

2009 AWARE PREPARE ANNUAL REPORT V.3

First Annual Report from Santa Barbara
County's Aware & Prepare Initiative

2008 - 2009

Aware & Prepare Initiative Annual Report



Barbara Andersen
James Lee Witt Associates

Javier Moreno
Orfalea Foundations

June 1, 2009

This page intentionally left blank.



TABLE OF CONTENTS

Introduction	5
Executive Summary	6
Planning Cycle	10
Organizational Structure	11
Planning	12
Needs Assessment	12
Logic Model	15
Gap Analysis	21
Outreach	22
Aware & Prepare Event	22
Public Sector	24
Philanthropic Community	26
Non-Profit Organizations and Service Providers	27
Private Sector	28
Grantmaking	29
Aware & Prepare Initiative Grants	30
Evaluation	37
Grantee Reporting	37
Measurable Outcomes	37
Best Practices	41
Sustainability	42
Programmatic Strategies	42
Long-Term Strategies	42
Nurturing Collaborative Networks	44



TABLE OF CONTENTS

Appendices	APP
Aware & Prepare Initiative Logic Models	A
Interim Evaluation Reports	B
Santa Barbara Civil Grand Jury Reports	C
News and Noteworthy Events	D

INTRODUCTION

Aware & Prepare: A Community Partnership to Strengthen Emergency & Disaster Readiness is an Orfalea Fund Initiative in partnership with James Lee Witt Associates (JLWA), Santa Barbara County Office of Emergency Services (SBC OES), and local foundations. Our mission is to create a community partnership to strengthen capabilities to mitigate, prepare for, respond to, and recover from an emergency or disaster within the Santa Barbara County Operational Area.

Project Background

The Orfalea Foundations have made a significant commitment to strengthening emergency preparedness in Santa Barbara County that began in response to the Santa Barbara Civil Grand Jury report released in May 2006 that examined several key areas of disaster preparedness and found the County generally ill-equipped to respond to any large-scale emergency or catastrophic disaster. JLWA was retained as an objective third-party source to conduct an assessment of emergency preparedness within the Santa Barbara County Operational Area. As a result of this assessment, JLWA captured seven priority themes for emergency preparedness improvement within Santa Barbara County. These priority theme areas have since been incorporated as the funding areas for the Aware & Prepare Initiative.

- **Public Education and Awareness.** Strategies and capabilities to help the general public become better prepared for a disaster, including programs that specifically target vulnerable populations (including the disabled, elderly, and non-English speaking populations) and focus on all-hazards emergencies.
- **Coordination and Communication.** Strategies and capabilities to develop strong relationships within the community, and specifically between the local government and non-governmental and non-profit organizations.
- **Preparedness.** Strategies and capabilities to develop an active and inclusive planning process as well as training and exercise program in the community, including quality control, continuous improvement, and feedback mechanisms.
- **Emergency Public Information.** Strategies and capabilities (including information technology and equipment) to warn the public of an impending disaster and to provide emergency instructions on suggested actions.
- **Resources and Personnel.** Strategies and capabilities to develop caches of disaster supplies, lists of capabilities and skills of organizations and responders, as well as knowing who has what and the capability to move resources (people and supplies) to where they are needed.
- **Authority and Management.** Facilities (including the Emergency Operations Center) and capabilities for community leadership to provide command, control and coordination of disaster response activities.
- **Volunteer Organizations Active in Disasters.** Continued development of an active VOAD organization made up of non-governmental agencies in partnership with local government to improve coordination and capabilities in disaster preparedness and response, including other

neighborhood preparedness efforts like a Community Emergency Response Team (CERT) and Neighborhood Watch Group.

EXECUTIVE SUMMARY

Since James Lee Witt Associates was retained by the Orfalea Foundations in 2007, there have been four significant wildfire incidents within the Santa Barbara County Operational Area. In July 2007, the **Zaca Fire** burned 240,207 acres over the course of several weeks. With a new Emergency Operations Chief as well as a newly-established Santa Barbara County Office of Emergency Services under the County Executive Officer, this incident certainly challenged the local emergency management system. This was also the first time that new mechanisms for the distribution of information were being utilized including kiosks in public areas with updated fire map information.

In July 2008, the **Gap Fire** burned 9,443 acres and affected a significant number of residents with evacuations as well as intermittent and often extended power outages. This incident emphasized the need for consistent, accurate and comprehensive emergency public information and also highlighted the lack of information available for non-English speaking populations in the Santa Barbara County Operational Area. The Gap Fire also revealed that the expectations of the public on when and how they received information were unrealistic compared to when timely and relevant information was actually available. As a result, a more comprehensive approach to increasing individual and family preparedness as well as emergency public information were undertaken by the City of Goleta, City of Santa Barbara, Santa Barbara County Fire Department, and the Office of Emergency Services.



In November 2008, the **Tea Fire** burned 1,940 acres and destroyed or damaged a total of 168 homes in Santa Barbara and Montecito. The fast-moving, wind-driven fire immediately overwhelmed the capabilities of the entire Operational Area. Reverse 911 notifications to residents did not operate well because phone systems and electricity were out in the affected area, and evacuations were disorderly and frantic because residents had very little notice to leave their homes and access roads were not wide enough to handle both cars and emergency vehicles. This incident was also the first time since the Painted Cave Fire that the County of Santa Barbara has had to undertake long-term recovery efforts including the policies and procedures surrounding a federally declared disaster.

Most recently, Santa Barbara battled the **Jesusita Fire** that burned 8,733 acres with initial damage assessments reporting a total of 77 homes destroyed and 22 homes damaged with 60 outbuildings destroyed and 69 outbuildings damaged. The fire affected more than 60,000 residents and threatened thousands of homes and businesses in downtown Santa Barbara. The Santa Barbara County Chapter of the American Red Cross operated two shelters (at Dos Pueblos High School and University of California, Santa Barbara) while also having to evacuate their headquarters at 2707 State Street. UCSB was also the

location for the special needs shelter set up by the County Public Health Department as well as the alternate site for the County Emergency Operations Center (after having to evacuate the Interim EOC at Camino del Remedio).

These incidents have not only emphasized the overall importance of the Aware & Prepare Initiative, but they have also provided us with the opportunity to continually assess the gaps that JLWA initially identified as part of our needs assessment, and to see the positive impact that we have had on enhancing capabilities to prepare for, respond to, and recover from emergencies and disasters.

Our primary objective is to build resiliency within the community so that not only are we prepared to



respond, but also that government agencies, non-profit organizations, businesses, and individuals can return to normalcy with minimal disruption. The major factors that contribute to a community's resilience are still being identified and analyzed by academics and practitioners throughout the world, but there are basic concepts that cannot be debated. These include improving individual and family preparedness as well as building sustainable coalitions and partnerships throughout and across sectors. Consequently, as part of our

seven priority theme areas, this is where the Aware & Prepare Team has concentrated most of efforts as well as had the most impact in the past year.

Coordination and Collaboration

When we formally began the Aware & Prepare Initiative in February 2008, the key stakeholders responsible for and/or involved in emergency services in Santa Barbara County were working independently from each other. There was a lack of communication and coordination between jurisdictions and the County Operational Area, government agencies and non-profit organizations, as well as minimal collaboration among the philanthropic community in supporting emergency preparedness and planning efforts. Just over a year later, the circumstances have changed dramatically.

- The re-invigorated Emergency Coordinators Committee (ECC) brings together all jurisdictional representatives and the County Office of Emergency Services to meet quarterly, reporting through subject-specific subcommittees that are organized into the following areas: (1) Public Information and Crisis Communications; (2) Planning; (3) Communications Interoperability; (4) Training; (5) Public and Business Education/Preparedness; and (6) Voluntary Organizations Active in Disaster. The efforts of the ECC are communicated directly to the Operational Area Council (all City Managers and the County Executive Officer) by the Emergency Operations Chief.
- Community-based and faith-based organizations as well as non-profit service providers that have a role in emergency preparedness, response and/or recovery efforts are now meeting bi-monthly as part of the Santa Barbara County Voluntary Organizations Active in Disaster (SBC

VOAD). A full-time VOAD Coordinator along with a newly-established Executive Committee is developing a database of available resources and personnel, a spontaneous volunteer processing center, as well as comprehensive policies and procedures for member organizations.

- The philanthropic community is also collaborating in support of county-wide emergency preparedness and planning efforts. The Aware & Prepare Initiative has received the financial support of the Santa Barbara Foundation, James S. Bower Foundation, Wood-Claeysens Foundation, Outhwaite Charitable Trust, Hotchkis Family Foundation as well as public commitment from the Fund for Santa Barbara. The Aware & Prepare Team is also coordinating with the St. Francis Foundation, Hutton Foundation, and other members of the Foundation Roundtable.

Key Accomplishments

Through the efforts of the Aware & Prepare Initiative, including funding support provided by the Orfalea Foundations and other local foundations, there has been a significant augmentation of existing capabilities to prepare for, respond to, and recover from emergencies and disasters within the Santa Barbara County Operational Area. There are several noteworthy improvements that have been initiated and/or implemented in our key priority theme areas in the past year.

- The American Red Cross Santa Barbara County Chapter has opened and is now operating an 11,750 square foot facility in Santa Maria. The new Preparedness and Response Center improves the ability of the Red Cross to help the residents of northern Santa Barbara County prepare for and respond to disasters. It also enhances the Chapter's ability to offer more life-saving safety and preparedness classes, disaster volunteer training classes and other critical Red Cross services in both Spanish and English.
- As part of the newly-created "Radio Ready" program, the County Emergency Operations Centers in both Santa Barbara and Santa Maria along with four radio broadcasting companies have installed satellite equipment that will allow the County Public Information Officer to communicate with the pre-designated radio stations (that have adequate emergency generators) to distribute emergency information to the public when all utilities are down. Additionally, over five thousand low-income individuals/families in Santa Barbara County have received hand-cranked radios that will give them the ability to access emergency public information even when electricity is out and internet access is unavailable.
- The City of Carpinteria is in the process of developing and implementing a comprehensive public education and awareness campaign that will provide informational material, neighborhood trainings, and emergency "starter" kits to increase emergency preparedness at home, at work, and at school for 14,000 Carpinteria residents. Once completed and evaluated, this campaign will then be replicated by other jurisdictions throughout the Santa Barbara County Operational Area.
- Several key non-profit organizations that have a role in responding to and recovering from emergencies and disasters in Santa Barbara County have undertaken a comprehensive and sustained effort to enhance their emergency preparedness and planning programs. These organizations include Direct Relief International (DRI), Foodbank of Santa Barbara County, Santa

Barbara Neighborhood Clinics (SBNC), and the Unity Shoppe. With the completion of the Back Up Generator and Refrigeration Project, DRI is now able to function in the event of a local power failure and has the capability to store and ship cold-chain medications and vaccines, thus expanding its ability to meet the needs of its partners and the patients they serve. The Unity Shoppe and SBNC have completed Emergency Operations Plans (EOP) that will allow them to continue to provide critical services to the community during an emergency or disaster, and will also be purchasing and installing emergency back-up electrical power at designated facilities. The Foodbank of Santa Barbara County is also developing an EOP as part of a larger emergency preparedness program that will include a training workshop and tabletop discussion for staff and member agencies on the newly-developed plan and will also assist in identifying key issues affecting member agencies that are designated as emergency food providers.

- The American Red Cross Santa Barbara County Chapter has further developed the Masters of Disaster educational program that has already reached 1,020 students throughout the County – 470 with English materials and 550 with Spanish materials. The Red Cross has also trained seventeen new presenters and is currently collaborating with the Santa Maria-Bonita School District After School Education & Safety Program, the Santa Barbara School District's A-OK Program, and Santa Barbara County Fire Department's Fire Safety Trailer Program.
- The County of Santa Barbara Department of Social Services has undertaken a comprehensive effort to research the establishment of a database registry for residents in Santa Barbara County who may need specialized assistance during an emergency and/or evacuation. The issues that are being investigated include the: legal ramifications of collecting this information; technical requirements and on-going cost to support the database and web site; clear and concrete protocol on the use of the information; and coordination between government and community based agencies.
- Santa Barbara Street Medicine (SBSM) in partnership with the County Public Health Department facilitated a successful training program for the Medical Reserve Corps (MRC) that recruited and trained new members as well as developed a model for MRC training that will be shared with key stakeholders in emergency medical services throughout the State of California. They are also working to purchase a medical supply cache that will be located in northern Santa Barbara County and to develop comprehensive policies, protocols and procedures for the MRC along with enhancing efforts to increase membership.

