



Assessment Report: Emergency Management Program

FIRE & EMERGENCY SERVICES DEPARTMENT

June 11, 2018

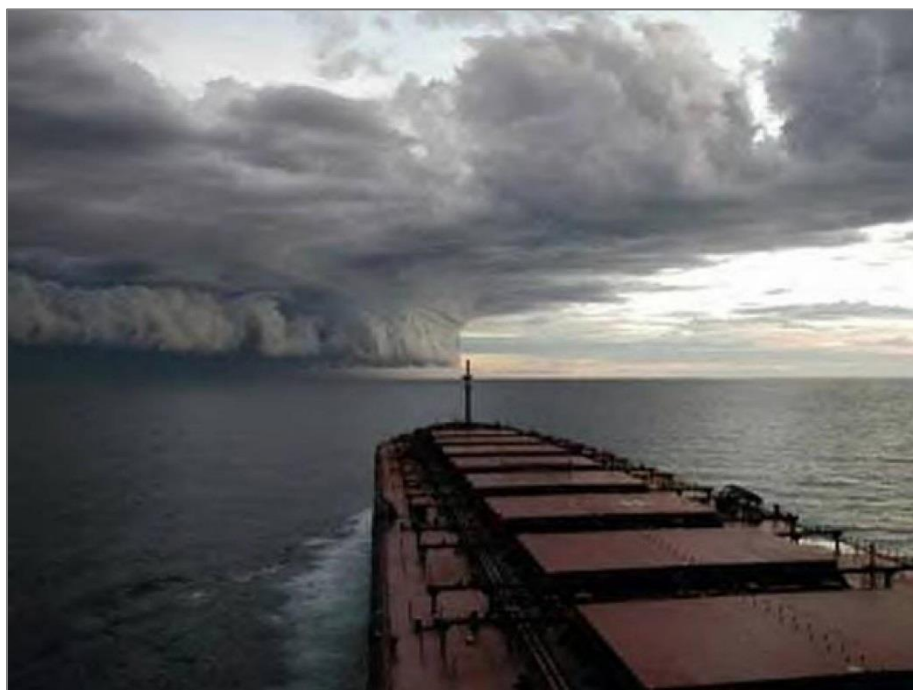


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SCOPE

This report provides the results of an assessment examining Sonoma County's current emergency management function, organization, capabilities and challenges. Key findings are provided as well as recommendations. The County's Interim Emergency Services Manager reviewed existing emergency management policies, procedures, tools, & references and met with stakeholders.

INTRODUCTION

Emergency management is the organizational function charged with creating the framework within which communities reduce vulnerability to hazards and create the capability to respond to, and recover from, disasters. Emergency management protects communities by coordinating and integrating all activities necessary to build, sustain, and improve the capability to mitigate against, prepare for, respond to, and recover from threatened or actual natural disasters, acts of terrorism, or other man-made disasters.

The majority of actual emergency response and recovery activities are conducted by other County departments and agencies in coordination with local communities, stakeholder organizations, and the private sector. Emergency management is an extension of the government executive function which facilitates and manages these relationships.

In Sonoma County, the emergency management function has evolved from its early mission of Civil Defense planning into "all-hazards" preparedness for increasingly complex emergencies and disasters. The program has moved within County government five times in the last 60 years (CAO, Sheriff, General Services, Emergency Services Dept., and Fire & Emergency Services Dept.).

The field of emergency management has undergone a significant evolution in the last 20 years with an expansion in mission, role, organizational complexity, and program functions. This has been driven by several factors:

1. With the implementation of California's Standardized Emergency Management System (SEMS) in 1995, the county-level emergency management program became the lead agency for developing and maintaining the Operational Area concept. The Operational Area consists of all the county, municipal, and local district governments inside the county's geographic borders. County staff directly serve those residents in unincorporated county areas while indirectly supporting the cities and special districts. The county program serves as the primary conduit to state and federal organizations - before and during a disaster.

2. Following 9/11, the federal government developed a tremendous body of regulation, policy, guidance, and practice (ex. the National Incident Management System). Initially intended to address the threat of major terrorism, these efforts have created many actual or implicit mandates and standards for how local government organizes and administers its emergency management function.
3. The large Homeland Security grants that also grew out of the post-9/11 initiatives have become increasingly complex to administer even as local governments grow more dependent upon them. In many ways, federal and state grant requirements drive priorities and program.
4. The increased level of knowledge, skill, and technical abilities required to conduct traditional emergency management preparedness activities such as planning, training and exercising has forced many emergency managers to specialize. It is not uncommon to have staff spend most of their career in just one focus area.
5. The effort to address the tactical level of emergency management (planning, etc.) often competes with needed policy level work. Emergency managers are increasingly asked to support senior governance and policy programs including general plan development, infrastructure development, and post-disaster fiscal recovery. Emergency managers must balance workloads to ensure they can exercise their roles as leaders in support of executive management.

Recent advances in automation, information technology, and cutting-edge communications has produced an increasingly efficient but brittle society. For example, the shift to “just-in-time” inventories dependent upon overnight shipping have created inherent vulnerabilities (e.g. potential disruptions in hospital pharmaceutical deliveries). Interruptions in communications, transportation, and electrical utilities and other lifelines can produce significant second-level threats to life and safety.

