current location to the Silvercreek campus will be a primary focus of the OEM Management, and other staff, over the next few years.

PERFORMANCE MEASURES:

- Finalized facility design.
- Successful completion of the permitting and construction phases.
- Formal “move plan.”
- Successful move to new facility.

GOAL 4 – MAINTAIN AND EXPAND 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.

PERFORMANCE MEASURES:

- Policy repository created, with review process integrated, and review policy created and known.

GOAL 5 – CONTINUE TO DEVELOP PREMIER EMERGENCY MANAGEMENT PRODUCTS

County of Santa Clara – 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 Provide 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.

PERFORMANCE MEASURES:

- Creation of OEM product review and approval policy.

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. Consequently, 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.

PERFORMANCE MEASURES:

- Establish list of professional development courses specific to management/leadership.

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.

PERFORMANCE MEASURES:

- Annual list of professional development session topics established, approved, and socialized with topic leads identified.

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 and 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.

PERFORMANCE MEASURES:

- OEM leadership feedback program formalized and documented and executed.



(Page Intentionally Left Blank)



OA GRANT PROGRAMS MANAGEMENT AND MITIGATION SECTION

SECTION MISSION

Continually closing OEM and Operational Area incident management and public safety capability gaps through professional grant programs and personnel management.

SECTION VISION

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

SECTION OVERVIEW

The Op Area Grant Programs and Mitigation Section is responsible for the following primary functions:

- Support recruitment, personnel selection, and payroll administration for emergency management staff as well as general office services and administration.
- Enhance the management & administration and delivery of all Federal, State and Local homeland security and emergency management funding.
- Advance the Hazard Mitigation Program Management through effective multi-jurisdictional hazard mitigation planning, project scoping, and funding identification and technical assistance.
- Facilitate coordination, collaboration, oversight and governance of emergency management and preparedness throughout the operational area and as appropriate throughout the region.
- 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.
- Maintain fiscal and program integrity and accountability.

Those functions fall under four major categories which make up the three primary components of the OA Grant Programs and Mitigation Section, which are: 1) Grant Program Management and Administration, 2) Finance and Resource Management, 3) Operational Area Leadership and Governance Support, and 4) Mitigation Technical Advice. 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 the FEMA Preparedness Grants Manual, Information Bulletins (IBs) 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 Op Area Grants and Personnel Management Section will manage other "one-off" or ancillary grant funds.



- **Emergency Management Performance Grant (EMPG)**—“The EMPG Program supports the goals of Building a Culture of Preparedness, Readyng the Nation for Catastrophic Disasters...” (FY 2021 *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) 2021 Homeland Security Grant Program (HSGP)*. Downloadable from www.grants.gov.
- **Urban Areas Security Initiative (UASI)**—(Including the South Bay Hub.) “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.
 - Conduct or oversee biennial equipment inventories for all active equipment funded with Federal Preparedness Grants (i.e., SHSGP, EMPG, and UASI) in the Operational Area.
- **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.
- **Hazard Mitigation Program Management.**
 - The Hazard Mitigation Program was established in March 2021, with the assignment of a dedicated Senior Emergency Planning Coordinator. The OEM’s 2018 vision for building a comprehensive and long-term program that is developed before a disaster occurs was realized with the establishment of the Mitigation Program in early 2021. The current program has a three-pronged approach to engaging County departments and Jurisdictions within the Operational Area.



GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.

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 OA Grant Programs Management and Mitigation Section plays a pivotal role in this process, and sometimes the primary role depending on the grant, the project, and the sub-grantee.

PERFORMANCE MEASURES:

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

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.

PERFORMANCE MEASURES:

- Zero findings on all audits.

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 OA Grant Programs Management and Mitigation 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.

PERFORMANCE MEASURES:

- Repeated process every time there is a new grant cycle for reimbursement grants.



GOAL 2 – PROVIDE COMPREHENSIVE FINANCE AND ADMINISTRATION SERVICES

The OA Grant Programs Management and Mitigation Section plays a large role well beyond that of grants management in the form of general administrative and personnel services. The OA Grant Programs Management and Mitigation 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 OA Grant Programs Management and Mitigation Section traditionally coordinates the bulk of these activities on behalf of OEM.

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 OA Grant Programs Management and Mitigation 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.

PERFORMANCE MEASURES:

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

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 who 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 OA Grant Programs Management and Mitigation Section.