Annual Report

The purpose of this Annual Report is to assist in monitoring the status of the programmatic and long-term goals and objectives of the Aware & Prepare Initiative. Due to the unique nature of our mission, it is critical to frequently assess whether certain objectives are being achieved. Therefore, regular reporting to the Orfalea Fund Board, as well as our key partners and stakeholders is of the utmost importance. This document is meant to supplement the briefing provided to the Orfalea Fund Board on March 12, 2009 and will more comprehensively describe the status of existing projects, significant gaps that need to be addressed, and recommendations for advancement of the Aware & Prepare Initiative. The Annual Report will follow the structure as depicted by the planning cycle and organizational chart provided below.

PLANNING CYCLE



ORGANIZATIONAL STRUCTURE

Aware & Prepare: A Community Partnership to Strengthen Emergency & Disaster Readiness

James Lee Witt Associates

Orfalea Foundations

Santa Barbara County
Office of Emergency Services

Planning

Strategic
Outreach

Grantmaking

Evaluation

Sustainability

Needs
Assessment

Logic Model

Gap Analysis

Board Updates

Annual Reporting

Government

Foundations

NGOs

Businesses

Individuals

Information
Sharing

Letter of Inquiry
Process

Full Grant
Application

Recommendations

Board Decisions

Management and
Oversight

Tools and
Templates

Interim Progress
Reporting

Annual Progress
Reporting

Measurable
Outcomes

Best Practices

Programmatic
Strategies

Long Term
Strategies

Collaborative
Networks

PLANNING

Since its inception, the Aware & Prepare Initiative has undertaken a strategic planning process that includes both short-term and long-term measurement of the impact of the initiative. This process also includes a continual and comprehensive gap analysis that refines our goals and objectives in enhancing capabilities within the Santa Barbara County Operational Area and to fulfill our mission.

Needs Assessment

During the initial needs assessment conducted by James Lee Witt Associates, seven priority theme areas were identified as the most critical areas for emergency preparedness improvement within the Santa Barbara County Operational Area. These areas include: (1) Public Education and Awareness; (2) Coordination and Communication; (3) Preparedness; (4) Emergency Public Information; (5) Resources and Personnel; (6) Authority and Management; and (7) Volunteer Organizations Active in Disasters.

James Lee Witt Associates combined two approaches in identifying areas to prioritize emergency management improvements in the Santa Barbara County Operational Area. These approaches involved eliciting the insights of area stakeholders, and also making focused inquiries as to the status of nationally-recognized emergency management best practices within specific response and operational groups.

- **Stakeholder Interviews.** The first approach involved asking interviewees to identify areas of concern, gaps in preparedness, follow-up issues pertaining to the Santa Barbara Civil Grand Jury's findings, and general county-wide strengths and weaknesses. Interviewees were open, honest, and very candid about their thoughts and ideas. JLWA also invited feedback on the specific needs and priorities of each agency or organization. Each interview was subsequently concluded by requesting that stakeholders identify specific county-wide priorities that they would recommend be funded in support of strengthening the entire community's disaster preparedness and response capabilities (with the restriction that they could not recommend that their own program or area of interest be funded to exclude any perceived bias). The responses on community-wide priority issues and themes are depicted in the table provided below.
- **Best Practices Matrices.** The second approach to the identification of gaps and areas for improvement and prioritization involved asking stakeholders the completion status of specific nationally-recognized emergency management best practices. A suggested list of emergency management best practice items were collected into matrices that were organized according to the four categories of disaster response that were identified in the 2005 Santa Barbara County Civil Grand Jury Reports: *Emergency Operations Centers*, *Emergency Public Information*, *Emergency Sheltering*, and *Emergency Medical Response*. These matrices were distributed to the stakeholder groups in advance of the personal interviews for their specific consideration.

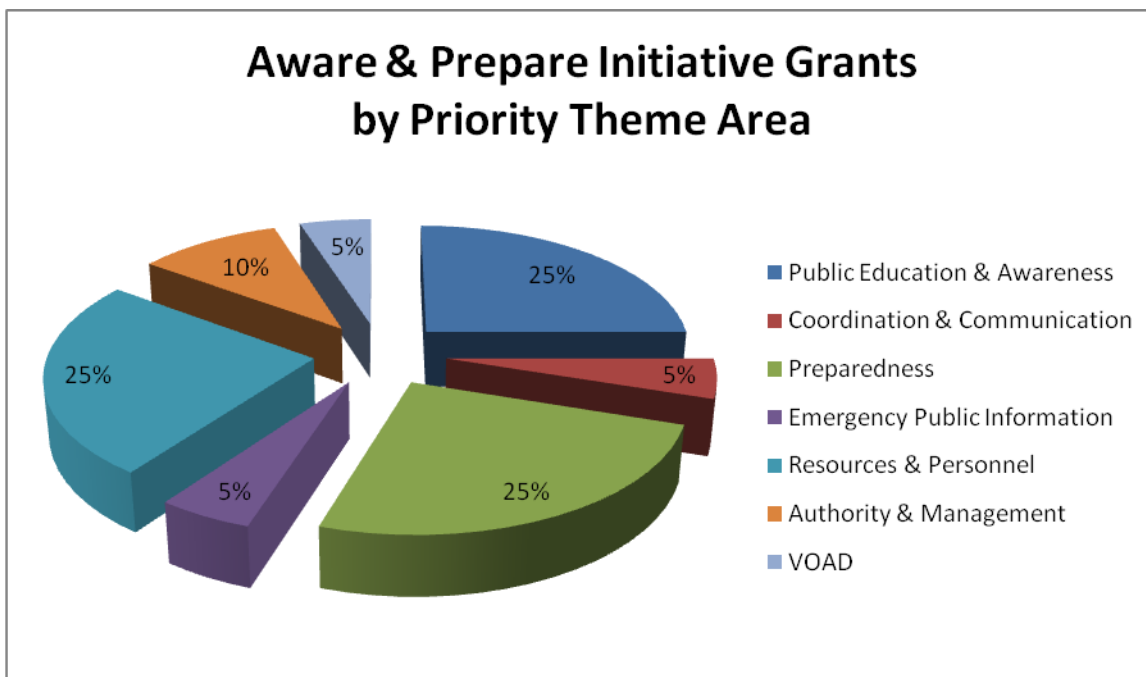
In our initial report, James Lee Witt Associates also provided recommendations for implementation by the County Office of Emergency Services as well as funding opportunities for the Orfalea Foundations and local grantors.

**JLWA Needs Assessment: Prioritization of Themes
Community-Wide Stakeholder Consensus**

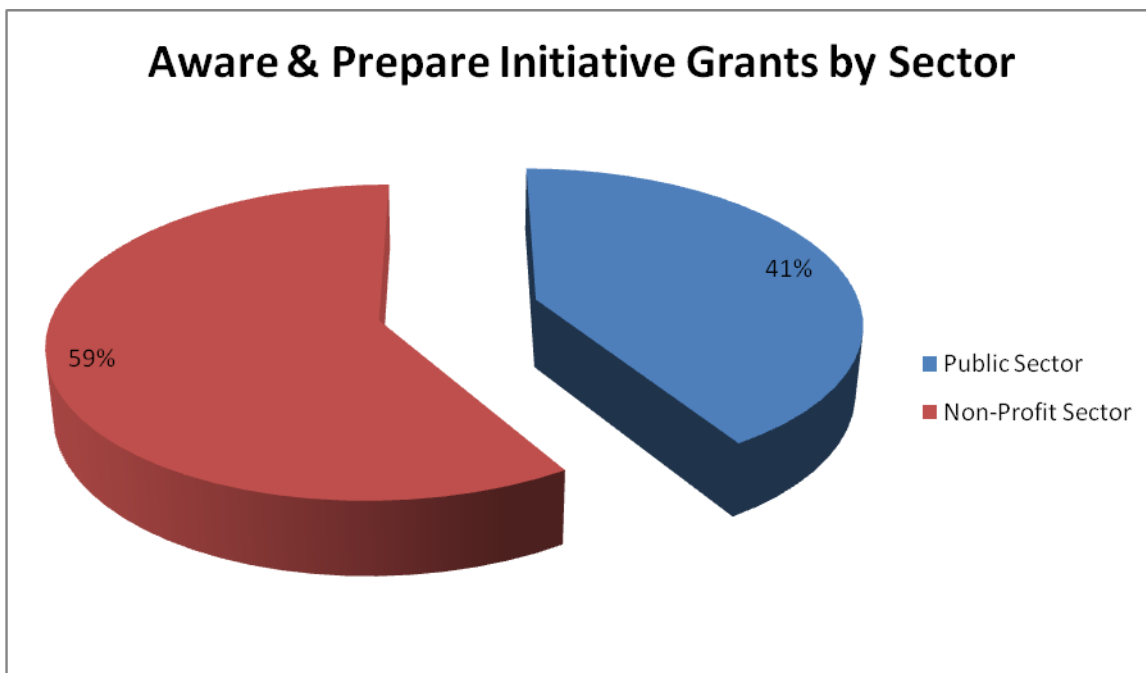
November 2007

Stakeholder	Public Education	Coordination and Communication	Preparedness: Plan, Train, Exercise	Emergency Public Information	Resources and Personnel	Authority and Management	VOAD
UCSB	X			X		X	
FSA	X	X		X		X	
SB Food Bank	X	X		X	X		
SB Education	X		X	X	X		
DRI			X			X	X
Red Cross	X	X			X		X
SB Soc Services			X			X	X
SB Sheriff			X		X		
SB SME- Health		X	X				
Cottage Health	X				X		
EPIC	X	X		X		X	
Marion Medical	X	X					
Lompoc Hospital	X	X					X
SB Public Health	X	X	X			X	X
CEC	X		X		X		
National Inst. USAR		X		X			X
SB Clinics		X	X		X		
OES	X	X	X	X			
TOTAL	12	11	9	7	7	6	6

The initial needs assessment has been utilized to designate, develop, implement or enhance existing projects and programs as part of the Aware & Prepare Initiative. To date, the Orfalea Foundations along with other local foundations have provided funding for a total of twenty (20) projects and programs.



The Aware & Prepare Initiative is now supporting a total of seventeen (17) organizations including public agencies and departments as well as non-profit sector entities.



These agencies and organizations are becoming stronger community partners by enhancing internal, organizational preparedness; expanding outreach and participation in community emergency preparedness efforts; as well as helping to strengthen coordination and collaboration between agencies and across sectors for a more efficient and effective response to emergencies and disasters.

Logic Model

The initial needs assessment has also provided the basis for a long-term strategic plan that more specifically articulates the goals and objectives for the Aware & Prepare Initiative from its inception through the end of the three year commitment as designated by the Orfalea Foundations. The logic model has designated outcomes in three primary areas including institutional change, partnership development, and social marketing. *Please refer to the Aware & Prepare Initiative Logic Model for 2007 – 2009 provided in Appendix A.*

Institutional Change

The Aware & Prepare Team identified the following outputs to encourage and facilitate institutional change within the Santa Barbara County Operational Area. For each of these outputs, there is an update on the progress that has been made in the past year.

- **Assess existing and planned projects of other organizations in Santa Barbara County.** The Aware & Prepare Team has met with a number of internal and external stakeholders to assess the existing and planned projects of other organizations within the Santa Barbara County Operational Area. As these projects are identified, they have either been coordinated with another project from a different organization but with similar objectives; identified as a project that can be incorporated into the Aware & Prepare Initiative; or specific deficiencies in the project were noted and assistance has been provided in getting that project at a level that can have a beneficial impact on the Santa Barbara County Operational Area. For example, the 4-H Club is facilitating a disaster outreach and emergency response supplies course for its members. As a result of the involvement of members of the Orfalea Team in 4-H and the Aware & Prepare Initiative, they were introduced to the American Red Cross Santa Barbara County Chapter Chief Executive Officer in an effort to develop a close partnership and possible sharing of resources and expertise. The Red Cross is now donating supplies and personnel to assist in the facilitation of the SBC 4-H DOERS.
- **Assess coordination and collaboration between Operational Area and internal and external stakeholders.** During the initial assessment conducted by James Lee Witt Associates, the lack of coordination and collaboration between the Operational Area and internal and external stakeholders was highlighted as a significant gap in emergency preparedness and response. This lack of coordination and collaboration still exists, but there has been substantial improvement due to the Orfalea Fund's involvement in leveraging its relationships to bring key stakeholders together. For example, the Aware & Prepare Initiative is requiring that all organizations applying for funding need to have recognizable and sustainable coordination and collaboration with the Operational Area. There is a systematic approach for vetting each proposed program that is coordinated with the Orfalea Foundations, James Lee Witt Associates, and the Office of Emergency Services to ensure that the goals of the project are consistent with the strategic planning priorities of the Santa Barbara County Operational Area.