The list of potential natural hazards and man-made threats has also expanded greatly in the last 20 years. The true probabilities of existing hazards such as earthquakes, floods and wildfires are now being appreciated. The threat of terrorism and active-shooter incidents have challenged local communities like nothing before. The effects of climate change are already producing demonstrable extreme weather effects including extreme peak rainfall intensity, potentially more significant wildland fire incidents, significant winter storms, increased extreme heat incidents, and coastal storm surge.

Concurrently, public expectations for local government services before and after a disaster have also risen dramatically. Residents are increasingly reliant upon collective infrastructure, utility, transportation, and information systems. Disruptions to these physical systems and the corresponding tears in the social fabric are effectively outside the control of individuals. In a disaster, communities expect local government to

respond as quickly and with the same capabilities as our institutions provide in our daily lives.

The federal government is currently urging local governments and communities to adopt a culture of preparedness. Local governments are being asked to increase preparedness resources, stand ready to address their own needs following a disaster, and not depend on rapid federal assistance.

Although commonly used for the last 60 years, term 'emergency services' is increasingly misleading as the emergency management function does not primarily provide services to the public. Nationally, the term 'emergency management' is now used to describe this function.

KEY FINDINGS

While an assessment of the emergency management program must respect the lesson learned in the recent wildfires, it is critical to keep in mind that the program must enable our communities to also meet the challenges of future disasters. As significant and as grievous as the losses were last October, other hazards could be even more devastating. A major earthquake or pandemic influenza pose grave challenges. Additionally, new and evolving threats such as active shooter, cyber disruption or climate change-influenced weather incidents may test our readiness and resilience at any time.

Key findings include:

1. Sonoma County currently houses most of its emergency management function in the Division of Emergency Management in the Fire & Emergency Services Department. Other departments also conduct emergency management functions and/or are tasked with emergency response and recovery roles as per the County's Emergency Operations Plan. The current mission of the Division of Emergency Management is
 - a. Plan and coordinate of response, recovery, and mitigation activities related to county-wide emergencies and disasters;
 - b. Serve as the primary coordination point for emergency management's communication flow between the Federal, State, and local levels;
 - c. Develop emergency operation plans for the county, cities, and districts;
 - d. Conduct training and educational outreach programs related to emergency preparedness; and
 - e. Sponsor emergency management training.
2. The emergency management program is currently resourced slightly below par relative to other counties in terms of staffing, funding, and operational capability. See *Attachment 2 – Summary of California County Emergency Management Programs*. For staffing, the informal professional standard is to maintain one emergency manager for every 100,000 of population. Most of the current FES positions are supported to some degree by grant funding. There is no formal FES staff professional development program in place.
3. The Emergency Services Division has been significantly impacted by the recent wildfires disaster. Staff turnover, support for recovery efforts, and conflicting priorities have recently degraded capabilities. Staff have assessed the programs current capabilities. See *Attachment 3 – County Emergency Services Division Assessment*.

4. The County's current emergency services code (Chapter 10 – Civil Defense and Disaster) contains most of the common requirements to enable the County's effective response to a disaster. However, there is a lack of clarity in the relationship of the Director of Emergency Services relative to other County staff and the Board of Supervisors. Some additional emergency protective authorities could be added to maximize the effectiveness of the Director of Emergency Services. Some minor issues of terminology should be addressed.
5. The Sonoma County/Operational Area Emergency Council as established by county code (Chapter 10, Section 10-7) is charged with reviewing the Operational Area Emergency Plan, develop mutual aid agreements, and approving Homeland Security grant distributions. Made up primarily of government agency representatives with little community organization participation, the Council meets semi-annually. The Council could become a significant resource in developing community input and participation in preparedness efforts. See also, *Attachment 4 – Emergency Council Membership*.
6. The County currently has a Joint Powers Agreement (JPA) in place with each of the cities, Sonoma State University, and Santa Rosa Junior College to provide pre-disaster emergency management services including planning, training, exercise support, and grants administration. The JPA dates to 1954 and was last revised in 1996 with the adoption of the Standardized Emergency Management System (SEMS). An annual assessment of \$2,000/year was intended to partially offset the additional expenses incurred by the county to act as the Operational Area lead as well as provide preparedness services – the fee has not been adjusted since. Participation and exchange of services varies by jurisdiction.
7. The County maintains a range of emergency response plans. The Emergency Operations Plan is due for revision and a standardized Operational Area plan format needs to be established. Departments maintain individual Continuity of Operations Plans (COOPs), however there is no coordinating program. Current emergency plans and programs do not fully address the Operational Area coordination mission or the ability to directly support unincorporated communities. In the recent wildfires, residents in many unincorporated areas looked to the closest municipality for resources and information.
8. The FES staff administer the Sonoma County Emergency Staff Development Program. This program is intended to identify, train, and exercise County staff that may be assigned roles in a disaster. However, the program is not mandatory and participation is uneven. Very few staff have completed all the assigned or recommended training. Disaster Service Worker (DSW) awareness training is limited to new employee orientation.
9. One of the most visible features of the emergency management program is the County Emergency Operations Center (EOC). FES staff maintain the facility and

systems on behalf of all County departments. The current EOC facility was constructed in 1974 and has undergone minor renovations in the intervening years. The October 2017 wildfires highlighted critical deficiencies including inadequate workspace and walkways, inflexible workstations, constrained floor plan layout, legacy communications systems, outdated equipment, underpowered HVAC system, outdated emergency generator, insufficient storage, incomplete ADA compliance, and minimal staff support facilities. The EOC is not capable of fully supporting large, complex, or extended-duration incidents.

