



BOARD OF SUPERVISORS  
AGENDA LETTER

Agenda Number:

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

**Department Name:** CEO  
**Department No.:** 012  
**For Agenda Of:** June 7, 2011  
**Placement:** Departmental  
**Estimated Tme:** 20 minutes  
**Continued Item:** No  
**If Yes, date from:**  
**Vote Required:** Majority

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**TO:** Board of Supervisors

**FROM:** Department Chandra L. Wallar, County Executive Officer, 568.3400  
Director(s)  
Contact Info: Dennis Bozanich, Assistant to the CEO, 568-3400  
Michael Harris, Emergency Operations Chief, 568-1081

**SUBJECT:** Response to the Grand Jury Report titled "Improving Our Emergency Alert System in the 21st Century"

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**County Counsel Concurrence**

As to form: Yes

**Auditor-Controller Concurrence**

As to form: N/A

**Recommended Actions:**

That the Board of Supervisors:

- A. Consider and adopt responses in Attachment A as the Board of Supervisors responses to the Grand Jury report entitled "Improving Our Emergency Alert System in the 21st Century" and
- B. Authorize the Chair to sign the letter included as Attachment A forwarding the responses to the Presiding Judge.

**Summary Text:**

On March 15, 2011 the Civil Grand Jury released a report entitled "Improving Our Emergency Alert System in the 21st Century." The Board of Supervisors is named as a responder to Findings 1, 2, 3 as well as Recommendations 1b, 1c, 1d, 2, 3a and 3b. Consistent with California Penal Code Section 933(c), the Civil Grand Jury separately submitted its final report to and received comments from the County Sheriff (Attachment C) and County's Emergency Operations Chief (Attachment D).

It is recommended that the Board agree with Finding 1 and Recommendation 2; partially disagree with Findings 2 and 3; and disagree with Recommendations 1b, 1c, 1d, 3a and 3b. The specific recommendations are provided in the letter to the Presiding Judge. (Attachment A) The full report from the Civil Grand Jury can be found at Attachment B.

Since the Civil Grand Jury submitted its final report on March 15, 2011, California Penal Code Section 933(c) requires County's Board of Supervisors to comment to the Presiding Judge of the Superior Court,

no later than June 12, 2011, on the Civil Grand Jury's findings and recommendations pertaining to matters under the Board's control.

**Background:**

Given the number of large scale emergencies that have impacted Santa Barbara County over the past few years it is timely for the Civil Grand Jury to review the effectiveness of communications, before, during and after emergencies. This Grand Jury report examines the process of communicating vital information to the public in times of emergency. Additionally the report touches on the role of public education on responding to emergencies. The County Office of Emergency Services, Fire Department, Sheriff's Department and many other first responders must all communicate a significant volume of information about incident status and response. Much of this information is between various emergency operational responders.

Communicating relevant, accurate and actionable information to the public is so important that after each of the recent emergencies, multiple agencies, jurisdictions and the media have sat down to examine how to improve the speed, accuracy and quality of that information. New processes and procedures have been implemented already. The Grand Jury findings and recommendations are a valuable contribution and review of the public's internal and external communication expectations during emergencies.

The critical learning after the series of emergencies that we have experienced is that there is no one method, no one plan and no one best form of communication. First responders and emergency managers need to have available a wide variety of public communication tools and channels available to be effective. Truly, all existing and new methods of communication are required as a part of our emergency response. The Board's responses to the Grand Jury's report recognize past and ongoing improvements to communication while pointing toward additional opportunities for improving the speed, accuracy and quality during future emergencies.

**Fiscal and Facilities Impacts:**

Budgeted:

No fiscal analysis required for consideration and adoption of this response.

**Attachments:**

- A- Response to the Grand Jury report "Improving Our Emergency Alert System in the 21st Century"
- B- Grand Jury Report – "Improving Our Emergency Alert System in the 21st Century"
- C- Sheriff's Department response to "Improving Our Emergency Alert System in the 21st Century"
- D- Office of Emergency Services response to "Improving Our Emergency Alert System in the 21st Century"

**Authored by:**

Dennis Bozanich, Assistant to the County Executive Officer

**CC:**

Sheriff Bill Brown  
Chief Michael Dyer

# Attachment A

June 7, 2011

Honorable Arthur A. Garcia  
Assistant Presiding Judge  
Santa Barbara Superior Court  
312 East Cook Street  
Post Office Box 5369  
Santa Maria, California 93456-5369

**Reference: Response to Santa Barbara Civil Grand Jury Titled, “*Improving Our Emergency Alert System in the 21<sup>st</sup> Century*” (Published March 15, 2010 on Jury Web Site)**

Judge Garcia:

The Santa Barbara County Board of Supervisors (Board) is providing its response to the above-referenced Civil Grand Jury Report. Like the Civil Grand Jury, the Board places a high priority on the emergency management responsibilities of the County. The reorganization of the Office of Emergency Services (OES) into the Executive Office, the hiring of an executive leader for OES and the construction of a new emergency operations center (EOC) all represent the Board’s commitment to this vital service.

Providing critical incident information to the public during an emergency has been a principal function of the EOC when it is activated due to a major or multi-jurisdictional emergency. In recognition of this, OES developed a Public Information/Joint Information Center Annex to the Emergency Management Plan (also referred to as the “Emergency Operations Plan”) by working with jurisdictions and agencies. This guiding document, which the Grand Jury described as a, “... *county-wide comprehensive plan for conveying information to the public...*” has been used in training and is under continual refinement.

In accordance with the Grand Jury’s direction, responses are provided in accordance with Section 933.05 of the California Penal Code.

### **Finding 1**

**“The present Reverse 911® emergency alert system has shortfalls in its ability to alert/inform affected residents and media under certain emergency conditions and during certain times.”**

The Board agrees with the finding.

The Board understands from staff that no system is perfect. The Reverse 911® system, like other tools, has limitations. Telephones and cell phones must be in working order for Reverse 911® to be effective. During power outages, cordless landline phones with a base station are not functional. To establish a Reverse 911® call-out secession requires several steps such as message development and geographic plotting. Although the Board is proud of the Sherriff’s Office in its use of 911®, the Board realizes that this is not an instantaneous process. As staff has previously written the Grand Jury, Reverse 911® is only one aspect of communicating with the impacted public during an emergency that requires mass notification.

