CONTRA COSTA COUNTY CIVIL GRAND JURY REPORT NO. 1409
"COUNTY EMERGENCY OPERATIONS...READY OR NOT?"

BOARD OF SUPERVISORS' RESPONSE

FINDINGS – *California Penal Code Section 933.5(a) requires a response to the designated findings of the Grand Jury.*

1. The potential hazards to County facilities and communities are well documented and include both earthquake and weather-related hazards. One of the major challenges the County faces in planning for emergencies is the possibility of being isolated from the surrounding communities.

Response: *Partially Disagree*. The County does face unique threats from natural and man-made disasters; however, this is not dissimilar to other jurisdictions in the State or throughout the country. The County, through its Office of Emergency Services, is able to mitigate impacts from these potential threats by participating regularly in multi-agency training, disaster preparation and community outreach programs.

2. The Emergency Operations Plan being used today is a draft document that has never been approved by the Board of Supervisors and has not been updated since 2011.

Response: *Disagree.* The Emergency Operations Plan being used today was approved by the Board of Supervisors on November 15, 2011 (Agenda Item No. SD.3).

3. The *Plan's* drafters' self-imposed schedule to update it annually is unrealistic since the Board of Supervisors has not approved any of the previous revisions.

Response: *Partially Disagree*. The Emergency Operations Plan being used today was approved by the Board of Supervisors on November 15, 2011 (Agenda Item No. SD.3). In July 2009, the Board of Supervisors' Internal Operations Committee recommended that the Plan be reviewed by the Office of Emergency Services on a quarterly basis and that the Emergency Operations Plan be updated annually. This standard has been difficult to meet; however, County staff has been working diligently to update the current Plan.

4. The current Emergency Operations Center, located at 50 Glacier Drive in Martinez, is inadequate. It is not constructed to survive a major earthquake or natural disaster, is too small and is otherwise insufficient for sustained operations.

Response: *Agree*. The current Emergency Operations Center is not designed to operate within a contemporary emergency response framework. This is primarily with regard to the building integrity, design and layout. The County Administrator has previously identified a new Emergency Operations Center as the number one infrastructure need in Contra Costa County; however, the estimated cost of a new Emergency Operations Center is $75 million. Due to the effects of the Great Recession, the County has not been in the financial position to fund a variety of critical infrastructure needs, including a new Emergency Operations Center.

5. There is neither a clear strategy nor an ongoing effort to update the current Emergency Operations Plan.

Response: *Disagree*. The current Emergency Operations Center, although insufficient in many respects, has been continually updated in recent years to modernize technology, improve disaster response capabilities and improve overall efficiency. The Office of the Sheriff, in collaboration with the Department of Information Technology, have played a critical role in these updates, which include a complete remodel of the EOC Main Room, addition of over 20 new monitors throughout the facility projecting consistent information updates to personnel and upgrades to P25 compliant interoperable base station radio and iridium based satellite telephone systems.

RECOMMENDATIONS - *California Penal Code Section 933.05(b) requires a response to the designated recommendations of the Grand Jury.*

1. The Sheriff should update the Emergency Operations Plan.

Response: *The recommendation has been implemented.* The Office of Emergency Services will be presenting a draft update of the Emergency Operations Plan to the Board of Supervisors' Internal Operations Committee for review in October 2014. Following a review by the Internal Operations Committee, the Plan will be forwarded to the Board of Supervisors for review and approval no later than December 31, 2014.

2. The Board of Supervisors should approve an updated Emergency Operations Plan.

Response: *The recommendation has not yet been implemented, but will be implemented in the future.* The Office of Emergency Services will be presenting a draft update of the Emergency Operations Plan to the Board of Supervisors' Internal Operations Committee for review in October 2014. Following a review by the Internal Operations Committee, the Plan will be forwarded to the Board of Supervisors for review and approval no later than December 31, 2014.

3. The County should plan for and construct a permanent Emergency Operations Center if funds become available.

Response: *The recommendation has been implemented.* Beginning 2001, the County commissioned a feasibility analysis of construction of a new Public Safety Command Center, which included construction of an Emergency Operations Center. The project continued through fiscal year 2006/07 at which time the County began to experience the beginning effects of the Great Recession. As stated previously, the need for a new Emergency Operations Center remains and is an infrastructure priority for the County as funds become available in the future.

Logged 7/7 MM

CONTRA COSTA COUNTY OFFICE OF THE SHERIFF
DAVID O. LIVINGSTON
SHERIFF – CORONER

June 17, 2014

The Honorable Barry P. Goode
2013 – 2014 Contra Costa Grand Jury
Superior Court, State of California
County of Contra Costa Courthouse
725 Court Street
Martinez, CA 94553-0091

Dear Judge Goode:

Penal Code Section 933.0 requires the Office of the Sheriff to comment on Findings and Recommendations of the Grand Jury Report; attached hereto you will find our response to Grand Jury Report Number 1409.