10. FES administers several Homeland Security grants on behalf of the Operational Area. These include the State Homeland Security Grant Program (SHSGP), the Urban Area Security Initiative (UASI), and the Emergency Management Performance Grant (EMPG). These vary in funding each year but FY 17-2018 saw \$530,000 in funds move through the department.
11. FES staff currently have limited capacity to support developing incidents in the field. If provided with additional personnel, FES staff could be sent to incidents to assess potential broader community effects, conduct more responsive alert & warning messaging, provide better situational awareness to senior and EOC staff, and serve as a resource to field incident.

RECOMMENDATIONS SUMMARY

1. Commit. Build a responsive and effective County emergency management program that engages our communities, mitigates hazards, prepares government and community organizations, and guides response and recovery to major emergencies and disasters.
2. Resource. Commit staff and funding resources to reinforce and sustain the emergency management program. See Recommendation #1 below and *Attachment 1 – Emergency Management Program Organization Options*.
3. Manage. Continue to research the options for locating the emergency management program within the County organization.
4. Evaluate. Incorporate performance measures of the emergency management program into an annual State of Resilience report for the Board of Supervisors.

EMERGENCY MANAGEMENT PROGRAM TASK RECOMMENDATIONS

1. Provide additional staff and resources to achieve the desired mission (see option #3 in Attachment 1):
 - a. Expand the number of emergency management staff positions from three to five
 - b. Reclassify the Emergency Services Manager position as a Director of Emergency Management
 - c. Create two staff positions to develop and manage a comprehensive community alert and warning program
 - d. Create two staff positions to develop and manage an individual and community preparedness program and provide support to Voluntary Organizations Active in Disaster (VOAD).
2. Review and revise the County's emergency services code (Chapter 10 – Civil Defense and Disaster) to clarify the relationship of the Director of Emergency Services relative to other County staff and the Board of Supervisors. Incorporate additional emergency protective authorities. Clarify the role of the Public Health Officer in a proclaimed local emergency. Address minor issues of terminology issues.
3. Rename and rebrand the Division of Emergency Management to the Office of Emergency Management (OEM). Formalize the program mission and scope of effort.
4. Inventory and assess the status of emergency response and recovery plans. Revise the EOP and incorporate changes in authority as well as address the concept of sub-regional hubs for unincorporated areas of the county. Develop and exercise a master County COOP. Develop disaster recovery planning products including a Disaster Recovery Framework, Disaster Finance Plan, and a Disaster Debris Management Plan. Develop internal procedures and tools to enable stakeholders to carry out assigned response duties.
5. Review and revise the County's Emergency Staff Development Program. Expand the number of potential roles that County staff may perform. Include all staff Disaster Service Workers (DSWs), field response personnel, and elected officials. Revise the training and exercise requirements for each role. Make participation in the program mandatory. For County staff assigned disaster response roles, require at least 1% of their time be allocated to preparedness training and exercises. Annually assess and report the status of staff participation and program effectiveness.

6. Consider assessing and revising the County Emergency Council mission, scope of work, and membership. Mission, scope of effort and membership could be changed to enable greater community and stakeholder engagement in the development of disaster preparedness planning, training and education. Consider refining membership to incorporate additional community stakeholder groups, private sector, and members-at-large.
7. Consider referring the Operational Area JPA to the County Emergency Council for review and potential revision. Revisions could incorporate new standardized preparedness activity requirements; community preparedness efforts; warning system functions; fee structure; as well as clarify the scope of services provided by the County.
8. Identify a new EOC facility or a significant reconstruction of the current facility as a priority in the County's Capital Improvement Plan (CIP). Consider incorporating an EOC into any proposed County administrative center facility project. Absent immediate CIP progress, implement improvements to critical EOC systems, technology and equipment.
9. Review and revise job classifications for OEM staff to provide for a greater capability to deploy to field incidents. Resource field response requirements.
10. Provide an annual report to the Board on the state of the Operational Area's disaster preparedness. Address actual incidents, updates to threat/hazard analysis, major exercise findings, County staff participation in the Emergency Staff Development Program, status of key response resources (ex. Emergency Operations Center), and a capabilities assessment.

COMMUNITY PREPAREDNESS

Like most jurisdictions in California, individual and community preparedness in Sonoma County is served by a variety of small programs organized by jurisdiction (e.g. City of Santa Rosa), a specific hazard (e.g. Russian River floods) or area of interest (e.g. pets/animals). Most of these programs are very modest in size and resources. Annually, FES performs only a few hundred hours of outreach and community education. The county does not maintain a Community Emergency Response Training (CERT) training program ("train and release") or a volunteer CERT team program ("train and retain").

Key to this effort will be to build upon and reinforce the Volunteer Organizations Active in Disaster (VOAD) working group. The VOAD is a network of local non-profit, community-based and faith-based organizations that coordinates organizational preparedness planning in non-disaster times and activates to respond and provide essential services during and after a disaster. Like most local VOADs, membership and energy can decrease during extended periods without a major emergency or disaster.