### **Recommendation 1b**

**“The Board of Supervisors directs the Office of Emergency Services to designate emergency radio/television stations to begin operation at any time the Reverse 911® is activated and reach affected residents.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

While OES and the Sheriff’s Office (the County’s program administrator for Reverse 911®) interact regularly with the local media during emergencies, it is an overly broad direction to contact the media, “...*any time the Reverse 911® is activated...*” During a major emergency where there is broad threat to the public and OES and the EOC have been activated, (e.g., large fires, major hazardous materials spill, etc.) it would be OES’ intent to notify the public through parallel systems, such as the media, web sites and other emergency messaging systems, while Reverse 911® is being prepared for execution. Prior to OES or EOC activation, the on-scene Incident Commander, working with the incident PIO, would work directly with the media and field staff to notify endangered residents.

Activating the local media for instances in which Reverse 911® is being used to alert a neighborhood for a lost or missing person at, for example 3AM, does little to enhance response to our knowledge of the situation. The Sheriff’s Office has repeatedly demonstrated their partnership with the local media in situations such as the latter.

The Sheriff’s Office uses Reverse 911® in partnership with OES during activations of the emergency management system. However, the Sheriff’s Office has also used Reverse 911® without OES’ involvement, (e.g., lost elderly residents). While the relationship between the two agencies in regard to Reverse 911® during major emergencies is appropriate, it would be inappropriate to dictate to OES when it would use the resources beyond its authority or when the scope of the incident dictates.

**Recommendation 1c**

**“The Board of Supervisors directs the Office of Emergency Services immediately to find and implement, subject to the approval of the Board of Supervisors, additional and more effective systems to alert and communicate with residents in a timely manner during any type of emergency.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

Over the progression of recent disasters and emergencies, the Board has found that OES’ use of radio, television, internet-based providers, OES’ text/email system (Nixle.com), OES’ social media site (Facebook, Twitter and Flickr), and Reverse 911® are appropriate. The Board expects OES to continually find and improve systems for providing the public emergency information. In identifying those potential improvements, it is incumbent on OES’ leadership to propagate those systems locally, and develop comprehensive approaches to emergency public information throughout the county (also referred to as the “Operational Area”).

While not optimal, each individual jurisdiction also has the authority to develop and manage their own emergency communication platforms; cities are responsible for the health, welfare and safety of their respective citizens. OES has encouraged the use of similar systems throughout the county. However, OES cannot force a particular jurisdiction to use an “OES approved system”. For example, the cities of Goleta and Santa Maria have decided to use their own emergency telephone notification system (CONNECT CTY) rather than the Sheriff’s Office’s Reverse 911® system. If jurisdictions use their own system, OES’ goal is that jurisdictions coordinate their own use. OES cannot, however, direct or mandate a city to implement a particular notification system.

**Recommendation 1d**

**“The Board of Supervisors directs the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, efforts by local jurisdictions to incorporate more effective alert/inform systems to communicate with residents in a timely manner during any type of emergency.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

As discussed in Recommendation 1c, OES continues to encourage cities, agencies and jurisdictions to utilize similar systems and protocols. An example of the cooperative approach to emergency public information is the development and training towards OES’ “Public Information Annex”. Training includes representatives from throughout the county. This includes first responders, city PIOs and emergency managers. Again however, while OES encourages the development of similar systems, OES cannot require an independent jurisdiction to use a system directed by OES.

## **Finding 2**

**“During past crises, emergency agencies have not always communicated with each other which may have slowed information being passed to affected residents.”**

The Board partially disagrees with this finding, because the finding does not note the communications improvements that have been made over the past several years.

During past incidents – over a several year period – the flow of information from the incident into the EOC has not always been optimal. Unclear channels of communication between the field and the EOC, respective role definition and a lack of a pre-established plans inhibited rapid incident information coordination. The Board disagrees that improvements have not been made over that same period.

As incident information flows into the EOC, the Board agrees with both OES and the Sheriff’s Department in their respective Grand Jury responses, that persons found to be in immediate danger should receive timely and effective information from incident commanders in order to take necessary life-saving actions. This swift action by field personnel was evident during the Jesusita Fire in which field staff demonstrated leadership by initiating evacuations of the public when the fire spread unpredictably to the west.

OES has worked with local agencies and jurisdictions to improve emergency information flow in conducting plan development, trainings and plan updates. The Board has previously been provided copies of the PIO/Joint Information Center Annex as a result of its concern for the emergency public information processes. The Board recognizes that OES and the first response agencies must ensure that published information be validated by dependable sources. However, as a result of the Board’s interest and the desire of OES and the first response agencies to improve the flow of information, improvements have been made. These positive changes were evidenced by the timely flow of communication during the March 20, 2011 flooding emergency. In this incident, field staff rapidly provided high-quality information to an activated EOC that was staffed with management representatives from fire, law enforcement, flood control officials, emergency management staff and via telephone conferences and electronic mail, federal officials with the Bureau of Reclamation.

OES has been, and is directed by the Board to continue, working with its emergency and jurisdictional partners to continue development and refinement of plans that integrate EOC & incident command communications and emergency public information functions, to continue training, and implement said refined plans.

## **Recommendation 2**

**“The Board of Supervisors and appropriate city jurisdictions require their respective emergency agencies to pass emergency information to adjacent jurisdictions and the Office of Emergency Services without delay.”**

The Board agrees with this recommendation and it has been implemented.

OES is directed to continue its efforts of improved incident emergency communication as previously discussed.

### **Finding 3**

**“No single public emergency services agency has accepted the responsibility for educating the public about the actions the public must take to access emergency service communications or what information the public can expect from various emergency alert/information systems.”**

The Board wholly disagrees with this finding.

Because each city is responsible for their residents’ public health & safety, it would not be appropriate, under the current model of each city having their own emergency coordinator, for any one agency to assume the sole responsibility for educating their residents. Recognizing the different programs, OES has led efforts of coordinating public education through OES’ Emergency Coordinators’ Committee (ECC).

OES has also worked with local foundations to create the “Aware & Prepare Initiative”. This OES initiative has provided funding for various emergency programs throughout the Operational Area. Public education programs have been created in Carpinteria, Goleta, UCSB, Buellton, Solvang and Santa Maria. The Spanish speaking population has been educated through the *Listos* program. *Listos* is an emergency education program that provides education in a culturally sensitive manner to increase preparedness within the Spanish-speaking population. These programs have proven very successful and have instructed and educated hundreds of persons in being better prepared which includes emergency actions to take during various alerts and warnings.

