

**SANTA BARBARA COUNTY  
BOARD AGENDA LETTER**



Clerk of the Board of Supervisors  
105 E. Anapamu Street, Suite 407  
Santa Barbara, CA 93101  
(805) 568-2240

**Agenda  
Number:**  
**Prepared on:** 9/28/06  
**Department  
Name:** Public Health / Fire  
**Department  
No.:** 041/031  
**Agenda Date:** 10/17/06  
**Placement:** Departmental  
**Estimate Time:** 30 min.  
**Continued Item:** YES  
**If Yes, date  
from:** August 8, 2006

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**TO:** Board of Supervisors

**FROM:** Michael F. Brown, County Executive Officer  
Dr. Elliot Schulman, Public Health Officer  
John M. Scherrei, Fire Chief

**STAFF  
CONTACT:** Nancy Lapolla, EMS Director x 5264  
Bruce Carter, OES Manager x 5526

**SUBJECT:** Pandemic Preparedness Strategy Status Report

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**Recommendation(s):**

That the Board of Supervisors:

- A. Receive progress report regarding the County's Pandemic Strategy and Planning for Avian Flu Pandemic.

**Alignment with Board Strategic Plan:**

The recommendation(s) are primarily aligned with Goals No. 1: An Efficient Government Able to Anticipate and Respond Effectively to the Needs of the Community and Goal No. 2: A Safe and Healthy Community in Which to Live, Work, and Visit.

**Executive Summary and Discussion:**

On August 8, 2006 the Board received a status report on Santa Barbara County's Pandemic Strategy planning efforts to prepare for the potential local impacts of avian or pandemic influenza and approved the general fund allocation of \$78,000 to support the continuity of government planning and public information and education efforts. The Board directed staff to provide a progress report in 4-6 weeks. The Pandemic Strategy Project Teams continue to meet frequently

and each team leader attends bi-weekly project team leader meetings to ensure coordination and enhance inter-project communications and also to provide a mechanism to identify crossover issues. Moreover, the executive team meets weekly to assure overall project facilitation.

As this is a critical issue, each committee is meeting regularly on their respective project teams. Attached is a matrix that identifies the progress toward completing the task assigned to the team. As the matrix illustrates some teams are complete in their work plans and other are still in progress. The reason for this variance is largely do to the nature of the team's work, which in many instances needs to build upon the other teams planning efforts before some of the teams can address their assigned area of focus. The Facilities & Resources team is a good example. All the other teams need to identify supplies, facilities and people necessary to carry out their functions. This information has been requested from each of the teams and the teams are in the process of completing their resources/supply equipment requirements. Attached is an example from the Quarantine & Isolation Team.

As the teams complete their work plans they are submitted to OES for inclusion into the County's strategic pandemic plan. A draft table of contents is attached for your review.

The board approved the Continuity Planning project team to enter into a contract to have an on-line database template developed for departmental continuity of government operations (COG). The COG template was developed and submitted to the team for review and approval. The final COG template was first presented to the Department Directors meeting on August 3<sup>rd</sup>. The final COG was then released on September 12<sup>th</sup>. The first of two training sessions was conducted on September 19<sup>th</sup> and a second training session was held on October 5<sup>th</sup>. On October 2<sup>nd</sup>, the The electronic COG database was launched on the County's Intranet. Each department is in the process of completing an assessment of their mission critical functions utilizing this COG database. These will be submitted to the County Administrative Office for review and prioritization with a target date for completion of Oct. 27. The focus is to ensure that the critical functions of each department will continue during a pandemic or other large-scale disaster. All of which is critical to the continuity of government operations.

**Preservation of local government is another critical aspect of the continuity of government.**

Article 15 of the California Emergency Services Act (Chapter 7, Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed; to ensure continued functioning of political subdivisions within the State of California. Attached a is the list that provides for the lines of succession for officials in Santa Barbara County charged to carry out emergency action for local government in the event of a pandemic or other disaster.