- **Instigate projects and provide oversight as well as management as necessary.** Initial project meetings have been conducted with all of the grantees from each grant cycle. This has allowed the Aware & Prepare Team to ask specific questions on how identified, measurable goals will be met and to discuss the established timeline for achieving desired outcomes. Several projects are also providing regular updates to the Aware & Prepare Team either electronically by email or by scheduling in-person meetings. Throughout the next year, there are several new programs that will require more diligent oversight including the City of Santa Maria and City of Goleta as well as the projects already being undertaken by the Santa Barbara Neighborhood Clinics and the Unity Shoppe. These projects are long-term, complicated and time-intensive and will require the full, sustained commitment of substantial resources and personnel to ensure their success.
- **Provide continuing support with expertise, participation, and coordination through implementation of programs.** James Lee Witt Associates is working to provide expertise as necessary to ensure the successful completion of all granted projects within the Aware & Prepare Initiative. The Aware & Prepare Team has participated in several exercises as an observer/evaluator including the County Public Health Department Pandemic Influenza Exercise, City of Santa Barbara Tsunami Functional Exercise, and Montecito Union School Earthquake Drill, as well as a number of conferences and training opportunities that have been provided by the Santa Barbara County Public Health Department. These opportunities, along with several major incidents within the Santa Barbara County Operational Area, have been a great way for JLWA to share its expertise with the community, and for us to better identify gaps that exist in emergency preparedness and planning on the local level.

Partnership Development

The Aware & Prepare Team identified the following outputs to encourage and facilitate partnership development within the Santa Barbara County Operational Area. For each of these outputs, there is an update on the progress that has been made in the last year.

- **Attend Operational Area meetings and other community meetings including Emergency Coordinators Committee.** The Aware & Prepare Team met with the Operational Area Council in August to discuss the initiative including our partnership with the Santa Barbara County Office of Emergency Services and our unique collaboration with the local philanthropic community. We also presented the mission and priority funding areas for Aware & Prepare, as well as our specific objectives that we are looking to achieve through our granted projects. The Aware & Prepare Team has also met with several City Managers including the City of Goleta, City of Carpinteria, City of Santa Maria, and the City of Solvang. We have also been attending all meetings of the Emergency Coordinators Committee (ECC) where the Office of Emergency Services and each jurisdiction report on their activities. Each subcommittee of the ECC also discusses the current status of the development, design and/or implementation of their Operational Area projects and programs.

In addition, the Aware & Prepare Team has been before the County Board of Supervisors on several occasions as we continue to build relationships to ensure sustainability of our projects and programs. We have gifted the satellite technology capability through the “Radio Ready” program to the North and South County Interim Emergency Operations Centers, as well as four

pre-designated radio stations throughout Santa Barbara County. We have also presented them with funds to research the development and implementation of a vulnerable populations database with the Department of Social Services. Most recently, Lois Mitchell and Barbara Andersen provided public comment in support of the re-initiation of the design of a stand-alone County Emergency Operations Center facility.

- **Continue to develop partnerships with other organizations in Santa Barbara County including schools, hospitals, businesses and faith-based groups.** The Aware & Prepare Initiative has strong partnerships with several key stakeholders within Santa Barbara County including, but not limited to:
 - American Red Cross Santa Barbara County Chapter
 - California Concern
 - City of Carpinteria
 - City of Goleta
 - City of Santa Barbara
 - Direct Relief International
 - Foodbank of Santa Barbara County
 - Montecito Fire Department
 - Santa Barbara County Department of Public Health
 - Santa Barbara Neighborhood Clinics
 - Santa Barbara Street Medicine
 - Wildland Residents Association

We are also working to develop stronger relationships with the following non-profit organizations, faith based groups, and government agencies:

- City of Santa Maria
 - City of Solvang
 - Community Health Centers of the Central Coast
 - Cottage Health System
 - County Executive Office
 - County Fire Department
 - County Sheriff's Department
 - Emergency Public Information Communicators (EPIC)
 - Interfaith Initiative of Santa Barbara County
 - Marian Medical Center
 - Santa Barbara County Animal Services
 - Santa Barbara Humane Society
 - Santa Maria Valley Humane Society
 - Unity Shoppe, Inc.
- **Continue to enhance strategy for coordinating efforts among projects and grant-making throughout Santa Barbara County.** The Orfalea Fund and James Lee Witt Associates have made considerable progress in coordinating efforts among projects within and outside of the Aware & Prepare Initiative. For example, we have been working with California Concern (in their development of a public education and awareness campaign as a part of their project to enhance emergency public information capabilities) to coordinate their campaign with that of the City of Carpinteria as well as the City of Goleta. It is especially critical that residents receive

consistent and comprehensive information no matter where they live or work within Santa Barbara County. We have also been working to create a unique collaboration of local foundations that are committed to strengthening emergency preparedness within the Santa Barbara County Operational Area. The Aware & Prepare Initiative has received substantial financial support from several local foundations and recently presented to the Foundation Roundtable to encourage member foundations to coordinate their efforts in regards to emergency preparedness and planning.

- **Explore funding opportunities with County Supervisors e.g. matching funds for emergency preparedness initiatives and projects.** Strengthening our relationship and partnership with the Santa Barbara County Office of Emergency Services has been our top priority and will continue to be for the next year. The Orfalea Fund and James Lee Witt Associates have met and will continue to discuss how to strategically approach the sustainability of Aware & Prepare through the County Board of Supervisors and specifically SBC OES. Several ideas have been proposed including the allocation of a percentage of general funds from each local jurisdiction to sustain existing projects, as well as fund approved projects that will be developed and implemented by the Operational Area Council and the Emergency Coordinators Committee that will have an impact on the entire Santa Barbara County Operational Area.

Social Marketing

The Aware & Prepare Team identified the following outputs for social marketing to expand the outreach of Aware & Prepare within Santa Barbara County. For each of these outputs, there is an update on the progress that has been made in the last year.

- **Work with SBC OES to create tools designed to increase community engagement in emergency preparedness and disaster readiness.** The Aware & Prepare Team is working closely with SBC OES in several areas including public education and awareness. For instance, we are looking to replicate the campaign being developed by the City of Carpinteria with the support of the Orfalea Fund throughout other cities and local jurisdictions within the Santa Barbara County Operational Area. We are also working with SBC OES to develop a comprehensive training and exercise program for emergency management personnel and community members to strengthen emergency preparedness and enhance disaster response capabilities.
- **Co-sponsor conferences on community-wide emergency preparedness and disaster readiness initiatives/trainings and leverage involvement.** In the past year there has not been a significant opportunity for co-sponsorship of events, but the Aware & Prepare Initiative did allocate discretionary funding in support of a Medical Reserve Corps (MRC) training course in partnership with the Santa Barbara County Public Health Department and Santa Barbara Street Medicine. This course addresses the critical training needs for medical volunteers and helps them gain a better understanding of the challenges they will need to confront as disaster medical responders. This specific training opportunity created a model for MRC development in other communities. Instructors were experts with field experience in disaster, international and wilderness medicine, and participants were selected for their leadership qualities and are experts in their respective fields.

- **Contact local press, including newspapers, magazines, television, radio, etc. for specific high-profile events.** The Orfalea Fund is taking a cautious and methodical approach to its relationship with the media specifically as it relates to the Aware & Prepare Initiative. Due to the fact that emergency management in Santa Barbara County is highly politicized, it is important that we strategically leverage the media at significant moments to achieve the most impact. The media has been significantly involved in facilitating California Concern's 'Radio Ready' Program and local media outlets were also invited to participate in the Aware & Prepare Initiative event in March.

The Aware & Prepare Initiative logic model has now been updated to include the designated outcomes for the next year of the initiative. *Please refer to the Aware & Prepare Initiative Logic Model for 2008 – 2010 provided in Appendix A.*

Institutional Change

The Aware & Prepare Team has identified the following outputs for institutional change to expand the outreach of initiative within the Santa Barbara County Operational Area in the next year.

- **Encourage collaboration among projects and programs focused on strengthening emergency preparedness.** The Aware & Prepare Team will continue to cultivate the collaborative relationships that have already been developed as well as facilitate the creation of new partnerships and networks that will enhance coordination and communication across the public, non-profit, private and independent sectors.
- **Continue to nurture collaboration between Operational Area and jurisdictions as well as non-profit organizations.** Historically, there has been very little coordination between the jurisdictions and the Operational Area as well as with non-profit organizations. As we continue making progress with the Aware & Prepare Initiative, encouraging more collaboration between these key stakeholders will be one of our primary focus areas.
- **Include SBC OES and ECC in the overall decision making process for projects and evaluation.** The Aware & Prepare Team will continue to work on strengthening our partnership with the Santa Barbara County Office of Emergency Services to encourage long-term sustainability of the initiative. We will continue to follow our systematic approach to vetting and approving proposed projects and programs with the Office of Emergency Services, but we will also be including SBC OES in initial project meetings and throughout the evaluation process to determine if measurable goals are being achieved in coordination with the Operational Area. The Emergency Coordinators Committee will also be a valuable asset in providing management and oversight of the project and programs that have been developed and implemented with the support of the Orfalea Fund and other local foundations.
- **Allow for a multi-faceted support and reporting system through the Orfalea Foundations and SBC OES.** The Aware & Prepare Team will continue to work with the Santa Barbara County Office of Emergency Services to continue our due diligence of reviewing, vetting and evaluating projects and programs.

Partnership Development

The Aware & Prepare Team has identified the following outputs for partnership development to expand the outreach of the initiative within the Santa Barbara County Operational Area in the next year.

- **Continue to bring in key stakeholders in emergency preparedness to ECC and VOAD meetings.** The more robust participation in the Emergency Coordinators Committee and Voluntary Organizations Active in Disaster will increase the likelihood that the partnerships that have been developed and the collaborative networks that have been created will be sustainable through larger, umbrella organizations.
- **Meet with organizations in SB County that will help in addressing identified gaps and incorporate them into the existing collaborative networks.** There are a number of government agencies and non-profit organizations that the Aware & Prepare Team has yet to reach out to learn more about their mission and/or the services that they provide. We want to continue to identify organizations that will assist us in addressing our priority theme areas for emergency preparedness improvement throughout Santa Barbara County.
- **Continuously vet projects through meetings with key stakeholders, including funding partners, NGOs, and public and private sector organizations.** It will continually be imperative that the Aware & Prepare Team and our partners leverage all new and existing relationships to ensure that projects are meeting our established objectives and the strategic planning priorities for the Operational Area.
- **Highlight the importance of a secure budget for emergency operations and preparedness for government agencies and non-profit organizations.** As government agencies and non-profit organizations continue to be impacted by an economic recession, it will be important for us to continually emphasize the need to maintain emergency preparedness and planning as a priority. During difficult financial times, emergency services tends to be the first program that experiences major budget cuts but with the vulnerability of Santa Barbara to significant natural and man-made disasters, this community cannot take on that risk.

Social Marketing

The Aware & Prepare Team identified the following outputs for social marketing to expand the outreach of the initiative within the Santa Barbara County Operational Area in the next year.

- **Encourage SBC OES to work directly with funded organizations, namely public education programs, to further increase citizen awareness and preparedness.** It is important that the Operational Area take on a more proactive role in regards to increasing individual and family preparedness so that information is comprehensive, consistent, accurate and available county-wide. SBC OES recently partnered with California Concern to facilitate the “Radio Ready” program that has been very successful in educating the public on the importance of having a hand-cranked radio in their disaster kit. We will continue to encourage this type of collaboration with the public education and awareness program that is being developed by the City of Carpinteria and that will be replicated by the City of Goleta as well as the City of Santa Maria.

- **Host topic-specific roundtable discussions with key stakeholders on each issue for networking opportunities and the development of action plans.** Smaller group discussions emerged as one of the follow-up items during the Aware & Prepare Event so that stakeholders can have the opportunity to build on new and existing relationships, clarify roles and responsibilities, and identify solutions that can address identified gaps.
- **Initiate stronger relationships with media outlets to further enhance emergency public information and media collaboration with SBC OES.** Public information has emerged as one of the most pressing issues for the residents of Santa Barbara County during an emergency response. Aware & Prepare can help facilitate stronger relationships between the media and the County Office of Emergency Services to ensure that the information provided is accurate and regularly updated throughout the incident.

Gap Analysis

For the next two years, the Aware & Prepare Initiative will be placing more emphasis on the priority theme areas of Coordination and Communication as well as Authority and Management. These two areas are significant because they emphasize strategies and capabilities to develop strong relationships within the community, and specifically between the local government and non-governmental and non-profit organizations. These efforts include facilities (Emergency Operations Center) and capabilities for community leadership to provide command, control and coordination of disaster response activities. Later in this report, you will see that Coordination and Communication as well as Authority and Management have also emerged as the top priority areas for our key stakeholder groups, changing the emphasis from public education and awareness as well as emergency public information.