However, these organizations and the connections developed through the VOAD, are fundamental to community's true recovery. Sonoma County is large enough and has enough potential organizations and sponsors to put the VOAD on a firm, sustainable footing. As staff resources permit, FES has supported and taken part in the VOAD for many years.

Recommendations

Implement a sustainable Community Preparedness Program that supports individuals, households, neighborhoods, and communities in developing their disaster resilience. Coordinate with the Office of Recovery & Resilience, Public Health, other county agencies and stakeholder organizations to develop a comprehensive and uniform suite of materials and resources that serve the spectrum of public preparedness needs and interests. Materials and services could include:

- Disaster preparedness literature
- Interactive website and social media
- Information and/or speakers for community events
- Speakers for community groups, neighborhood associations, and community-based organizations
- Hazard-specific awareness and education campaigns (e.g. tsunami)
- Annual county preparedness event
- Target groups: schools, property owners, hospitality industry, business, animal owners
- Community Emergency Response Team (CERT) training
- Volunteer CERT teams

Each of these materials and services should be made available in multiple languages and formats, especially Spanish.

Engage with community members and organizations to identify and develop effective outreach strategies and community resources. Identify how these efforts can support community resilience and social cohesion. Consider using the County Emergency Council to shape and maintain this program on an on-going basis. Consider establishing a County CERT program. Consider sourcing and providing "micro-grants" to support neighborhood and community groups with preparedness activities and supplies.

Provide county staff support to the VOAD but continue to seek community "champions" to chair the group. Consider providing incentives for VOAD member organizations to improve their internal preparedness by providing scholarships for CERT training.

DIRECTOR OF EMERGENCY SERVICES DESIGNATION

County Code (Chapter 10) designates the County Administrator as the Director of Emergency Services. Upon declaration of a local emergency by the Board of Supervisors (or ratification of a declaration made by the Director of Emergency Services), the Director is empowered to act unilaterally to direct the County's and the Operational Area's response efforts. This role is intended to streamline and focus the County's decision-making authorities and processes and expedite emergency response.

In most similar jurisdictions in California, the senior executive officer (city manager or county administrator) is also designated as the Director of Emergency Services. The designation builds upon the authorities and influence already exercised by these executives. In other jurisdictions where the senior appointed official does not exercise executive authorities (such as in Sonoma County), the Sheriff, another department head or even a member of the Board of Supervisors may be designated as the Director of Emergency Services.

Options

The designation of the Director of Emergency Services could include:

1. County Administrator
2. Sheriff
3. Director of Emergency Management
4. Other Department Head
5. A County Supervisor appointed annually

Recommendation

Continue to research designation benefits and challenges and return to the Board with a final staff recommendation within 30 days.

EMERGENCY MANAGEMENT PROGRAM REPORTING RELATIONSHIP

An effective emergency management function requires the capability to educate, influence and support the larger organization. The emergency management function should be no more than two positions removed from the organization's senior executive authority. Elevating the emergency management program to the level of an organization's senior executive body not only supports the program's success, it also demonstrates the organization's commitment to the mission.

The placement of the emergency management program within the County structure will directly affect its ability to influence the county agencies and external stakeholder organizations. The designation of the County's Director of Emergency Services also is a factor in assessing where emergency management program should reside. There are a variety of locations in which the emergency management function is housed in California counties. See *Attachment 2 – Summary of California County Emergency Management Programs*.

Note: some elements of the emergency management program could be separated and assigned to other departments. A separate recommendation has been made to eventually move the Community Alert & Warning program to a public safety communications organization.

Options

There are several options for locating the emergency management program within the County organization:

1. County Administrator's Office
2. Sheriff
3. Board of Supervisors

Recommendation

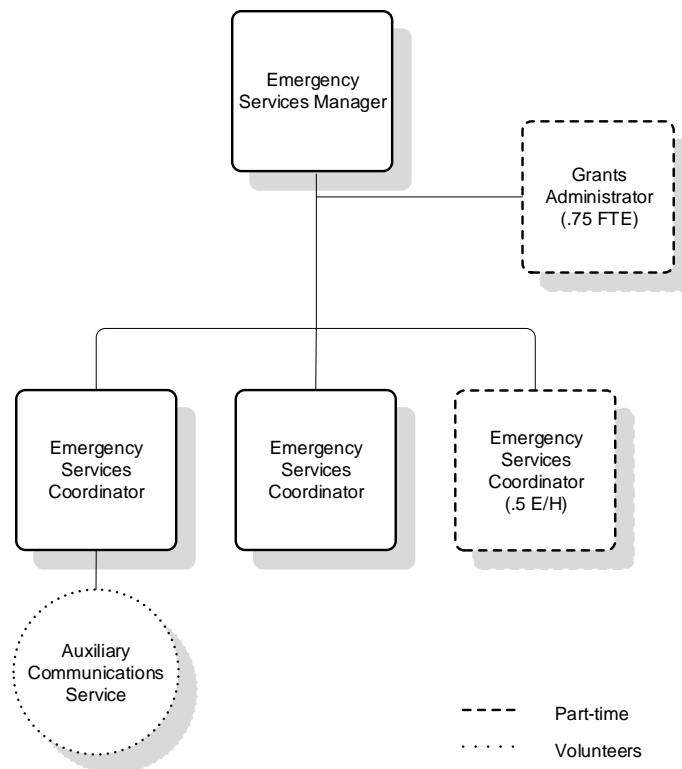
Continue to research reporting options and return to the Board with a final staff recommendation within 30 days.