PERFORMANCE MEASURES:

- Annual "Master Schedule" of anticipated "major" events and foundational recurring events established.
- Template for Formal Stakeholder Correspondence.



- A master “Policy Binder”, placed in primary prominent location, and routing/review process/procedure defined.

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 OA Grant Programs Management and Mitigation 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.

PERFORMANCE MEASURES:

- EOAC meetings conducted with their appropriate and necessary components (materials, correspondence, reports, leg files, etc.)

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 quarterly (with a couple annual exceptions) and the OA Grant Programs Management and Mitigation Section’s dedicated EOAC coordinator/liaison position coordinates OAS meetings, generates the agenda, produces the meeting minutes, collates the meeting materials, and prepares the presentations for review.

PERFORMANCE MEASURES:

- OAS meetings conducted with their appropriate and necessary components (materials, correspondence, reports, etc.)

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 OA Grant Programs Management and Mitigation Section administers this grant and coordinates the approval authority processes.

PERFORMANCE MEASURES:

- SHSGP Approval Authority meetings conducted with their appropriate and necessary components (materials, correspondence, reports, etc.)`

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 OA Grant Programs Management and Mitigation Section.

PERFORMANCE MEASURES:

- SHSGP Training and Exercise Advisory Group meetings conducted with their appropriate and necessary components (applications, budgets, reports, etc.)

Objective: 3.5 Provide On-going Bay Area Urban Areas Security Initiative (UASI) South Bay Hub support and coordination

The Bay Area UASI provides funding for South Bay Hub (Monterey, San Benito Santa Clara, and Santa Cruz counties and the City of San Jose) Homeland Security projects. These funds are intended to be used to close gaps in homeland security-centric capability gaps in the South Bay Hub jurisdictions and is allocated every other year via the funding/voting priorities of the South Bay Hub member jurisdictions. The OEM OA Grant Programs Management and Mitigation Section administers Santa Clara County projects approved by the South Bay Hub and coordinates project selection and work with other Homeland Security projects.

Objective: 3.6 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 OA Grant Programs Management and Mitigation 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.

PERFORMANCE MEASURES:

- Legislative Files submitted without missing components or without being denied for completion due to incomplete content or inappropriate formatting.



GOAL 4 – Advance the development and maintenance of the Operational Area Hazard Mitigation Program

Objective: 4.1 Update and maintain the Operational Area Multi-Jurisdictional Hazard Mitigation Plan

Hazard mitigation plans are prepared and adopted by communities with the primary purpose of identifying, assessing, and reducing the long-term risk to life and property from hazard events. Effective mitigation planning can break the cycle of disaster damage, reconstruction, and repetitive losses. Hazard mitigation plans can address a range of natural and human-caused hazards. Plans can be developed for a single community or as a multi-jurisdictional plan that includes multiple communities across a county. The current Santa Clara County (SCC) Multi-Jurisdictional Hazard Mitigation Plan (MJHMP) was approved by the Federal Emergency Management Agency (FEMA) on December 19, 2017. Mitigation plans have a 5-year lifecycle and as such the Santa Clara County MJHMP expires in December of 2022. The SCC Office of Emergency Management applied for Hazard Mitigation Grant Program (HMGP) funding in April of 2021 to hire a consultant to facilitate the plan update process. The 2022 plan will be developed with the participation of all fifteen cities and towns in the Operational Area. The 2022 plan is also being developed with participation from Valley Water, County Departments, and the Santa Clara County Fire Department.

While more hazard mitigation plans are prepared as stand-alone documents, they can also be developed as an integrated component of a community. The 2022 MJHMP will be authored concurrently with the Safety Element update of the Santa Clara County General Plan in accordance with Assembly Bill No. 2140. Passed in 2006, this legislation allows California counties and cities to adopt their current, FEMA-approved local mitigation plans (LHMPs) into the Safety Element for their General Plans. This adoption makes the county or city eligible to be considered for part or all of its local-share costs on eligible Public Assistance funding to be provided by the state through the California Disaster Assistance Act (CDAA).

Hazard mitigation plans are required and necessary to apply to hazard mitigation grants and complete mitigation projects. The Santa Clara County MJHMP is consequential for existing and future funding and completion of mitigation projects within the Operational Area.

PERFORMANCE MEASURES:

- Updated of the Multi-Jurisdictional Hazard Mitigation Plan.

