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CALIFORNIA HOMELAND SECURITY STRATEGY

2012-2015



TABLE OF CONTENTS

EXECUTIVE SUMMARY	3
INTRODUCTION	8
SECTION 1 PURPOSE	9
1.1 RELATIONSHIP TO OTHER PLANS	9
SECTION 2 VISION	11
2.1 CORE VALUES.....	11
2.2 GUIDING PRINCIPLES	11
SECTION 3 FOCUS AND MISSION	13
3.1 THE MISSION AREAS	13
3.2 THE NATIONAL PRIORITIES.....	14
3.3 THE TARGET CAPABILITIES	15
3.4 THE CORE CAPABILITIES.....	15
SECTION 4 STATE DESCRIPTION	17
4.1 GEOGRAPHY	17
4.2 CRITICAL INFRASTRUCTURE.....	18
4.3 STATE ORGANIZATION	18
4.4 STATE COORDINATION.....	21
SECTION 5 RISK OVERVIEW	23
5.1 THE ELEMENTS OF RISK	23
5.2 RISK BASED SCENARIOS.....	24
SECTION 6 GOALS, OBJECTIVES AND IMPLEMENTATION STEPS	31
6.1 STRUCTURING THE GOALS AND OBJECTIVES.....	31
GOAL 1 ENHANCE INFORMATION ANALYSIS AND LAW ENFORCEMENT	34
GOAL 2 PROTECT CRITICAL INFRASTRUCTURE AND KEY RESOURCES.....	39
GOAL 3 STRENGTHEN COMMUNICATIONS CAPABILITIES.....	43
GOAL 4 ENHANCE PLANNING AND COMMUNITY PREPAREDNESS	52
GOAL 5 STRENGTHEN CATASTROPHIC PLANNING, DETECTION AND RESPONSE.....	55
GOAL 6 IMPROVE MEDICAL AND HEALTH PREPAREDNESS	61
GOAL 7 ENHANCE RECOVERY CAPABILITIES	66

2012 California Homeland Security Strategy

GOAL 8 STRENGTHEN FOOD AND AGRICULTURE PREPAREDNESS..... 70

GOAL 9 ENHANCE EXERCISE, EVALUATION AND TRAINING PROGRAMS 73

SECTION 7 STRATEGY EXECUTION 78

 7.1 STRATEGY IMPLEMENTATION PROCESS 78

APPENDIX..... 81

Executive Summary

Purpose

The purpose of the 2012 California Homeland Security Strategy is to set forth the State's strategic goals and objectives and implementation framework for managing all hazards facing the State. This involves an outline of the State's organization for homeland security and the hazards that pose the greatest risk to the State, its people and critical infrastructure.

Based upon the risks the State faces, the Strategy outlines a comprehensive system for enhancing capabilities that will guide the State's efforts to:

- Prevent and disrupt terrorist attacks and major crimes;
- Protect the people of California, its critical infrastructure and key resources;
- Respond to and recover from major incidents and all hazards that do occur;
- Continue to strengthen and sustain our preparedness foundation to ensure our long-term success.

Vision

The State's vision is to enhance safety and preparedness in California through strong leadership, collaboration and meaningful partnerships.

Focus and Mission

To accomplish the vision, California is focused and organized around managing major threats and hazards through the five mission areas of homeland security: prevention, protection, mitigation, response, and recovery. Specifically, the State's homeland security mission is to *protect lives and property by effectively preparing for, preventing, responding to and recovering from all threats, crimes, hazards and emergencies.*

State Description and Risk Overview

California is the most populous state in the nation with an estimated 38 million people living in the State. In addition to the permanent population, California was the destination of 199 million individual domestic leisure and business travelers in 2010, with 13.4 million international travelers.

The state is divided into 58 counties and subdivided into over 475 incorporated cities. Eight of the top 50 U.S. cities in terms of population include Los Angeles, San Diego, San Jose, San Francisco, Long Beach, Fresno, Sacramento and Oakland.

With a gross state product of \$1.9 trillion in 2010, California's economy remains the largest in the nation and the eighth largest in the world. California is home to a variety of

2012 California Homeland Security Strategy

industries including, but not limited to, tourism, entertainment, agriculture, technology and wine production.

California has an extensive infrastructure system. The State's critical assets cover all 18 U.S. Department of Homeland Security (DHS) designated sectors under the National Infrastructure Protection Plan, with over 200 DHS designated Tier I and II assets. These assets, coupled with the State's high profile, large and densely populated urban areas makes California an attractive target for international and domestic terrorists and terrorist groups. The State also faces the near daily risk of natural disasters, from floods to wildfires to earthquakes, etc.

To address the wide array of potential hazards facing the State, California has organized itself around 58 Operational Areas (OA's), which are defined by the boundaries of the counties within the State, and include all political subdivisions. The California Emergency Services Act designates each county as an Operational Area (OA) to coordinate emergency activities and resources of its political subdivisions.

At the State level, the Legislature amended the California Emergency Services Act so as to merge the Office of Emergency Services and the Office of Homeland Security into the California Emergency Management Agency (Cal EMA). CalEMA consolidates emergency management and anti-terrorism programs to more effectively and efficiently serve the people of California.

California's emergency assistance is based on a statewide mutual aid system designed to ensure that additional resources are provided to the State's political subdivisions whenever their own resources are overwhelmed or inadequate. The basis for this system is the *California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)*, which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency.

The State's Standardized Emergency Management System (SEMS) is the National Incident Management System-compliant system for managing responses to multi-agency emergencies in California. The State Emergency Plan specifies the policies, concepts, and protocols for the implementation of SEMS. The use of SEMS is required by law during multiagency emergency response by State agencies. Local governments must also use SEMS to be eligible for reimbursement of certain response-related personnel costs.

Summary of Goals and Objectives

The goals and objectives of the Strategy serve as the core for what the State will seek to achieve over the next five years in the mission areas of prevention, protection, mitigation, response and recovery. The goals and objectives represent not only the priorities of the State but also the State's implementation of National level policy and priorities at the State and local level.

A summary of California's homeland security goals and objectives is set forth below. These strategic goals and objectives serve as a road map to build those capabilities needed to reduce the risk of terrorism and natural disasters and better secure the State.

Goal 1 Enhance Information Analysis and Law Enforcement Capabilities

Objective 1.1 Strengthen Information Sharing and Collaboration Among All Levels of Government, Private Industry, Non-Governmental and Community Based Organizations

Objective 1.2 Strengthen California's Ability to Identify and Counter Emerging Threats

Goal 2 Protect Critical Infrastructure and Key Resources

Objective 2.1 Implement the California Critical Infrastructure Protection Program

Goal 3 Strengthen Communications Capabilities

Objective 3.1 Implement the California Statewide Communications Interoperability Plan

Objective 3.2 Strengthen Alert and Warning Systems to Ensure the Delivery of Clear and Consistent Public Information

Goal 4 Enhance Planning and Community Preparedness

Objective 4.1 Enhance Citizen Preparedness While Integrating the Needs of Vulnerable Populations

Objective 4.2 Strengthen Volunteer Management and Donations

Goal 5 Strengthen Catastrophic CBRNE and All Hazards Incident Planning, Detection and Response Capabilities

Objective 5.1 Strengthen All Hazards Incident Management Capabilities Across California

Objective 5.2 Enhance Resource Management Through Implementation of the California Metrics Project

Objective 5.3 Implement the California Preventative Radiological and Nuclear Detection Program

Objective 5.4 Institutionalize Hazard Identification, Risk Assessment, and Hazard-Mitigation Planning to Reduce Vulnerability

Goal 6 Improve Medical and Health Capabilities

Objective 6.1 Enhance Health and Public Health Preparedness and Disaster Response Capabilities for All Hazards

Objective 6.2 Enhance Medical Preparedness and Disaster Response Capabilities for all Hazards

Goal 7 Enhance Recovery Capabilities

Objective 7.1 Implement a California Disaster Recovery Framework

Goal 8 Strengthen Food and Agriculture Preparedness

Objective 8.1 Enhance Agriculture Food Systems and Animal Health Preparedness

Goal 9 Enhance Homeland Security Exercise, Evaluation and Training Programs

Objective 9.1 Expand Statewide Training Across All Mission Areas, While Enhancing Professional Training For emergency Management and Homeland Security Disciplines

Objective 9.2 Expand Statewide Exercises Across All Mission Areas

Strategy Execution

This Homeland Security Strategy is California's comprehensive multi-discipline and multi-hazard Strategy the execution of which will take place at the local and State level with funding from multiple sources. This requires clearly assigned roles and responsibilities and a process and tools that link the State's investments back to the Strategy's goals and objectives. The Cal EMA Policy and Strategy Initiatives Division will have overall responsibility for managing and tracking implementation of the Strategy with support from other CalEMA components as needed.

Introduction

Homeland security is the coordinated effort to ensure we are prepared to prevent, protect against, mitigate, respond to and recover from threats and acts of terrorism and other man-made or natural disasters and catastrophes. It requires a risk management process in order to ensure California has the right capabilities in place to manage those hazards that pose the greatest risk to the State, its people, and its critical infrastructure and key resources.

With the State approaching 38 million residents across nearly 156 thousand square miles, securing and preparing California requires continuous attention and strategic commitment from all levels of government, the private sector and the general public. California is committed to this effort. Working together, the entire State has strived to integrate preparedness activities, especially preparedness planning at the strategic level. This homeland security strategy represents the latest effort in that regard.

The State is prone to floods, fires, and earthquakes and other natural disasters and is a high risk State regarding terrorism with a wide variety of potential targets and several previously disrupted terrorist plots. Given these risks, the State's success depends upon effective partnerships with federal, State, tribal, and local agencies, as well as the private sector, non-governmental organizations and individual citizens. As such, California's strategic approach to homeland security is to develop multi-discipline, multi-jurisdictional, and regional frameworks for planning, organizing, equipping, training and exercising necessary to strengthen homeland security.

This homeland security strategy builds on federal, State, and local strategies and seeks to ensure an integrated approach across the State and with federal departments and agencies. California continues to assess the risks that are specific to our State by working with our federal, local, tribal and private sector partners to ensure the most up to date risk information is utilized to further secure the State of California and our key resources.