ATTACHMENT 1: EMERGENCY MANAGEMENT PROGRAM ORGANIZATION OPTIONS

The following pages illustrate the options for resourcing and organizing the proposed Office of Emergency Management. Option #3 is the recommended staffing model for Sonoma County's emergency management program.

Current Program

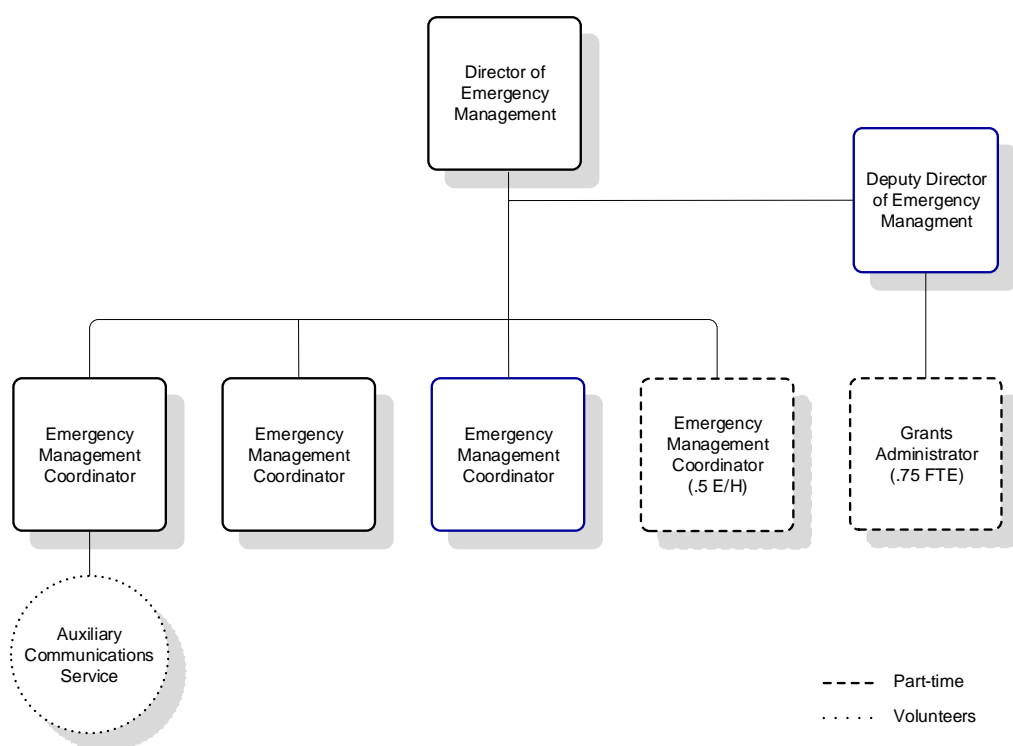
- Emergency management staff: 3.0 Full Time Equivalent (FTE) and one .5 Extra Help (E/H)
- Grants management staff: .75 FTE
- Administrative support: provided by FES
- Volunteers: 100+
- Budget: \$839,675



Option 1: Augment emergency management

Expand the number of emergency management staff positions from 3 to 5, reclassify the Emergency Services Manager position as a Director of Emergency Management.

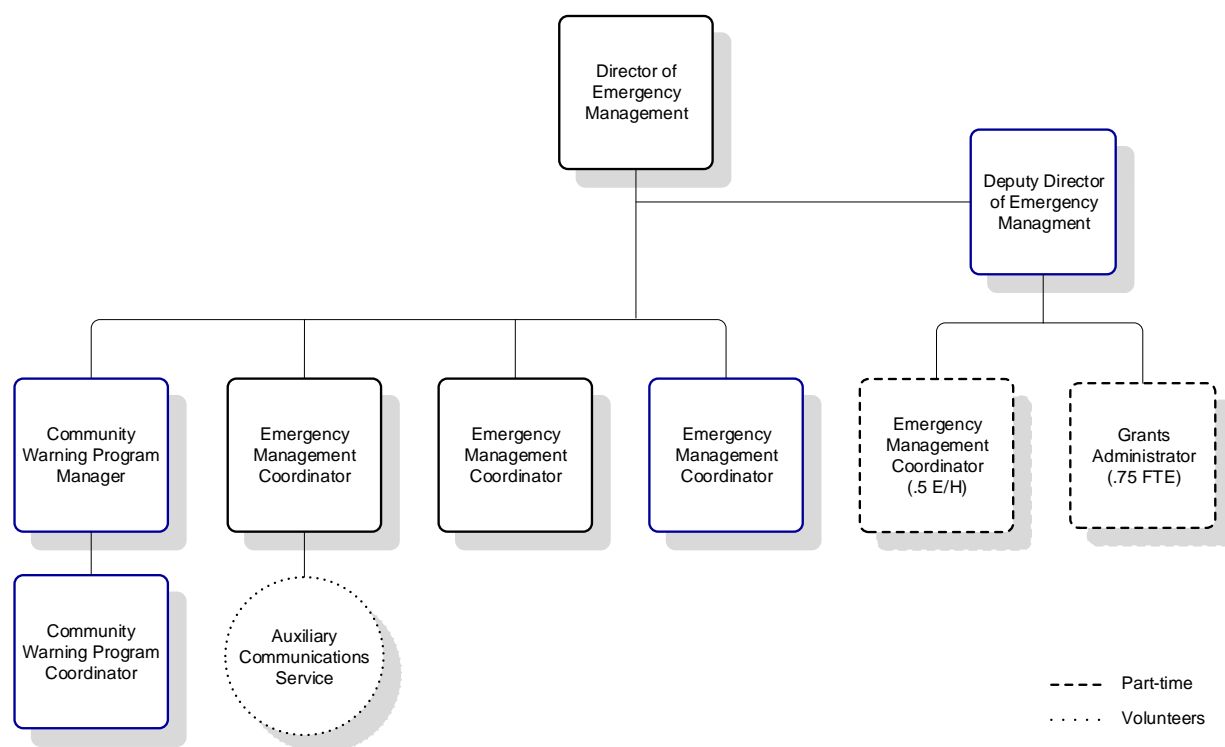
- Emergency managers: 5.0 FTE and one .5 E/H
- Grants manager: 0.75 FTE
- Administrative support: provided by FES
- Volunteers: 100+
- Budget: \$1,414,749