Through an Aware & Prepare Initiative-funded project, OES, working with Santa Barbara CITY television and the Public Education Subcommittee of the ECC, is also developing public service announcements for all communities throughout the Operational Area. Besides the PSA project, the Public Education Sub-Committee meets to discuss the programs, to maintain message consistency and to learn from each respective program’s successes. While OES or the Board has no statutory authority to force a city to establish an education program in a specific manner, OES and the cities have recognized the benefit of working together on public education.

### **Recommendation 3a**

**“The Board of Supervisors designates the Office of Emergency Services as the responsible agency for educating the county's public.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

As discussed earlier, while the Board is free to “designate” OES as the “responsible agency for educating the public”, there is no statutory authority in doing so except in the unincorporated areas of the county. OES is directed to continue to work with cities and agencies to improve education programs through cooperation and sharing of educational information. Again, through OES’ Aware & Prepare program, OES has undertaken a preeminent lead in this area.



**Recommendation 3b**

**“The Board of Supervisors directs the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, develop and coordinate permanent ongoing emergency education programs, and then work with cities, school districts, water districts, non-government organizations, broadcast media, public and private utilities to get relevant alert/education information out to the public.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

Given the current budget climate, the Board cannot support this recommendation. The Board directs OES to, where possible, develop funding sources to support continued jurisdiction and agency emergency public education and emergency public information efforts, and to assist in overall coordination of education efforts.

Yours Truly,

Joni Gray, Chair  
Santa Barbara County Board of Supervisors

Cc: Santa Barbara County Board of Supervisors  
Chandra Wallar, County Executive Officer  
Michael D. Harris, Emergency Operation Chief  
Santa Barbara County Operational Area Council  
Bill Brown, Sheriff  
Michael Dyer, County Fire Chief

# Attachment B

# **IMPROVING OUR EMERGENCY ALERT SYSTEM IN THE 21<sup>st</sup> CENTURY**

## **Paul Revere – Where Are You?**

### **SUMMARY**

Santa Barbara County residents have faced a series of devastating wildfire emergencies in the last five years which have significantly raised public awareness of emergency threats. In light of this heightened awareness the public has also had to consider other types of serious emergencies that would require rapid emergency alerts followed by timely emergency directions. These other threats to life and property range from earthquakes, flooding and landslides to civil disturbances and criminal activity.

Questions from the public have surfaced about how quickly alert and appropriate response information can reach affected residents during emergencies. As a result the 2010-11 Santa Barbara County Civil Grand Jury (Jury) conducted an investigation. The investigation was focused on whether or not our county residents could receive timely alerts of an emergency event and whether information of an actionable nature was available at the time of the alert.

The Jury found a county-wide comprehensive plan for conveying information to the public is in place in the Santa Barbara County's Office of Emergency Services (OES). Managing such an information flow during an ongoing emergency crisis requires an extensive and well coordinated effort by our emergency officials. The focus of the Jury's investigation was on the need for immediate alert and actionable information by the affected public at the onset of an emergency. Emergency alert systems such as the Reverse 911® call-out from the Santa Barbara County Sheriff's Department during the recent fire episodes were effective but inherently limited. The Jury found there was a disconnect in the information pipeline between on-site front line personnel, first responders, and the general public. The Jury found there to be an overly cautious culture in the county's public information system. This led to episodes of a lack of timely communication among emergency agencies, and between those agencies and the media. This disconnect resulted in limited public access to timely emergency information. In turn, this contributed to a reduction in effectiveness of the communication of alert and emergency directions to the public.

The Jury found that none of the emergency agencies interviewed had formulated and executed an effective and ongoing public education program dealing with preparation for actual alerts, or how to obtain follow-up information about how to respond to an emergency alert.

## BACKGROUND

The County of Santa Barbara has experienced a large number of disaster emergencies — both natural and human induced. Perhaps one of the most surprising and life-threatening was the *simoon* of 1859 which raised the air temperature during one afternoon in Goleta to a startling 133 degrees in a matter of hours. By evening, the temperature was back down to a livable 77 degrees. That heat event established a 70+ year national record only to be surpassed in 1934 in Death Valley with 134 degrees!<sup>1</sup>

Today's list of other potential, and ever-present disasters includes earthquakes, epidemics, wildfires, hazardous materials spills, a nuclear incident at Diablo Canyon, airplane crashes, flooding, landslides, tsunamis, wind events, and a dam failure. In addition there is a second category of events, man-made, which includes localized criminal activity, breakouts from detention facilities, terrorism, and civil unrest.

In most of these events the residents of the County of Santa Barbara would need timely alerts and relevant emergency information about what to do when alerted.

The recent series of wildfires which include the Gaviota (2004), Zaca (2007), Gap (2008), Tea (2008), and Jesusita (2009) have understandably sensitized county residents to the need for a system that provides an immediate alert followed by timely emergency directions. While no lives were lost during these latest emergencies, some residents were severely burned and hundreds of homes were destroyed in what amounted to very fast moving firestorms. In some cases homes were destroyed moments after they were evacuated. The need for rapid emergency alerts is obvious.

Questions have surfaced about the adequacy of the alert and emergency information system currently in place. While it is obvious that significant earthquakes would alert everyone in the affected area, most of the other types of disasters require a timely alert of residents. During recent fires some residents were notified by Reverse 911® calls while others were not; not all calls were made in a timely manner. Official sources reported information to the public that was as much as an hour old. At times information reported by local television and radio media was not current, whereas, out-of-county media sources provided more informative emergency updates. Once alerted, it is important for residents to have enough information to react and take necessary actions.

Currently, there is no county-wide agency responsible for educating the public about alert procedures or how to obtain timely emergency information.

## METHODOLOGY

The Jury interviewed a variety of officials at various levels responsible for emergency responses. Local fire officials were interviewed in order to understand better their role as first responders, how they deal with the ongoing challenge of early alert, and providing

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<sup>1</sup> *Goleta: The Good Land* by Walker A Tompkins, 1966 - page 57

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important timely emergency information to residents. Jury members met with officials in the various municipal and county information systems whose responsibility is to process emergency information. Several representatives of the media were interviewed in order to clarify their role during an emergency situation at both the field and station levels. The Jury learned how the media can play an important role in the effort to provide relevant and very timely emergency information. Members of the Jury visited the Reverse 911® Communications Center located in the Santa Barbara County Sheriff's Department complex. A tour of the facility and an extensive briefing of how the system works were followed by a question and answer session. A subsequent visit to Ventura County's Emergency Operation Center included briefings and a question and answer session. In addition, numerous reports, after-action reports, documents, and articles were reviewed by the Jury.