As we move forward, California will continue to protect its citizen against acts of terrorism and any manmade or natural disasters and catastrophes through a robust homeland security program.

Section 1

Purpose

The purpose of the 2012 California Homeland Security Strategy is to set forth the State's strategic goals and objectives and implementation framework for managing all hazards facing the State. This involves an outline of the State's organization for homeland security and the hazards that pose the greatest risk to the State, its people and critical infrastructure.

Based upon the risks the State faces, the Strategy outlines a comprehensive system for enhancing capabilities that will guide the State's efforts to:

- Prevent and disrupt terrorist attacks and major crimes;
- Protect the people of California, its critical infrastructure and key resources;
- Respond to and recover from major incidents and all hazards that do occur;
- Continue to strengthen and sustain our preparedness foundation to ensure our long-term success.

This Strategy is not a grant strategy; it is the State's comprehensive homeland security strategy that will be implemented through projects funded by federal grants such as the Homeland Security Grant Program, Emergency Management Performance Grants, Port Security Grant Program, Assistance to Firefighters Grants, public health and hospital preparedness programs funded by the Centers for Disease Control and Prevention and the federal Assistant Secretary for Preparedness and Response, general funds, and such other funding opportunities that may become available. In short, this Strategy is the entire State's homeland security strategy, the resources for implementation of which will come from a number of sources.

While the development of the Strategy is a requirement imposed by the U.S. Department of Homeland Security (DHS) in order to receive federal grant funds, the Strategy neither grants nor changes any roles, responsibilities or authorities of State or local departments or agencies in California. Rather, the Strategy works within the State's homeland security and emergency management framework to achieve the goals and objectives herein.

1.1 Relationship to Other Plans

The Strategy outlines what the State seeks to achieve in homeland security over the coming years and provides guidance on how to do so. However, the California Homeland Security Strategy is not an operational plan. Operational plans such as the State Emergency Plan (SEP) and State Hazard Mitigation Plan (SHMP) describe functions, authorities and operational responsibilities. Specifically, the SEP defines and describes the fundamental systems, strategies, policies, assumptions, responsibilities, and operational priorities that California uses to guide and support emergency management efforts. The SHMP describes

2012 California Homeland Security Strategy

past and current hazard mitigation activities and outlines goals, strategies, and actions for reducing future disaster losses and provides detailed guidance for hazard mitigation activities.

While distinct, the Strategy and related plans are mutually reinforcing by providing a consistent framework and taxonomy of hazards and capabilities the State must be prepared for and build and sustain respectively. Other related plans include:

- The U.S. National Security Strategy
- California Statewide Communications Interoperability Plan
- Cal EMA Strategic Plan (2010-2015)
- California Pandemic Influenza Preparedness and Response Plan
- National Infrastructure Protection Plan
- National Strategy for Information Sharing
- California Earthquake and Tsunami Communications and Outreach Strategy
- Urban Area Homeland Security Strategies in California
- California Disaster Recovery and Mitigation Handbook

Section 2

Vision

The State's vision is to enhance safety and preparedness in California through strong leadership, collaboration and meaningful partnerships.

2.1 Core Values

Duty

We will maintain the highest ethical and professional standards in carrying out the duties and responsibilities entrusted to us. Honesty and integrity will be the hallmark of California's homeland security efforts and be conveyed, internally and externally, through word – as well as deed.

Respect

We will build and value meaningful partnerships and embrace diversity. Teamwork will be encouraged to enlist and empower all involved in the homeland security mission to offer original perspectives to homeland security and emergency management challenges.

Commitment

Through an all-hazards approach, we will create a safe and prepared California with strong leadership and meaningful partnerships.

2.2 Guiding Principles

Enlist, entrust and empower our partners and customers

Through dynamic and integrated leadership, identify and address the needs of our partners and customers while building a strong collaborative culture and enhanced mutual aid system.

Excellence in communication

Continue to build upon our capacity to inform the public, provide accurate, real-time communications for coordination of resources and situational awareness.

Responsibility and accountability

Invest in, streamline and manage key programs, resources and services to provide integrated and timely assistance and coordination, while promoting innovation and holding ourselves and others accountable for results.

Competency

Build upon our standing as a national leader in emergency management, homeland security and public safety programs by attaining the knowledge and skills of a world-class and respected organization.

2012 California Homeland Security Strategy

Invest in people

Foster an environment that promotes professional growth and a sustained workforce by providing the best training, equipment and technology to support employee missions.

Innovation and best practices

Leverage best business practices, existing resources and expertise, and innovative technologies to maximize mission capabilities.

Section 3

Focus and Mission

To accomplish the vision, California is focused and organized around managing major threats and hazards through the five mission areas of homeland security: prevention, protection, mitigation, response, and recovery.¹ Specifically, the State's homeland security mission is to *protect lives and property by effectively preparing for, preventing, responding to and recovering from all threats, crimes, hazards and emergencies.*

3.1 The Mission Areas

Each strategic goal and objective under this Strategy is based upon and built to help the State achieve one or more of the mission areas. In doing so, the goals in the Strategy are aligned with the National Homeland Security priorities and the Target Capabilities List (TCL). Both the National Priorities and the TCL are described in more detail below. California recognizes that day-to-day public safety policy development and implementation is the responsibility of local jurisdictions, while at the same time recognizing that such local capabilities require support from State and federal departments and agencies. The five specific mission areas are broken down as follows:

3.1.1 Prevention

Prevention actions are those that seek to avoid an incident or to intervene or stop a terrorist or criminal incident from occurring. Prevention involves applying intelligence to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature of the threat; and specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators.

3.1.2 Protection

Protection actions are those that reduce the vulnerability of critical infrastructure or key resources in order to deter or neutralize terrorist attacks, major disasters, and other emergencies. Protection includes awareness elevation and understanding of threats and vulnerabilities to critical facilities, systems, and functions; identification and promotion of effective sector-specific infrastructure protection practices and methodologies; and information sharing among private entities within the sector, as well as between government and private entities.

¹ In addition to the five specific mission areas, there is a "common" mission area that involves capabilities that support all five of the mission areas.

2012 California Homeland Security Strategy

3.1.3 Mitigation

Mitigation involves efforts to reduce loss of life and property by lessening the impact of disasters. Mitigation is achieved through risk analysis, which results in information that provides a foundation for mitigation activities that reduce risk. Mitigation includes ongoing public education and outreach activities designed to reduce loss of life and destruction of property; complying with or exceeding floodplain management and land-use regulations; enforcing stringent building codes, seismic design standards, and wind-bracing requirements for new construction, repairs, or retrofitting of existing buildings.

3.1.4 Response

Response activities address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes.

3.1.5 Recovery

Recovery includes activities such as the development, coordination, and execution of service-and-site-restoration plans. Recovery also involves the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; and additional measures for social, political, environmental, and economic restoration.

3.2 The National Priorities

The National Homeland Security Priorities represent broad and thematic goals that fall under the mission areas that the Nation should strive to achieve in homeland security. The National Homeland Security Priorities are:

- Strengthen CBRNE detection, response and decontamination capabilities;
- Implement the *National Infrastructure Protection Plan*;
- Strengthen information sharing and collaboration capabilities;
- Implement the *National Incident Management System* and *National Response Framework*;
- Strengthen interoperable and operable communications capabilities;
- Strengthen planning and citizen preparedness;
- Expand regional collaboration; and
- Strengthen medical surge and mass prophylaxis capabilities.

3.3 The Target Capabilities List

The TCL is a list of thirty seven capabilities needed to implement and achieve the National Priorities and the mission areas of prevention, protection, response, and recovery, and a common capability category referring to those capabilities that apply to all mission areas. The current TCL is as follows:

Common Capabilities

Planning
Communications
Community Preparedness and Participation
Risk Management
Intelligence and Information Sharing and Dissemination

Prevent Mission Capabilities

Information Gathering and Recognition of Indicators and Warning
Intelligence Analysis and Production
Counter-Terror Investigation and Law Enforcement
CBRNE Detection

Protect Mission Capabilities

Critical Infrastructure Protection
Food and Agriculture Safety and Defense

Epidemiological Surveillance and Investigation
Laboratory Testing

Respond Mission Capabilities

On-Site Incident Management
Emergency Operations Center Management
Critical Resource Logistics and Distribution
Volunteer Management and Donations
Responder Safety and Health
Emergency Public Safety and Security
Animal Disease Emergency Support
Environmental Health
Explosive Device Response Operations
Fire Incident Response Support
WMD and Hazardous Materials Response and Decontamination

3.4 The Core Capabilities

In September 2011, DHS released the new National Preparedness Goal. The new Goal added mitigation as a formal mission area resulting in six mission areas (including the common mission area). At the center of the new Goal are the Core Capabilities. The Core Capabilities are a list of 32 capabilities necessary to address a wide range of hazards based on the results of a national risk assessment conducted by DHS. The Core Capabilities serve as the successor to the TCL. However, given the nascent stage of the Core Capabilities, its utility as a planning tool at the State level is marginal at present. The first utilization of the Core Capabilities will take place with the 2011 State Preparedness Report due on December 31, 2011. Therefore, in this transition year, California will link Core Capabilities to its strategic goals for 2012, while waiting for further guidance from DHS and maturation of the Core Capabilities before additional planning uses are availed. A list of the Core Capabilities is set forth below.

**Figure 1
Core Capabilities by Mission Area**

Common				
Planning				
Public Information and Warning				
Operational Coordination				
Prevention	Protection	Mitigation	Response	Recovery
Forensics and Attribution	Access Control and Identity	Community Resilience	Critical Transportation Environmental	Economic Recovery Health and Social Services
Intelligence and Information Sharing	Verification Cyber Security	Long-term Vulnerability Reduction	Response/Health and Safety	Housing
Interdiction and Disruption	Intelligence and Information Sharing	Risk and Disaster Resilience Assessment	Fatality Management Services	Infrastructure Systems
Screening, Search, and Detection	Interdiction and Disruption	Threats and Hazard Identification	Infrastructure Systems	Natural and Cultural Resources
	Physical Protective Measures		Mass Care Services	
	Risk Management for Protection Programs and Activities		Mass Search and Rescue Operations	
	Screening, Search, and Detection		On-scene Security and Protection	
	Supply Chain Integrity and Security		Operational Communications	
			Public and Private Services and Resources	
			Public Health and Medical Services	
			Situational Assessment	

Section 4

State Description

California is the most populous state in the nation with an estimated 38 million people living in the State. Between 1950 and 2008 the State's population tripled. California's population is expected to reach 44 million by 2020 and over 59 million by 2050. In addition to the permanent population, California was the destination of 199 million individual domestic leisure and business travelers in 2010, with 13.4 million international travelers.