Option 2: Augment emergency management and add community alert & warning program

As with Option 1 above and provide two staff to develop and manage a comprehensive community alert and warning program.

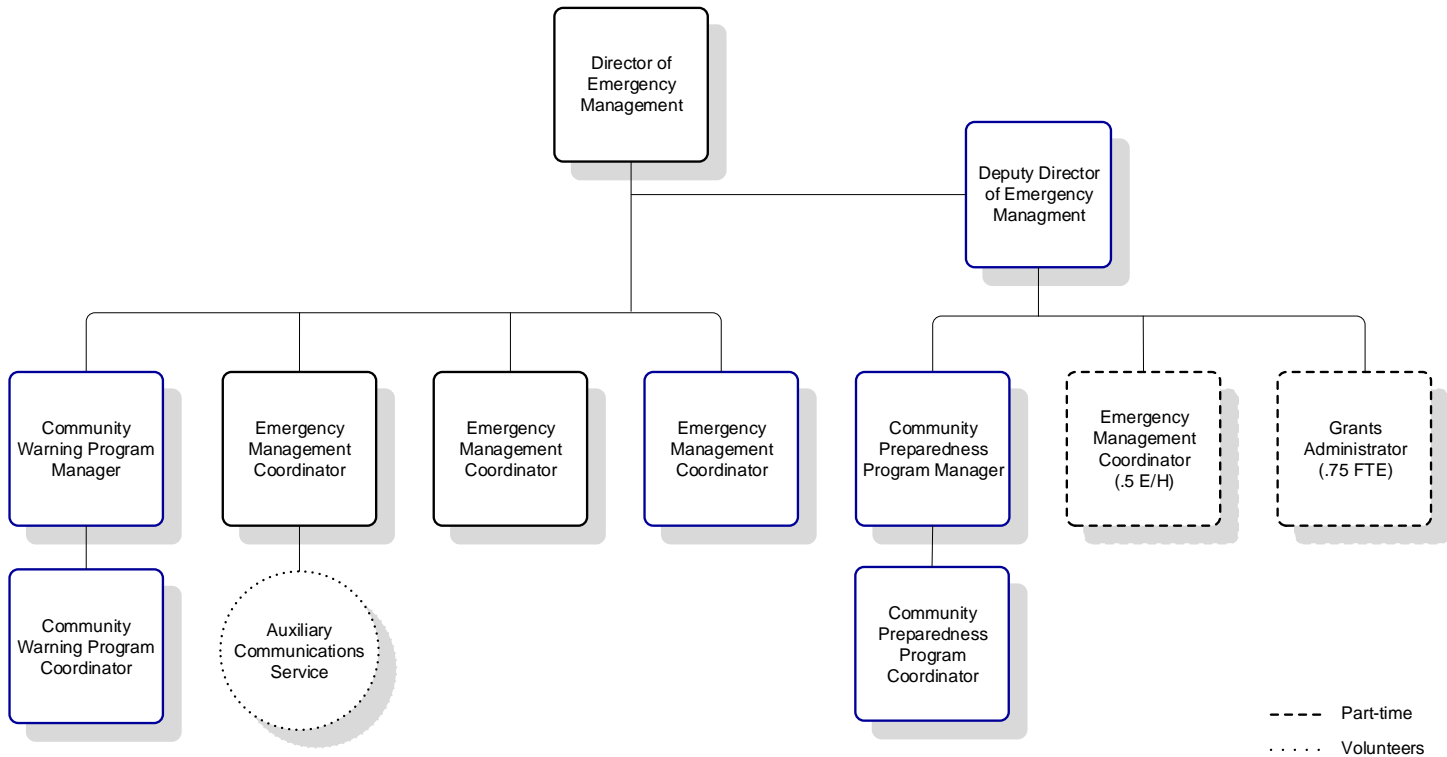
- Emergency managers: 5.0 FTE and one .5 E/H
- Community Alert & Warning Program staff: 2.0 FTE
- Grants manager: 0.75 FTE
- Administrative support: provided by FES
- Volunteers: 100+
- Budget Net Cost: \$1,893,412



Option 3: Augment emergency management, add community alert & warning program, and add community preparedness program

As with Option 2 above and provide two staff to develop and manage an individual and community preparedness program and provide support to Voluntary Organizations Active in Disaster (VOAD). This is the recommended staffing model for Sonoma County's emergency management program.