Objective: 4.2 Provide technical assistance on mitigation project scoping and completion

The MJHMP identifies projects to mitigate the impacts of hazards identified in the plan. Project identification includes identifying all possible options to address planning objectives. The best option may be to work with other actors in the community to design solutions that are responsive to community values while reducing risk. These types of solutions can often be funded in very innovative ways including solutions that increase local industry and revenue. Project identification is followed by a comprehensive evaluation of possible project options to identify viable, preferred options for the development of specific implementation strategies. Preferred options may change as different stakeholders come to the table and additional ideas are proposed or funding sources identified. Incremental mitigation projects, in which risk is slowly brought down through a comprehensive range of actions, can be a much more realistic strategy than identifying the one best (and often costliest) solution. Project evaluation criteria include the need for and the availability



of funding or specific project options along with technical feasibility, environmental consequences, cost-effectiveness, etc.

As of March 2022, a total of 9 mitigation projects ranging from hazardous fuels reduction, seismic retrofitting, microgrids, and planning have been submitted to CalOES. It is estimated that several additional multimillions, multi-jurisdictional, and multi-departmental projects will be submitted in 2022 and beyond.

PERFORMANCE MEASURES:

- Technical assistance on project scoping and completion. All hazard mitigation projects are identified by Jurisdictions, County Departments, and OEM (through the MJHMP). Project Scoping occurs in collaboration with the sub-applicants on an ongoing basis.

Objective: 4.3 Identify and provide technical assistance on hazard mitigation funding opportunities, grant applications, and monitoring

FEMA’s Hazard Mitigation Assistance (HMA) grant program provides funding for eligible mitigation activities that reduce disaster losses, and protect life and property from future disaster damages, including but not limited to 1) Building Resilient Infrastructure and Communities (BRIC) Program; 2) Flood Mitigation Assistance (FMA); 3) and Hazard Mitigation Grant Program (HMGP). The BRIC and FMA grants are available on an annual pre-calculated formula and are nationally competitive programs. The HMGP becomes available after a major disaster declaration in California and is competitive within the state. All HMA grants are 75% federal and 25% local cost-share grants.

As of March 2022, the Santa Clara County jurisdictions and departments have submitted a total of \$95,000,000 in mitigation projects to the California Governor’s Office of Emergency Services (CalOES). The Santa Clara County mitigation team continues to monitor potential funding opportunities (federal or otherwise) and work with jurisdictions and County departments to complete mitigation projects that will increase the resiliency of the Operational Area.

PERFORMANCE MEASURES:

- Technical assistance on mitigation funding opportunities. All federal hazard mitigation funding opportunities are announced by CalOES, and applications are submitted without missing components or without being denied for incomplete content or errors in formatting.



PUBLIC INFORMATION AND OUTREACH SECTION

SECTION MISSION

To provide critical information and education on threats and hazards that are occurring or may occur in Santa Clara County and encourage community members to be active participants in the emergency planning process by being prepared community members.

SECTION VISION

Building a disaster resilient Santa Clara County by empowering the whole community with emergency preparedness tools and resources before, during, and after a disaster to promote an ongoing supportive emergency communications network.

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. Maintain and improve the Emergency Communications Annex to help drive Op Area's 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 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.
4. Establish the Santa Clara County's Office of Emergency Management's AFN Program. The program is composed of three initiatives based on stakeholder feedback, lessons learned and After-Action Reports/Improvement Plans (AAR/IPs) from Santa Clara County EOC activations from the past 5 years.

GOALS, OBJECTIVES, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.

GOAL 1: PROMOTE EMERGENCY PREPAREDNESS BY INDIVIDUALS AND FAMILIES

Individual emergency preparedness continues to be a cornerstone of community resilience and the Emergency Communications and Public Outreach Section continues to inform, prepare, alert and warn community members of all hazards and threats that could occur or are occurring in the County.



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 is also a critical communications priority.

PERFORMANCE MEASURES:

- Proactive communications and engagement strategies that inform audiences about potential hazards and how they can prepare themselves, their families, and homes and maintain resilience.
- Fully accessible (ADA) communications that align with FEMA’s Whole Community principles of inclusion.
- A wide variety of communications channels and strive for redundancy to ensure messages are received, understood, and acted upon.
- Key messages for emergency preparedness that are tailored to specific audiences.
- Consistent messages over time for greater impact.
- National Preparedness Month and other milestone community events to highlight emergency preparedness message and engage target audiences.