**Every community member in Santa Barbara County has a personal responsibility for preparedness whether it is a pandemic or other disaster.** As part of the countywide effort to help our community be better prepared for all types of emergencies, the Public Health Department has put together a comprehensive home-based Disaster Kit to demonstrate. This kit includes a recommended list of supplies for seven days. Supplies will include emergency water, high-energy food, basic medical supplies, a radio, batteries, hygiene items, extra clothes, and sheltering items. A purchasing schedule is attached to provide a cost effective plan to purchase items over a six month time period, spending total of \$530.00, and an average spending of \$22.00 per week.

Supplies are prioritized based on essential needs and medical issues. This kit will use as a demonstration for various presentation throughout the county to help people understand the importance of pre-planning.

The Public Information & Education project teams public education and information campaign for the pandemic strategy is well under way. Pandemic influenza preparedness brochures have been distributed and placed at supermarket registers throughout the county. A toll free easy to remember pandemic flu hotline **888-SBCoFlu (888-722-6358)** is up and running. A bi-lingual website, [www.SBCfluinfo.org](http://www.SBCfluinfo.org), has been launched. Additional public information announcing these information access points has been disseminated through bus posters (inside buses) in Santa Maria, Lompoc and Santa Barbara city buses. Videotaping is currently underway for the public access television CSBTV program.

The Public information and Education team along with all the team have done a tremendous amount of work and are on target for a competition date of Fall 2006. With this being said it is important to note that the pandemic preparedness and planning efforts are an ongoing function and will continue to evolve as more information is know about best practices and means to prepare and prevent disease outbreaks.

There will be a leadership congress for county managers and executives held on November 3<sup>rd</sup> that focuses on leadership in disasters and emphasizes emergency preparedness. The title of the training is "*County Leadership ... Taking the Lead in Disaster Readiness*" and will emphasize a leader's role in disaster readiness and response.

#### **Mandates and Service Levels:**

There will be an increased service level to overall disaster preparedness as a result of the County's Pandemic Strategy efforts.

#### **Fiscal and Facilities Impacts:**

No fiscal or facilities impact with this action.

#### **Attachments**

- Project team completion matrix
- Sample resource sheet
- Draft Pandemic Strategy table of content
- Continuity of Government (COG Template)
- Lines of Succession
- Individual Family Disaster Kit

ID	Task Name	Start	Finish	Duration	Apr 2006				May 2006				Jun 2006				Jul 2006				Aug 2006				Sep 2006				Oct 2006				Nov 2006		
					4/2	4/9	4/16	4/23	4/30	5/7	5/14	5/21	5/28	6/4	6/11	6/18	6/25	7/2	7/9	7/16	7/23	7/30	8/6	8/13	8/20	8/27	9/3	9/10	9/17	9/24	10/1	10/8	10/15	10/22	10/29
1	Public Education / Information	4/4/2006	11/10/2006	31.8w	[Blue bar spanning from 4/4 to 11/10]																														
2	Quarantine/Isolation/Surveillance	4/3/2006	6/30/2006	13w	[Blue bar spanning from 4/3 to 6/30]																														
3	Continuity Planning	4/3/2006	12/15/2006	37w	[Blue bar spanning from 4/3 to 12/15]																														
4	Command Structure / Mutual Aid	7/31/2006	12/1/2006	18w	[Blue bar spanning from 7/31 to 12/1]																														
5	Communications	4/3/2006	11/1/2006	30.6w	[Blue bar spanning from 4/3 to 11/1]																														
6	Information Technology	4/3/2006	10/31/2006	30.4w	[Blue bar spanning from 4/3 to 10/31]																														
7	Facilities / Resources	4/10/2006	10/26/2006	28.8w	[Blue bar spanning from 4/10 to 10/26]																														
8	Mass Prophylaxis	4/4/2006	8/4/2006	17.8w	[Blue bar spanning from 4/4 to 8/4]																														
9	Preventative Measures & PPE	4/3/2006	9/6/2006	22.6w	[Blue bar spanning from 4/3 to 9/6]																														
10	Decedent / Coroner Issues	4/3/2006	9/29/2006	26w	[Blue bar spanning from 4/3 to 9/29]																														
11	Legal Issues	4/3/2006	11/2/2006	30.8w	[Blue bar spanning from 4/3 to 11/2]																														
12	Agric Plan / Animal Surveillance	4/3/2006	8/31/2006	21.8w	[Blue bar spanning from 4/3 to 8/31]																														
13	Faith-based / Family Support / Volunteers	6/1/2006	12/4/2006	26.6w	[Blue bar spanning from 6/1 to 12/4]																														
14	Meduical Reserve Corps	5/11/2006	11/2/2006	25.2w	[Blue bar spanning from 5/11 to 11/2]																														
15	Employee Training & Exercises	4/3/2006	12/29/2006	39w	[Blue bar spanning from 4/3 to 12/29]																														
16	Vulnerable Populations	5/16/2006	11/10/2006	25.8w	[Blue bar spanning from 5/16 to 11/10]																														
17	Human Surveillance	4/3/2006	7/3/2006	13.2w	[Blue bar spanning from 4/3 to 7/3]																														
18	Executive Team	4/3/2006	12/29/2006	39w	[Blue bar spanning from 4/3 to 12/29]																														