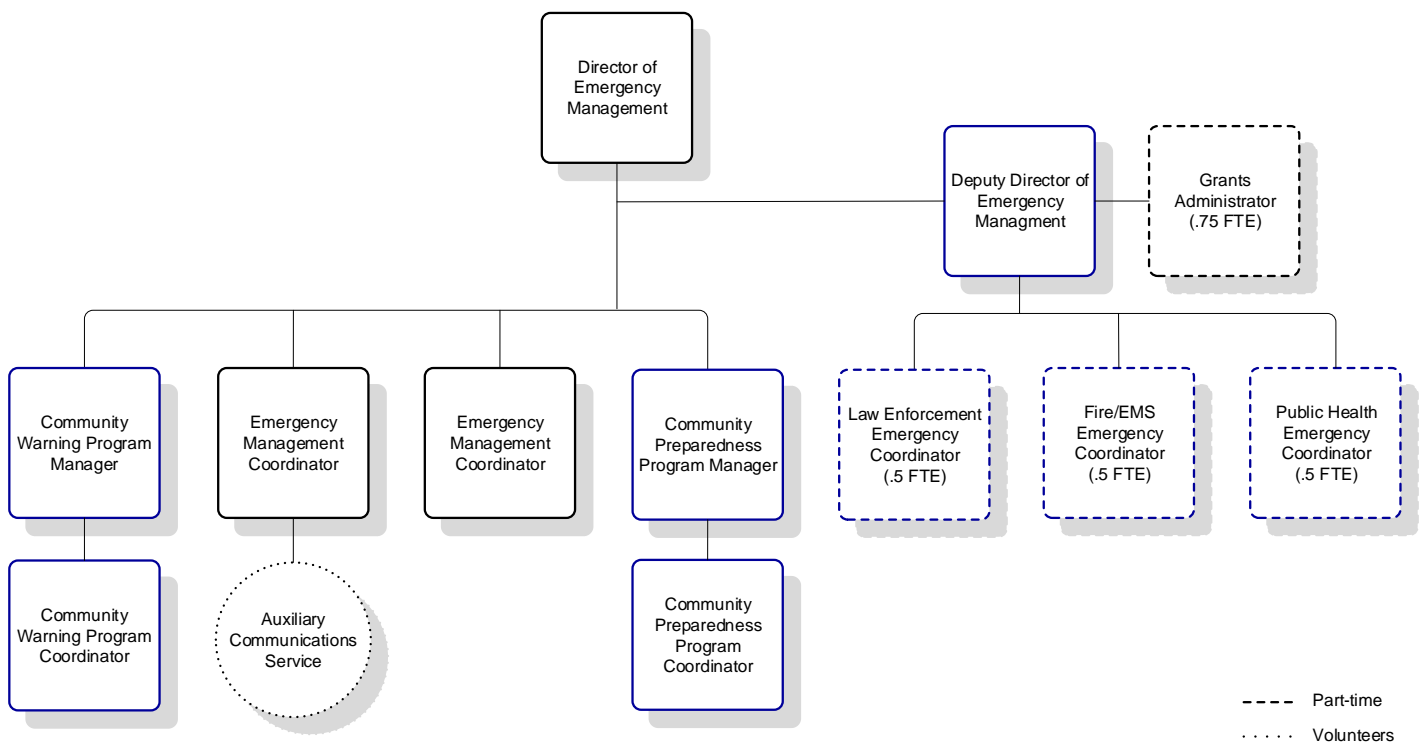
- Emergency managers: 5.0 FTE and one .5 E/H
- Community Alert & Warning Program staff: 2.0 FTE
- Community Engagement and Preparedness staff: 2.0 FTE
- Grants manager: 0.75 FTE
- Administrative support: provided by FES
- Budget Net Cost: \$2,114,883



Option 4: Augment emergency management, add community alert & warning program, add community preparedness program, and integrate multi-disciplinary staff

As with Option 3 above and provide three staff in a half-time capability to represent key emergency response functions (law enforcement, fire, public health). Rotate response function staff every two years. Integrate these functions in planning and training activities, maximize emergency management coordination, and support EOC staff development.

- Emergency managers: 4.0 FTE
- Community Alert & Warning Program staff: 2.0 FTE
- Community Engagement and Preparedness staff: 2.0 FTE
- Discipline-specific emergency managers (law, fire, health): three 0.5 FTE
- Grants manager: 0.75 FTE
- Administrative support: provided by FES
- Budget Net Cost: \$2,580,778



ATTACHMENT 2: SUMMARY OF CALIFORNIA COUNTY EMERGENCY MANAGEMENT PROGRAMS

The following chart summarizes the location of county-level emergency management programs in California. Staffing levels are provided for Bay Area counties.