The state is divided into 58 counties and subdivided into over 475 incorporated cities. Eight of the top 50 U.S. cities in terms of population include Los Angeles, San Diego, San Jose, San Francisco, Long Beach, Fresno, Sacramento and Oakland.

With a gross state product of \$1.9 trillion in 2010, California's economy remains the largest in the nation and the eighth largest in the world. California is home to a variety of industries including, but not limited to, tourism, entertainment, agriculture, technology and wine production.

4.1 Geography

California is the third largest state in the nation with an area of 155,959 square miles within a land mass that is 770 miles long and 250 miles wide. The State has 1,370 miles of coastline along the Pacific Ocean to the west, shares 990 miles of border with three other states – (Oregon to the north and Nevada and Arizona to the east) and has approximately 140 miles of international border with Mexico to the south.

Over 40 percent of California's land area is covered by forest and about 25 percent of the total land area is covered in deserts. There are 47 million acres of federal lands in California that are managed by 14 agencies. Federal lands include national parks and forests and military bases. An additional 2.4 million acres are owned by the State of California with 1.3 million acres of that designated as state parks.

California's geologic and geographic extremes are demonstrated by the fact that the State has both the highest and the lowest elevation points within the contiguous United States. Given this diversity, the climatic conditions vary significantly depending on latitude, elevation and proximity to the coast. Most of California has cool, rainy winters and dry summers. Areas near the ocean typically experience cooler summers and warmer winters, while inland areas experience hotter summers and colder winters. Northern California generally receives more rainfall than the southern part of the state. High desert climates are found east of the Sierra Nevada and the Transverse and Peninsular ranges of southern California. The high deserts, which include the Mojave Desert, the Owens Valley and the Modoc Plateau, are part of the Great Basin region and experience hot summers and cold winters. The low deserts east of the southern California mountains, including the Imperial

2012 California Homeland Security Strategy

Valley, Coachella Valley and the lower Colorado River basin, are part of the Sonora Desert with hot summers and mild winters.

Two river systems, the Sacramento and the San Joaquin, form the principal freshwater system in California. The Sacramento River flows south for 377 miles from Cascade Range near Mount Shasta, while the San Joaquin River flows northwest for 350 miles from the Sierra Nevada mountain range near Yosemite. Both rivers feed into the Sacramento-San Joaquin Delta, which serves as a critical water supply hub for California and contains a rich and productive habitat. Water from the Sacramento-San Joaquin Delta provides drinking water for nearly 23 million people, almost two-thirds of California's population and provides irrigation water to the Central Valley.

4.2 Critical Infrastructure

Critical infrastructure is an essential element for people in their everyday lives. From banks to chemical plants to commercial facilities, most critical infrastructure is owned and operated by the private sector. Critical infrastructure such as transportation routes, utilities, government facilities, schools, and hospitals also provides the State with the capacity to respond to disasters. California's resiliency (the ability to withstand, respond to, and recover from a disaster) strongly depends on its capacity to quickly restore the functioning of critical infrastructure and facilities after disasters.

California has an extensive infrastructure system. California's critical assets cover all 18 DHS designated sectors under the National Infrastructure Protection Plan, with over 200 DHS designated Tier I and II assets. The State contains 17 major chemical sites with most around large urban areas, has 400 public-use airports/heliports, including 10 international airports, and has 8 of the 102 DHS designated critical seaports each of which is ranked as Tier I by the U.S. Coast Guard. Within California there are 7,000 miles of railroad track and 45,000 lane miles of state highways.

California has the largest public education system in the world, including 23 campuses of the California State University (CSU) system, 10 campuses of the University of California (UC) system, and 109 community colleges within 72 districts, in addition to K-12 public and private schools. The State of California owns more than 20,000 buildings and leases space at more than 2,000 sites.

4.3 State Organization

California promotes collaborative community-based planning and preparedness in which stakeholders from all sectors of society and public safety disciplines work together to ensure effective homeland security. Public agency stakeholders include the Governor, California Emergency Council (CEC), state agencies, operational areas, local government, special districts, tribal government, other states, federal government and international governments. In addition, the private sector, individuals and volunteer organizations play a critical role in homeland security across the State.

2012 California Homeland Security Strategy

4.3.1 State Agencies

In 2009, the State legislature revised the California Emergency Services Act to merge the Office of Emergency Services and the Office of Homeland Security into the California Emergency Management Agency (Cal EMA). The consolidated agency integrates emergency management and anti-terrorism programs to more effectively and efficiently serve the people and political subdivisions of California. This integrated approach to emergency management and terrorism preparedness is designed to further strengthen the State's ability to address disasters, emergencies, and terrorist events in an all-hazards approach.

While virtually every State agency and department plays a role in homeland security, several departments and agencies are critical to the State's effort. These include:

- California Department of Public Health (CDPH)
- California Department of Food and Agriculture (CDFA)
- California Volunteers
- California Department of Forestry and Fire Protection (Cal Fire)
- The National Guard
- California Highway Patrol
- California Department of Correction and Rehabilitation
- California Department of Justice
- Emergency Medical Services Authority

4.3.2 County Government

There are 58 Operational Areas (OA's) in California which are defined by the boundaries of the counties within the State, and include all political subdivisions. The California Emergency Services Act designates each county as an Operational Area (OA) to coordinate emergency activities and resources of its political subdivisions. The governing bodies of political subdivisions within each county coordinate to establish the lead agency for the OA. The operational area lead agency serves as a coordinating link between the local government level and the region level of state government. OA responsibilities involve coordinating with the jurisdictions and organizations to deploy field-level emergency response personnel, activate emergency operations centers and issue orders to protect the public.

4.3.3 Local Government

Cities and counties have ordinances that establish an emergency organization and local disaster council. The ordinances provide for the development of an emergency plan, establishing responsibilities for emergency management operations and specifying the officials authorized to proclaim a local emergency. All local governments with a certified disaster council are required to develop Emergency Operation Plans (EOP) for their jurisdictions that meet State and federal requirements.

4.3.4 Special Districts

Special districts are formed under various laws that provide the necessary authority to operate. Special districts often have unique resources, capabilities and vulnerabilities. Special districts should be included in the activities at the OA level in order to ensure that the needs of residents are best met during an emergency. Responsibilities may include deploying field-level emergency response personnel and activating emergency operations centers and issuing orders to protect the public.

4.3.5 Tribal Governments

There are 109 federally-recognized Native American tribes in California. The United States government recognizes tribes as domestic, independent nations with the right to self-governance, tribal sovereignty and self-determination. Tribal governments are responsible for the protection and preservation of life, property and the environment on tribal lands. Responsibilities may include deploying field-level emergency response personnel and activating emergency operations centers and issuing orders to protect the public.

4.3.6 Private Sector

An important part of the State's homeland security and emergency preparedness structure is the private sector. Much of California's critical infrastructure is owned or maintained by businesses and must be protected from terrorist attacks and during a response to ensure a quick and complete recovery from any emergency. These same businesses provide valuable resources before, during and after an emergency and play a critical role in meeting the needs of those impacted by an emergency. Business and industry own or have access to substantial response and support resources.

4.3.7 Voluntary Organizations

California recognizes the value and importance of organizations that perform voluntary services in their community. Community Based Organizations (CBOs) or Non-Governmental Organizations (NGOs) provide valuable resources before, during, and after a disaster. These resources can be effective assets at any level. These organizations have resources which can augment emergency response and recovery efforts. Examples of voluntary organizations are:

American Red Cross (ARC): When a disaster threatens or strikes, the Red Cross provides shelter, food and health and mental health services to address basic human needs to enable them to resume normal daily activities (www.redcross.org).

Voluntary Organizations Active in Disaster (VOAD): This coalition of nonprofit organizations supports the emergency management efforts of local, state and federal agencies and governments by coordinating the planning efforts of a variety of voluntary organizations.

4.4 State Coordination

Over the years, floods, earthquakes, fires, freezes, outbreaks of infectious diseases, droughts, pestilence, civil unrest, and mudslides have caused billions of dollars in damage and extracted an incalculable toll in the loss of lives in California. In each of these events, the State and local governments, businesses, and nonprofit organizations have risen to the challenge of quickly and competently aiding those in need and starting down the road to recovery.

Commitment to disaster prevention, preparedness, mitigation and response is mirrored at the local government level. California's comprehensive approach to homeland security is nationally recognized and the strength of the response system is based on a mutual aid partnership among all levels of government.

4.4.1 Mutual Aid

For more than 55 years California has emphasized mutual aid operational plans as the center of emergency response augmentation. California's emergency assistance is based on a statewide mutual aid system designed to ensure that additional resources are provided to the state's political subdivisions whenever their own resources are overwhelmed or inadequate. The basis for this system is the *California Disaster and Civil Defense Master Mutual Aid Agreement* (MMAA), which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency.

The MMAA obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, federal and state monies may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memoranda and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available. This plan promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels. The agreement also provides detailed procedures for the approval of emergency operational plans

For mutual aid coordination purposes, California has been divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency related activities. Each party to the MMAA must ensure that their adopted and approved emergency plans document how they will mobilize public resources to render mutual aid during any type of emergency.

California recently adopted legislation to participate in the Emergency Management Assistance Compact (EMAC). The State has maintained the provisions of the Interstate Civil Defense and Disaster Compact to speed assistance to states that also maintain that agreement. This latter compact can be enacted before the receiving state Governor has

2012 California Homeland Security Strategy

proclaimed a state of emergency. This provision provides a benefit to local jurisdictions in need.