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 adults	Program Mgrs and Nonprofits as conduits
Limited English Proficiency (LEP)	Community outreach events, ethnic media, and community-based organizations as conduits for Limited English Proficiency (LEP) communities.
Unsheltered community	Program Mgrs and Nonprofits as conduits
Op Area Emergency Managers	OAS listserv and Op Area Conference Calls
Joint Information System - PIOs for County departments, jurisdictions, special districts	Joint Information System Listserv, Teams App, OEM conference line, direct email, mobile phone, landline, and in person

Chart A identifies target audiences for the County’s Office of Emergency Management and corresponding non-emergency communications channels. Target audiences are aligned with those characterized in the AFN Annex and FEMA’s CMIST Framework.

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

Objective 1.2: Promote countywide adoption of AlertSCC - the County’s alert and warning system

AlertSCC sends emergency alerts via cell phone, mobile device, landline and email. This free tool provides vital information during times of disasters and emergencies. Widespread adoption of this tools by community members allows OEM and jurisdictions to keep the public better informed during all phases of emergency management.



PERFORMANCE MEASURES:

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

GOAL 2: MAINTAIN AND UPDATE THE 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. The Emergency Communications Annex serves as an operation manual for operationalizing the Joint Information Center (JIC) and Joint Information System (JIS) and managing the functional sections within the JIC.

Objective 2.1: Maintain and implement an Emergency Communications Annex that incorporates FEMA's Whole Community Principles

When updating the Emergency Communications Annex, we incorporate community engagement activities to garner significant community input to the annex. The purpose of community engagement is to create an emergency communications network that helps empower community groups to take actions during disasters and emergencies to safeguard lives, property and the environment.

PERFORMANCE MEASURES:

- 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.
- 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 with limited English proficiency (LEP). Use multiple engagement methods including working groups, surveys, interviews, focus groups and document review processes.

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 may include Lead PIO, JIC Manager, Call Center Lead, Media Lead, and Incident PIO. Sections may include a Call Center, Information Gathering, Information Dissemination, Media Relations.

PERFORMANCE MEASURES:

- 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.



- Delivery of emergency communications trainings and local PIO completion of the CSTI PIO credential program.

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

The Santa Clara County Operational Area Joint Information System (JIS) convenes regularly to coordinate critical and preparedness messaging with more than 100 public information officers (PIOs) from county and city government, special districts, educational institutions, and school districts. A representative for the Santa Clara County Operational Area JIS serves as liaison to the Bay Area Joint Information System which encompasses the twelve Operational Areas and two core cities (San Jose, San Francisco) in the Bay Area Region.

Objective 3.1: Build capacity within the Santa Clara County Operational Area Joint Information System

The Santa Clara County Operational Area Joint Information System is a voluntary network of the fifteen Santa Clara County Operational Area including the jurisdictions, agencies, and organizations. Members manage and operate the system and there is no fee to join or become a member. Member jurisdictions acknowledge that by becoming a member to the Santa Clara County Operational Area JIS, they are committing to coordinating public information efforts across the region and that emergency public information will be timely, accurate, accessible, and consistent.

PERFORMANCE MEASURES:

- Level of engagement by Santa Clara County Operational Area JIS in emergency communications initiatives, activities, and other regional training activities.
- Establish Santa Clara County Operational Area Joint Information System Framework.
- Establish Leadership Committee which will serve as an advisory committee to the Joint Information System.

Objective 3.2: Serve as the Santa Clara County Joint Information System Liaison

The Bay Area Joint Information System is a network of individuals with emergency public information and warning responsibilities from multiple agencies, disciplines, and jurisdictions throughout the Bay Area. Bay Area Joint Information System members work together to coordinate public information and warning efforts before, during, and after emergencies. 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.

PERFORMANCE MEASURES:

- Service on Leadership Committee for Bay Area Joint Information System and act as a liaison with Santa Clara County Operational Area Joint Information System.
- Op Area participation in the Golden Eagle Joint Information System exercise in concert with the OEM Training and Exercise Lead.



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
Older adults	AlertSCC
Limited English Proficiency (LEP)	AlertSCC (English), ethnic TV, radio
Unsheltered community	AlertSCC
Op Area Emergency Managers	AlertSCC
Santa Clara County Operational Area Joint Information System - PIOs for County departments, jurisdictions, special districts	AlertSCC, Listserv, Teams app, and briefing landline

Chart B identifies target audiences for the County’s Office of Emergency Management and corresponding emergency communications channels. Target audiences are aligned with those characterized in the AFN Annex and FEMA’s CMIST Framework.