During all of its investigative activities, the Jury focused on the timeliness and effectiveness of the early alert systems currently in place. The Jury also sought to determine the timeliness of incident information delivered to affected residents during any emergency alert.

### **OBSERVATIONS AND ANALYSIS**

The objectives of the Jury's investigation were twofold. Firstly, whether the emergency systems currently in place can provide the residents of our county with adequate warning alerts during an emergency, allowing them to take appropriate action. In some cases such action could save lives. Secondly, to determine if the information provided subsequent to the alert was timely and relevant. Such information would allow a resident to take the correct actions after being alerted.

The Jury pursued these objectives by interviewing an important sample of those who are involved in providing timely alerts. The officials contacted were well-informed and professional in explaining their responsibilities and were forthcoming as to both the strengths and weaknesses in the emergency alert system in place today. For instance, while county emergency officials have the discretion to inform the media regarding a "newsworthy" event almost immediately (e.g. a fire), the Reverse 911® Standard Operating Procedure, which guides the emergency 911 call-out, doesn't include the media as a priority.

The Jury found that many officials in the various emergency information organizations seemed reluctant to release information to the media and the public because of "verifiability" issues. These officials expressed concern that past experiences where there had been the dissemination of inaccurate information could be repeated. In the case of a fire event, this could lead to disastrous consequences. However, in some instances involving the recent wildfire episodes, the verification process significantly slowed alert and follow-up information needed by the public — in some cases from 30 to 60 minutes. Such a time delay could equally lead to disastrous results. Ironically, because the most recent wildfire could be seen from a media building, the information went out to the

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public verified by eyewitness reporting from that station. Also, with today's social media (e.g. Twitter) so active in any emergency event, it is incumbent on officials to immediately "get the right word out" and maintain constant official updates.

The county's Reverse 911® system has been in place for over five years. It has been utilized in emergency events and performed well within its design. Dispatchers in the Sheriff's Public Safety Dispatch Center can initiate the system and are on duty 24 hours, 7 days a week, and 365 days a year. Once Sheriff's officials are notified, the call-out zone is identified, the language is decided upon, the message is determined, and the message call-out can begin within six minutes. The system is designed to make approximately 2,800 30-second calls per hour. If the message is repeated in another language that number drops by half — to 1,400. But, if required, by using a back-up system, call-outs can be increased to over 10,000 calls per hour. During the Jesusita Fire, for example, 209,000 calls were made. Unlisted numbers are included in the call-out protocol as well as registered cell phones. These lists are constantly updated to include all the changes of phone locations. Officials hope through additional funding that the Reverse 911® call-out capacity will be increased in the near future.

However, there are shortcomings in the use of Reverse 911® as an emergency alert system. Alerting residents during the early morning hours can be an especially difficult challenge. During one call-out event to the Santa Ynez Valley beginning around 2:30 a.m. only 9 out of 3,500 calls were answered live. If telephone lines go down during an emergency event, the system goes down. Cordless phone systems are useless if there is a power loss. The present backup for such a system shutdown is "boots on the ground" knocking on doors, bullhorns, helicopters, and alerts from vehicles passing through neighborhoods.

To be included on a call-out list, the owner must register the cell phone number with the Sheriff's department.<sup>2</sup> Many cell phone users have not done this. Even then, the caller-ID feature that many cell phone users have would show "COSB" (County of Santa Barbara) on their phone. Unless the cell phone user is aware of what that means, the call may go unanswered.

The Jury's investigation found consistent anecdotal statements in interviews and reports that there was an overly cautious culture when it came to communication among emergency agencies. There is no statutory requirement for an agency to pass information on to other agencies. At the beginning of an event, discretion is left to the official in charge on the scene as to whether or not to pass on information. By the time information is filtered as it moves along the chain of command, the public which is at the end of the information pipeline, may be informed late, or not at all. Comments by officials include "...the timing of information was useless by the time they (public) got it" and "...information to the public was not timely in its transmittal."

During interviews, members of emergency agencies suggested that jurisdictional issues can play a role in the reluctance to pass information up and down as well as laterally in

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<sup>2</sup> Santa Barbara County Sheriff Department website: [www.sbsheriff.org/reverse911](http://www.sbsheriff.org/reverse911)

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the information pipeline. It is important to note that the flow or lack of flow, of this information did not encumber the emergency response activities of the agencies.

Part of this cautious approach is attributable to the need for the dissemination of accurate emergency information. The Jury learned that government agencies want to provide verified information to the media which may cause a 30-60 minute delay. Besides, the fact is the media will report what it verifies on its own.

There are no designated emergency radio or television stations. With perhaps one very low-powered exception, there is no radio station on the air 24 hours-a-day, 7 days-a-week, 365 days-a-year in Santa Barbara County that could provide a dependable source of critical actionable emergency information.

It is fair to assume after all of the natural disasters the county has experienced, there is reasonable awareness of the many kinds of disasters that could occur. Schoolchildren have long been trained to “duck and cover” when an earthquake occurs. There have been increased efforts by many public and private organizations to help prepare the residents in advance for a disaster. Stockpiling food and water supplies, first aid training, establishing out-of-area contact phone numbers, and family rendezvous points are part of that preparation. The present challenge is to provide education throughout the county regarding alert preparation, and how to access vitally needed information at the moment of the alert.

Some examples of alert preparation are:

- Registering cell phones on the Reverse 911® call-out list
- Understanding that if you see “COSB” (County of Santa Barbara) on your Caller ID, it may be an emergency Reverse 911® call
- Registering with NIXLE<sup>3</sup> - another alert system
- Setting cell phone tones with a special Reverse 911® ringtone
- Leaving cell phones on all night while charging
- Always answering late and early morning calls
- Installing a law enforcement scanner application on smart phones

Some examples of information preparation are:

- Listening carefully to the Reverse 911® message
- Immediately tuning in to prospective designated emergency radio stations
- Immediately tuning in to prospective designated emergency TV stations
- Using a car radio as a back-up
- Acquiring a battery operated or hand cranked portable radio<sup>4</sup>

The 2010-11 Santa Barbara County Civil Grand Jury concluded that, while the county has an effective emergency response plan and organization in place, there is a need for improvements in the delivery systems that would serve to alert and provide timely and relevant emergency information to the residents. Increased communication within the

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<sup>3</sup> NIXLE website - [www.nixle.com](http://www.nixle.com)

<sup>4</sup> Press Release from Michael Harris, Emergency Operations Chief, dated December 8, 2010

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emergency response structure and with the media would facilitate important public knowledge of an unfolding emergency event thus enabling the public to take more timely actions to protect both lives and property.

