

June 7, 2019

Pedro Nava  
Chairman  
Little Hoover Commission  
925 L Street, Suite 805  
Sacramento, CA 95814

Dear Chairman Nava,

Thank you for the invitation to testify before the Little Hoover Commission. The Governor's Office of Emergency Services (Cal OES) has implemented sweeping changes since the Commission issued its April 2006 report, *Safeguarding the Golden State: Preparing for Catastrophic Events*. In that report, the Commission recommended a number of measures to better prepare the state for catastrophic disasters. This testimony will address the improvements made since 2006 that have established Cal OES as the unified leader of the state's emergency management and homeland security programs. To provide context for the June 20, 2019 hearing, Cal OES has benefitted from the following reorganizations:

- Assembly Bill 38 (2008, Nava) merged the California Office of Emergency Services (OES) and the Office of Homeland Security (OHS) into the California Emergency Management Agency (CAL EMA) in 2009. This established CAL EMA as an all-hazards emergency management agency tasked with preparedness, planning, response, and recovery for both natural and human-caused events.
- In 2013, Governor Edmund G. Brown Jr. implemented Reorganization Plan #2, establishing Cal OES as it is currently constituted. This reorganization further streamlined the state's approach to emergency management by elevating Cal OES into the Governor's Office, and merging it with the Office of Public Safety Communications (PSC).

Cal OES leads the state's disaster response and long-term recovery while continuously planning and preparing for all hazards. Cal OES consistently strives



to improve mitigation efforts to buy down the risk for future disasters by making use of best practices and lessons learned since 2006. While improvements over the last thirteen years have demonstrated Cal OES' effectiveness in managing the state's emergency management enterprise, opportunities remain for Cal OES to further improve planning, operations, and resourcing in preparation for the next catastrophic disaster.

Thank you for the opportunity to provide this testimony. I look forward to answering any additional questions from the Commission at the June 20, 2019 hearing.

Sincerely,



MARK S. GHILARDUCCI  
Director  
Governor's Homeland Security Advisor

Enclosure/Attachments:  
Responses to questions provided in the May 8, 2019 hearing invitation



**Question #1: How has the consolidation into a single emergency management agency improved prevention, mitigation and recovery planning, and engagement with the private sector and public?**

The Commission's 2006 report recognized a key issue in state emergency management: fragmented responsibility for preparedness, mitigation, and response. The consolidation of Cal OES as the state's emergency management and homeland security agency allows for an all-hazards approach for prevention, mitigation, training, planning, recovery, and funding efforts. Over the last thirteen years, the consolidations have eliminated blurred lines of authority and streamlined the emergency response process. Today, whether managing a natural disaster, a cyber attack, or an act of terrorism, Cal OES' role is virtually the same.

The integration of the Cal OES Critical Infrastructure Protection (CIP) Unit, previously under OHS, throughout the emergency management process is a practical example of how the consolidation has benefitted the state. The CIP Unit is dedicated to identifying, prioritizing, and protecting California's critical infrastructure and assets, and works in coordination with federal, state, tribal, local, and private sector partners. The CIP Unit is now embedded into the State Operations Center during the response phase to advise on critical infrastructure threats and solutions, and to liaise with other critical infrastructure entities. It provides input to Cal OES' Dam Safety Planning Division, as dams represent one of the 16 Critical Infrastructure Sectors designated by the federal government. The state's catastrophic plans also now integrate considerations and expertise from the CIP Unit. Below are additional areas in which Cal OES has made improvements since the consolidation.

***Catastrophic Planning***

In 2008, Cal OES published the first catastrophic plan, greatly enhancing the state's posture to face catastrophic events. California's catastrophic plans establish the joint federal and state response to, and recovery from, catastrophic events. Today, Cal OES consistently trains and exercises for the scenarios outlined in the Northern California Catastrophic Flood Response Plan, Bay Area Earthquake Plan, Cascadia Subduction Zone Earthquake and Tsunami Response Plan, and the Southern California Catastrophic Earthquake Response Plan. These plans are updated every five years in conjunction with the Federal Emergency Management Agency (FEMA) to ensure that when these plans are exercised, there is a pre-established concept of operations between the state and federal agencies.