The Office of the Sheriff is committed to providing the highest quality of emergency management possible. I welcome the comments and support this independent study of government business by the Grand Jury.

Should there be any remaining issues not addressed by my response, please feel free to contact me personally.

Sincerely,

DAVID O. LIVINGSTON
Sheriff – Coroner

DOL:mw

Attachment

cc: Stephen D. Conlin, Foreperson, Contra Costa Civil Grand Jury
David Twa, County Administrator

Following is the Office of the Sheriff's response to Grand Jury Report No. 1409 dated June 12, 2014, "County Emergency Operations: Ready or Not?"

FINDINGS

Finding No. 1

The potential hazards to County facilities and communities are well documented and include both earthquake and weather-related hazards. One of the major challenges the County faces in planning for emergencies is the possibility of being isolated from the surrounding communities.

Response: Partially Disagree

Although the County faces that challenge to a degree, as almost any community would, we offset the issue by collaborating/planning with our operational area partners. In emergency planning we teach that each community should work towards resiliency. We illustrate this by coalition training/meetings with the quarterly County Multi-Agency Coordination Groups and the health department.

Finding No. 2

The Emergency Operations Plan being used today is a draft document that has never been approved by the Board of Supervisors has not been updated since 2011.

Response: Disagree.

Our Emergency Operations Plan was approved by the Board of Supervisors in 2011 (Board Order reference # SD.3). The plan is currently being updated and is due to be reviewed this calendar year. A 3-year review/revision cycle is our current standard and we feel that is appropriate.

Finding No. 3

The Plan's drafters' self-imposed schedule to update it annually is unrealistic since the Board of Supervisors has not approved any of the previous revisions.

Response: Disagree

The Emergency Operations Plan (*Plan*) does not have a self-imposed schedule to update annually. We review our plan regularly and are obligated to do so annually (Letter of Promulgation, Uilkema, Nov. 15, 2011), but our current schedule for revision is on a 3-year cycle. Finding 3 may be referencing the Local Hazard Mitigation Plan (LHMP), which has

annual progress reports and is on a 5-year cycle for review/revision (LHMP last approved in 2012 - Resolution #2012/50, reference # C.11).

Finding No. 4

The current Emergency Operations Center, located at 50 Glacier Drive in Martinez, is inadequate. It is not constructed to survive a major earthquake or natural disaster, is too small and is otherwise insufficient for sustained operations.

Response: Agree

Finding No. 5

There is neither strategy, nor ongoing effort to update the Emergency Operations Center.

Response: Disagree

Upgrades since 2011 to achieve maximum efficiency with existing facilities:

Remodel of the EOC main room:
Updated electrical throughout the room
Added 50+ data ports
Converted the building to VOIP phones increasing communication capability and flexibility
Added modular, mobile tables making room capable of dynamic configurations
Added two additional projectors/screens, increasing operational efficiency for training
Added 20+ monitors throughout the building
Linked monitors throughout the building to be able to project updated info consistently
Added Egan tracks throughout building, built 40+ information boards to display data
Added wireless capability to the building (didn't exist prior to the renovation)
Added additional laptops and wireless printers to facilitate dynamic work stations
Added P25 compliant base station radio
Replaced all desk workstations in every office for EOC activation conversion
Added sound system to projectors
Replaced mobile satellite phones with Iridium phones for reliability
Added to BGAN satellite Wi-Fi portable units

RECOMMENDATIONS

Recommendation No. 1:

The Sheriff should update the Emergency Operations Plan.

Response:

The recommendation was in process prior to the Grand Jury recommendation and implementation will be completed as scheduled, by the end of 2014.

Recommendation No. 2:

The Board of Supervisors should approve an updated Emergency Operations Plan.

Response:

The recommendation has not yet been implemented, but will be when the plan is complete, by the end of 2014.

Recommendation No. 3:

The county should plan for and construct a permanent Emergency Operations Center if funds become available.

Response:

The recommendation has not yet been implemented and it is not likely to be implemented without an identified funding source to cover the associated costs.

The Office of the Sheriff started a capital project in January of 2001 for a Public Safety Command Building which included a large modern EOC. A Master Plan and Program Verification was complete in November of 2002. Architectural designs and modeling were provided by Cannon Design in March of 2003. In October 2005, the Capital Facilities Committee approved $1.7 million to update and finalize the design plans to include execution of construction documents. The project cost was $67.5 million, at that time. The final site was moved due to environmental impact issues to the area behind 30-40 Glacier Drive, next to the old juvenile hall. The project was rescaled for a $14.5 million cost saving, but due to construction cost increases, the adjusted price was $71.4 million. The project was put on hold in 2007 due to county budget constraints and concerns over project size and cost. Since that time, we have had ongoing communication with the CAO's Office regarding the need for the project and associated staffing model. The funding source continues to be the road block.