There is a need to establish emergency radio/TV sources known to the entire population. There is a need for a sustained county-wide emergency education program that would provide information on how to prepare for alerts and receive immediate actionable emergency information. The program should be designed to reach everyone in Santa Barbara County.

### FINDINGS AND RECOMMENDATIONS

#### **Finding 1**

The present Reverse 911® emergency alert system has shortfalls in its ability to alert/inform affected residents and media under certain emergency conditions and during certain times.

#### **Recommendation 1a**

The Board of Supervisors directs that when the Reverse 911® is activated, this system will immediately alert/inform affected residents and all media.

#### **Recommendation 1b**

The Board of Supervisors directs the Office of Emergency Services to designate emergency radio/television stations to begin operation at any time the Reverse 911® is activated and reach affected residents.

#### **Recommendation 1c**

The Board of Supervisors directs the Office of Emergency Services immediately to find and implement, subject to the approval of the Board of Supervisors, additional and more effective systems to alert and communicate with residents in a timely manner during any type of emergency.

#### **Recommendation 1d**

The Board of Supervisors directs the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, efforts by local jurisdictions to incorporate more effective alert/inform systems to communicate with residents in a timely manner during any type of emergency.

#### **Finding 2**

During past crises, emergency agencies have not always communicated with each other which may have slowed information being passed to affected residents.



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### **Recommendation 2**

The Board of Supervisors and appropriate city jurisdictions require their respective emergency agencies to pass emergency information to adjacent jurisdictions and the Office of Emergency Services without delay.

### **Finding 3**

No single public emergency services agency has accepted the responsibility for educating the public about the actions the public must take to access emergency service communications or what information the public can expect from various emergency alert/information systems.

### **Recommendation 3a**

The Board of Supervisors designate the Office of Emergency Services as the responsible agency for educating the county's public.

### **Recommendation 3b**

The Board of Supervisors direct the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, develop and coordinate permanent ongoing emergency education programs, and then work with cities, school districts, water districts, non-government organizations, broadcast media, public and private utilities to get relevant alert/education information out to the public.

### **Recommendation 3c**

The Office of Emergency Services develop and implement a compliance program to monitor alert/inform emergency education efforts.

## **REQUEST FOR RESPONSE**

In accordance with *California Penal Code* Sections 933 and 933.05 each agency and government body affected by or named in this report is requested to respond in writing to the findings and recommendations in a timely manner. The following are the affected agencies for this report, with the mandated response period for each:

### **Santa Barbara County Sheriff's Department-60 days**

Findings 1, 2, 3  
Recommendations 1a, 1b, 2

### **Santa Barbara County Board of Supervisors-90 days**

Findings 1, 2, 3  
Recommendations 1b, 1c, 1d, 2, 3a, 3b

**Santa Barbara County Office of Emergency Services-60 days**

Findings 1, 2, 3

Recommendations 1b, 1c, 1d, 2, 3a, 3b, 3c

**City of Buellton-90 days**

Findings 2, 3

Recommendation 2

**City of Carpinteria-90 days**

Findings 2, 3

Recommendation 2

**City of Goleta-90 days**

Findings 2, 3

Recommendation 2

**City of Guadalupe-90 days**

Findings 2, 3

Recommendation 2

**City of Lompoc-90 days**

Findings 2, 3

Recommendation 2

**City of Santa Barbara-90 days**

Findings 2, 3

Recommendation 2

**City of Santa Maria-90 days**

Findings 2, 3

Recommendation 2

**City of Solvang-90 days**

Findings 2, 3

Recommendation 2

**Carpinteria/Summerland Fire Protection District-90 days**

Finding 2

Recommendation 2

**Montecito Fire Protection District-90 days**

Finding 2

Recommendation 2

# Attachment C

SHERIFF'S OFFICE RESPONSE  
SANTA BARBARA COUNTY GRAND JURY'S 2010-2011 REPORT  
"IMPROVING OUR EMERGENCY ALERT SYSTEM IN THE 21<sup>ST</sup> CENTURY  
Paul Revere - Where Are You?"

**FINDINGS AND RECOMMENDATIONS**

**Finding 1**

*The present Reverse 911® emergency alert system has shortfalls in its ability to alert/inform affected residents and media under certain emergency conditions and during certain times.*

**Response to Finding 1: The Sheriffs Office agrees with this finding.**

The Sheriffs Office recognizes that the Reverse 911® emergency alert system is but one tool that is used to notify residents in an emergency situation. Reverse 911® uses a telephonic communications method to notify residents in an emergency. Shortfalls of the Reverse 911® system include its single approach along with the simple fact that the majority of our residents appear to screen their phone calls and do not always listen to recorded messages. The Sheriffs Office utilizes a multi-pronged notification approach during emergencies in order to promptly notify residents and the media. As stated, utilization of the Reverse 911® system is only one tool in the Sheriffs Office tool kit. Response by the Sheriffs Office in times of emergency takes many forms, with Reverse 911® being only one portion of that response.

The Sheriffs Office respectfully disagrees with the statement in the report on page four "*The present backup for such a system shutdown is 'boots on the ground' knocking on doors, bullhorns, helicopters, and alerts from vehicles passing through neighborhoods.*" Such methods of notification are not a back-up, but rather are standard procedures in emergency notifications where we request our residents to perform an action during an emergency. Understanding the limitations of the Reverse 911® system, residential notifications occur in a timely manner through the use of deputies both in vehicles and at times helicopters using siren and loudspeaker to notify residents of an emergency and provide evacuation or other instructions. These are supplemented by the use of the Sheriffs Search and Rescue Team and deputies on foot knocking on doors, directly notifying residents. Furthermore, when the emergency is the responsibility of the Sheriffs Office, a Sheriffs Public Information Officer provides information to the media for dissemination to the public.

**Recommendation 1a**

*The Board of Supervisors directs that when the Reverse 911® is activated, this system will immediately alert/inform affected residents and all media.*

**Response to Recommendation 1a: This recommendation will not be implemented because it is neither warranted nor reasonable.**

This recommendation is directed to the Board of Supervisors (Board); however, the Grand Jury has required a response from the Sheriffs Office. The Sheriffs Office would respectfully inform the Board that it does not support this recommendation.