Additionally, the 2009 update of the California State Emergency Plan established the Emergency Functions, now called Emergency Support Functions (ESFs), to mirror the federal Emergency Functions established in the National Response Framework. There are 17 ESFs, with an 18<sup>th</sup> ESF annex for Cybersecurity near completion. Each function is documented in an annex and led by a state agency. The ESFs represents an alliance of all levels of government and stakeholders to address essential emergency responsibilities for mitigation, preparedness, response, and recovery. The ESF annexes are regularly updated to reflect new or changing threats, hazards, state agency authorities, and other factors.

### ***Training and Exercise***

Cal OES provides statewide training and exercises for all hazards through the California Specialized Training Institute (CSTI). CSTI training is prioritized through the Annual Training and Exercise Planning Workshop (TEPW). Since 2013, governors and the Legislature have revitalized funding for CSTI, which provides critical training for first responders, emergency managers, law enforcement, and other public safety stakeholders. Among other activities, CSTI's training and exercises help to validate and modify the state's catastrophic plans.

### ***Unified Coordination Group***

In 2016, during the Oroville Dam Spillway Incident, Cal OES initiated the first Unified Coordination Group (UCG) and has continued to leverage the UCG during subsequent disasters. The UCG coordinates incident activities in order to achieve unity of effort in key disaster response priorities, including public messaging, consistent communications with local, state, and federal elected leaders, and establishing specialized task forces as necessary. The UCG establishes mutually agreed-upon incident priorities and objectives, and it ensures that the essential resources are available.

The UCG is led by Cal OES and the Governor's Office, and integrates state and federal public safety agencies into response operations, including the California National Guard, the California Highway Patrol, and CAL FIRE, depending on the incident. The Governor's Cabinet is on the UCG to ensure that all state authorities and responsibilities are strategically carried out. As a member of the UCG, FEMA is proactively involved in response operations in support of, and in coordination with, the state even before the state has received a Major Disaster Declaration from the President.

### ***Disaster Recovery***

The state's recovery mission has been rigorously tested and its processes refined through the management of recent disasters. Beginning with the 2015 Valley and Butte fires and continuing into subsequent disasters, Cal OES has developed expertise in facilitating massive debris removal contracts in conjunction with the federal government and the California Department of Resources, Recycling and Recovery (CalRecycle). CalRecycle possesses the state statutory authority for debris removal operations. Debris removal operations from the 2018 Camp Fire are still ongoing, constituting the single largest debris removal mission California has ever managed, with an estimated cost of \$2 billion to clear 22,000 impacted sites. After clearing more than 1 million tons of debris to date, nearly 60 percent of the anticipated debris removal work has been completed in Butte County. The criticality of debris removal to the recovery of communities cannot be understated, as it is the debris removal process that allows for a community to begin to rebuild.

To further build capacity within state government to recover from disasters, Cal OES has leveraged multiple state agencies and departments in developing and finalizing the California Disaster Recovery Framework (CDRF) and accompanying Recovery Support Function (RSF) Annexes for long-term recovery. Similar to the organization of the ESFs, the RSFs are led by a state coordinating agency, and in conjunction with the federal government, serve to coordinate recovery-specific resources and guidance to local and tribal communities impacted by disasters. The RSF project development team includes Cal OES, state and federal agencies, and is supported by a contract with Hagerty Consulting. After finalization, slated for December 2019, Cal OES will socialize the CDRF and RSF Annexes with local, tribal, private, and non-profit partners. A critical goal of this project is to encourage local government to align their recovery plans with the CDRF and the RSFs.

Although the CDRF and RSF Annexes have not yet been formally adopted, they were activated and deployed for the 2018 Camp Fire recovery efforts. They have successfully integrated state and federal resources with the local community recovery efforts.

### ***Public and Private Sector Engagement***

Cal OES has greatly enhanced its engagement with the public and the private sector post-consolidation. Cal OES strives to support all Californians, with a focus on the state's vulnerable populations, characterized by factors including isolation, poverty, language barriers, and other access and functional needs challenges. Cal OES' public engagement strategy has modernized since 2006, with increasing messaging and disaster resource information conveyed through the internet and social media.