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

GOAL 4 – ESTABLISH AN ACCESS AND FUNCTIONAL NEEDS AND CULTURAL COMPETENCY WORKGROUP WITHIN THE OPERATIONAL AREA

The Santa Clara County Office of Emergency Management will establish an Access and Functional Needs (AFN) and Cultural Competency Workgroup to build, engage and sustain partnerships within the Operational Area to ensure inclusion of underserved communities and historically marginalized populations in all phases of Emergency Management. The AFN and Cultural Competency Workgroup members will include multi-discipline agencies, facilities and organizations that will come together to collaborate before, during and after an emergency.

Objective: 4.1 Attend and coordinate workgroup(s)

The purpose of the AFN and Cultural Competency Workgroup is to serve as the AFN advisory body for the entire Operational Area. The workgroup will provide guidance on how to implement and integrate AFN and Cultural Competency within County Department Emergency Plans, this includes continuous improvement planning, training, and exercise of the County of Santa Clara’s AFN Annex.

- Encourage planning and preparedness for emergencies.
- Serve as a platform for networking and collaboration between emergency managers and other key community stakeholders that provide support and/or coordinate disaster related services to people
- Have a role in the Santa Clara County Emergency Operational Area Council, providing guidance, representing, and advocating for emergency management initiatives in Santa Clara County.
- Serve as a clearinghouse for emergency management best practices, ideas, suggestions, and courses of action; to provide input and recommendations for administrative and operational plans, courses of action and procedures.

PERFORMANCE MEASURES:

- Stakeholders meeting agendas and minutes.



Objective: 4.2 Operationalize AFN Workgroup(s)

Identify AFN and Cultural Competency partnerships to assist with information sharing and coordination of resources and services available to the public, including the AFN population, during a disaster.

- Identify active AFN workgroup(s) agencies, departments, and/or organizations and their respective Point of Contact (POC) during a disaster, incident, or emergency.
- Conduct a “Groups impacted by inequities impact assessment” for the AFN Workgroup(s) to identify groups impacted by inequities during a disaster, incident, or emergency.
- Conduct at a minimum one outreach event per quarter to AFN groups identified in Impact Assessment and invite them to participate in the AFN workgroup(s).
- Assess and develop a list of AFN workgroup resources and services available in Santa Clara County and include POC and back-ups.

PERFORMANCE MEASURES:

- List of AFN workgroup organizations and POCs.
- Groups Impacted by Inequities Impact Assessment.
- Minimum of one outreach event per quarter to AFN groups identified in Impact Assessment.
- List of AFN resources and services.

GOAL 5 – INTEGRATE EMERGENCY OPERATIONS PLAN ANNEXES

The Santa Clara County Office of Emergency Management staff and stakeholders will assess all Emergency Operations Plan (EOP) annexes to ensure that each of the specific annexes includes detailed information regarding AFN considerations and integrates cultural competence in all planning efforts in accordance with local, state, and federal law.

Objective: 5.1 Review Emergency Operations Plan Annexes to include AFN resources and services during and after a disaster or emergency

The Santa Clara County AFN and Cultural Competency Workgroup that regularly meets with members of the entire Operational Area, including community members from a variety of groups to represent the diverse community living in the County, as well as representatives from historically marginalized groups will provide valuable feedback and input on Santa Clara County’s EOP annexes and scope of practice templates.

- Review and assess the EOP (Communications, Mass Care & Shelter, Pandemic Influenza, Training, Wildfire, Flood and PSPS) Annexes to integrate AFN community needs during response and recovery efforts.
- Develop response scope of practice tools that can be utilized in the EOC to ensure inclusive response practices. For example: Planning assumptions, considerations for people with disabilities and others with access and functional needs, accessible shelter trailers specifications, emergency contacts and communication access applications.

PERFORMANCE MEASURES:

- Assessments for AFN integration in the Emergency Operations Plan, Mass Care & Shelter, Pandemic Influenza, Wildfire, Flood and PSPS annexes.
- Response scope of practice templates.