Most Reverse 911® sessions conducted by the Sheriffs Office do not reach the level of media attention. They are for a localized event that affects the public in a certain area. The Sheriffs

Office relies on its Public Information Officer to notify the media on Sheriff-related incidents. Reverse 911 ® is not a proper means of notifying the media.

### **Recommendation Ib**

*The Board of Supervisors directs the Office of Emergency Services to designate emergency radio/television stations to begin operation at any time the Reverse 911® is activated and reach affected residents.*

### **Response to Recommendation Ib: This recommendation will not be implemented because it is neither warranted nor reasonable.**

This recommendation is directed to the Board of Supervisors (Board); however, the Grand Jury has required a response from the Sheriffs Office. The Sheriffs Office agrees with the Office of Emergency Services' (OES) response to this recommendation as follows:

"OES would inform the Board that it does not support this recommendation. OES is proud of its strong relationship with local media. Television, radio and internet media outlets have been meeting with OES prior to the Grand Jury's report. OES and the media are working together on how to communicate effectively based on lessons learned. OES has proposed revisiting the existing memorandum of understanding (MOU) with media outlets in order to increase the number of participants and clarify responsibilities. OES' position is that all media outlets be provided information during emergencies as the public access the media outlet of their choice and preference. OES will highlight the MOU 'members' on OES' website as MOU participants have formally agreed to 'activate' their operations at the request of OES.

Reverse 9-1-1® is used for a variety of circumstances and such a broad statement as notifying the media 'any time the Reverse 9-1-1® is activated' will not be implemented. During an incident where there are threats to the public, e.g., fire, hazardous materials spill, active shooter, etcetera, it would be the intent to notify the public through parallel systems, such as the media, web sites and other emergency messaging systems, while Reverse 9-1-1® is being prepared for execution. However, activating the local media for instances in which Reverse 9-1-1® is being used to alert a neighborhood for a lost or missing person at, for example, SAM, does little to enhance response or knowledge to the situation. The Sheriffs Office has repeatedly demonstrated their partnership with the local media in situations such as the latter.

Finally, Reverse 9-1-1® is a tool not under direct control of OES. The Sheriffs Office often uses Reverse 9-1-1® in partnership with OES. However, the Sheriffs Office has also used Reverse 9-1-1® without OES' involvement; such as elderly lost residents. While the relationship between the two agencies in regard to Reverse 9-1-1® during emergencies is appropriate, it would be inappropriate to dictate to OES when it would use the resources beyond its authorities."

## **Finding 2**

*During past crises, emergency agencies have not always communicated with each other which may have slowed information being passed to affected residents.*

### **Response to Finding 2: The Sheriffs Office partially disagrees with this finding.**

The Sheriffs Office has always communicated with other agencies in emergency situations. The communication between agencies in no way affects the method or manner that information is passed to affected residents. However, the timeliness of information is always a goal for continued improvement.

Prompt and accurate communication between agencies begins in the County Public Safety Dispatch Center, where dispatchers managing Sheriff resources, county-wide AMR ambulance resources and County Fire resources get the initial call with its attendant information. Appropriate resources are then dispatched, and the dispatchers monitor every call for service for which they are responsible. They physically talk to each other about the emergency, send additional resources, or make requests of appropriate allied agencies as needed. During the entire emergency they monitor activities and assist in making sure that communication between agencies at the dispatch level is maintained. Dispatchers from the County Public Safety Dispatch Center routinely talk to other dispatchers within the county and with our neighboring counties as incidents change and jurisdictional boundaries change. The dispatchers are supplemented by deputies, fire fighters, ambulance personnel and any other personnel needed to work on a particular emergency, who consult in person, usually at a makeshift command post where an initial coordinated plan is made to detail duties and personnel in dealing with any type of emergency.

When an emergency situation goes into a long-term mode, more formal command posts are set up, Departmental Operations Centers are opened, and the Emergency Operations Center is activated. At each level, these agencies communicate with each other, often within groups of common interest.

Other factors may contribute to a lack of information being passed on to the public, or to the timeliness of that information. However, it is important to note that information disseminated to the public in an emergency must be accurate. Premature release of inaccurate information, or other errors and/or omissions in disseminated information could lead to unsafe actions by the public. Therefore, accuracy must be maintained while still providing for timeliness.

## **Recommendation 2**

*The Board of Supervisors and appropriate city jurisdictions require their respective emergency agencies to pass emergency information to adjacent jurisdictions and the Office of Emergency Services without delay.*

**Response to Recommendation 2: The Sheriffs Office agrees with this recommendation.**

This recommendation is directed to the Board of Supervisors (Board); however, the Grand Jury has required a response from the Sheriffs Office. The Sheriffs Office would respectfully recommend to the Board that it support this recommendation.

As shown in previous responses, the Sheriffs Office passes information on to other emergency agencies and jurisdictions on a regular basis. This practice will not cease. Whether information is passed at the dispatch level, the line level, supervisory, management or executive levels, sharing emergency information is vital. Through the Sheriffs Office Public Safety Dispatch Center, protocol has been established to pass emergency information specifically to the County Office of Emergency Services.

**Finding 3**

*No single public emergency services agency has accepted the responsibility for educating the public about the actions the public must take to access emergency service communications or what information the public can expect from various emergency alert/information systems.*

**Response to Finding 3: The Sheriffs Office disagrees with this finding.**

The Santa Barbara County Sheriffs Office has played a major role in educating the public in this area. In addition to collaborating with OES for public information dissemination, the Sheriffs Office promotes through its website: [www.sbsheriff.org](http://www.sbsheriff.org) information about Reverse 911®, and it informs the public regarding the registration of personal cell phones. The Sheriffs Office conducts educational programs for the public on dealing with emergency situations through its crime prevention efforts. The Sheriffs Office regularly participates in educational forums in cooperation with other public safety agencies, citizens groups and governmental entities to educate the public about the Reverse 911® system and emergency preparedness in general.

**Conclusion:**

The response to emergency situations by the members of the Santa Barbara County Sheriffs Office provides some of the most challenging, frightening, yet also satisfying experiences in the career of a first responder. The continuing interest shown by the Grand Jury in public and media notification during these emergency times reinforces its committed interest in public safety. The Sheriffs Office is very proud of our response to each of the wildfires noted in the report. We are confident that we will continue to work any type of emergency situation, promptly and accurately notifying those residents who are affected and providing proper instructions to keep them safe. We will continue to work closely with the media, whether through the efforts of our agency Public Information Officer or in conjunction with area wide disaster management. Such efforts could include supplying public information specialists to the responsible jurisdiction or cooperating with the Office of Emergency Services in the operation of a joint information center.