## Isolation & Quarantine Resource/Supply/Equipment Requirements

Staff/Qty	Equipment/Supplies/Qty	When	How	Comments
PHD Field Staff/80 (40 PHN/40 Health Svc. Aide)		Phase 4 & 5	PHD Surge Capacity/DOC	24/7 Coverage/28 days
	Surgical Masks/20,160	Phase 4 & 5	PHD Cache	2-PP/14days/720 people
	PPE-N/95 Masks/40,320	Phase 4 & 5	PHD Cache	3 masks/14 days/4 staff
	Thermometers (Head Strips)/16,800	Phase 4 & 5	PHD Cache	600 contacts/2strips/14days
	Antivirals/776doses (10/14 days supply for Treatment & Prophylaxis)	Phase 4 & 5	PHD Cache	Based on prophylaxis recommendations (14 days) Includes antivirals for staff-4staff/14 days. Mass Prophylaxis Project Team
	Seasonal Vaccine/776 Doses	Phase 4 & 5	PHD Cache	* Applicable only during influenza season. Mass Prophylaxis Project Team
	Community Facilities for isolation/quarantine 3-5 locations	Phase 4, 5, & 6	Facilities Project Team	South Coast, Santa Ynez, Lompoc, Santa Maria, Cuyama
	Communications (Verizon PRI Circuit)	Phase 4 & 5	Communications Project Team	Outgoing Messages/FAQs/Passive Monitoring Voicemail (800) xxx-xxxx (PRI cost: Installation- \$530.00 Monthly Service- \$699.65) The toll free numbers would be provided by VSSI. There are no monthly or installation charges.
	Coordination for meals, medical care, basic necessities (720 clients)	Phase 4 & 5	DOC/EOC/ARC	Activated via DOC/EOC in conjunction with setting up facility

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## ***Draft***

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## Lines of Succession for Officials

Charged with Discharging Emergency Responsibilities

Supervisor	First Standby	Second Standby	Third Standby
<b>District One</b>	Planning & Development Director	Parks Director	Deputy County Administrator
<b>District Two</b>	Treasure-Tax Collector	Chief Probation Officer	Alcohol Drugs & Mental Health Director
<b>District Three</b>	County Clerk/Recorder/Assessor	County Counsel	Public Works Director
<b>District Four</b>	District Attorney	Agricultural Commissioner	Social Services Director
<b>District Five</b>	Auditor-Controller	Public Health Director	General Services Director

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## **Six Month Purchasing Schedule for Disaster Supply Kit**

*Below is a sample purchasing plan that outlines and prioritizes how an individual could prepare a comprehensive home-based disaster supply kit over a span of six months. This kit contains seven days worth of emergency supplies. Based on this 6-month schedule, one would spend a total of \$540 for disaster preparedness with an average of 23 dollars spent per week (within a range of \$15-30).*