Cal OES has embarked on numerous preparedness campaigns such as The Great Shake Out, a campaign geared towards preparing Californians for catastrophic earthquakes. Cal OES partners with the California Earthquake Authority, the U.S. Geological Survey, FEMA, and the American Red Cross to promote safety drills and earthquake education to instill a culture of preparedness throughout the state.

Most recently, Cal OES partnered with private sector, investor-owned utilities in California on the Public Safety Power Shutoff (PSPS) public education campaign. The purpose of PSPS is to mitigate the risk of disasters during extreme weather or wildfire conditions by shutting off power in targeted locations. The PSPS campaign prepares Californians, especially vulnerable populations, for power shutoffs. It encourages the public to have a personal safety plan in place, plan for their medical needs, build emergency supply kits, pre-identify backup charging methods for devices that require power, and other emergency preparedness activities for individuals and families.

All of Cal OES' campaigns include considerations for California's diverse populations. In 2008, Cal OES established the Office of Access and Functional Needs (AFN). The office identifies the needs of persons with AFN, defined as those with developmental, intellectual, or physical disabilities; chronic conditions or injuries; limited English proficiency or non-English speaking; older adults; children, or pregnant women; those living in institutional settings; who are low-income; homeless; and from diverse cultures. Cal OES offers AFN-related training, guidance, and technical assistance to emergency managers, disability advocates, and other service providers. The needs of people with AFN are now integrated into all aspects of the state's emergency management planning, preparedness, mitigation, response, and recovery.

In 2015, Cal OES established the Office of Private Sector and Non-Governmental Organization (NGO) Coordination. This office designs, coordinates, and implements statewide outreach programs to foster relationships with businesses, associations, companies, academia, as well as non-profit and philanthropic organizations. It works within Cal OES to maximize inclusion and effective use of private sector and NGO staff and resources in all phases of emergency management.

**Question #2: What has changed since the Commission released its report in 2006 both in terms of organization responsibilities and the types of emergencies it plans for and responds to?**

The initial merge of OES and OHS in 2009, along with the incorporation of PSC and the move into the Governor's Office in 2013, solidified the responsibilities of Cal OES today. Cal OES continues to prevent, prepare for, mitigate against, respond to, and recover from natural disasters, but Cal OES' purview has expanded to include responsibility for the state's homeland security mission. The Cal OES Director is now both the State Emergency Manager and the Governor's Homeland Security Advisor (HSA). These dual roles allow for streamlined state authorities related to preparedness and response for all hazards, and implementation of the State Homeland Security Strategy.

Cal OES now works under "new normal" natural disaster conditions, which includes a virtually year-round fire season, increased occurrences of severe storms, prolonged drought, and other hazards. Since 2006, California has experienced 13 out of the top 20 most destructive wildfires in history, according to the California Department of Forestry and Fire Protection (CAL FIRE). In 2018 alone, fires, floods, and mud flow events in California resulted in 125 fatalities, 1.8 million acres burned, and almost 23,000 structures destroyed. Along with a bark beetle epidemic that has killed over 100 million trees, climate change has exacerbated the increased wildfire risk by causing dry brush conditions throughout the state. Both of these conditions create ideal fire ignition conditions and allow fires to spread to catastrophic proportions at unprecedented speeds.

Cal OES has integrated the threat of climate change and its cascading effects into the agency's overall prevention and mitigation efforts, including the State Hazard Mitigation Plan, which was most recently updated in 2018. Cal OES also led the California Fire Service Task Force on Climate Effects, which reviewed and developed policy and operational recommendations associated with the effect of climate change on the California fire service, and serves on the California Tree Mortality Task Force. Cal OES is an active partner in statewide climate working groups such as the Climate Action Team, facilitated by the California Environmental Protection Agency and the California Natural Resources Agency. Cal OES also contributes to climate adaptation projects such as *Safeguarding California*, to provide the emergency management perspective on how the state can protect communities, infrastructure, services, and the environment from climate change impacts.