4.4.2 Standardized Emergency Management System (SEMS)

The Standardized Emergency Management System (SEMS) is the NIMS-compliant system required by California Government Code Section 8607(a) for managing responses to multi-agency emergencies in California. The State Emergency Plan specifies the policies, concepts, and protocols for the implementation of SEMS. The use of SEMS is required by law during multiagency emergency response by state agencies. Local governments must also use SEMS to be eligible for reimbursement of certain response-related personnel costs.

There are five SEMS organization levels: state, regional, operational area, local, and field. Together with the private sector, these comprise the California Emergency Organization. This organization represents all resources available within the state that may be applied in disaster response and recovery phases. SEMS operates from established Emergency Operations Centers (EOCs) at all five levels, as well as in many businesses and industries. SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement, existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination.

SEMS helps unify all elements of California's emergency management organization into a single integrated system. Its use is required under federal law for state response agencies and local government agencies seeking eligibility for state emergency management funds. The prime objectives are to maintain continuity of government and provide local jurisdictions with resources to meet disaster needs.

Section 5

Risk Overview

The term “risk” means the potential losses associated with a hazard, defined in terms of expected probability and frequency, exposure, and consequences. The International Organization of Standardization defines the term “risk” as the combination of the probability of an event and its consequences, where:

- “Probability” is the extent to which an event is likely to occur.
- “Event” is the occurrence of a particular set of circumstances.
- “Consequences” are the outcome of an event.

5.1 The Elements of Risk

Terrorism is defined under federal law as “...unlawful use of force and violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives.” The term “hazard” (terrorism, natural or accidental) means an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to the environment, interruption of business, or other types of harm or loss.

The term “disaster” means a major detrimental impact of a hazard upon the population and the economic, social, and built environment of an affected area. The term “catastrophe” in the Stafford Act definition implies an event of a magnitude exceeding available local and state response and recovery resources. In more recent history, the term “catastrophic” has been redefined by events such as the 9/11 World Trade Center disaster and Hurricane Katrina to mean disasters large enough to stretch national resources.

Vulnerability indicates the level of exposure of human life and property to damage from natural and manmade hazards. California and its people are vulnerable to a wide range of hazards that threaten communities, businesses, government and the environment. From a physical structural perspective, it means susceptibility to damage given the inherent characteristics of a particular structure.

Consequences of a hazard can impact one or all of the following:

- **Human:** The adverse impact of an attack on human health as measured by the number of fatalities and injuries the attack causes and the resulting long-term health effects.
- **Economic:** The economic harm caused by an attack as measured by short-term costs of repair efforts, as well as the long-term impact of an attack on the economic activity of the asset attacked.

- **Mission:** How severely the attack impairs the mission of the asset. Mission interruption includes degree of interruption, geographic scope, and the mission criticality.
- **Psychological:** The adverse impact of an attack on the morale and confidence of the population. Such adverse impacts may include a reduced sense of general wellbeing, concerns about personal security, and reduced confidence in the government and the economy.

5.2 Risk Based Scenarios

California is an extraordinarily large, diverse, and complex State. A catastrophic disaster in California, whether caused by an act of terrorism, nature or by accident, could adversely affect the national and world economies. With twelve percent of the U.S. population, it is culturally, ethnically, economically, ecologically, and politically diverse. This confluence of demographic, economic, and environmental characteristics requires California to take proactive preparedness steps to prevent, protect against, mitigate, respond to and recover from a myriad of risks. Below are examples of the hazards, vulnerabilities and potential consequences faced within the State of California.

5.2.1 Terrorist Attack

California’s population, industrial infrastructure, economic importance, international reputation, media industry and numerous iconic features combine to make the State a potential target for both domestic and international terrorist attacks. The potential methods of attack against California vary widely as outlined in figure 2 below.

**Figure 2
Terrorism Scenarios**

Agro-terrorism	An attack on the agriculture/food supply chain. Largely designed to inflict economic damage.
Aircraft as a Weapon	The aircraft as a weapon scenario consists of attackers using an airplane to inflict a direct impact on a target. Damage to the asset is a result of the initial explosion of the airplane’s fuel supply, as well as secondary events like fires or building collapses.
Arson/Incendiary Attack	Arson or incendiary attacks have been used widely throughout history by terrorist groups and criminals. Attacks vary widely in scope and intensity, from the use of one small incendiary device like a Molotov cocktail to setting a fire from multiple ignition points on one site using highly flammable fuel. In 2008, the Earth Liberation Front burned down a housing development in Woodinville, Washington. The Provisional Irish Republican Army made extensive use of Molotov cocktails

	in their fight against British control of Ireland.
Biological Attack (Contagious)	Use of a biological agent that can be spread from human to human and results in negative health effects. This includes the intentional release of communicable infectious diseases such as pandemic flu and Bubonic Plague.
Biological Attack (Non-contagious)	Use of a biological agent that cannot be directly spread from human to human but results in negative health effects. Non-contagious biological attacks typically require direct contact or inhalation with a biological strain. The 2001 Anthrax attacks, which killed 5 people, are one such example.
Chemical Attack	A chemical release on a population using toxic and corrosive chemicals that generate poisonous gases, liquids, and other hazardous substance. Chemical attacks include the release of a nerve agent, blister agent, or industrial chemicals used against an asset's population. Scenario includes aerosol or other distribution of Mustard Gas, Arsenic, Mercury, Sarin or other similar substances. This also considers the use of explosives against Chlorine tanks.
Conventional Attack	Conventional attacks include attacks executed with weapons that are not weapons of mass destruction. This can include grenades, bombs, mines, missiles, small firearms, and large-caliber artillery systems. LAX was the target of a conventional terrorist shooting at the El Al ticket counter in 2002. One of the most notable conventional attacks in recent history is the 2008 attacks in Mumbai, India, in which terrorists affiliated with the Islamist group Lashkar-e-Taiba attacked multiple public sites, including hotels and mass transit stations, with bombs and guns.
Cyber Attack	Computer-based attack aimed to disrupt the function of an asset or obtain sensitive information from the asset's computer systems. Attacks may seek to compromise the target through service disruption or manipulation using destructive worms and viruses, Denial of Service exploits, and intrusions. Actors either inside or outside of the asset's organization could carry out acts of sabotage.
Food, and Water Contamination	Poisoning or otherwise tampering with a food/water distribution point in such a way that causes harmful health effects. Poisoning may include the use of bacteria, viruses, and heavy metals. Attacks at a distribution point may spread among the population.
Hostage Taking/Assassination	Attack in which terrorists enter an asset and hold captives; also any attack targeting and killing key government or private sector officials who are present at a site.
Improvised Explosive Device (IED)	IEDs are bombs that are not of standard military construction, but may utilize components that are. Constructed using any

	<p>type of explosive material, fuse, detonator, and container, they can also include biological, chemical, or other contaminants. IEDs have been used widely by terrorist groups; recent examples include use by the Taliban in Afghanistan against Coalition and Afghan forces and by the Liberation Tigers of Tamil Elam against the Sri Lankan government, most often via suicide bombers.</p>
Maritime Attack	<p>Use of a sea vessel to deliver explosives against a target, such as another ship or port asset directly adjacent to a waterway. In 2000, 17 were killed when such an attack targeted the USS Cole.</p>
Improvised Nuclear Device	<p>A nuclear device scenario involves the detonation of a weapon assembled using highly enriched uranium, most likely stolen or purchased from an unstable nuclear or former nuclear state. A device could be assembled near an urban area and transported via vehicle to a densely-populated downtown location for detonation. Such an attack has yet to occur; however, overwhelming casualties within 12 miles can be expected, with decreasing casualty rates extending over a 150 mile radius. Long-term environmental and health effects can be expected, as well as damage exceeding \$100 billion.</p>
Radiological Dispersion Device (RDD)	<p>An attack, also called a 'dirty bomb', combining radioactive materials and conventional explosives. The explosives cause damage and casualties within the blast radius and spread radiation over a larger area. A radiation attack would have considerable economic and psychological effects on the public.</p>
Sabotage/Theft	<p>Sabotage encompasses any act intended to prevent an asset from engaging in its mission. It can affect any sector and any level of an asset, and it may be carried out by any actor to include disgruntled employees or terrorists. Sabotage is often classified solely or simultaneously as other crimes, such as arson. An unidentified individual injected a glue-like substance into a remote shutdown panel at a nuclear power plant in St Lucie, Florida in 1996. In 2006, the Salafist Group for Call and Combat vandalized and set fire to an Algerian cement plant and company vehicles.</p>
Vehicle Borne Improvised Explosive Devices (VBIED)	<p>VBIEDs are IEDs delivered via vehicles. A large sedan can yield up to 1,000 lbs of explosives in the trunk alone; a small box truck can yield over 10,000 lbs. By comparison, the truck used in the Oklahoma City bombing was carrying 4800 lbs of explosives. The VBIED method of attack is historically common and still used by groups such as al Qaeda, which describes the attack method in detail in its training manual. LAX was the focus of the millennium bomb plot involving a potentially devastating VBIED.</p>

5.2.2 Earthquake

Populated counties, some with high concentrations of vulnerable populations, are exposed to substantial potential earthquake shaking hazards in southern California, the San Francisco Bay Area, Delta Region, Central Valley and along the Pacific Coast. According to the California Geological Survey, hundreds of fault zones have been identified in the state, of which about 200 are considered potentially hazardous based on their slip rates in recent geological time (the last 10,000 years). The San Andreas Fault zone lies at the juncture of two tectonic plates. The San Andreas Fault traverses the western part of the State from the Colorado basin in the southeast to the Bay Area in the north. Located along the northern California coast, the Cascadia Subduction Zone is a source of major earthquakes in the Pacific Northwest. More than 70 percent of California's population resides within 30 miles of a fault where high ground shaking could occur in the next 50 years. Statewide, approximately 22 million people live in the 40 percent or higher seismic hazard zone. In 17 counties, more than 90 percent of the population lives in the 40 percent peak ground acceleration or higher seismic hazard one. Although infrequent, major earthquakes have accounted for and continue to pose significant potential for loss of life, injury and damage to property.