GOAL 6 – COLLABORATE WITH OEM STAFF TO INCORPORATE CMIST FRAMEWORK IN ALL ASPECTS OF EMERGENCY MANAGEMENT

The Santa Clara County OEM uses the function-based approach known as Communication, Maintaining Health, Independence, Safety, support Services and Self Determination and Transportation (C-MIST) Framework to integrate the needs of the Whole Community in all aspects of emergency management. The C-MIST Framework is a five function-based tool for identifying additional needs of individuals that should be considered in planning for, responding to, and recovering from a disaster or emergency, including those identified by Federal and State law. The AFN Coordinator will collaborate with OEM Planning Team staff to incorporate C-MIST Framework in all aspects of Emergency Management.

Objective: 6.1 Identify and deliver AFN trainings.

Collaborate with Training Coordinator to identify AFN training opportunities for Operational Area stakeholders and OEM staff members to build capacity to meet the needs of the AFN Community during and after a disaster.

PERFORMANCE MEASURES:

- List of AFN Trainings.
- Certificate of Completion.



(Page Intentionally Left Blank)



PLANNING SECTION

SECTION MISSION

Develop and maintain County-level emergency management programs, products, processes and guidance to equitably engage the Santa Clara County departments, jurisdictions, and community members towards increased resilience.

SECTION VISION

To support local jurisdictions and County departments by building and sustaining a culture of preparedness through plan and program development, and maintenance.

SECTION OVERVIEW

The Emergency Management Planning Section manages the collaborative development of executable, strategic, and full-spectrum emergency management products, programs, and processes, in support of, and in collaboration with, County departments and jurisdictions within the Operational Area.

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, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.



GOAL 1 – BUILD A CULTURE OF PREPAREDNESS THROUGH PLAN AND PROGRAM DEVELOPMENT AND MAINTENANCE

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 Implement and improve a Comprehensive Plan Development and Maintenance Program

The core of the OEM Planning Section is the development and maintenance of planning products. With a robust Planning Process in place, the Planning Section aims to expand the plan-writing and maintenance capability to incorporate an effective and efficient product development and maintenance program. 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.

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 Planning Advisory Group (OAPAG) 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.

PERFORMANCE MEASURES:

- Increased Planning Section staff capacity including the addition of dedicated Annexes, COOP, and DSW staff.
- Planning workplan.

Objective: 1.2 Departmental Engagement and Involvement

The County of Santa Clara departments provide vital services to its citizens. As a result, reliability is the fundamental mission of every department in the County. Should a crisis disrupt essential departmental operations, the County would not be able to fulfill its fundamental mission in the absence of Continuity of Operations Planning (COOP). For years, such planning had been an individual department's responsibility. The content and structure of COOP Plans, operational standards, and coordination with other departments, if any, were left to the discretion of individual departments. An increase in departmental resilience and survivability is possible through COOP planning and integration.

Jurisdictions in Santa Clara County are vulnerable to a host of hazards, including major earthquake, wildland urban/interface fires, extreme weather, public health emergencies, technological and resource emergencies, hazardous material incidents, terrorism, flood, and landslide.

Continuity of operations planning is part of the fundamental mission of local, State, and Federal governments. The changing threat environment and the severity of recent natural and man-made emergencies in the United States and in Santa Clara County highlighted the need for careful continuity of operations planning that enables governments at all levels to continue their essential functions across a broad spectrum of emergencies disrupting normal operations.

COOP planning is an effort to ensure the continued performance of minimum essential functions during a wide range of potential emergencies. This is accomplished through the development of plans, comprehensive procedures, and provisions for alternate facilities/locations, personnel, resources, and interoperable communications, and vital records/databases back-up and duplication.



Each department in the County must be prepared to handle three types of emergencies:

- Localized emergency requiring relocation to an alternate site.
- Widespread emergency requiring relocation to an alternate site.
- Widespread emergency NOT requiring relocation to an alternate site.

The County of Santa Clara has approximately 22,000 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. DSW's were widely used for more than two years during the COVID-19 response.

The Disaster Service Worker (DSW) Section will develop, administer, and deliver 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.

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

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 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.

PERFORMANCE MEASURES:

- Roster of all County Department DSW Coordinators.
- Internal SOP/Checklist for on-boarding new COOP/DSW coordinators.



- Quarterly COOP/DSW Coordinator Report Template.
- Create DSW Coordinator Course curriculum with developed “Initial Issue” (binders).
- Create model/template and process for annual volunteer DSW T&E plans/schedule.

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.