In addition to natural disasters, Cal OES remains focused on homeland security threats and human-caused acts of terrorism. The State Threat Assessment Center (STAC), the state's primary fusion center, is now housed within Cal OES. The STAC coordinates closely with the State Threat Assessment System, which, along with the STAC, includes five regional fusion centers. Fusion centers are a local, state, and federal intelligence and law enforcement construct established by the Department of Homeland Security after September 11<sup>th</sup>. The STAC provides assessments of statewide threats, trends, and investigations to the HSA and the Governor, providing context in the process of making policy decisions. Expertise from the STAC and the STAS also help inform statewide emergency management policy, funding prioritization, planning, training, and exercises.

In 2015, Cal OES established the California Cybersecurity Integration Center (Cal-CSIC) to prevent, mitigate, and respond to cybersecurity threats to both the private sector and state networks. The Cal-CSIC is co-located with the STAC to allow for intelligence and information sharing, access to classified systems, and to ensure they are working together closely. As the lead agency, Cal OES is integrated into the Cal-CSIC's four "core partners," which also include the California Highway Patrol, the California Military Department, and the California Department of Technology. Both the STAC and the Cal-CSIC work closely with federal partners, such as the U.S. Department of Homeland Security and the Federal Bureau of Investigation, and other state and local partners to share information and effectively coordinate to keep California safe from both physical and cybersecurity threats.

In 2013, the Governor's Reorganization Plan #2 moved PSC from the California Department of Technology to Cal OES. PSC has responsibility for the state's microwave network and for installing and maintaining the public safety radio communications systems used by the state's public safety first responders. PSC also oversees the statewide network that supports delivery of 9-1-1 calls to the state's 452 public safety answering points, the administration of the State Emergency Telephone Network Account (SETNA), and the implementation of the First Responder Network Authority (FirstNet) in California. These critical emergency communications authorities and responsibilities are a key component of how Cal OES fulfills its mission to protect lives and critical infrastructure in California.

**Question #3: What opportunities are there in the future to strengthen the organization and its ability to fulfill its critical mission?**

As the state continues to experience disasters in California, Cal OES learns more about how to prepare for the future. Below are some of the key initiatives that Cal OES believes will not only strengthen the organization, but will better protect the lives and property of all Californians.

***Additional Cal OES Staffing and a Statewide Disaster Reserve Corps***

Due to the increased magnitude of recovery operations, and the frequency and complexity of recent disasters and those likely to occur in the future, Cal OES continues to require a larger workforce. Cal OES has requested a General Fund increase to bring the staffing level commensurate with the increased workload that Cal OES has incurred over the past few years. This agency must be able to ensure that there is sufficient staffing for response and recovery, while continuing to complete its other steady-state workload. Cal OES is pursuing this additional staffing, conversion of limited terms to permanent, as well as the development of a Statewide Disaster Recovery Corps.

The purpose of the proposed Statewide Disaster Reserve Corps is to provide surge capacity for staffing during disasters. The corps staff would include prescreened and qualified personnel willing to deploy as part of incident support teams, or to temporarily assist by fulfilling workload regularly completed by deployed state personnel. Cal OES would ensure readiness of this cadre through training and skills maintenance, by managing turnover and recruitment, and by facilitating and tracking deployments. These resources will allow Cal OES to better fulfill its mission of protecting lives and property, and supporting community and state resilience.

***Public Safety Power Shutoff***

As detailed above, Cal OES is leading the facilitation of the investor-owned utility public education campaign for Public Safety Power Shutoff (PSPS). However, Cal OES is working with the Legislature to invest in additional measures to protect local communities and individuals impacted by PSPS. These measures include mitigation actions that will reduce the potentially severe, cascading consequences of PSPS, and response capabilities to enhance operational effectiveness. Local planning grants to California's 58 counties would be beneficial to improve local preparedness for investor-owned utility-driven PSPS events, allowing for updates to emergency plans and trainings, discussions, and exercises to reinforce PSPS planning assumptions.