Regardless of the situation, the Santa Barbara County Sheriffs Office can be counted on to make the best use of its available resources as we protect and serve the people of Santa Barbara County.

# Attachment D





COUNTY OF SANTA BARBARA  
COUNTY EXECUTIVE OFFICE

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May 12, 2011

Honorable Arthur A. Garcia  
Assistant Presiding Judge  
Santa Barbara Superior Court  
312 East Cook Street  
Post Office Box 5369  
Santa Maria, California 93456-5369

Reference: Response to Santa Barbara Civil Grand Jury Titled, *“Improving Our Emergency Alert System in the 21<sup>st</sup> Century”* (Published March 15, 2010 on Jury Web Site)

Judge Garcia:

The Santa Barbara County Office of Emergency Services (OES) wishes to thank the Civil Grand Jury for its continued interest in emergency management. OES was gratified to read the Grand Jury’s recognition that, *“The Jury found a county-wide comprehensive plan for conveying information to the public is in place in the Santa Barbara County’s Office of Emergency Services (OES).”* As a result of incident experiences, OES staff worked hard with local public information officers, agencies and jurisdictions to develop the “Public Information Annex” to the emergency management plan for the county. OES has conducted training towards the plan and is updating and refining the plan based on participant input.

In accordance with the Grand Jury’s direction, answers are provided in accordance with Section 933.05 of the California Penal Code.

**Finding 1**

**“The present Reverse 911<sup>®</sup> emergency alert system has shortfalls in its ability to alert/inform affected residents and media under certain emergency conditions and during certain times.”**

OES agrees with the finding.

Reverse 9-1-1<sup>®</sup>, like other tools in the public information arsenal, has limitations. Reverse 9-1-1<sup>®</sup> is designed to provide emergency information to a geographic area when communication systems such as land-based telephones and cell phones are operational. The need to script a Reverse 9-1-1<sup>®</sup> message while simultaneously plotting a geographic area to send the message can

take time. Therefore, OES, the Sheriff's Office and other agencies/jurisdictions have utilized Reverse 9-1-1<sup>®</sup> as just one communication tool. Field staff, local media and social media are part of the system that continues to work while a Reverse 9-1-1<sup>®</sup> mission is being planned and executed.

### **Recommendation 1b**

**“The Board of Supervisors directs the Office of Emergency Services to designate emergency radio/television stations to begin operation at any time the Reverse 911<sup>®</sup> is activated and reach affected residents.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

This recommendation is directed to the Board of Supervisors (Board) however, the Grand Jury has required a response from OES. OES would inform the Board that it does not support this recommendation. OES is proud of its strong relationship with local media. Television, radio and internet media outlets have been meeting with OES prior to the Grand Jury's report. OES and the media are working together on how to communicate effectively based on lessons learned. OES has proposed revisiting the existing memorandum of understanding (MOU) with media outlets in order to increase the number of participants and clarify responsibilities. OES' position is that all media outlets be provided information during emergencies as the public access the media outlet of their choice and preference. OES will highlight the MOU “members” on OES' website as MOU participants have formally agreed to “activate” their operations at the request of OES.

Reverse 9-1-1<sup>®</sup> is used for a variety of circumstances and such a broad statement as notifying the media “any time the Reverse 9-1-1<sup>®</sup> is activated” will not be implemented. During an incident where there are threats to the public, e.g., fire, hazardous materials spill, active shooter, etcetera, it would be the intent to notify the public through parallel systems, such as the media, web sites and other emergency messaging systems, while Reverse 9-1-1<sup>®</sup> is being prepared for execution. However, activating the local media for instances in which Reverse 9-1-1<sup>®</sup> is being used to alert a neighborhood for a lost or missing person at, for example, 3AM, does little to enhance response or knowledge to the situation. The Sheriff's Office has repeatedly demonstrated their partnership with the local media in situations such as the latter.

Finally, Reverse 9-1-1<sup>®</sup> is a tool not under direct control of OES. The Sheriff's Office often uses Reverse 9-1-1<sup>®</sup> in partnership with OES. However, the Sheriff's Office has also used Reverse 9-1-1<sup>®</sup> without OES' involvement; such as elderly lost residents. While the relationship between the two agencies in regard to Reverse 9-1-1<sup>®</sup> during emergencies is appropriate, it would be inappropriate to dictate to OES when it would use the resources beyond its authorities.

### **Recommendation 1c**

**“The Board of Supervisors directs the Office of Emergency Services immediately to find and implement, subject to the approval of the Board of Supervisors, additional and more effective systems to alert and communicate with residents in a timely manner during any type of emergency.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

This recommendation is from the Grand Jury to the Board. OES has been required by the Grand Jury for a response. OES would advise the Board that this recommendation not be implemented.

OES believes that using multiple communication paths through various media providers is a prudent method of communicating with the public. Use of radio, television, internet-based providers, OES’ text/email system (Nixle.com), OES’ social media site (Facebook, Twitter and Flickr), Reverse 9-1-1<sup>®</sup> are appropriate. All links, including to the Sheriff’s Reverse 9-1-1 <sup>®</sup> are available at [countyofsb.org/ceo/oes](http://countyofsb.org/ceo/oes).

Each individual jurisdiction also has the authority to develop and manage their own emergency communication platforms. While OES has encouraged the use of similar systems, OES cannot force a particular jurisdiction to use an “OES approved system”. For example, the cities of Goleta and Santa Maria have decided to use their own emergency telephone notification system (CONNECT CTY) rather than the Sheriff’s Office Reverse 9-1-1<sup>®</sup> system. If jurisdictions use their own system, OES’ goal is that jurisdictions coordinate their use. OES cannot however, direct a city to implement a particular system.

### **Recommendation 1d**

**“The Board of Supervisors directs the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, efforts by local jurisdictions to incorporate more effective alert/inform systems to communicate with residents in a timely manner during any type of emergency.”**

The recommendation will not be implemented because it is not warranted or is not reasonable.

Although the recommendation addresses the Board, OES has been required by the Grand Jury for a response.

As discussed in Recommendation 1c, OES continues to encourage cities, agencies and jurisdictions to utilize similar systems and protocols. An example of the cooperative approach to emergency public information is the development and training towards OES’ “Public Information Annex”. Training included representatives from throughout the county. This included first responders, city PIOs and emergency managers. Again however, while OES encourages the development of similar systems, OES cannot require an independent jurisdiction to use a system directed by OES.