5.2.3 Floods

Flooding poses a serious risk to life, property and public health and safety and could cripple the state's economy. Substantially populated counties with vulnerable populations are in flood prone areas of southern California, the San Francisco Bay Area, Delta region and Central Valley. In addition, many urban and rural areas are not protected by levees and are subject to recurring, seasonal flooding by local rivers or streams. In 2000, over 5 million Californians, or approximately 15 percent of the total population, lived in a Flood Insurance Rate Map (FIRM) designated floodplain. Most of this population resides in expanding urban centers located in floodplains where flooding could result in extensive loss of life and billions of dollars in damages. The potential direct flood damages in the Sacramento area alone could exceed \$25 billion. Some areas of the Central Valley could experience flood depths of twenty feet or more if a levee fails.

5.2.4 Fires

Depending upon terrain and vegetation, wildfire hazard risk exposure is generally pervasive, with high concentrations in southern California. Since 1950, 56 percent of Presidential declared disasters in California were the result of wildfires. Over the past 57 years, wildfires have claimed 97 lives and resulted in 1,504 injuries and \$2.1 billion in Cal EMA administered disaster costs. Approximately 37 million acres within California are at risk from wildfire, with 17 million acres at high risk. A total of 7.8 million acres of California are developed with housing unit densities considered to meet the Wildland-Urban Interface (WUI) criteria and a total of 11.8 million homes are located in the WUI.

5.2.5 Volcanic Eruption

Although far from population centers, California has several active and potentially active volcanoes that could pose a hazard. In the northern part of the State there are several volcanoes that are a part of the Cascade Range. The most notable of the Cascade volcanoes are Lassen Peak, which erupted from 1914 until 1917, and Mount Shasta. Located in the Mammoth area of the Eastern Sierra, the Long Valley Volcano is a large volcanic depression that formed during an explosive eruption about 700,000 years ago. Eruptions in the area occurred about 400 to 500 years ago around Inyo Craters and 250 years ago at Mono Lake. Starting in 1980, swarms of earthquakes in the area suggested that magma was again moving up from below and the United States Geological Survey (USGS) has established a volcano observatory to monitor conditions of the caldera.

5.2.6 Landslide

Landslides commonly occur in connection with other major natural disasters such as earthquakes, volcanic eruptions, wildfires and floods; however, landslides can also be caused by normal, seasonal rainfall or erosion. Expansion of residential and recreational developments into hillside areas leads to more people that are threatened by landslides each year.

5.2.7 Dam and Levee Failure

California has over 1,400 dams and over 13,000 miles of mostly earthen levees that protect the state's residents, agricultural lands and water supply. Nine dam failures have occurred since 1950. Although rare, dam failures can cause sudden and catastrophic flooding in communities downstream and disrupt the State's water supply. Levees are subject to failure without warning, but are especially subject to failure during an earthquake or flood. There have been 140 levee failures in California in the past ten years.

5.2.8 Severe Weather

Extremely hot or cold temperatures can result in death, especially among the medically fragile and elderly and have significant impacts on agriculture. Approximately 20 people die each year from heat-related emergencies, but a severe or extended heat wave can cause more casualties. For example, a 13-day heat wave in 2006 resulted in 136 deaths. Multi-year droughts may result in water shortages, which impact water available for human consumption and agriculture production in the more arid areas of the State.

5.2.9 Tsunami

Tsunamis are seismic sea waves caused by movements along faults, undersea landslides, volcanic eruptions, or similar incidents. A seismic or other geological incident in the Pacific Ocean may cause tsunami activity along the California coast. Depending on the location of an incident, a tsunami can reach the California coast in as little as ten minutes or take up to 12 hours. The Alaskan earthquake of 1964 generated a tsunami that killed 12 people in

2012 California Homeland Security Strategy

Crescent City, California. In March 2011, a tsunami from the devastating Japan earthquake hit the coast of California causing significant damage in Crescent City, Santa Cruz and other parts of Northern California.

5.2.10 Hazardous Materials

California has approximately 140,000 businesses that are regulated for storing, transporting, or handling hazardous materials. There are also four nuclear power plant sites in the state, two of which are operational with the other two being decommissioned. General categories of hazardous materials include chemical, biological, radiological, nuclear, explosive, oil spills and any incident that results in the release of agents into the environment. Depending on the severity of release and type of material, a hazardous materials emergency may cause injury, death, property damage, environmental damage, or may result in orders to evacuate or shelter in place.

5.2.11 Energy Disruption

California obtains electric power from a variety of in- and out-of-state sources, including gas fired power plants, nuclear power plants, hydropower and renewable sources such as wind, geothermal and solar power. California produces both natural gas and petroleum, but imports more than it produces. In 2006, California imported over 85 percent of its natural gas and nearly 60 percent of its crude oil, either from other States or from other countries. California's energy production, storage and distribution systems are vulnerable to physical hazards as well as shortages caused by market forces, weather and operating conditions. Energy disruption may have significant impacts on the State's economy, environment and standard of living. During extreme weather, an energy disruption may result in a risk to public health and safety.

5.2.12 Food and Agriculture Emergency

Agriculture includes animal and plant products that are produced and consumed within the State. Damage to agriculture, including loss of crops and death of animals, can be the secondary impact of another emergency such as severe weather, flooding, or can result from disease and pest infestation. Disruption in production or distribution of agriculture products can result in food shortages. Agriculture products, including those produced within California and those shipped into the State, are at risk of contamination at various points in the production cycle. Food contamination can result in both localized and widespread food-borne illness, thereby causing a public health emergency.

5.2.13 Civil Unrest

Civil unrest is usually triggered by dramatic political or social events. Every major metropolitan area in California has experienced and is at risk for, civil unrest. The most recent and significant civil unrest incident in the State was the 1992 Los Angeles Civil Disturbance that resulted in 53 deaths, over 2,300 injuries and over \$800 million in

damages. This event also precipitated simultaneous, but smaller, incidents throughout California and the country.

5.2.14 Pandemic and Epidemic

A disease outbreak can cause illness and result in significant casualties. Since 1900, there have been three influenza pandemics that killed approximately 600,000 people in the United States. The 2009 H1N1 flu, first identified in Imperial and San Diego counties, killed more than 550 Californians, sent thousands more to hospitals, caused widespread fear and anxiety and the declaration of a public health emergency. H1N1 in 2009 tested the State's medical infrastructure as never before. H1N1 quickly spread nationwide and then around the globe, taking a heavy toll on people not usually susceptible to serious influenza.

Section 6

Goals, Objectives and Implementation Steps

The goals and objectives of the Strategy serve as the core for what the State will seek to achieve over the next three years in the mission areas of prevention, protection, mitigation, response and recovery. The goals and objectives represent not only the priorities of the State but also the State's implementation of National level policy and priorities at the State and local level. As such, each goal, to the extent practicable, is based on alignment with the National Homeland Security Priorities and thirty seven Target Capabilities from the National Preparedness Guidelines, which outline the capabilities needed to implement the National Priorities and the mission areas. The Strategy also aligns with the new Core Capabilities in order to set a framework for when the State will more fully utilize the Core Capabilities for planning purposes.

Each California strategic goal includes several more objectives to further guide the State's efforts and help measure progress, recognizing that homeland security is a continuing and evolutionary process requiring constant focus and improvement. The goals and objectives are directed towards the next five years but will be reviewed and updated annually. It is likely that some of the objectives will carry over from year to year while others may be removed or updated based on the State's progress. The goals and objectives will continue to be defined by risk analysis and identified preparedness gaps.

6.1 Structuring the Goals and Objectives

Each goal in the Strategy links to national mission area(s), National Priorities, Target Capabilities and Core Capabilities. All of the 37 Target Capabilities and 32 Core Capabilities were first organized under relevant National Priorities. The National Priorities were then converted, and sometimes merged, into California centric goals with specific objectives developed under each goal. Where no equivalent National Priority exists, the State simply developed its own goal to meet its own needs. For example, the State has developed a recovery goal, whereas the federal government has not delineated recovery as a National Priority.

Using the capabilities based planning model as outlined by DHS, each goal and related objective(s) will be implemented through a series of ~~implementation~~ steps and resource elements divided among the elements of capability: plans, organization, equipment, training and exercises (POETE) as defined in Figure 3 below entitled "Elements of Capability."

**Figure 3
Elements of Capability**

Planning	Development of policies, plans, procedures, mutual aid agreements, strategies, and other publications that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and actions. Includes process for collection and analysis of intelligence and information.
Organization	<p>Specific personnel, groups or teams, an overall organizational structure, and leadership at each level in the structure that comply with relevant laws, regulations, and guidance necessary to perform assigned missions and tasks. Paid and volunteer staff who meet relevant qualification and certification standards necessary to perform assigned missions and tasks. Under the FY 2011 HSGP grant guidance, Organization also includes:</p> <ul style="list-style-type: none"> • Program management • Outreach and marketing to support recruitment, as well as sustain and increase year round partnership efforts • Structures and mechanisms for information sharing between the public and private sector • Tools, resources and activities that facilitate shared situational awareness between the public and private sectors • Operational Support • As identified in priority one utilization of standardized resource management concepts such as typing, inventorying, organizing, and tracking to facilitate the dispatch, deployment, and recovery of resources before, during, and after an incident • Responding to an increase in the threat level under the National Terrorism Advisory System (NTAS), or needs resulting from a National Special Security Event. • Establishing, enhancing, and staffing State and Major Urban Area fusion centers. • Paying salaries and benefits for personnel to serve as qualified intelligence analysts • Overtime costs are allowable for personnel to participate in information, investigative, and intelligence sharing activities specifically related to homeland security and specifically requested by a Federal agency. • Operational overtime costs for increased security measures at critical infrastructure sites.
Equipment	Major items of equipment, supplies, facilities, and systems that comply with relevant standards necessary to perform assigned missions and tasks.

Training	Content and methods of delivery that comply with training standards necessary to perform assigned missions and tasks.
Exercises	Exercises, self-assessments, peer-assessments, outside review, compliance monitoring, and actual major events that provide opportunities to demonstrate, evaluate, and improve the combined capability and interoperability of the other capability elements to perform assigned missions and tasks to standards necessary to achieve successful outcomes.