### ***Statewide Preparedness***

Although the entire state has progressed significantly since 2006, recent disasters have underscored the need for increased local government preparedness. Through recent disasters and proactive outreach to the state's operational areas before disasters, Cal OES has engaged with local government leadership to provide formal and informal guidance, both during disasters and before they even occur. This includes guidance on the state and federal declaration processes, contracting, hazard mitigation, recovery operations, and more. On June 3, 2019 Cal OES and the Governor's Office hosted a Preparedness Summit to convene leadership from all 58 operational areas to discuss these topics, as well as best practices and lessons learned from recent disasters. Efforts like these will help to instill a consistent, baseline understanding of emergency management throughout the state.

Additionally, the Governor's 2019-2020 Budget includes a one-time \$50 million General Fund allotment for a comprehensive, statewide education campaign on disaster preparedness. Cal OES received \$20 million to administer grants to community-based organizations and other local entities to conduct outreach on emergency preparedness, and provide resources for California's most vulnerable populations. The remaining \$30 million allowed CalVolunteers to implement an emergency preparedness campaign, and support Community Emergency Response Teams (CERTs) and Listos programs.

### ***State Emergency Telephone Number Account Restructure and Next-Gen 9-1-1***

The State Emergency Telephone Number Account (SETNA) funds 9-1-1 services in California. The account depends on fees charged on land line telephone bills, but with more Californians switching to mobile phones, this fund has slowly depleted. Cal OES is working with the administration and the Legislature on securing new funding and restructuring the way the fee is derived. This will ensure long-term sustainability of the 9-1-1 network and that all methods used to access 9-1-1 pay the same flat fee.

The restructuring of SETNA will complement the implementation of the First Responder Network Authority (FirstNet) in California. SETNA provides funding to upgrade the 9-1-1 service used to deliver information from the public to the 9-1-1 public safety answering point, while FirstNet and other broadband services provide the ability to deliver the information from the public safety answering point to the emergency responder. FirstNet establishes a Public Safety Broadband Network (PSBN), the purpose of which is to ensure that first responders have a dedicated spectrum for communications during disasters.

Governor Edmund G. Brown Jr. opted into the program on behalf of California in December 2017. Cal OES is providing statewide coordination with AT&T, which was awarded the nationwide contract to build PSBN, and ensuring the implementation of FirstNet meets the needs of public safety in California. The SETNA restructure and implementation of FirstNet will allow for Cal OES to modernize its support of California's 9-1-1 and emergency management needs.

### ***Enhancing Hazard Mitigation***

Hazard mitigation is one of the most effective prevention tools the state can use to take action now – before the next disaster – to reduce human and financial consequences later. According to a 2017 study conducted by FEMA entitled, *Natural Hazard Mitigation Saves*, every \$1 spent on disaster mitigation saves \$6 on future disaster losses. Effective mitigation requires that local risks are fully understood, and that the state and local government are balancing long-term community resilience with other short-term projects and priorities.

California leads the nation with its comprehensive State Hazard Mitigation Plan (SHMP), produced by Cal OES. The SHMP is the state's primary hazard mitigation guidance document. It provides an analysis of the state's historical and current hazards, and hazard mitigation goals and objectives. The SHMP is updated every five years in partnership with a wide array of stakeholders, and was most recently updated in 2018. It serves as resource for local community planners as it contains risk information that may affect their respective area.

Cal OES also encourages communities to adopt Local Hazard Mitigation Plans (LHMPs), which Cal OES reviews as part of the state hazard mitigation planning process. LHMPs ensure that local jurisdictions are aware of the hazards and vulnerabilities within their jurisdiction, and that they are developing strategies to reduce them. LHMPs provide this information from the local level for use in state planning, to ensure that state and local hazard mitigation planning is coordinated to the greatest extent possible.

Presidential Major Disaster Declarations have provided for the availability of FEMA Hazard Mitigation Grant Program (HMGP) funds, for which Cal OES is the State Administrative Agency. Since the January 2017 Severe Storms, Flooding, and Mudslides Incident, Cal OES has received over \$888 million in HMGP funding. Eligible subapplicants include state agencies, local government agencies, special districts, federally recognized tribes, and private non-profit organizations. Examples of HMGP-funded initiatives include grants to develop or update local hazard mitigation plans, managed aquifer recharge projects in the Central Valley to mitigate flood and drought risks, grants for the California

Earthquake Authority's (CEA) Brace and Bolt Program, and projects for post-wildfire erosion control, soil stabilization, and vegetation management.