Due to the fact that the Santa Barbara County Operational Area has had to respond to four major incidents in the past twenty-one months, there has been more of an emphasis on enhanced coordination and communication. Both the Tea Fire and the Jesusita Fire crossed jurisdictional boundaries and as a result the response was the responsibility of multiple agencies which requires a Unified Command Structure. Although first responders have been trained on this structure and it is activated in most incidents, how this structure translates to the personnel in the County Emergency Operations Center (EOC) as well as a Joint Information Center (JIC) requires additional training and clarification of roles and responsibilities. It is also important to strengthen coordination and communication between the County EOC and the Incident Command Post (ICP) as well as Department Operations Centers (DOC). Information sharing should be occurring throughout the entire incident and this can be better facilitated by have liaisons from key departments and agencies strategically located within the County EOC.

These incidents, along with the recent report released by the Santa Barbara Civil Grand Jury regarding the County Emergency Operations Center, have also highlighted the need for the Operational Area to have a designated EOC that is ready to be activated immediately. The Aware & Prepare Team fully supports the construction of a new stand-alone facility specifically designated as an EOC for the Santa Barbara County Operational Area. The EOC provides a centralized location where local authorities are able to have face-to-face coordination among designated personnel that have the responsibility to execute critical decisions during an emergency or disaster. The inadequacy of the Santa Barbara County Interim EOC has been consistently highlighted by the Santa Barbara Civil Grand Jury and the County

Board of Supervisors has yet to address this issue. If funding for a stand-alone facility is not approved at the Board of Supervisors meeting in July, then our next recommendation would be to make the existing location or another location a full-time designated EOC (rather than the facility being used for another purpose and having to take up to three hours to prepare it for full activation during an emergency situation).

OUTREACH

In the past year, the Aware & Prepare Initiative has focused its outreach efforts on one-on-one meetings with key stakeholders, partner organizations, and members of the community which has allowed us to gain the trust and credibility that is so important in building positive, long-term relationships.



This strategy also provided the opportunity to facilitate a county-wide event that would further leverage our existing partnerships to motivate additional stakeholders to make a commitment to strengthening emergency preparedness and planning efforts within the Santa Barbara County Operational Area.

Aware & Prepare Event

The main purpose of the *Aware & Prepare Event: The First Year of the Initiative* was to motivate key emergency management stakeholders in Santa Barbara County – that were expressing hesitation to get involved in the initiative – to realize that their jurisdictions can benefit from being part of an effort to strengthen emergency preparedness within the entire Operational Area.

In addition, we identified the following objectives for the event:

- To highlight the projects and programs that were funded in our first grant cycle to : (1) validate the profound efforts of non-profit organizations and local jurisdictions to make emergency preparedness a planning priority; and (2) reassure partner funders of our management and oversight of grantees in achieving established project milestones.

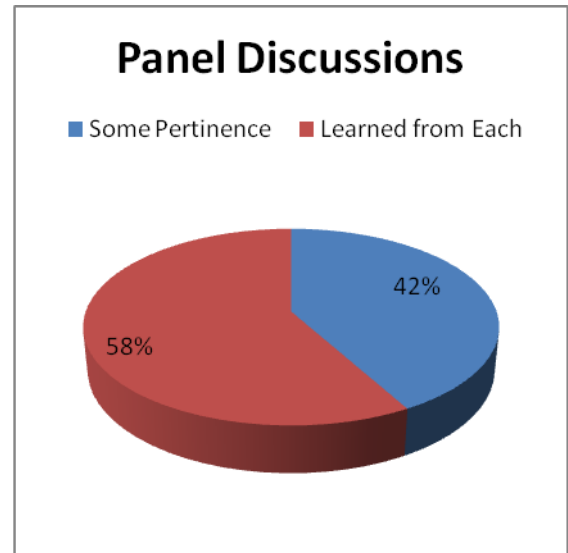
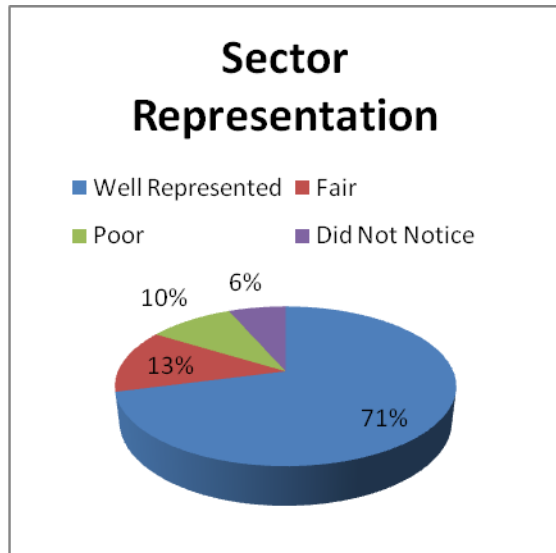
- To leverage the involvement of non-profit organizations and local jurisdictions, along with their successes in achieving project milestones, to demonstrate to the Santa Barbara County Office of Emergency Services the need for them to take a stronger leadership role in ensuring the long-term sustainability of this initiative.
- To outreach to more potential funders to join our unique, collaborative effort of supporting emergency preparedness and planning efforts within Santa Barbara County.
- To have keynote speakers, such as James Lee Witt and Assemblymember Pedro Nava, emphasize the importance and unique nature of this initiative in an effort to gain even more momentum as we enter another year of granting projects and programs to strengthen emergency preparedness.

The event was followed up by the distribution of an on-line survey that was completed by participants to assess if the identified objectives were accomplished. Participants were asked a range of questions regarding the outcomes of the event as well as provided the opportunity to share suggestions with the Aware & Prepare Team for further cultivation of a community partnership focused on emergency preparedness in the Santa Barbara County Operational Area.

The event was attended by 130 participants mainly from the non-profit and public sectors, but also included a few participants from the private and independent sectors, of which 24% responded to the on-line questionnaire and 84% of those respondents stated that their sector was at least fairly represented. One participant responded by stating that the Aware & Prepare Event “was one of the best attended community preparedness events [they] have ever participated in.”

One of the main commentaries on the event was the ability to have all the key stakeholders involved in emergency preparedness, response and recovery in one room and for some to be able to meet each other for the first time with hopes of developing lasting partnerships. When asked how the Aware & Prepare Initiative can further support each organization to cultivate community partners regarding the issue of emergency and disaster readiness, the overwhelming response was to host topic specific roundtable discussions and create opportunities to connect with others that are focused on similar issues.

As part of the event, each of the participants were able to attend two panel discussions that highlighted currently funded projects of the Aware & Prepare Initiative, one on public sector projects and the other on non-profit sector programs. All survey respondents noted that the discussions were of some pertinence to their work or that they learned new concepts and ideas from the panelists.



Overall, the event has been very successful in building momentum among key government agencies and non-profit organizations as the Aware & Prepare Initiative enters into the Fall 2009 grant cycle.

Public Sector

The Aware & Prepare Team has worked diligently to meet with representatives from a number of government agencies and departments on both the county and city level including, but not limited to, the following:

- Carpinteria-Summerland Fire Protection District
- City of Carpinteria
- City of Goleta
- City of Santa Barbara
- City of Santa Maria
- City of Solvang
- Montecito Fire Protection District
- Painted Cave Volunteer Fire Department
- Santa Barbara County Executive Office
- Santa Barbara County Office of Emergency Services
- Santa Barbara County Fire Department
- Santa Barbara County Sheriff's Department
- Santa Barbara County Public Health Department
 - Santa Barbara County Animal Services
- Santa Barbara County Education Office
- San Marcos Pass Volunteer Fire Department

Most recently, the Aware & Prepare Team has made a significant effort to meet with each of the Board of Supervisors to discuss the current status of the Aware & Prepare Initiative and the projects and programs that will directly impact their constituents. We also mentioned the challenges in our relationship with the County Office of Emergency Services and our hope that they become a stronger

partner as well as direct recipient of funding for the development and implementation of Operational Area programs. Additionally, we inquired as to the emergency preparedness and planning priorities of each of the Supervisors and they identified the following:

- Supervisor Salud Carbajal, First District
 - Protocols and Procedures for Joint Information Center
 - Emergency Public Information and Role of Media
 - Fuels Management
- Supervisor Janet Wolf, Second District
 - County Emergency Operations Center
 - Emergency Public Information
 - Public Education and Awareness
- Supervisor Doreen Farr, Third District
 - Emergency Operations Planning
 - Identification of Roles and Responsibilities
 - Public Education and Awareness
- Supervisor Joni Gray, Fourth District
 - Public Education and Awareness
- Supervisor Joseph Centeno, Fifth District
 - North County Emergency Operations Center
 - Outreach to Unincorporated and Rural Areas
 - Public Education and Awareness

Next Steps

In the next year, the Aware & Prepare Team will work to more proactively engage public sector stakeholders with specific emphasis on the Santa Barbara County Office of Emergency Services. We will be utilizing existing mechanisms, such as the Emergency Coordinators Committee, to assure that jurisdictions are enhancing their coordination and communication with the Operational Area in their emergency preparedness and planning efforts. The Aware & Prepare Team is also working to identify the needs and address the concerns of those jurisdictions located in North County. We will be scheduling meetings with the following jurisdictions and representatives from unincorporated areas:

- Chumash Band of Indians
- City of Buellton
- City of Guadalupe
- City of Lompoc
- Cuyama
- Los Olivos
- Orcutt
- Santa Ynez
- Vandenberg Air Force Base

These one-on-one meetings will allow us to initiate relationships with key stakeholders and build upon an established level of trust to facilitate more information sharing with the Santa Barbara County Operational Area and eventually to be tied in with the strategic planning priorities.

Philanthropic Community

Since its inception, the Aware & Prepare Initiative has had a strong collaboration of funders from the local philanthropic community. As stated earlier, we have significant support from the Santa Barbara Foundation, James S. Bower Foundation, Wood-Claeyssens Foundation, Outhwaite Charitable Trust, Janeway Foundation as well as public commitment from the Fund for Santa Barbara. The Aware & Prepare Team is also coordinating with the St. Francis Foundation and Hutton Foundation.

In March, the Aware & Prepare Team presented to the Foundation Roundtable in an effort to highlight the work of the initiative to a broader spectrum of local foundations and grantors. We also emphasized the importance of the philanthropic community in enhancing their role in emergency management. These activities include:

- **Internal preparedness.** In order to withstand an emergency and continue its mission to serve its grantees, foundations must take steps to prepare to survive a large-scale disaster. Internal preparedness efforts, including business continuity planning, protect the organization's employees and grantees in the event of an emergency.
- **Philanthropic organizations can use their leverage to help their grantees prepare for emergencies.** There is widespread agreement that in a major disaster, people will turn to local service organizations such as faith-based organizations, senior centers, health clinics, and food banks for assistance. To assist grantees to be prepared internally and externally, foundations can use their leverage as grantmakers to ask grantees to create emergency preparedness plans.
- **Philanthropic organizations can be good disaster preparedness and response grantmakers.** To do so, foundations must create nimble emergency grantmaking processes to get funds out the door quickly in an emergency. Philanthropic organizations can focus particular attention on bolstering capacity to grantees that serve those with special needs, such as low-income, disabled, non-English speaking, elderly, and homeless populations.
- **Philanthropy can play a large role in reframing the disaster preparedness discussion.** Disaster relief is traditionally thought of as the exclusive province of the government and such organizations as the Red Cross. That paradigm must shift if the philanthropic community is going to be an active participant in relief and recovery.

Most recently, the Orfalea Foundations met with the Santa Barbara Foundation to discuss furthering our partnership. The Santa Barbara Foundation is considering a stronger collaborative community presence along with financial support. The Aware & Prepare Team will meet with them again in the near future.

Next Steps

We will continue to meet with our collaborative of funders to encourage their sustained commitment to the Aware & Prepare Initiative. For example, the Orfalea Foundations recently met with the Santa Barbara Foundation to discuss furthering our partnership as the Santa Barbara Foundation is considering a stronger collaborative community presence along with financial support. The Aware & Prepare Team will also work to facilitate a more direct relationship between funders and the County Office of Emergency Services so that there is more accountability for the support that they have and will continue

to provide to strengthening emergency preparedness through the Santa Barbara County Operational Area. Most importantly, we will expand our outreach to encourage other funders, including the Women's Fund of Santa Barbara, to support our mission leveraging the significant progress that we have made in the past year as well as our strategic vision for the full term of the Orfalea Fund's commitment to the Aware & Prepare Initiative.