Elements of Capability (source: U.S. Department of Homeland Security, Target Capabilities List, September 2007)

In some cases, an objective will not have every POETE element associated with its implementation. This is the result of there being no significant gap identified in that particular POETE element that must be filled to achieve the particular objective.

While the POETE elements serve as a critical guide for the State, they often outline general steps that must be taken and do not represent an exhaustive list meant to limit specific projects or steps necessary to achieve an objective. Indeed, projects developed to achieve objectives should be created with the understanding that such projects are the next level of detail in implementing and acquiring each POETE element under an objective. Moreover, given the limited nature of available funding, California is not required to generate projects for each goal and objective in a given grant or funding cycle.

The homeland security goals and objectives for the State of California are as follows:

GOAL 1	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
ENHANCE INFORMATION ANALYSIS AND LAW ENFORCEMENT CAPABILITIES	Prevention	Strengthen Information Sharing and Collaboration Capabilities	Intelligence Information Sharing and Dissemination	Intelligence and Information Sharing
		Enhance Regional Collaboration	Information Gathering and Recognition of Indicators and Warnings	Interdiction and Disruption
			Intelligence Analysis and Production	Forensics and Attribution
			Counter-Terrorism Investigations and Law Enforcement	

Background

Prevention through detection and deterrence is the cornerstone of California's Homeland Security Strategy. The key to preventing future terrorist attacks is obtaining information and the open sharing of this information between appropriate agencies for the purpose of interdicting the terrorist(s) or criminal(s). The clear and ongoing threat of terrorist attacks in the United States has resulted in unprecedented efforts by local, State and federal law enforcement agencies to build new partnerships and share terrorism-related information for the express purpose of preventing future attacks. Despite significant progress and greatly expanded information sharing accomplishments, much however, remains to be done.

In order to enhance the ability to prevent acts of terrorism, California has developed a robust capacity to collect, investigate, assess and disseminate terrorism and crime related threat information. To be truly effective, the development, analysis and sharing of threat information needs to be continuous and fully integrated at local, regional and national levels. Threat information needs to be provided, not only to law enforcement, but also to public safety officers in the fire services, public health agencies and private sector security. California has partnered with federal and local agencies to build the infrastructure to facilitate this information sharing, threat assessment and coordination. California has also taken the necessary steps to ensure that it receives the federal grant funding that is essential to this effort.

2012 California Homeland Security Strategy

The State Threat Assessment System

The California State Threat Assessment System (STAS) is a collaborative effort to lawfully and appropriately gather and analyze information, employ analytical tools and methodologies to produce and share timely and actionable homeland security information between agencies and across the full range of public safety disciplines. The STAS facilitates bi-directional information sharing among federal, state, and local law enforcement, and other homeland security-dedicated public safety agencies. The system facilitates terrorism-related information exchanges with pertinent public and private infrastructure and key resource owners and operators. The STAS also serves as the State's principal terrorism information sharing contact with the FBI and DHS.

The STAS consists of five Regional Threat Assessment Centers (RTACs) and a single state-wide center: the Northern California Regional Intelligence Center; the Los Angeles Joint Regional Intelligence Center; the San Diego Law Enforcement Coordination Center; the Central California Intelligence Center; the Orange County Intelligence Center (OCIAC); and the California State Threat Assessment Center (STAC).

The State Threat Assessment Center

The State Threat Assessment Center (STAC), is a partnership of the California Highway Patrol (CHP), California Department of Justice (CDOJ) and California Emergency Management Agency (Cal EMA) and has connectivity and participation of a number of state and federal agencies. The STAC provides statewide analysis products, information tracking, pattern analysis, geographic report linkages and other statewide intelligence products to public safety agencies throughout California. The STAC provides direct linkage to the State Warning Center, National Counter Terrorism Center and the National Watch List through the Homeland Security Operations Center.

Regional Threat Assessment Centers

California's prevention strategy includes five Regional Threat Assessment Centers (RTACs). Their areas of responsibility mirror or align with those of the four FBI Field offices in California, minimizing reporting conflicts, providing statewide coverage and facilitating coordination with the FBI. The RTACs and FBI field offices maintain daily contact and information exchanges. The RTACs maintain a regional threat assessment, and directly connect to each other and the state to share information and produce reports and other products.

Terrorism Liaison Officers

At the local level, law enforcement and public safety agencies designate Terrorism Liaison Officers (TLO) who are trained in the review and assessment of local reporting and in conducting outreach to other public safety agencies, critical infrastructure operators, the private sector and community groups. The TLO is the local agency point of contact for all

2012 California Homeland Security Strategy

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GOAL 2	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
PROTECT CRITICAL INFRASTRUCTURE AND KEY RESOURCES	Protection	Implement the National	Critical Infrastructure	Intelligence and Information Sharing
	Mitigation	Infrastructure Protection Plan (NIPP)	Protection	Risk Management
		Enhance Regional Collaboration	Risk Management	Risk Management for Protection Programs and Activities
			Intelligence Information Sharing and Dissemination	Physical Protective Measures
			Information Gathering and Recognition of Indicators and Warnings	Access Control and Identity Verification
				Cyber Security
				Long Term Vulnerability Reduction
				Screening, Search and Detection

Background

A key component of California's Homeland Security Strategy is the protection of critical infrastructure and key resources. Critical infrastructure and key resource sites are potential terrorist targets deemed most crucial in terms of State-level public health and safety, governance, economic and security, and public confidence consequences. California has an extensive infrastructure system. The State's critical assets cover all 18 DHS designated sectors under the National Infrastructure Protection Plan, with over 200 DHS designated Tier I and II assets.

In 2006, DHS published the final *National Infrastructure Protection Plan* (NIPP) with a revised version released in 2009. The NIPP represents the national level plan for CIKR protection, the implementation of which often occurs at the local level. The goal of the NIPP is to enhance protection of the Nation's CIKR to prevent, deter, neutralize, or mitigate the effects of deliberate efforts by terrorists to destroy, incapacitate, or exploit them; and to strengthen national preparedness, timely response, and rapid recovery in the event of an attack, natural disaster, or other emergency. The NIPP's supporting CIKR Sector-Specific

2012 California Homeland Security Strategy

Plans were released in May 2007 and provide the coordinated approach to establish national priorities, goals, and requirements for protection across each of the 18 CIKR sectors at the national level. The 18 CIKR sectors are:

Critical Infrastructure Sectors

- Agriculture and Food
- Banking and Finance
- Chemical and Hazardous Materials
- Critical Manufacturing
- Defense Industry
- Energy
- Emergency Services
- Information Technology
- Telecommunications
- Postal and Shipping

- Public Health
- Transportation
- Water
- Monuments and Icons

Key Resources

- Commercial Assets
- Government Facilities
- Dams
- Nuclear Power Plants

Automated Critical Asset Management System (ACAMS)

A critical tool utilized as part of California's critical infrastructure protection program is ACAMS. ACAMS is a secure, web-based information services portal that allows State and local law enforcement, public safety, and emergency response personnel to inventory identified CIKR. ACAMS provides a framework for developing local CIKR protection programs. The portal allows emergency response organizations to develop plans to **prevent and respond** to incidents. **It aids in building strong relationships and cooperative partnerships between private sector assets and the local first responder community.**

Geographic Information System (GIS)

The State's GIS program in the Cal EMA Critical Infrastructure Protection Division provides geospatial support and collaboration to develop and enhance regional GIS activities and strengthen Federal, State, local government and private sector partnerships through coordination with the Homeland Infrastructure Foundation-Level Database (HIFLD) Working Group, Sacramento Regional GIS Users Group, Bay Area Regional GIS Council (BAR-GC), California Technology Agency, and the California Homeland Security Geospatial Working group.

2012 California Homeland Security Strategy

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GOAL 3	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
STRENGTHEN COMMUNICATIONS CAPABILITIES	Common Response	Strengthen Interoperable and Operable Communications Implement the NIMS/NRF Enhance Regional Collaboration	Communications Emergency Public Information and Warning	Operational Communications Public Information and Warning

Interoperable Communications Background

Communications interoperability is commonly defined as "the ability of public safety emergency responders to communicate with whom they need to, when they need to, as authorized."² Communications interoperability serves as a vital tool for public safety and public service professionals, whether they are responding to a major incident, conducting a task force operation, or coordinating responses to daily events. This capability can provide life-saving support and can streamline response coordination efforts under a myriad of circumstances, including incidents that employ emergency responders from multiple agencies or jurisdictions. To maximize such a capability, California recognizes that an agency must be operable before it can be interoperable across agencies and jurisdictions.

California Statewide Interoperability Communications Plan

In December 2007 the first California Statewide Interoperability Communications Plan (CalSCIP) was released by the California Emergency Management Agency (Cal EMA) and developed through the combined efforts of the California Statewide Interoperability Executive Committee (CalSIEC) and the Public Safety Radio Strategic Planning Committee (PSRSPC) and other stakeholders throughout the State. The CalSCIP was updated in June 2011 to reflect the accomplishments achieved since 2007.

The purpose of the CalSCIP is to achieve the State’s interoperable communications mission and vision through a statewide strategic planning framework. That framework is designed to address the unique urban and rural requirements of public safety first responders and designated public service organizations serving the citizens of California. Furthermore, the

²

2012 California Homeland Security Strategy

CalSCIP serves as a roadmap to improve statewide interoperable communications and reflects the complexity of the interoperable communications environment in our State as measures against all five elements of the Interoperability Continuum necessary for successful advancement of interoperable communications:

- Governance
- Standard operating procedures
- Technology
- Training and exercises
- Usage

Under the CalSCIP California's vision for communications interoperability is:

“To ensure all local, regional, tribal, state and Federal public safety first emergency responders and designated public service organizations operating within California will be able to communicate in real time, across disciplines and jurisdictions, to respond more effectively during day-to-day operations and major incidents by 2017.”

California's approach to interoperable communications is technology-neutral, designed around a “Systems of Systems” (SoS) which will facilitate communications regardless of technologies, infrastructures, or frequency bands and will allow first responders to transparently communicate. The near-term SoS vision will be the interconnection of existing legacy architectures with standards-based networks until some point in the future when all radio systems in California become standards-based. Interoperable communications will increase as proprietary fixed, mobile, and portable equipment is replaced with standards-based equipment (observing the P25 suite of standards).