Week	Category	Suggested Item(s)	Estimated Cost w/ tax
1	Supply Kit	1 Large Trash Container (~50 gallons) with Tight Lid for Supply Storage. <b>Note:</b> One should immediately make copies of all-important documents (See table 2) and store these copies in watertight containers within the trash bin. One should also store extra corrective lenses and extra prescribed medication at this time. in addition to the clothing and bedding	\$ 30.00
2	Water	Two 5-gallon jugs (7 gallons for drinking and 3 for cooking,	\$18.00
3	Food	7-10 Cans of Ready-to-Eat Meats (e.g. Tuna, Beef, Salmon); 10-12 Cans of Vegetables (e.g. green beans, asparagus,	\$ 30.00
4	Food	10-12 Cans of Fruit (e.g. peaches, oranges, mixed) or Packages of Dried Fruit (e.g. blueberries, prunes); 3-5 Cans of	\$20.00
5	Food	7-10 Boxes/Cans of Juice; 7-10 Cans of Evaporated Milk; Oral Electrolyte Maintenance Solution (optional)	\$25.00
6	Food	40 Servings of High Energy Foods (e.g. peanut butter, jelly, granola, trail mix); 7 packages of Oatmeal and/or 7-10	\$22.00
7	Food	7-10 Servings of Snacks/Comfort Foods (e.g. cookies, hard candies); 7-10 Servings of Instant Coffee; Special Foods for Special Diets or Infants (optional); Mult-Vitamins.	\$25.00
8	Equipment & Tools	Tube Tent; ; 6"x 8" Plastic Sheeting; Emergency Blanket.	\$22.00
9	First-Aid	First Aid Items 1-8 on the Public Health Disaster Supply Kit Checklist.	\$22.00
10	First-Aid	First Aid Items 9-16 on the Public Health Disaster Supply Kit Checklist	\$22.00
11	First-Aid	First Aid Items 16-23 on the Public Health Disaster Supply Kit Checklist	\$22.00
12	Medications	Non-Prescription Medication: Aspirin and Non-Aspirin pain relievers, Anti-diarrhea, Antacid, and Laxatives. <b>Note:</b> All prescribed medication and extra corrective lenses should have been stored in week one. One should also store extra clothing and bedding listed in PHD Disaster Checklist within the bin at	\$18.00
13	Sanitation & Hygiene	Washcloth and Towel; Towelettes, Soap, Hand Sanitizer.	\$20.00
14	Sanitation & Hygiene	Toothpaste & Toothbrush; Shampoo; Comb & Brush; Deodorants; Razor & Shaving Cream; Lip Balm; Insect Repellant.	\$20.00
15	Sanitation & Hygiene	Contact Lens Solution (if applicable), Mirror, Feminine Supplies (if applicable), Heavy-Duty Plastic Garbage Bags & Ties for Personal Sanitation; 2-gallon Plastic Bucket with Tight Lid; Disinfectant and Household Chlorine Bleach; Small	\$20.00
16	Equipment & Tools	Portable, battery-powered radio or television with extra batteries	\$30.00

17	Equipment & Tools	Flashlight and Extra Batteries	\$30.00
18	Equipment & Tools	Small Canister, ABC-type fire extinguisher	\$22.00
19	Equipment & Tools	Two packs of Waterproof Matches; Duct Tape, Pair of Work Gloves Emergency Whistle; Shut of Wrench, Pliers, Shovel.	\$30.00
20	Equipment & Tools	Signal Flares; Compass	\$24.00
21	Equipment & Tools	Paper; Pens; Pencils; Thread; Needles; Battery-Operated Travel Alarm Clock. <b>Note:</b> One should also store any comfort items the bin at this time. (Additional costs of the latter are not included in the estimated cost)	\$ 18.00
22	Kitchen Items	Manual Can Opener; Paper Plates, Bowls & Cups; Plastic Utensils; Sugar, Salt, & Pepper; Plastic Wrap & Aluminum Foil	\$18.00
23	Kitchen Items	All-Purpose Knife	\$18.00
24	Kitchen Items	Gallon-Sized Re-useable Plastic Bags; Small Cooking Stove with fuel pellets or a can of cooking fuel.	\$15.00