Non-Profit Organizations and Service Providers

Santa Barbara County has a significant number of non-profit organizations that provide a wide variety of services. As a result, encouraging collaboration among these organizations as well as the coordination of services in response to an emergency or disaster has been one of the most important strategic planning priorities for the Aware & Prepare Initiative. Throughout the past year, we have developed strong relationships with the following organizations:

- American Heart Association
- American Red Cross Santa Barbara County Chapter
- California Concern
- Direct Relief International
- Foodbank of Santa Barbara County
- Santa Barbara Humane Society
- Santa Barbara Neighborhood Clinics
- Santa Barbara Street Medicine
- Unity Shoppe
- Westmont College
- Wildland Residents Association

We have also initiated and implemented the Santa Barbara County Voluntary Organizations Active in Disaster (SBC VOAD). VOAD is neither an operations nor a management entity, but acts as the coordinating body for twenty-eight (28) voluntary organizations that have a capacity to perform a variety of relief activities in the event of a disaster. At work through its agencies, VOAD impacts the greatest number of affected residents in any disaster, whether a flood, wildfire, earthquake or other natural or human-made catastrophe. During a disaster and its aftermath, the VOAD members allocate and distribute scarce resources, avoiding duplication of efforts.

Next Steps

Throughout the next year, we will work to include additional community-based and faith-based organizations in the Aware & Prepare Initiative with specific emphasis on middle and northern Santa Barbara County including, but not limited to, the following:

- Boys & Girls Club of Santa Maria Valley
- Catholic Charities
- Community Health Centers of Central Coast
- Cuyama Valley Medical Center
- Family Service Agency
- Marian Community Clinic North County
- People Helping People

- Santa Maria Valley Humane Society
- Salvation Army Santa Ynez
- Ministerial Association
- YMCA Santa Maria
- Unidad Popular Benito Juarez (Mixteco Population)

The Aware & Prepare Team will also be working to enhance non-profit sector preparedness including organizations that do not have a role in emergency response or recovery. Our priority will be to ensure that non-profit service providers can continue to provide their services with minimal disruption after an emergency or disaster. These capabilities will be especially critical so that government agencies and departments are not overwhelmed with constituent needs when they are consumed with emergency response services. The Aware & Prepare Team will continually identify best practices in non-profit sector preparedness, as well as continuity of operations (COOP) planning to be shared with the Non-Profit Support Center and the SBC VOAD Coordinator for further dissemination and implementation.

Private Sector

After one year of working with key community organizations in the public, non-profit and independent sectors, the Aware & Prepare Initiative will be including a more comprehensive strategy to reach out to the private sector within the Santa Barbara County Operational Area. This strategy will allow for a comprehensive community collaboration reaching all sectors and empower designated key stakeholders to initiate a more proactive approach in strengthening emergency readiness throughout the county.

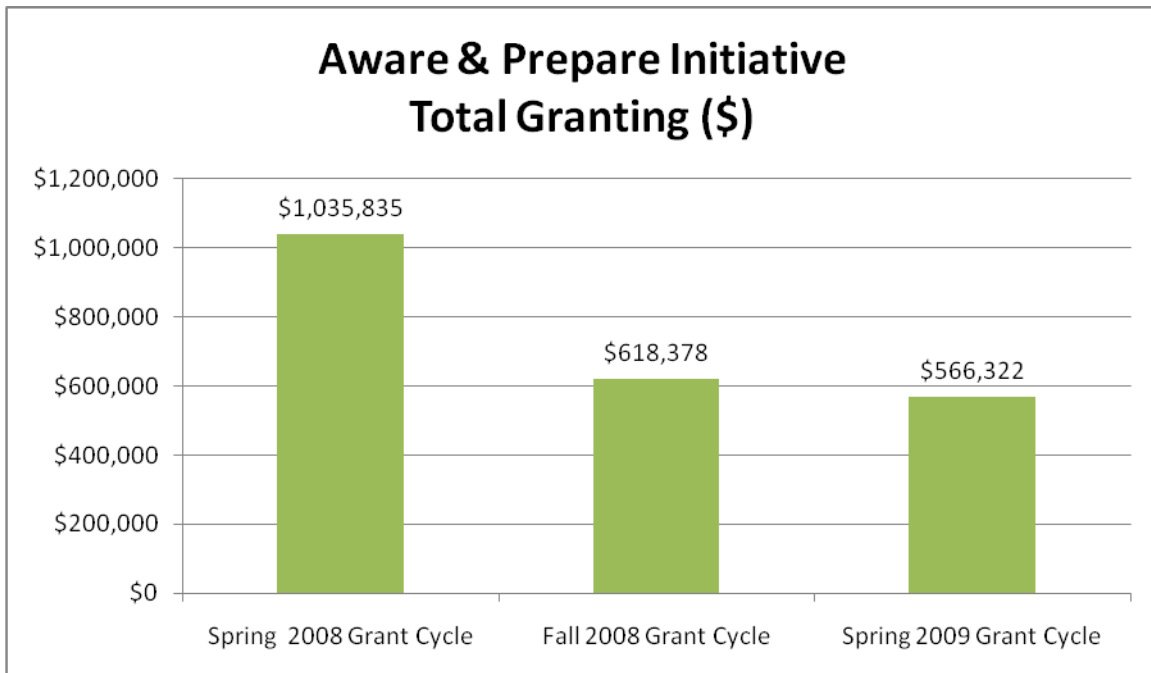
Within Santa Barbara County there exist over 300,000 businesses and eight chambers of commerce, which are located in Buellton, Carpinteria, Goleta, Guadalupe, Lompoc, Santa Barbara, Santa Maria, and Solvang. Due to the fact that there is such a large presence of the private sector throughout Santa Barbara County and it being an integral part of emergency mitigation, preparedness and recovery, the Aware & Prepare initiative finds it a critical element to include the business community in our established community partnership.

Next Steps

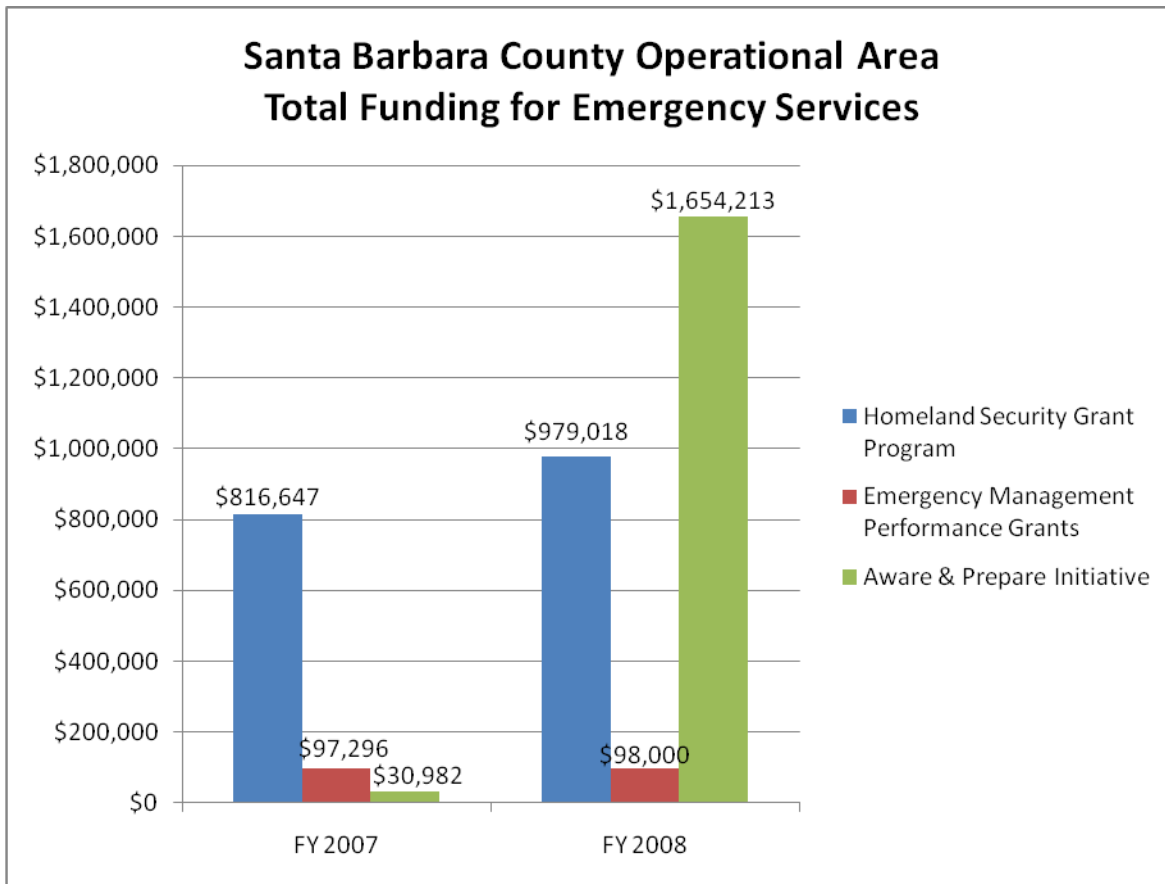
The basis of success for the business strategy will be the hiring of a full-time Business Outreach Coordinator located in the County Office of Emergency Services who will be responsible for acting as a liaison to the private sector. This relationship that we aim to develop will be two-fold. The coordinator will be responsible for assisting businesses with their continuity planning, as well as developing relationships with and connecting key private sector organizations to key stakeholders in the not-for-profit and public sector for in-kind and monetary contributions and general emergency preparedness endorsement. The salary of the Business Outreach Coordinator will be generated by a grant from the Aware & Prepare Initiative for the first year of the position. Future funding of the salary will be generated by contributions from dues of each of the Chambers of Commerce. Our initial approach to this strategy begins with a meeting with the eight Chambers of Commerce Executive Directors and the SBC OES to explain the private sector strategy of the Aware & Prepare Initiative and to invest each of the regional chambers in providing support for the Business Outreach Coordinator. We hope for this meeting to take place in June or July 2009.

GRANTMAKING

The Aware & Prepare Initiative recently completed its third grant cycle of a six grant cycle (three year) commitment from the Orfalea Fund. As stated earlier, the initiative is now supporting a total of twenty projects and programs being facilitated by seventeen different organizations. A total of \$2,220,535 in funding has been committed to these projects by the Orfalea Fund and local foundations.



This funding substantially supplements existing Federal and State funding that is received each fiscal year by Santa Barbara County for its first responders and emergency services. The Aware & Prepare Initiative is more than doubling the current financial support allocated towards enhancing capabilities to mitigate, prepare for, respond to, and recover from emergencies and disasters within the Santa Barbara County Operational Area.



Aware & Prepare Initiative Grants

Spring 2008 Grant Cycle

- **American Red Cross Santa Barbara County Chapter, Voluntary Organizations Active in Disaster.** The new VOAD Coordinator for the Red Cross was hired and is continuing to meet with non-profit organizations as well as other community and faith based organizations to determine their potential role in VOAD. The VOAD currently consists of 28 member organizations that are organized into subcommittees based on their capabilities during emergency response and recovery (i.e. transportation, animal evacuation, etc.). This structure encourages organizations to have ownership over the process and allows them to better coordinate and collaborate with other organizations that provide similar services. Throughout the next year, VOAD will be working to develop a comprehensive list of contact information and available resources from each agency; concept of operations and Standard Operating Procedures (SOP) for the Spontaneous Volunteer Processing Center; and a detailed list of the material and human resources available from each of the voluntary agencies with a plan on how to integrate these with government programs to ensure that all resources available in the Operational Area are coordinated.
- **American Red Cross Santa Barbara County Chapter, Masters of Disaster.** Masters of Disasters has had a tremendous impact throughout Santa Barbara County and has been solicited widely

by various schools and afterschool programs. In just six months, the Red Cross has reached 1,020 students throughout the county, 470 students with English materials and 550 students with Spanish materials. They have also trained seventeen new Presenters. The Red Cross is collaborating with the Santa Maria-Bonita School District After School Education & Safety Program, the Santa Barbara School District's A-OK Program, and Santa Barbara County Fire Department's Fire Safety Trailer Program.