State Structure

California has a unique interoperability governance structure that reflects the State's complex interoperability landscape and size. California's statewide communications interoperability effort is coordinated and implemented by Cal EMA with recommendations and guidance collectively obtained from the CalSIEC and PSRSPC. Under the overarching umbrella of the CalSCIP, these groups add significant value and represent stakeholders from multiple public safety disciplines and jurisdictions, various public service and private sector groups, and all levels of government.

2012 California Homeland Security Strategy

In 2010, representatives from California's 13 largest State public safety agencies collaborated in the development of the California Public Safety Radio Communications (CAPSCOM) Strategic Plan (September, 2010) that lays out a detailed strategy to achieve SoS for the participating State agencies. The State Agency SoS solution uses a common communications transport layer (e.g., the State Microwave System) to link the departmental systems. The SoS approach provides almost all the operability and interoperability benefits of the Single System alternative and the SoS approach is the most feasible as it leverages existing State infrastructure and allows agencies to operate on existing systems built for their specific missions.

The National Emergency Communications Plan (NECP)

Produced in 2007, DHS's *National Emergency Communications Plan (NECP)* establishes a comprehensive national vision for the future state of emergency communications. The desired future state is that emergency responders can communicate: As needed, on demand, and as authorized; at all levels of government; across all disciplines.

The *NECP* established three strategic goals:

- **Goal 1:** By 2010, 90 percent of all high-risk urban areas designated within the Urban Areas Security Initiative (UASI) are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
- **Goal 2:** By 2011, 75 percent of non-UASI jurisdictions are able to demonstrate response-level emergency communications within one hour for routine events involving multiple jurisdictions and agencies.
- **Goal 3:** By 2013, 75 percent of all jurisdictions are able to demonstrate response-level emergency communications within three hours.

In 2010, according to the DHS Office of Emergency Communications, which oversees the *NECP* and conducted assessments of 60 Urban Areas, Goal 1 has been met. Six of California's Urban Areas successfully participated in the 2010 national assessment:

- Los Angeles/Long Beach Urban Area
- Bay Area Urban Area
- Riverside Urban Area
- Sacramento Urban Area
- San Diego Urban Area
- Anaheim/Santa Ana Urban Area

Public Information and Warning

The Emergency Alert System (EAS) is a system for national, state or local emergency warnings to the public. It relies on broadcast television and radio and the NOAA Weather Radio network to transmit emergency information. An EAS warning may be for a few blocks in a city or town or widespread to include an entire county, state or group of states to include the whole nation. In California, the EAS is used for warnings of an immediate threat, such as severe thunderstorms or tornadoes, evacuations of areas due to a hazardous materials incident, or a tsunami, or other event requiring immediate action.

The Emergency Digital Information Service (EDIS) delivers official information about emergencies and disasters to the public and the news media in California. EDIS has been in continuous operation since 1990. In 1999 the statewide EDIS network was upgraded to add image and sound capabilities and to use an advanced satellite datacast technology for reliable statewide service.

The California State Warning Center (CSWC) is staffed 24 hours a day, seven days a week. The mission of the CSWC is to be the central information hub for statewide emergency communications and notifications. The CSWC is staffed with Emergency Notification Controllers, Emergency Services Coordinators and Senior Communications Coordinators. The CSWC serves as a highly reliable and accurate “one-stop” resource for emergency management, law enforcement and key decision making personnel throughout the state.

The CSWC has the responsibility to receive, coordinate, verify and disseminate information pertaining to events which occur within California or that could affect California. Information received by the CSWC is coordinated between Cal EMA and other sources to ensure that the information which is disseminated is both timely and accurate. Procedures have been established for the handling of such events as:

- Earthquakes
- Tsunamis
- Floods
- Major fires
- Missing or overdue aircraft
- Search and rescues
- Hazardous material spills
- Radiation incidents
- Nuclear Incidents
- Tracking of nuclear shipments
- Weather watches and warnings
- Conducts Governor, executive staff, agency and departmental notifications

In 2010, Warning Center staff handled nearly 150,000 calls, including reports of more than 11,000 hazardous materials spills. Warning Center staff made over 650,000 notifications to Federal, State, and Local Government.

GOAL 4	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
ENHANCE PLANNING AND COMMUNITY PREPAREDNESS CAPABILITIES	Common Response Recovery	Strengthen Planning and Citizen Preparedness Capabilities	Community Preparedness and Participation	Community Resilience Critical Transportation
		Enhance Regional Collaboration	Citizen Evacuation and Shelter in Place Mass Care Volunteer Management and Donations Planning	Mass Care Services Public and Private Services and Resources Planning Health and Social Services

Background

Whether they are natural – floods, fires and earthquakes – or man-made disasters, Californians must have a disaster plan that includes family, friends and neighbors. Since 1950, 255 states of emergency have been proclaimed in California, and since 1989, there have been 27 major declared disasters. Although these numbers are staggering, statistics show that still less than half of Californians have a disaster plan.

The State’s community preparedness initiatives are led by California Volunteers the State agency that manages programs to increase the number of Californians involved with service and volunteering and coordinates volunteer activities under the all-hazards disaster concept. California Volunteers educates Californians about the need to prepare for disasters that may strike our State and manages donations to the State for disaster relief including necessary training, equipment, and transportation provisions.

The California Citizen Corps Program was created post 9/11 to coordinate volunteer activities to make our communities safer, stronger and better prepared to respond to any emergency. The California Citizen Corps Program includes Citizen Corps Councils, Community Emergency Response Teams (CERT), Medical Reserve Corps, Neighborhood Watch, Volunteers in Police Service and Fire Corps. Through the Citizen Corps Program, in partnership with the Cal EMA, Health and Human Services Agency, Voluntary Organizations Active in Disaster, and other State and local organizations, California Volunteers works to strengthen the State’s preparedness.

2012 California Homeland Security Strategy

OBJECTIVE 4.2
STRENGTHEN VOLUNTEER MANAGEMENT AND DONATIONS

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GOAL 5	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
STRENGTHEN CATASTROPHIC CBRNE AND ALL HAZARDS INCIDENT PLANNING, DETECTION AND RESPONSE CAPABILITIES	Response	Strengthen CBRNE Detection, Response, and Decontamination Capabilities	Planning Critical Resource Logistics and Distribution	Planning Public and Private Services and Resources
		Implement the NIMS/NRF	On-Site Incident Management	Environmental Response/Health and Safety
		Enhance Regional Collaboration	Responder Safety and Health	On-Scene Security and Protection
			Fire Incident Response Support	Mass Search and Rescue Operations
			Public Safety and Security Response	Screening, Search and Detection
			WMD/HazMat Response and Decontamination	Operational Coordination
			Explosive Device Response Operations	Threat and Hazard Identification
			Search and Rescue	Risk and Disaster Resilience Assessment
			CBRNE Detection	Situational Assessment
			EOC Management	

Background

Preparing for catastrophic incidents caused by any source – man or nature – requires integrated multi-discipline and multi-jurisdictional planning, organizing, training, equipping and exercising. California’s first responder and emergency management communities have a long history of managing disasters and catastrophes ranging from earthquakes to tsunamis.

The Metrics Project

The California Emergency Management Agency (Cal EMA) has initiated the California Metrics Project to coordinate with federal, state, local and tribal agencies in support of the

2012 California Homeland Security Strategy

National endeavor to develop a common structure and nomenclature for the inventory and assessment of emergency resources and capabilities. This initiative is continually evolving in acknowledgement of the rapidly changing requirements of emergency preparedness, response and recovery communities, so as to provide a useful and effective platform for multi-jurisdictional, interagency collaboration. The purpose of the Metrics Project is to:

- Support the development of a common nomenclature for the typing and description of emergency preparedness/response resources and capabilities.
- Develop a systematic method for identifying gaps in prevention, planning and emergency response capabilities to more effectively allocate economic and human resources in support of preparedness/response goals.
- Enhance the ability to effectively prepare for and respond to disasters by developing a common format and repository for data, recording the quantity, capability, and location of key resources.

Preventative Radiological/Nuclear Detection Program

California is embracing the challenge posed by the emerging radiological/nuclear (rad/nuc) threat and has partnered with the Federal Domestic Nuclear Detection Office (DNDO) to develop a Preventive Radiological/Nuclear Detection (PRND) program of its own. The State has formed California's Strategic Task Force for PRND. The purpose of the Task Force is to provide the framework around which the State and regional PRND programs can be formed and provide the leadership to allow these programs to function in a collaborative manner.

The PRND Task Force has developed the State of California PRND Strategy and PRND Concept of Operations Guide, which assists in the formulation of local SOPs to reduce the risk of, and guard against, nuclear and radiological attacks in local jurisdictions and on a regional basis. It also promotes the development and implementation of measures aimed at preventing successful introduction of nuclear and radiological weapons into the United States, whether by air, land, or sea. Working with our local, Federal, and regional partners, California will continue with the development and deployment of systems and information analysis capabilities to detect and prevent nuclear or radiological attacks in the state.

OBJECTIVE 5.1 STRENGTHEN ALL HAZARDS INCIDENT MANAGEMENT CAPABILITIES ACROSS CALIFORNIA

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2012 California Homeland Security Strategy

OBJECTIVE 5.2 ENHANCE RESOURCE MANAGEMENT THROUGH IMPLEMENTATION OF THE CALIFORNIA METRICS PROJECT

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GOAL 6	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
IMPROVE MEDICAL AND HEALTH PREPAREDNESS	Protection	Strengthen Medical Surge and Mass Prophylaxis Capabilities	Medical Surge	Public Health and Medical Services
	Mitigation		Triage and Pre-Hospital Treatment	
	Response	Enhance Regional Collaboration	Medical Supplies Management and Distribution	
	Recovery		Isolation and Quarantine Fatality Management Mass Prophylaxis Epidemiological Surveillance and Investigation Laboratory Testing	

Background

The wide array of threats and hazards facing California requires a robust set of health and medical capabilities. Within the California Health and Human Services Agency (CHHS) are two departments that play a key role in homeland security as it relates to medical and health preparedness: the California Department of Public Health (CDPH) and the Emergency Medical Services Authority (EMSA).