**Table 1** Individual 6-Month:Puchasing Schedule

**Important Items to be Stored in Week 1**

<b>COPIES OF:</b>	<b>ITEMS TO STORE:</b>
Birth certificate	Personal Identification
Marriage certificate	Cash and coins
Driver's license	Credit cards
Social Security cards	Extra set of house keys and car keys
Passports	Complete change of clothes
Wills	Sturdy shoes or boots
Deeds	Rain gear
Inventory of household goods	Hat and gloves
Insurance papers	Extra Socks and Underwear
Immunization records	Thermal Underwear
Bank and credit card account numbers	Sunglasses
Stocks and bonds	Pillows
Emergency contacts: list and phone numbers	
Map of the area and phone numbers of places you could go	
List of allergies and medications for each family member	

**Table 2:** Important Documents, Items, and Keys for Storage.

# Continuity of Government – Pandemic Plan

Department:

Program:

Date:

<p>_____ <b>Main Business Functions</b></p> <p>Identify your <b>Main Business</b> functions:</p>	<p>Rank the <b>Mission Critical</b> functions:</p>

Identify **Mission Critical Business Function(s)** Of the above, what are the most important business functions that must be kept operational during a pandemic when 30-40% of the workforce is unable to get to work for a potential timeframe lasting 18 months and supplies are scarce?

For each of the mission critical business functions, complete the following sections.

## Mission Critical Function #1

**Staffing Issues** During a pandemic it is estimated that up to 30-40% of the workforce may not be able to get to work for up to an 18 month period. Staff may be ill, quarantined, taking care of ill family members, taking care of children whose schools have closed, or unable to get to work due to transportation issues (buses not running, fuel shortage).

Identify the minimal staffing needs and skill set required to perform this business function. (May be comprised of a team whose members have different skill sets.)

Are staff members adequately cross-trained in this business function? Yes  No

If no, how much time is needed for cross training?

After staff have been cross-trained, how often will you practice these skills?

Weekly  Monthly  Quarterly  Annually

Can this business function be performed remotely through telecommuting? Yes  No

If yes, has telecommuting been set-up? Yes  No

If no, why can't this be performed through telecommuting?

Can this business function be performed at another work location? Yes  No

If yes, please supply details. (You may want to provide alternate County locations for staff to work.)

Do you currently track employee contact information? Yes  No

Do you currently track employee special skills or licenses? Yes  No

Are there internal dependencies within your department related to staffing for this business function? Yes  No

Please explain.

Are there dependencies with other departments within the County related to staffing for this business function? Yes  No

Please explain.

Are there dependencies with government agencies (State, law enforcement agencies) outside the County related to staffing for this business function? Yes  No

Please explain.

Are there external dependencies, outside the County, related to staffing for this business function? (Examples include volunteer organizations, contractors or temporary staffing agencies, and outsourced services.) Yes  No

Please explain.

## Mission Critical Function #1

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**Supply Issues** During a pandemic, supply chains may be disrupted. Vendors may be unable to provide routine as well as specialized supplies. This may be the result of international trading issues as well as local inability to deliver goods due to transportation issues. For many supplies today, just-in-time inventories are extremely popular, keeping small inventories on-hand and relying on rapid delivery times. Supplies include special forms, medical supplies, chemicals, hardware, consumables such as paper, toner, printer ribbons, etc. The timeframe to prepare for a pandemic varies from a short-term period of 3 weeks to a long-term period of 3 months.

Identify the key supplies needed to perform this business function:

Is adequate inventory on hand for a 3-month period?      Yes       No

If no, how long will your inventory last?