County	Population	Parent Agency Discipline	Total Staff	Ratio: Staff to Population
Alameda	1,530,995	Sheriff	16	94,506
Alpine	1,190	Sheriff		
Amador	38,804	Sheriff		
Butte	219,911	Chief Executive		
Calaveras	45,284	Chief Executive		
Colusa	20,739	Sheriff		
Contra Costa	1,042,117	Sheriff	4	260,529
Del Norte	27,357	Chief Executive		
El Dorado	179,355	Sheriff		
Fresno	877,523	Public Health		
Glenn	27,557	Sheriff		
Humboldt	129,306	Sheriff		
Imperial	150,900	Fire		
Inyo	18,757	Sheriff		
Kern	756,825	Fire		
Kings	136,100	Fire		
Lake	65,505	Sheriff		
Lassen	33,125	Fire		
Los Angeles	10,342,824	Chief Executive		
Madera	134,875	Sheriff		
Marin	254,587	Sheriff	4	63,647
Mariposa	17,961	Sheriff		
Mendocino	90,028	Chief Executive		
Merced	244,187	Fire		
Modoc	8,798	Sheriff		
Mono	13,350	Sheriff		
Monterey	425,983	Chief Executive		

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Napa	137,311	Chief Executive	1.5	91,541
Nevada	99,193	General Services		
Orange	3,087,909	Sheriff		
Placer	315,706	Chief Executive		
Plumas	20,506	Sheriff		
Riverside	1,915,258	Bd of Supervisors		
Sacramento	1,414,638	Independent Dept		
San Benito	58,566	Independent Dept		
San Bernardino	1,978,529	Fire		
San Diego	3,123,987	Independent Dept		
San Francisco	787,417	Independent Dept	16	49,214
San Joaquin	677,742	Independent Dept		
San Luis Obispo*	264,911	Independent Dept		
San Mateo	710,840	Sheriff	12	59,237
Santa Barbara	413,114	Fire		
Santa Clara	1,742,367	CAO	21	82,970
Santa Cruz	259,800	Independent Dept		
Shasta	185,328	Sheriff		
Sierra	3,441	Public Works		
Siskiyou	44,601	Human Services		
Solano	429,754	Sheriff	5	85,951
Sonoma	501,000	Fire / Independent	3.5	143,143
Stanislaus	528,120	CAO		
Sutter	87,998	Independent Dept		
Tehama	58,926	Sheriff		
Trinity	13,814	Human Services		
Tulare	404,206	Human Services		
Tuolumne	59,193	CAO		
Ventura	828,138	Sheriff		
Yolo	197,968	Independent Dept		
Yuba	67,000	CAO		
Bay Area Totals			83	85,774

ATTACHMENT 3: EMERGENCY MANAGEMENT PROGRAM CAPABILITIES ASSESSMENT SUMMARY

The chart below summarizes the internal staff assessment of the County's current emergency management program capabilities based on categories identified in the Emergency Management Accreditation Program (EMAP).

Category / Functional Area	Evaluation
1. Program Administration and Evaluation	
a. Leadership and Commitment	Minor Issues
b. Program Administration and Maintenance	Mission Capable
c. Administration and Finance	Mission Capable
d. Laws and Authorities	Mission Capable
2. Mitigation	
a. Risk Assessment and HMP	Mission Capable
b. Business Impact Analysis	Major Issues
c. Hazard Mitigation Grant Program	Minor Issues
3. Preparedness	
a. Operational Planning	Minor Issues
b. Public Education	Minor Issues
c. Training and Exercise	Major Issues
d. Mutual Aid and Relationships	Mission Capable
4. Response	
a. Warning and Notifications	Minor Issues
b. Public Information	Major Issues
c. Care & Shelter	Major Issues
d. Animal Care	Minor Issues
e. Evacuation	Minor Issues
f. Commodity Points of Distribution	Minor Issues
g. Emergency Operations Center	Minor Issues
h. Continuity of Operations	Major Issues
5. Recovery	
a. Recovery planning	No Capability
b. Recovery Operations Center	No Capability

Mission Capable	Minor Issues	Major Issues	No Capability
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ATTACHMENT 4: SONOMA COUNTY/OPERATIONAL AREA EMERGENCY COUNCIL MEMBERSHIP

The mission and membership of the Sonoma County/Operational Area Emergency Council are defined in County Code, Chapter 10-7. Members include:

- The chairman of the board of supervisors of the County;
- The director or designee;
- The County director of the department of emergency services (County fire chief) or designee;
- The County sheriff or designee;
- The County director of general services or designee;
- The County director of information systems or designee;
- The County director of the department of health services or designee;
- The County director of human resources or designee;
- The County director of human services or designee;
- The County director of permit and resource management department or designee;
- The County director of the department of transportation and public works or designee;
- The general manager of the Sonoma County water agency or designee;
- The Regional Manager of Coast Valleys EMS agency or designee;
- One (1) representative from each of the incorporated cities within the County, appointed from time to time by the respective city councils;
- One (1) member representing the public utilities within the County engaged in the transmission of power, gas, telephonic or telegraphic communications or other similar utility, appointed annually by the chair of the emergency council;
- One (1) member representing the public schools in the County appointed annually by the Sonoma County superintendent of schools;
- One (1) member representing the general public appointed annually by the chair of the emergency council;
- One (1) member representing the local chapter of the American Red Cross;
- One (1) representative from the California National Guard;
- One (1) representative from the United States Coast Guard Two Rock Training Center;
- One (1) representative from each specific state agency utilized in County's emergency response including, but not limited to, California Department of Forestry & Fire Protection (Cal- Fire), California Highway Patrol (CHP), and California Office of Emergency Services (OES);
- One (1) representative from any signatory party of the Operational Area Agreement in force, not previously identified herewithin.