## **Finding 2**

**During past crises, emergency agencies have not always communicated with each other which may have slowed information being passed to affected residents.**

OES partially disagrees with this finding.

During an emergency providing information to the public occurs at different levels. At small incidents, such as a house fire, small hazardous materials incident or at the scene of a law enforcement incident, public information may be handled by on on-scene Public Information Officer (PIO). In the initial stages, as an incident grows in complexity the incident PIO may still have the predominant lead in getting out information to the media and public. As the PIO is working with local media, the incident commander is ensuring that any persons who require immediate life-saving information, such as evacuation orders, are receiving that information by field incident staff. Even during the very initial stages in which an EOC is activated, the on-scene incident PIO is leading the effort in publishing information.

OES strongly believes that residents who find themselves in an area posing immediate danger, receive timely and effective information from incident commanders in order to take necessary life-saving actions. This includes those situations in which field staff (such as individual deputies) have unilaterally made evacuation decisions based on rapidly changing situations such as unexpected fire spread.

OES, the agencies and jurisdictions have recognized the difficulties of smooth information flow between the incident level and the EOC. Working together they have taken steps to improve that flow in plan development, training and plan updates from that training; a quality improvement cycle. It is important to remember that while persons want information instantaneously, OES and the first response agencies must ensure that published information is validated by dependable sources. If an agency published information that is erroneous, credibility, panic and potentially a risk to public safety may occur.

As discussed earlier, OES, working with its emergency and jurisdictional partners developed and is refining the "Public Information Annex". This plan acknowledges the need to link incident and EOC PIO roles and responsibilities. Training, exercising and ongoing plan review has assisted in the information flow between the field and the EOC.

### **Recommendation 2**

**The Board of Supervisors and appropriate city jurisdictions require their respective emergency agencies to pass emergency information to adjacent jurisdictions and the Office of Emergency Services without delay.**

OES agrees with this recommendation and it has been implemented.

OES would recommend to the Board its support of this recommendation (OES' response is also required by the Grand Jury although the recommendation is made to the Board).

As discussed previously, OES has been leading efforts of improved incident emergency communication. Repeated meetings with members of local media management, discussions with agency PIOs – including their participation and input into the Public Information Annex – training of PIOs and implementing improved communication systems, have enhanced the ability of agencies and jurisdiction to work together on emergency public information during incidents. The strongest move forward has been the combined efforts of agencies and jurisdictions to fully understand the respective roles of the incident/field PIO and the EOC PIOs.

### **Finding 3**

**No single public emergency services agency has accepted the responsibility for educating the public about the actions the public must take to access emergency service communications or what information the public can expect from various emergency alert/information systems.**

OES partially disagrees with this finding.

In 2007 OES partnered with the Orfalea Fund and Witt Associates to create the “Aware & Prepare Initiative”. This initiative has provided funding for various emergency programs throughout the county (referred to as the “Operational Area”). Public education programs have been created in Carpinteria, Goleta, UCSB, Buellton, Solvang and Santa Maria. These programs have proven very successful and have instructed and educated hundreds of persons in being better prepared; including emergency actions to take during various alerts and warnings.

Each city is responsible for their residents' public health & safety. It would not be appropriate, under the current model of each city having their own emergency coordinator, for any one agency to assume the sole responsibility for educating their residents. Recognizing the different programs, OES has lead efforts of coordinating public education through OES' Emergency Coordinators' Committee (ECC).

The ECC, which meets quarterly, is comprised of representatives of each city and several agencies. The ECC is formed into several subcommittees that provide recommendations to OES on a variety of subject matters. One ECC sub-committee is the “Public Education Sub-Committee”.

With each city or jurisdiction developing education programs, the Public Education Sub-Committee meets to discuss the programs, to maintain message consistency and to learn from each respective program's successes. While OES or the Board has no statutory authority to force a city to establish an education program in a specific manner, OES and the cities have recognized the benefit of working together on public education.

**Recommendation 3a**

**The Board of Supervisors designate the Office of Emergency Services as the responsible agency for educating the county's public.**

The recommendation will not be implemented because it is not warranted or is not reasonable.

An OES response is required by the Grand Jury while the recommendation is made to the Board. OES would recommend to the Board that this recommendation not be implemented.

As discussed in Finding 3 above, while the Board is free to "designate" OES as the "responsible agency for educating the public", there is no statutory authority in doing so except in the unincorporated areas of the county.

OES, the cities and agencies currently work together to improve education programs through cooperation and sharing of public education programs. Again, through OES' Aware & Prepare program, OES has undertaken a preeminent lead in this area.

**Recommendation 3b**

**The Board of Supervisors direct the Office of Emergency Services to fund, subject to the approval of the Board of Supervisors, develop and coordinate permanent ongoing emergency education programs, and then work with cities, school districts, water districts, non-government organizations, broadcast media, public and private utilities to get relevant alert/education information out to the public.**

The recommendation will not be implemented because it is not warranted or is not reasonable.

An OES response is required by the Grand Jury while the recommendation is made to the Board. OES would recommend to the Board that this recommendation not be implemented.

Given the current budget climate, OES cannot support this recommendation. Instead OES is looking to funding sources to support continued jurisdiction and agency emergency public education and emergency public information efforts and to assist in overall coordination of education efforts.

**Recommendation 3c**

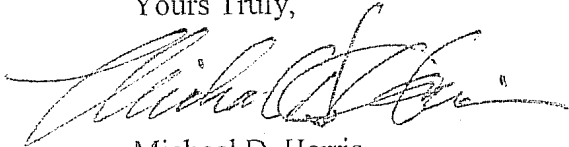
**The Office of Emergency Services develop and implement a compliance program to monitor alert/inform emergency education efforts.**

The recommendation will not be implemented because it is not warranted or is not reasonable.

“Compliance” would indicate an authority over cities or independent jurisdictions in regard to emergency education efforts. OES and the Board have no such authority. Continuing efforts, as previously discussed, are more likely to yield positive overall results.

Again thank you for your continuing interests in public safety. OES is proud of the accomplishments made towards better alerting and warning of the public, coordination with our local media partners and cooperation amongst local PIOs.

Yours Truly,



Michael D. Harris  
County Executive Office  
Office of Emergency Services

Cc: Santa Barbara County Board of Supervisors  
  
Chandra Wallar, County Executive Officer  
  
Santa Barbara County Operational Area Council  
  
William F. Brown, Sheriff