PERFORMANCE MEASURES:

- Increased percentage of county departments with comprehensive continuity plans and programs.

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 (e.g., 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.

PERFORMANCE MEASURES:

- Participation in trainings and exercises hosted by served jurisdictions by imbedding OEM staff when possible.
- Support to training and exercise related activities with Homeland Security Exercise and Evaluation Program (HSEEP) methodology.



READINESS SECTION

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 OA stakeholders as a source of emergency management and EOC facilities, equipment and 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 for the main EOC and the Alternate EOC 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 OA and inspiring continued growth in awareness, collaboration, and trust amongst OA stakeholders.

The Operations Section is divided into two primary components:

- **Operations (Situational Awareness, Coordination)**
 - 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.
 - To disseminate consistent frequent reports relevant to actionable emergency management information and data through information sharing systems and tools, as appropriate venues, to OEM Leadership, appropriate stakeholders and partners.
- **Logistics (Emergency Management Tool/Infrastructure Inventory Maintenance)**
 - To 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, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.

GOAL 1 – MAINTAIN 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 and relevant. 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 Maintain a daily information/data source checking procedure/tempo

Having a playbook 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.

PERFORMANCE MEASURES:

- Daily Situation Awareness documentation and associated tools will be reviewed and updated when new information sources are identified or changed.

Objective: 1.2 Update the list of situational awareness info/datasources

Updating 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.

PERFORMANCE MEASURES:

- Incorporate a change history log into the Situational Awareness Resource Guide.
- Guide will be updated and there should be an annual quantifiable review of list improvement.

Objective: 1.3 Maintain the Op Area coordination process

The Operational Area Coordination TEAM 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. Maintaining this process will improve resilience and coordination capability for future events.

PERFORMANCE MEASURES:

- Update the standard "Contacts List" for Op Area TEAM calls.
- Maintain the Duty Officer Guidance.

GOAL 2 – GENERATE 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.

PERFORMANCE MEASURES:

- Update Situational Awareness process guide with appropriate distro lists, audiences, venues, and frequencies.



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.

PERFORMANCE MEASURES:

- Templates will be updated as needed.
- Create a situation reporting distribution frequency guide to establish distro tempo.

GOAL 3 – increased 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 OA 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 OA 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 Maintain internal use of primary tools (WebEOC, AlertSCC, 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.

PERFORMANCE MEASURES:

- Create written process for OEM staff to maintain the SA/COP platform with information such as current posture, Duty Officer, upcoming training, etc.
- Implement training and exercise program for existing AlertSCC users.

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.

PERFORMANCE MEASURES:

- Maintain the Preventative Maintenance guide for the main EOC.
- Create the Preventative Maintenance guide and execute quarterly for the Alternate EOC.
- Develop a mechanism for tracking and resolving all identified issues found during the preventative maintenance testing at both EOC locations.

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.

PERFORMANCE MEASURES:

- Schedule quarterly Alert and Warning meetings frequency and develop training materials for each meeting.
- Create orientation material and user guides for new SA/COP Platform.

GOAL 4 – IMPROVE POSTURE OF EOC INFRASTRUCTURE READINESS

Ensuring all 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.

PERFORMANCE MEASURES:

- Create comprehensive Email, Phonenumber/number listing.
- Distribution of new lists of phone number/email contacts based on EOC position.
- Provide new training to EOC staff on new systems.

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 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.

PERFORMANCE MEASURES:

- Position binders updated.
- Generate SharePoint with non-secure content.

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.

PERFORMANCE MEASURES:

- Establish list of maintenance and installation contacts.
- Update the Preventative Maintenance Guidance for all EOC hardware components.



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.

PERFORMANCE MEASURES:

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



(Page Intentionally Left Blank)



TRAINING AND EXERCISE (T&E) SECTION

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.

SECTION VISION

Enhancing core capabilities among local jurisdictions, County departments, and local non-governmental agencies responsible for disaster/emergency response and/or recovery. To improve the Operational Area's disaster/emergency preparedness and resiliency, by providing 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 OA. 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 OA 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 a multidiscipline/multi-jurisdictional OA-level Integrated Preparedness Plan (IPP).
 - Schedule and coordinate all necessary actions for course delivery.
 - Assist jurisdictions with local training events, as needed.
 - Design, evaluate and implement an exercise program based on locally assessed hazards that regularly tests personnel, plans, procedures, equipment, facilities, 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, AND PERFORMANCE MEASURES

In support of the above overview are a series of goals, objectives, and performance measures. Goals are the inherent elements identified as necessary for a successful program, and aid to focus the scope of objectives. Performance measures are employed to provide a concrete milestone that indicates achievement of the goals and objectives.