- **American Red Cross Santa Barbara County Chapter, Capacity Building Campaign.** The Grand Opening of the new Red Cross Preparedness and Response Center in Santa Maria was held on June 30, 2008. On this day, the Red Cross reached their Capacity Building goal and match for the Weingart Foundation. This Center is already being utilized by the Red Cross to teach CPR, safety, and disaster preparedness classes.
- **Foodbank of Santa Barbara County, Emergency Operations Planning.** The Foodbank of Santa Barbara County has enhanced their existing project as a direct result of the relationship that James Lee Witt Associates has with America's Second Harvest. Our former colleague is now the Director of Disaster Services and they recently developed an Emergency Operations Plan (EOP) template that can be adapted and utilized by all food banks. Consequently, the Foodbank of Santa Barbara County is utilizing the template to develop their own plan and then facilitating a staff training as well as a tabletop exercise. This project will be a pilot program for America's Second Harvest in helping to determine the successes and challenges in implementing the EOP template.
- **Santa Barbara Neighborhood Clinics, Emergency Preparedness Program.** The Santa Barbara Neighborhood Clinics has hired an experienced and reputable consultant that has been working with the Santa Barbara County Public Health Department as well as the California Primary Care Association to adapt surge capacity guidelines that are currently being developed for use by SBNC. They have completed the internal Emergency Operations Plan as well as guidelines for the Business Continuity Plan. They have also initiated the planning and engineering process that is required to purchase and install emergency generators at each of the three clinic sites.
- **City of Carpinteria, 'Don't Panic! Prepare!' Public Education and Awareness Campaign.** The City of Carpinteria created a new job position for a full-time Emergency Services Coordinator. This is a significant achievement considering that the City was not considering this position and had only allocated a total of \$20,000 to emergency preparedness in previous fiscal years, until JLWA met with them in April 2008. The City of Carpinteria is using an existing template developed by Topanga Canyon that they are revising and adapting to address their specific community needs. Furthermore, the City of Carpinteria is chairing the Emergency Coordinators Committee on Public Education and Awareness. This will provide the opportunity for Carpinteria to share their efforts with other cities in the Operational Area.

- **California Concern, Radio Ready Program.** The Radio Ready program is considered to be a significant accomplishment of the Aware & Prepare Initiative in the past year. The satellite technology that was purchased for the County Office of Emergency Services has been installed in the County Emergency Operations Center and a mobile communications vehicle as well as four designated radio stations that have back-up generator power and can broadcast emergency public information to listeners throughout Santa Barbara County. There has also been a widespread public education and awareness campaign to encourage residents to purchase hand-cranked radios as well as distribution of radios to designated low-income populations.

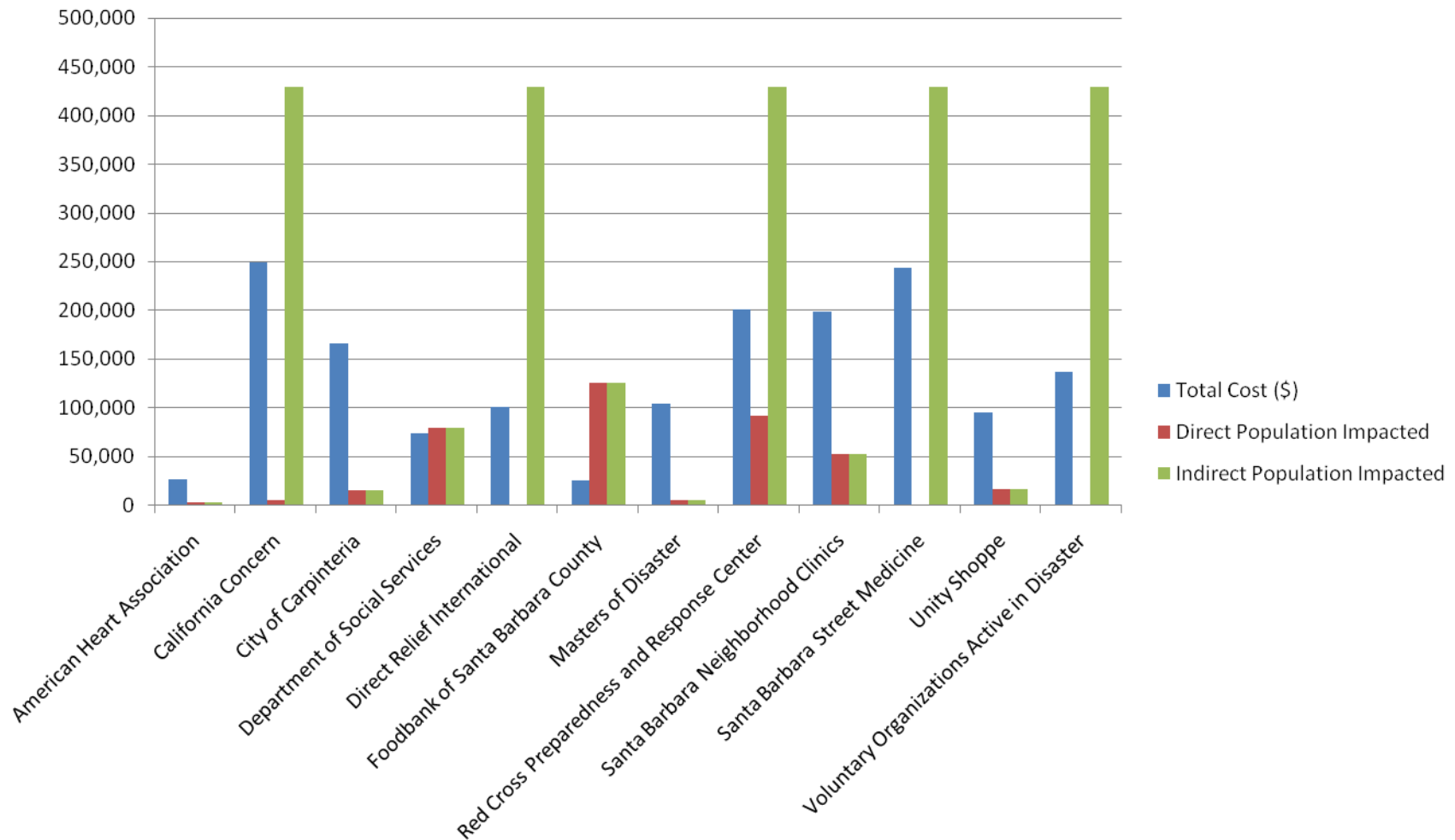
Fall 2008 Grant Cycle

- **American Heart Association, CPR Anytime.** This is a new, innovative self-directed learning kit for teaching CPR in less than thirty minutes. This project will enable AHA to implement the first pilot CPR Anytime program in Santa Barbara County in partnership with Santa Barbara County School Districts by training seventh graders on CPR, under the leadership of Superintendent Brian Sarvis. CPR Anytime will serve 2,000 individuals directly with an additional 4,000 individuals indirectly due to the multiplier effect, for a total of 6,000 individuals.
- **Santa Barbara County Department of Social Services, Vulnerable Populations Database.** The Santa Barbara County Department of Social Services has hired a consultant to perform research and make recommendations on the establishment and maintenance of a database registry of residents in Santa Barbara County who may need specialized assistance during an emergency and/or evacuation.
- **Direct Relief International, Back Up Generator and Refrigeration Project.** Direct Relief International has received funding support to complete the Backup Generator and Refrigeration Project. The goals of this project are to: (1) enable the organization to function in the event of a local power failure due to an emergency or disaster; and (2) store and ship cold-chain medications and vaccines, thus expanding DRI's ability to meet the needs of its partners and the patients they serve.
- **Santa Barbara Street Medicine, Medical Reserve Corps.** The Aware & Prepare Initiative has provided support to Santa Barbara Street Medicine in partnership with the Santa Barbara County Public Health Department for the Medical Reserve Corps (MRC) to cover costs of supplies, medical backpacks, identifying gear and uniforms; on-going training for the entire MRC; and a part-time MRC Coordinator to provide communication support, recruiting, public outreach, and program management. The MRC Coordinator will also be developing policies and procedures for the administrative oversight, training, and deployment of the MRC during emergencies and disasters.
- **Unity Shoppe, Emergency Preparedness Improvement Project.** The Unity Shoppe is in the process of developing emergency plans, policies and procedures to ensure the safety of their staff and clients as well as the continuity of their operations during an emergency or disaster. Funding support will also allow them to purchase a generator for their warehousing facility.
- **Wildland Residents Association, "Not if, but When" Positive Preparation for a Disaster Radio Talk Show Program.** The show is one hour and features guests from various public and private sector

organizations to talk about public safety, emergency planning, and emergency education and disaster issues. The goals of the program are to: (1) create a weekly radio talk show with public and private emergency response professionals; (2) provide public information/education regarding public expectations versus realities during emergencies and disasters; and (3) provide a platform for local NGOs to reach out with a uniformed message to the community in a cost effective manner.

The projects that have been implemented during the first year of the Aware & Prepare Initiative have already had a substantial impact on enhancing capabilities to mitigate, prepare for, respond to, and recover from emergencies and disasters within the Santa Barbara County Operational Area. For the total amount of funding provided by the Orfalea Fund and local foundations, the newly-developed and implemented projects and programs will impact a significant percentage of the population and the clients that are served by key government agencies and non-profit organizations.

2008 Aware & Prepare Initiative Grants Total Cost per Population Impacted



Spring 2009 Grant Cycle

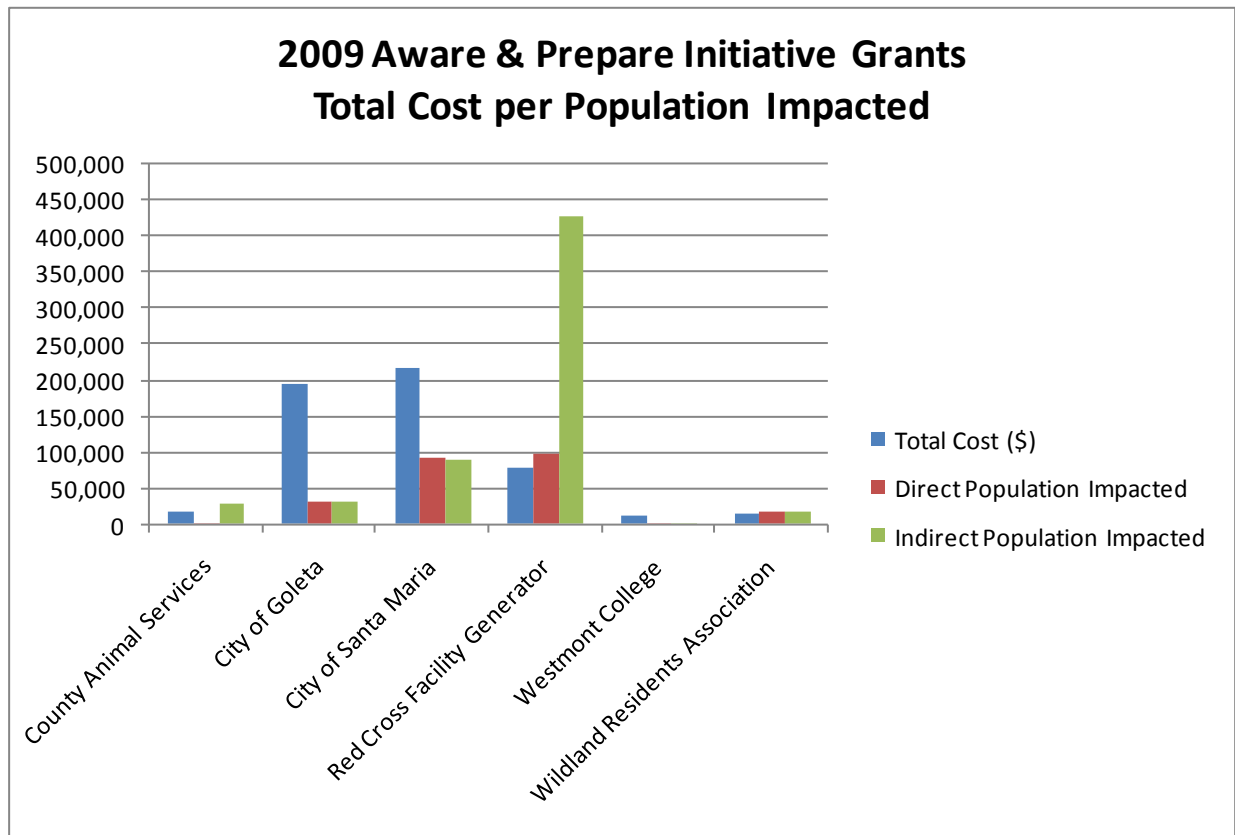
The Orfalea Fund Board recently approved funding for the following projects and programs during its Aware & Prepare Initiative specific meeting in March 2009.