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If no, how much time is needed to build the inventory or ensure adequate supplies will be available for a 3-month period?

--

Is there a particular threshold at which these supplies are reordered?

Yes       No       Varies based on particular supply

If yes, can this threshold be changed to maintain an adequate inventory at all times?

Yes       No       Varies based on particular supply

Do you have adequate storage if you increase your 3-month inventory? Yes  No

Is a single vendor the sole source of these supplies?

Yes  No  Varies based on particular supply

If yes, please explain.

If yes, have you considered using multiple vendors to decrease the risk of supplies being unavailable? Yes  No

Have you worked with your vendors to ensure they have a Business Continuity Plan in place?

Yes  No  Varies based on particular supply

Are there internal dependencies within your department related to supplies for this business function? Yes  No

Please explain.

Are there dependencies with other departments within the County related to supplies for this business function? Yes  No

Please explain.

Are there any other external dependencies you haven't considered in this section related to supplies for this business function? Yes  No

Please explain.



## Mission Critical Function #1

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**Client Issues** Clients will be unable to do business with the County for the same reasons staff is unable to get to work. This will result in the inability to deliver services to our clients, potential increased services needed as a result of the pandemic, decreased revenue, and many other issues. (Specific examples include: clients unable to get to WIC clinics for their food vouchers, an increase in the number of abandoned animals due to ill owners, closed governmental offices that may impact property tax collections)

Identify any key issues pertaining to your client population:

Are there alternate ways to provide this service to your clients? (Examples include: online transactions over the Internet; mailing WIC vouchers; alternate locations using wireless technology; reverting to a manual method to produce checks.) Yes  No

If yes, what are the alternate ways?

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If yes, do you have the supplies to provide the service?

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If not currently in place, can you develop alternate service delivery methods? Yes  No

Please explain. Include the amount of time it will take to develop alternate service delivery methods and resources needed.

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Are there other areas within your department that provide a similar service and can possibly help with your clients?    Yes         No

Please explain.

Are there other departments in the County that provide a similar service and can possibly help with your clients?    Yes         No

If yes, identify the departments.

Are there community agencies that provide a similar service and can possibly help with your clients?    Yes     No

Please explain.

## Mission Critical Function #1

**Disaster Plans and Staff Awareness** A good disaster plan is key to success but staff must be aware of it and know what they are expected to do in the event of an emergency.

Are your staff aware that as County employees, after ensuring their families are safe, they are expected to report to work when a disaster has been declared?      Yes       No   
(<http://cao.co.santa-barbara.ca.us/POLICIES/EMERG99.html>)

Do you have policies and procedures in place that address this business function in an emergency situation?      Yes       No

If no, when do expect to complete these policies and procedures?

If yes, do the policies and procedures address regularly scheduled drills? Yes  No

If yes, where are the policies and procedures kept (electronically, paper manual)?

If yes, how often are these reviewed & updated? When was the last time?

## Mission Critical Function #1

**Information Technology and Communication Issues** Identifying the computer systems and communications needs related to this mission critical function will help prioritize the technology and infrastructure needs for your department and the County. During a pandemic, IT and Communications resources will also be constrained. You do not have to identify technical requirements related to the system; technical staff will be contacted in the future.

Does this function require the use of a computer system?    Yes         No

If yes, identify the application(s).

If yes, do you have alternate methods to perform this function; for example, reverting to a manual method?    Yes         No

If you do have alternatives to the computer system, please explain. Do you have supplies and policies and procedures that address this alternative?

If you do not have any alternatives to the use of a computer system to perform this function, please explain.

Will this business function rely on County infrastructure to communicate with your clients or business partners (telephone, radio, fax, email, Internet)?        Yes     No

Please explain.

Will there be any additional communication-related capacity issues during a pandemic?

Yes     No

Please explain.

# Continuity of Government – Avian/Pandemic Flu Plan

Department:

Program:

Mission Critical Function:

## Contacts

Name	Work Phone	Home Phone	Cell Phone	Role	Multiple Mission Critical Functions?