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

County OEM is 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 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 Training and Exercise Schedule.

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

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

PERFORMANCE MEASURES:

- Participation-level in the planning process among County departments and local jurisdictions. A completed and published multi-year, multi-jurisdictional T&E plan.
 - State Homeland Security Grant Program (SHSGP) annual submission.

Objective: 1.2 Link Factors to Core Capabilities

The National Preparedness Goal outline distinct core capabilities across five 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.



PERFORMANCE MEASURES:

- Schedule of training courses.

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.

PERFORMANCE MEASURES:

- Completed, comprehensive list of program priorities.

Objective: 1.4 Develop a Multi-Year Training and Exercise 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.

PERFORMANCE MEASURES:

- Completed, comprehensive list of program priorities.

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

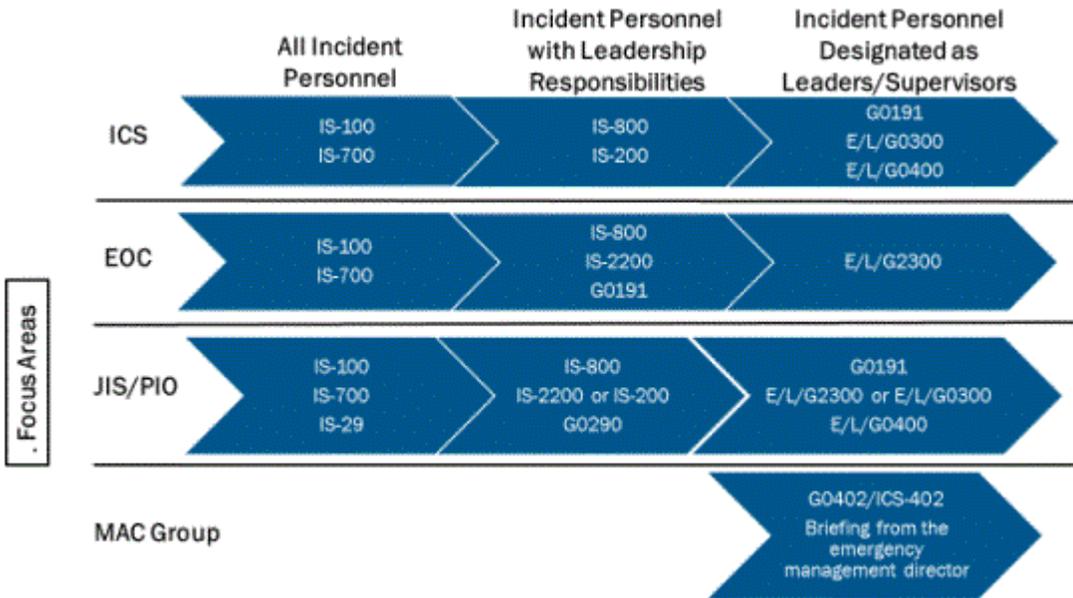
In coordination with OEM’s Disaster Service Worker Program Manager, utilize Departmental Disaster Service Worker Program (DSW) Coordinator to identify, schedule, track required emergency management-related training for all DSWs, including:

- Initial minimum qualification training and onboarding standards for DSWs:
 - Initial minimum qualification: IS-200, G606, County local DSW training.
 - EOC Just-In-Time training (G606 and EOC Orientation Training).
- Initial minimum qualification training and onboarding standards for EOC Staff Appointments:

Minimum Qualification – CORE100 (course requirements in line with recommendation from NIMS 2020 Training program please see below).
- 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.

PERFORMANCE MEASURES:

- Published training schedule.

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.

PERFORMANCE MEASURES:

- Localized training material.
- Tracking EOC staff minimum training.
- Annual Core 100 Award Ceremony.

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 for County OEM staff on a monthly basis

Proficiency training provides an opportunity for all County OEM personnel, whether they are Emergency Managers, Grants/Mitigation 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.

PERFORMANCE MEASURES:

- Professional Development Events.
- Training Record.
- Trainee Record.

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

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.

PERFORMANCE MEASURES:

- Training Record.
- Student Record.