- **Santa Barbara County Animal Services, Disaster Response Incident Command Center.** Funding will be provided for the purchase of a Command Center Trailer, graphics, generator, computer docking stations, printer, router, wall mounts and antennas, flood lights, GPS device, power strips, cots, storage cabinets and installation and conversion. The Command Center Trailer will be an Incident Command Center to be utilized for emergencies and disaster response throughout the County to facilitate large and small animal evacuations. This would provide a mobile resource to coordinate response and establishment of temporary animal shelters. The Command Center would be fully equipped and self-sufficient. A Command Post will serve multiple purposes, including a staging location to coordinate evacuation efforts, an information center, a base for staff and volunteers to report to and work out of, a designated repository for forms and other disaster equipment, and it will provide a training center to be used for drills and exercises to ensure preparedness.
- **American Red Cross Santa Barbara County Chapter, Generator Project.** Funding will support the purchase and installation of a 100kw standby generator installed on a mobile platform that will be hardwired into a new automatic power transfer system for the Santa Maria Preparedness and Response Center. This generator will have sufficient capacity to run the entire facility automatically, allowing for continuity of operations with minimal disruption during a disaster. ARC is in the process of strengthening its disaster resiliency, including volunteer training, inter-agency coordination, public and at-risk population outreach and training, and infrastructure improvements to increase its response capability. The purchase and installation of the generator is in alignment with these organizational infrastructure improvements.
- **City of Goleta, Prepare Now/Goleta Preparese Hoy!** Goleta Prepare Now is aimed at increasing the level of overall awareness and emergency preparedness in the City of Goleta and the Goleta Valley at large. This will be achieved through four components: (a) increase readiness and promote emergency preparedness via public information workshops, special events, meetings, and media campaigns; (b) provide emergency supply kits to "vulnerable populations" in the Goleta Valley; (c) train volunteers in neighborhood emergency preparedness and response; and (d) celebrate September as Emergency Preparedness Month with public outreach and community displays at key locations. The purpose of this program is to encourage personal readiness for future disasters, which includes having an emergency kit, making a plan, and having the tools and informational resources at hand before an emergency occurs. Partial funding will support the purchase of 4,200 emergency supply kits (backpacks) for low income individuals in the Goleta Valley; and for an AmeriCorps employee and intern to implement the initiative, public information materials and displays, and a community emergency response training trailer, neighborhood training materials and supplies.
- **City of Santa Maria, Emergency Preparedness Program.** This program will improve emergency coordination and communication between the City, volunteer groups (VOAD), local media, and emergency related organizations; and improve methods for providing emergency public information to diverse groups within the City. Funding will support four staff positions including

a part-time program manager, two part-time field representatives, and an office assistant as well as the acquisition of materials such as emergency management software, forms, reports, and training exercises, four workstations with computers for the Emergency Operations Center (EOC), and the production of printed materials for public distribution.

- **Westmont College, Situation Readiness.** Westmont is in the first year of an intensive three-year effort to significantly improve its level of emergency preparedness. Benchmarks through June 2011 have been reviewed and modified in light of lessons learned by the college during the recent Montecito Tea Fire. Westmont's commitment is to be prepared as well as possible to address foreseeable needs on campus and in the local area that may result from a variety of possible emergencies. Funding will support the acquisition of equipment and supplies for the Emergency Operations Center (EOC).

The support of the Orfalea Fund Board for these new projects and programs has the potential to have more of a direct impact on target populations, especially the programs that will be established by jurisdictions within the Santa Barbara County Operational Area.



EVALUATION

When James Lee Witt Associates facilitated the initial assessment of preparedness, it was important that a baseline was established from which we could measure the impact of our on-going efforts to strengthening emergency and disaster readiness within the Santa Barbara County Operational Area. This baseline is a culmination of both the community-wide stakeholder consensus that identified the seven priority theme areas as well as the matrices of nationally-recognized emergency management best practices and recommendations from the 2005-2006 Santa Barbara Civil Grand Jury.

Grantee Reporting

As part of the grant agreement with the Orfalea Fund, each grant recipient is required to complete an Interim Progress Report and Annual Evaluation Report. These reports include: (1) challenges that the organization/agency is facing that may directly affect its ability to accomplish the designated objectives; (2) activities and/or strategies that the organization put into place to accomplish the program objectives; and (3) evidence of collaboration with partner organizations, foundations, school; and (4) a financial summary. The Aware & Prepare Initiative has already received the Interim Progress Reports for the projects and programs that were initiated during the Spring 2008 grant cycle and will soon be receiving their Annual Evaluation Reports as well as the Interim Progress Reports for the grants that were approved in the Fall 2008 grant cycle. *The Aware & Prepare Initiative Interim Progress Reports are provided in Appendix B.*

Measurable Outcomes

As part of our continuing efforts to assess the impact of the Aware & Prepare Initiative in enhancing the capabilities of the Santa Barbara County Operational Area we distributed a brief on-line survey to our original set of key stakeholders as well as to representatives of each jurisdiction and other non-profit organizations that have been incorporated into the initiative since its inception.

In order to ensure that the evaluation process was as comprehensive and constructive as possible, we developed specific questions that addressed the initial feedback that was received from county departments and non-profit organizations to assess the progress that we have made in the past year. The first question was focused on ranking the priority theme areas in order of importance to the Santa Barbara County Operational Area. The results are depicted below.

**Prioritization of Themes
Community – Wide Stakeholder Consensus**

April 2009

Theme Areas in Initial Priority Order	1 – Most Important	2	3	4	5	6	7 – Least Important
Public Education and Awareness	6.9%	10.3%	3.4%	10.3%	41.4%	13.8%	13.8%
Coordination and Communication	30%	30%	23.3%	13.3%	0%	0%	3.3%
Preparedness: Plan, Train and Exercise	13.3%	23.3%	10%	36.7%	10%	6.7%	0%
Emergency Public Information	13.8%	17.2%	34.5%	6.9%	13.8%	6.9%	6.9%
Resources and Personnel	13.3%	13.3%	6.7%	13.3%	13.3%	33.3%	6.7%
Authority and Management	23.3%	6.7%	23.3%	13.3%	13.3%	16.7%	3.3%
VOAD	0%	3.3%	3.3%	3.3%	6.7%	20%	63.3%

The most significant shift in priorities is Public Education and Awareness, now rated as fifth of the seven priority theme areas, as it originally emerged as the top priority from the initial assessment conducted by James Lee Witt Associates. This change could be due to a variety of circumstances including the fact that the Aware & Prepare Initiative has primarily focused on this area of emergency preparedness in the past year, implementing two key programs including the “Radio Ready” campaign with California Concern and the Santa Barbara County Office of Emergency Services, as well as the City of Carpinteria’s public education and awareness campaign. There have also been two significant wildfire incidents in Santa Barbara County since the initial assessment which has resulted in emergency preparedness and planning being emphasized in the media, as well as by residents in town hall forums.

There has also been a change in the prioritization of Coordination and Communication as well as Authority and Management which have both emerged as high priorities for government officials, non-profit organizations, and residents in Santa Barbara County. The primary focus of these two theme areas are the coordination of resources and personnel between the cities, non-profit organizations, and the Santa Barbara County Office of Emergency Services, as well as equipping the County Interim Emergency Operations Center (EOC).

The Aware & Prepare Initiative will continue to dedicate a significant amount of attention to enhancing efforts by each jurisdiction and within the entire Operational Area to educate and inform the public about emergency preparedness, as this will remain one of the most important aspects of achieving our overall mission. However, throughout the next year we will be dedicating additional resources to the priority theme areas of Coordination and Communication as well as Authority and Management.

The survey provided more justification for this re-focus of priorities with participants responding to the question, “Within your top three ranked themes, what are specific programs or projects that you would like to see implemented in the Santa Barbara County Operational Area?”

- “Any advance training is beneficial for those who would need to be in charge, conversations with the various entities who will work together and how they will work together is important. Listing of and knowing what resources are available and where.”
- “On-going coordination between responding organizations and agencies responsible for educating and communicating with the public.”
- “Multi-agency trainings and exercises so all response agencies operate under the same expectations and know each other. Improved coordination and communication that will result from above.”
- “Consistency and improved coordinated approach in operations among the EOC’s throughout the county. A more comprehensive and coordinated approach towards emergency public information through the county. A better handle on resources (including VOAD capabilities) through the county.”
- “Better public information during an emergency and a smoother communications channel between NGOs and government. Also, a better understanding of which sectors need the most assistance allowing for NGOs to sure up weak area of government.”
- “You need the resources for those that need help first and the experienced personnel to help them. Secondly, you will need the information to go out so people know what is happening, where the problem is and how they can be helped and who can help them. Thirdly, someone smart should be coordinating and communicating the above information to the public so the correct information will be issued to everyone that needs help.”

The survey also asked that participants assess the impact of current funded projects and programs supported by the Aware & Prepare Initiative.

Impact of Funded Projects/Programs Community-Wide Stakeholder Consensus			
April 2009			
Project/Program	1 – Very Impactful	2	3 – Minimal Impact
American Heart Association, CPR Anytime	25.9%	29.6%	25.9%
American Red Cross Santa Barbara County Chapter, Masters of Disaster	40.7%	40.7%	18.5%
City of Carpinteria, “Don’t Panic! Prepare!” Public Education and Awareness Program	37%	29.6%	18.5%
Wildland Residents Association, Community Alert Not if by When Positive Preparation for a Disaster Radio Talk Show Program	18.5%	29.6%	44.4%
Foodbank of Santa Barbara County, Disaster Response Contractor	33.3%	33.3%	29.6%
Santa Barbara County Department of Social Services, Special Needs Registry	40.7%	48.1%	11.1%
Santa Barbara Neighborhood Clinics, Emergency Preparedness and Implementation Program	40.7%	44.4%	11.1%
Unity Shoppe, Emergency Preparedness Improvement Project	14.8%	44.4%	29.6%
California Concern, Radio Ready	74.1%	14.8%	3.7%
Direct Relief International, Back Up Generator and Refrigeration Project	74.1%	11.1%	11.1%
Santa Barbara Street Medicine, Medical Reserve Corps	37%	25.9%	22.2%
American Red Cross Santa Barbara County Chapter, Voluntary Organizations Active in Disaster	33.3%	59.3%	3.7%

Best Practices

The survey then asked participants to share lessons learned or experiences that they have had where they noticed a significant change in the emergency preparedness, response, and recovery capabilities of the Santa Barbara County Operational Area within the past eighteen (18) months. Some of the most significant contributions are as follows:

- “Recently updated our Emergency Operations Plan (EOP) bringing awareness to importance of advanced planning.”
- “After at least 10 years of not responding to a significant incident, the Operational Area was required to work three fires, two of which were close to heavily populated areas. There is absolutely nothing short of actual experience that best prepares an Operational Area to respond. We shouldn’t wish for incidents, but then they happen, we should work as many qualified staff into the operation, especially if it is of an extended time frame as possible. This allows actual experience, which builds confidence, creates an opportunity for bonding among individuals and groups, and presents an opportunity to identify people who do not lose their ‘cool’ under pressure, for future reference.”
- “The clearest ‘lesson learned’ was the effort (successful) to better coordinate information sharing and coordinated information releases among Public Information staff working the most recent fires.”
- “Tea Fire Emergency Communications were greatly improved from the Gap Fire; which was somewhat improved from the Zaca Fire. I think the seriousness of these events required the policy decision makers to take notice. My concern is that the diligence might fade away.”

Finally, the survey asked what can be done to ensure that emergency preparedness and planning remain a priority for government agencies as well as non-profit organizations that are currently struggling with difficult financial conditions.

- “Training is inexpensive and has a deep overall benefit for improved coordination of existing resources and also resources that might become available in a disaster. Increased training and exercises would prove most valuable – dollar for dollar.”
- “The organization leaders need to ensure that efficient actions are taken without the burden of added costs to local budgets. Partnerships are always good; but cost effective partnerships that create economies of scale is what we should strive to do.”
- “Given the current uncertainty, it is the most appropriate time to strengthen internal readiness and make sure your organization will come out of the economic crisis stronger. There are many low cost and high impact activities your organization can do to ensure that if an emergency should arise you are prepared. Think of the economic crisis as a time to look inward and rebuild your own systems.”

- “Don’t cut back on resources necessary to prepare...another disaster is inevitably around the bend.”
- “I think that moving OES into the Sheriff’s Department, along with the OES budget funds, could protect this small sub-department of the CEO’s office from losing funding. It would provide more opportunities to participate in ongoing training, which is undertaken by public safety agencies even in dire economic times, and would place OES into a paramilitary organization with a command and control structure that would ensure OES staff delivery on tasks, continued training opportunities, and an elevated status in the eyes of the public.”
- “I think that you need to identify the services that are really needed by those that need help and work with those groups to make sure they are helped in a way that creates less stress for those affected by a disaster. People cannot go through the process that they are now going through, and the agencies that really can help need the support of those that are trying to manage the disaster.”