The state and the private sector should consider the implementation of more tailored hazard mitigation programs based on best practices such as the California Earthquake Authority's Brace and Bolt Program, which provides grants to homeowners in earthquake-prone areas to retrofit their home with stabilizing bolting and bracing. These should be state-administered programs that are not dependent on FEMA's Hazard Mitigation Grant Program funds – thereby immune to federal restrictions - but they should strategically align with federally-funded projects.

### ***California Earthquake Early Warning System***

Cal OES' most critical initiatives that will help prevent the loss of lives and property during a catastrophic earthquake is the implementation of the California Earthquake Early Warning (CEEW) System. FEMA estimates that California has an annualized earthquake loss cost at about \$3.7 billion. In essence, the CEEW System is the largest hazard mitigation initiative in state history, and will save lives and critical infrastructure once fully implemented.

In collaboration with the California Institute of Technology, the California Geological Survey, the University of California, the United States Geological Survey, and other stakeholders, Cal OES is developing this system through a public private partnership. A major earthquake in California is anticipated to severely impact and disrupt public and private critical infrastructure. The CEEW System will provide a mechanism for automated actions, including allowing for medical providers to stabilize or stop delicate procedures and maintain critical medical facility operations; and preventing fatal mass transit collisions or derailments by automatically stopping trains, clearing bridges, and diverting inbound airport traffic. CEEW will also assist in first responder mobilization by opening fire station doors to enable rapid deployment of emergency response equipment and personnel.

The CEEW System will also have the capability to interrupt portions of the electric and natural gas networks ahead of earthquake shaking, as well as provide for increased workforce safety. As such, Cal OES is working with the California Public Utilities Commission and investor-owned utilities to identify the necessary mechanisms to invest in ongoing operations and maintenance of the CEEW System. The CEEW System leverages existing seismic stations and sensors, and Cal OES is building additional stations and sensors statewide.

Not only will the CEEW System help protect critical infrastructure, but it will have an enormous impact on individuals and families. Members of the public will be able to receive the alert over the Wireless Emergency Alert system, through cell phone apps, and over public announcement systems (such as those in schools, hospitals, etc.) so they can “drop, cover, and hold” prior to shaking. To increase efficacy of this new technology, Cal OES has embarked on a public education campaign to distribute statewide radio public service announcements informing Californians about the CEEW System, and how to protect themselves and their families when an alert is received. Cal OES is working to secure additional funding for the system in accordance with the May 2018 CEEW Business Plan. The fully built out system will be operational by June 2021.

### ***Mutual Aid System Prepositioning and Situational Awareness Tools***

Cal OES has been working with the administration and the Legislature to update and enhance its ability to preposition resources throughout the California Fire Service and Rescue Emergency Mutual Aid System. Additional funding for prepositioning provides for a quicker response time to incidents, enabling responders to combat an incident more effectively, before it reaches a catastrophic level. Funding for prepositioning will support local government fire agencies that are mobilized by Cal OES that need additional financial support for above normal staffing of resources due to an elevated wildfire, flood, or mud flow risk.

Cal OES is also working with partner agencies, such as CAL FIRE, to identify and implement improvements to situational awareness technology. State and local responders need standardized, centralized weather forecasting capabilities to enhance effective deployment strategies, and to allow for better fire spread projection modeling for quicker firefighting strategies. Additionally, the state needs to ensure resilient, reliable, and redundant telecommunications systems for responders by hardening infrastructure such as fiber, broadband, and microwave systems.

### **Additional follow-up to Safeguarding the Golden State: Preparing for Catastrophic Events**

**Recommendation 3: The Governor and Legislature should ensure that emergency preparedness funding is adequate, strategic, and creates incentives for improvement**

Finding 3 of the 2006 report states that “emergency preparedness funding is not allocated in ways that recognize the State’s strategic preparedness needs,” particularly with regard to federal funding.

Much of the Governor's Reorganization Plan #2 in 2012 has worked to address Finding 3. Cal OES is now the State Administrative Agency for both the Emergency Management Performance Grant (EMPG) funding and Homeland Security Grant Program (HSGP) funding from FEMA. The consolidation allowed Cal OES to leverage its reports and plans, such as the Threat and Hazard Identification Risk Assessment and Stakeholder Preparedness Report, catastrophic plans, and the California State Emergency Plan, into all aspects of funding strategies at Cal OES, particularly with these two essential federal grants. After Cal OES' merge with the Office of Homeland Security in 2009, the state has worked to prioritize federal Homeland Security Grant Program funding through the California Homeland Security Strategy. The first strategy was written in 2012 and, after Governor Brown's 2013 reorganization, was most recently updated in 2017. The 2017 California Homeland Security Strategy was an overhaul of its predecessor, and encompasses the overarching, statewide priorities for the Homeland Security Grant Program and the homeland security mission in California.

The 2017 strategy is informed by homeland security threat and hazard analysis by the STAC, and by input from the Homeland Security Advisory Committee (HSAC), chaired by the Director of Cal OES. The development of measurable strategic objectives included a gap analysis and an objective development process in coordination with the Cal OES Policy Office, and with approximately 50 other local, state, and federal homeland security stakeholders. The 2017 strategy was approved by the HSAC to ensure statewide buy-in, and is now operating under a strict implementation plan.

This year, Governor Newsom designated \$50 million in in the 2019-2020 Budget for the California For All Emergency Preparedness Campaign. These funds will be allocated strategically in areas of greatest risk throughout the state to support California's diverse and vulnerable populations facing social isolation, poverty, language barriers, and other access and functional needs challenges. Funds will be distributed in the form of grants to community-based organizations to prepare all Californians for disasters.

**Recommendation 4: The Governor and Legislature should put in place a strategy for continuous improvement and accountability**

Finding 4 of the 2006 report states, "California has not put in place a structure and a strategy for promoting improvement and creating accountability."

The initial Cal OES Strategic Plan, written in 2010 and updated in 2014, sets strategic objectives to guide efforts towards continuous improvement and accountability within Cal OES. The 2014 Strategic Plan sets the Vision, Mission, Values, and Goals for Cal OES' key performance indicators, which led the development of the agency's SMART (Specific, Measurable, Attainable, Relevant, and Time-Bound) objectives. Key performance indicators established in the 2014 Strategic Plan include a requirement for each Cal OES employee to complete 16 hours of training per month, and compliance with Emergency Management Accreditation Program (EMAP) standards. Cal OES has successfully implemented the training requirement, and has achieved and maintained EMAP accreditation since 2017. Since its inception, the Strategic Plan has become an essential tool to keep steady-state priorities on track when Cal OES must pivot to respond to disasters, and is flexible to allow for changing administrative or threat-based priorities. Cal OES is currently in the process of updating its strategic plan for 2019 to 2023.

Cal OES continually builds on its programs based on lessons learned from exercises and disasters, including through after action reports. State statute requires state and local government to submit an after action report to Cal OES for any emergency for which the governor proclaims a state of emergency. Prompted by after action reports from the Oroville Dam Spillway Incident in 2016, Governor Brown signed Senate Bill 92 (authored by the Senate Committee on Budget and Fiscal Review) in 2017, which set forth new requirements for dam safety. Based on lessons learned from that emergency, all dam owners are now required to submit an emergency action plan to Cal OES. This is an authority that will allow Cal OES to proactively help prepare dams, and the communities surrounding them, to protect lives and property during disasters.

Additionally, after action reports and lessons learned from the October 2017 wildfires prompted the Governor to sign Senate Bill 833 (McGuire) in 2018. This legislation required Cal OES to publish Alert and Warning Guidelines. The purpose of the guidelines is to eliminate the differences and inconsistencies among various alert and warning programs across California, and to ensure that as many lives are saved as possible during a disaster. The guidelines were developed in conjunction with local, state, federal, and tribal partners as part of the Standardized Emergency Management System (SEMS) Technical Group, and were finalized in early 2019.