SUSTAINABILITY

Since its inception, the Aware & Prepare Initiative has been focused on ensuring the sustainability of the inclusive community partnership that we have been developing to strengthen emergency and disaster readiness, as well as the specific projects and programs that we are supporting.

Programmatic Strategies

It is of the utmost importance that we work to assure that each of the seventeen programs/projects that we are currently funding be sustainable for the long-term and/or until they have achieved their designated objectives. We will be working with each government agency and organization that we are currently supporting to develop specific strategies to sustain the project or program for a long-term period with the support of the Santa Barbara County Office of Emergency Services.

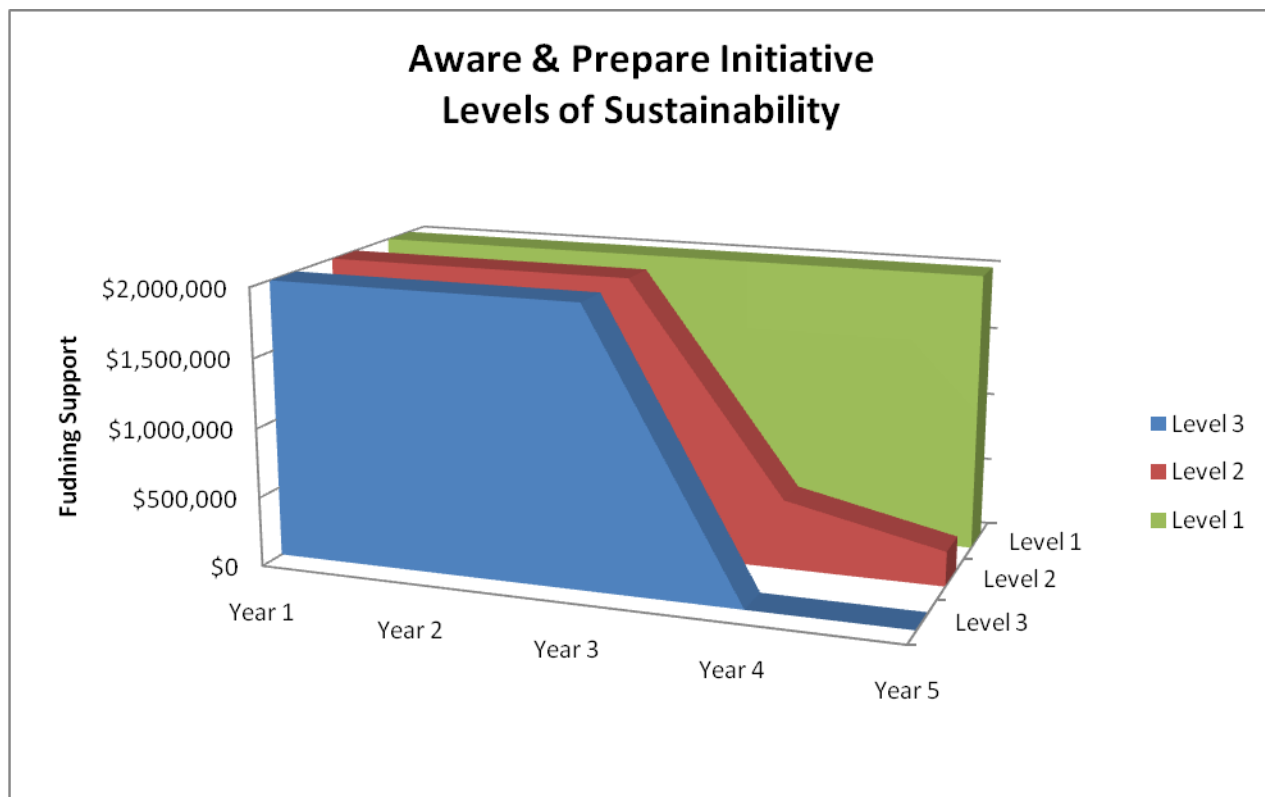
For example, we are currently working with the SBC VOAD Coordinator to identify mechanisms in which the VOAD can continue its activities without the support of a full-time position (that is currently supported by the Orfalea Fund’s Aware & Prepare Initiative until 2010). The responsibilities of the VOAD Coordinator will be inherited by a member of the Executive Committee and that position will be rotated for a designated period of time, and continued funding support for VOAD activities will be supported by annual dues that will be charged to each member organization. Although the current robust capacity of the VOAD will not be sustained at the same level, we believe that the infrastructure that will be developed and strengthened within a two-year period will only require maintenance and continued participation from member organizations.

Long-Term Strategies

The Aware & Prepare Initiative has made tremendous progress throughout the past year and that has been due to several circumstances including, but not limited to, the credibility and expertise of our partners as well as the foundation of philanthropic activity built by the Orfalea Foundations since 2000. The Orfalea Fund commitment will remain until the end of 2010 which translates into a total of six grant cycles that will specifically support strengthening emergency preparedness throughout the Santa

Barbara County Operational Area. This initiative has and will continue to have a significant impact on enhancing capabilities to prepare for, respond to and recover from emergencies and disasters and it is the hope of the Aware & Prepare Team that we are able to achieve our mission and meet the expectations of the Orfalea Fund Board in the designated three year period. However, it is important to note that with a number of significant emergencies in the past two years, as well as the size of the geographic area and the number of key stakeholders that we are working to incorporate into the Aware & Prepare Initiative, a continued commitment by the Orfalea Fund after this three year period or phased-out approach to grantmaking will ensure the sustainability of our success.

To initiate this discussion among the Orfalea Fund Board of Directors, we provide three levels of sustainability for the Aware & Prepare Initiative. The **first level** demonstrates a full commitment of two million dollars per year for a five year period. The **second level** shows a phased approach which includes two million dollars for the first three years, a five hundred thousand dollar contribution from the Orfalea Fund for the fourth year, and two hundred and fifty thousand dollars for the fifth year. It is recommended that this phased approach also include a requirement that the only projects and programs that receive funding in the fourth and fifth years are developed, vetted, and implemented by the Emergency Coordinators Committee with the approval of the Operational Area Council. Lastly, the **third level** depicts the original commitment of the Orfalea Fund Board of two million dollars each year for a total of three years.

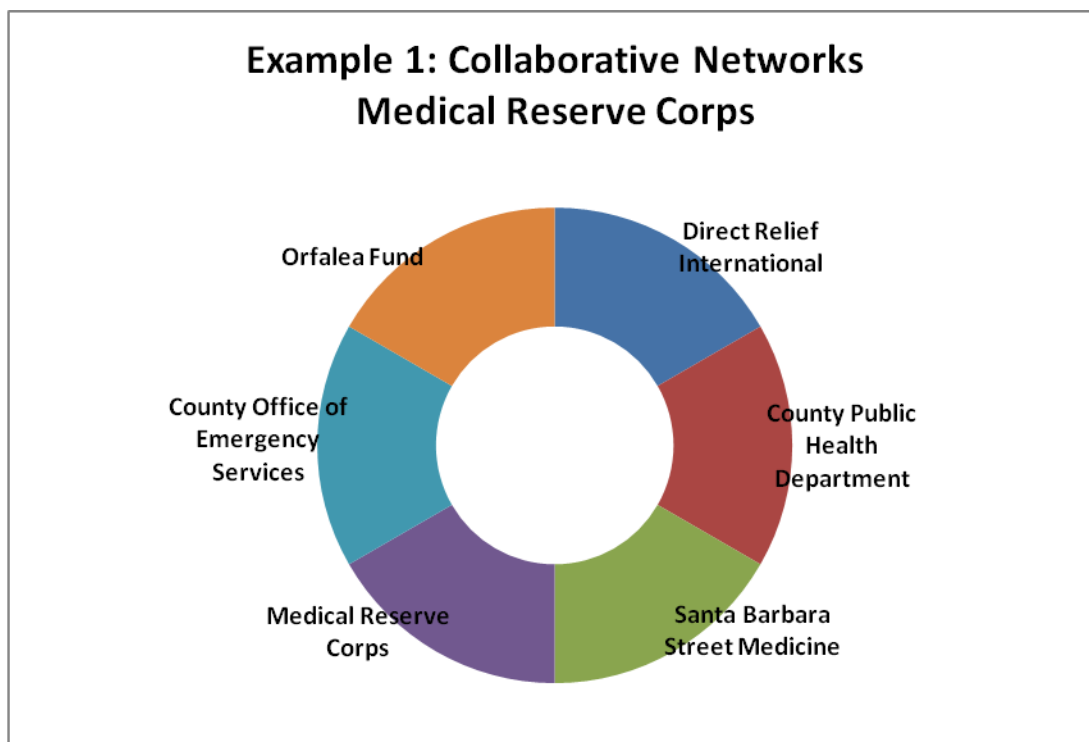


Nurturing Collaborative Networks

The unique position of the Orfalea Foundations, as a philanthropic leader in the community, has continually allowed us to bring different stakeholders together to achieve a common purpose. There are a number of new and existing projects that have been developed and implemented in partnership with several organizations that have in turn created collaborative networks to ensure the program's success. The nurturing of these collaborative networks throughout the duration of the Aware & Prepare Initiative will be critical in achieving long-term, sustainable impact.

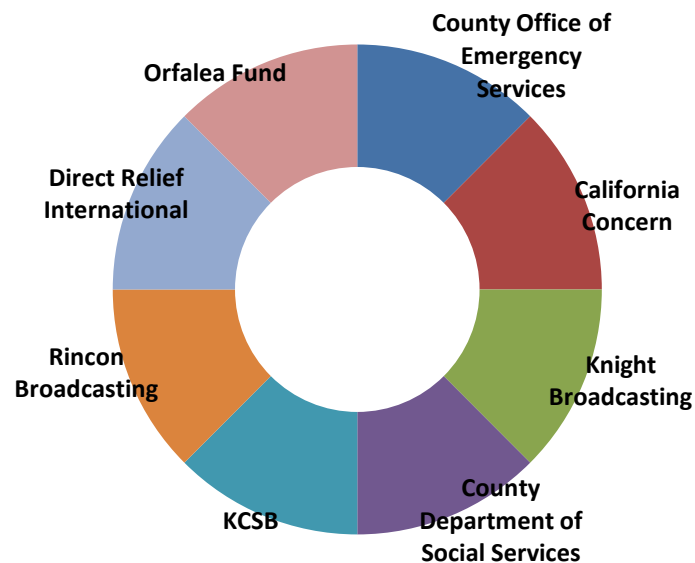
For example, the Medical Reserve Corps (MRC) is a national program that is facilitated on the local level. MRC units are community-based and function as a way to locally organize and utilize volunteers, medical professionals and others, who want to volunteer their time and expertise to promote healthy living throughout the year and to prepare for and respond to emergencies. MRC volunteers include medical and public health professionals such as physicians, nurses, pharmacists, dentists, veterinarians, and epidemiologists and they are utilized to supplement existing local emergency and public health resources.

The management of the Medical Reserve Corps in Santa Barbara County is the responsibility of the Public Health Department, but to date there has been minimal funding available to support this program (through its "parent" organization Citizen Corps) on the Federal, State or local level. Due to the similarities in mission statements, Santa Barbara Street Medicine (SBSM) initiated a partnership with the Medical Reserve Corps and now volunteers that are being trained by SBSM are encouraged to register for the MRC. Most recently, the Public Health Department, Santa Barbara Street Medicine, and Direct Relief International have been working together to strengthen the capacity of the MRC by recruiting and training additional volunteers, purchasing equipment for MRC members, as well as a cache of medical supplies to be located in North County for utilization during a public health emergency.



Another example is the “Radio Ready” program that was initiated by California Concern in partnership with the Santa Barbara County Office of Emergency Services. The comprehensive approach necessary to achieve the objectives of the program required the involvement of a number of organizations across sectors including Direct Relief International, who acted as a fiscal agent for California Concern and assisted with the purchase of equipment and storage of emergency hand-cranked radios. The program also included a detailed and widespread public education campaign to encourage residents in Santa Barbara County to purchase a hand-cranked radio so that they can access emergency public information. The marketing effort included an extensive commitment from Davies Communications and Blaze PR as well as active engagement with radio broadcasting companies and other media outlets.

Example 2: Collaborative Networks Radio Ready Program



The Aware & Prepare Initiative will continue to expand on the substantial progress that has been made in the past year to ensure the sustainability of the partnership between the Orfalea Fund, James Lee Witt Associates, and the Santa Barbara County Office of Emergency Services as well as the support from our collaborative of local foundations. Implementation of initiative and programmatic strategies for sustainability will be our emphasis as we move forward while simultaneously incorporating new and innovative programs and projects that will enhance capabilities to mitigate, prepare for, respond to and recover from emergencies and disasters within the Santa Barbara County Operational Area.

This page intentionally left blank.