California Department of Public Health

Within CDPH, the Emergency Preparedness Office (EPO) coordinates overall planning and preparedness efforts. EPO plans and executes activities to prepare Californians for public health emergencies, coordinates planning for the Strategic National Stockpile, maintains contact names and numbers for crisis response, oversees statewide public health disaster planning, and distributes and oversees funds to local health departments for disaster planning.

2012 California Homeland Security Strategy

EPO coordinates functions related to Risk Communication and Professional Training; Planning and Response; Policy and Coordination; Program Administration; the Strategic National Stockpile program; Duty Officer Program; and Web, Geographic Information Systems and the California Health Alert Network. EPO has developed a disaster planning website, Be Prepared California, to assist Californians in understanding and preparing for catastrophic threats to public health.

Emergency Medical Services Authority

EMSA is the lead State agency for coordinating California's medical response to disasters and provides medical resources to local governments in support of their disaster response. This may include the identification, acquisition and deployment of medical supplies and personnel from unaffected regions of the State to meet the needs of disaster victims. Response activities may also include arranging for evacuation of injured victims to hospitals in areas/regions not impacted by a disaster. EMSA's responsibilities for disaster medical services preparedness and response include the following:

- Development and maintenance of disaster medical response plans, policies and procedures.
- Provision of guidance and technical assistance to Local EMSAs, county health departments, and hospitals for the development of local disaster medical plans, policies and procedures.
- Enhancement of state and local disaster medical response capabilities through the development of civilian disaster medical response teams, response management teams, disaster medical communications systems, and a statewide medical mutual aid system.
- Testing disaster medical response plans through periodic exercises with local, state, and federal agencies and the private sector; and management of California's medical response to a disaster.

GOAL 7	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
<p>ENHANCE RECOVERY CAPABILITIES</p>	<p>Recovery</p>	<p>Enhance Regional Collaboration</p>	<p>Restoration of Lifelines</p> <p>Structural Damage Assessment</p> <p>Economic and Community Recovery</p>	<p>Infrastructure Systems</p> <p>Economic Recovery</p> <p>Housing</p> <p>Natural and Cultural Resources</p>

Background

The California Emergency Management Agency (Cal EMA) responds to and aids in the recovery from emergencies within the State of California under the authorities of the California Emergency Services Act (ESA), the California Disaster Assistance Act (CDAA), the federal Robert T. Stafford Disaster Relief and Emergency Assistance Act, and other legislation.

Within Cal EMA, the Recovery Branch is responsible for managing disaster recovery and providing assistance to local governments and individuals impacted by disasters. The Recovery Branch ensures that state and federal support are provided in an efficient and timely manner throughout the recovery process. The Recovery Branch acts as the grantee for federally funded disaster assistance programs, as grantor for the state CDAA program, and coordinates recovery assistance for individuals, businesses and the agricultural community. The Recovery Branch provides technical support to reduce the costs and streamline the process of future recovery efforts. Additionally, the Recovery Branch ensures that proposed recovery projects are reviewed for environmental concerns and that historical preservation activities are considered.

In support of these responsibilities, the Recovery Branch performs extensive liaison activities with local, state and federal agencies, legislators, various volunteer and nonprofit organizations, as well as the general public. The Recovery Branch emphasizes recovery preparedness through the coordination of recovery planning efforts, the development of recovery training programs and the involvement in emergency management exercises and drills.

2012 California Homeland Security Strategy

The National Disaster Recovery Framework

In September 2011, DHS released the National disaster Recovery Framework. The NDRF defines how Federal agencies will organize and operate to utilize existing resources to promote effective recovery and support states, tribes and other jurisdictions affected by a disaster. The NDRF compliments and aligns with the National Response Framework (NRF) and utilizes an operational structure to develop a common recovery framework in a manner similar to how the NRF establishes a common response framework. The NDRF replaces the NRF Emergency Support Function #14 (ESF #14) - Long-Term Community Recovery with six Recovery Support functions (RSFs):

- Community Planning and Capacity Building.
- Economic.
- Health and Social Services.
- Housing.
- Infrastructure Systems.
- Natural and Cultural Resources

In order to align investments with the National Recovery Framework and current program(s) direction, the Recovery unit within Cal EMA will seek to develop new skills and capacities. Cal EMA will pursue grants that will allow for:

- Training local agencies and municipalities to write their own damage descriptions, methods of repair, and to develop cost estimates (that meet required parameters).
- Utilization of current technology for the best use of limited staff and resources during a joint recovery effort. For example, the operation of a Joint Field Office in a virtual environment requires more advanced/ enhanced technology (teleconferencing, video, upgraded computer hardware, software, etc).

GOAL 8	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
STRENGTHEN FOOD AND AGRICULTURE PREPAREDNESS	Response	Enhance Regional Collaboration	Food and Agriculture Safety and Defense	Supply Chain Security and Integrity
	Protection			
	Mitigation		Animal Disease Emergency Support	
	Recovery			

Background

Agro-terrorism can cause economic damage, social unrest, and loss of confidence in government. Human health can be at risk if contaminated food reaches the table, or if an animal disease is transmitted to humans (zoonosis). Agriculture has several challenging characteristics:

- Farms that are geographically disbursed in unsecured environments.
- Livestock concentrated in confined locations, and transported or commingled with other herds.
- The ease with which agricultural diseases can be obtained, handled, and distributed.
- International trade in food products – tied to disease-free status – that could be jeopardized.
- Veterinarians that lack experience with foreign animal diseases.
- Foreign animal diseases that are eradicated domestically but remain endemic in foreign countries.

California Department of Food and Agriculture

The California Department of Food and Agriculture (CDFA) Animal Health and Food Safety Services (AHFSS) leads the State’s efforts to assure the safety, availability and affordability of agricultural products by promoting California agriculture, protecting public and animal health while enhancing stewardship of the environment. Within AHFSS, the Emergency Preparedness & Support Unit (EPSU) has statewide responsibility for the development and maintenance of programs intended to prepare for or respond to emergencies that fall under its jurisdiction. This involves:

- The safety and security of meat, poultry, dairy products, and other foods of animal origin.
- Public and animal health through the prevention, detection, and eradication of livestock and poultry diseases and dairy contamination incidents.
- Cattle owners against loss of animals by theft, straying or misappropriation through ongoing inspections and investigative services.

GOAL 9	Mission Area(s)	National Priorities	Target Capabilities	Core Capabilities
ENHANCE HOMELAND SECURITY EXERCISE, EVALUATION AND TRAINING PROGRAMS	All	All	All Relevant Capabilities	All Relevant Capabilities

Background

California’s multi-year Homeland Security Exercise, Evaluation and Training Program is designed to address statewide goals, build towards and test against target and core capabilities within this Strategy, and improve the operational readiness of the homeland security system in California across the full spectrum of prevention, protection, mitigation, response and recovery.

Training Program

The Cal EMA Training Division provides support to the First Responder community of California by providing training referrals, the coordinated delivery of training and training materials, and partnerships with federal, state and local training providers. The Training Division will ensure the most comprehensive access to training courses which enhance the capability to accomplish the critical mission areas of Prevent, Protect, Respond, Mitigate and Recover in support of the California statewide training strategy.

Cal EMA utilizes training partners to develop needed courses and evaluate all courses that are presented to California agencies with grant funds for evaluation. These training partners include:

- Peace Officer Standards and Training
- State Fire Marshal
- Emergency Management Services Authority
- California Department of Public Health
- California Fire Fighter Joint Apprenticeship Committee
- California Maritime Academy
- California Volunteers
- UC Davis
- California Emergency Management Agency

2012 California Homeland Security Strategy

- California Specialized Training Institute

The Training Division has overseen 1,860,698 individuals trained since 2003 with 43% of all training courses in the DHS managed State Approved Course Catalog developed in California

Exercise Program

The Cal EMA Exercise Division develops, coordinates, and leads a statewide all hazards Homeland Security Exercise and Evaluation Program (HSEEP) that includes Weapons of Mass Destruction (WMD), Chemical-Biological-Radiological-Nuclear-Explosive (CBRNE), and catastrophic incidents. The Exercise Division provides exercise support focused on multi-agency/multi-jurisdictional discussion based and functional exercises at the county and regional levels, and for state agencies and departments. Exercise Support Program materials are designed so that they can be quickly tailored to meet specific requests.

The Exercise Division uses HSEEP as the doctrinal basis for the State's exercise program. HSEEP is a capabilities and performance-based exercise system developed by the U.S. Department of Homeland Security which provides a standardized policy, methodology, and terminology for exercise design, development, conduct, evaluation, and improvement planning. Adherence to the policy and guidance presented in the HSEEP Volumes ensures that exercise programs conform to established best practices, and helps provide unity and consistency of effort for exercises at all levels of government.

Golden Guardian

First implemented in 2004, Golden Guardian, California's Annual Statewide Exercise Series, has become the most comprehensive state-level exercise series program in the country. The goal of Golden Guardian is to exercise and assess emergency operations plans, policies, and procedures for all-hazards/catastrophic incidents at the local, regional, and state levels. Golden Guardian 2012 will test the Southern California Catastrophic Earthquake Response Plan. The discussion based exercise series will involve participation from eight Operational Areas in Southern Region, tribes, state and federal agencies, non-governmental organizations and private sector partners. Future Golden Guardian Exercises include:

- Golden Guardian 2013: Catastrophic Earthquake in the Bay Area
- Golden Guardian 2014: Cascadia Earthquake and Tsunami
- Golden Guardian 2015: Civil Disturbance in Southern California

2012 California Homeland Security Strategy

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Section 7

Strategy Execution

This Homeland Security Strategy is California's comprehensive multi-discipline and multi-hazard Strategy the execution of which will take place at the local and State level with funding from multiple sources. This requires clearly assigned roles and responsibilities and a process and tools that link the State's investments back to the Strategy's goals and objectives.

The Cal EMA Policy and Strategy Initiatives Division will have overall **responsibility** for managing and tracking implementation of the Strategy with support from other CalEMA components as needed. The Policy and Strategic Initiatives Office is responsible for the planning, development, implementation, and administration of Cal EMA's strategic initiatives, emerging issues, and executive briefings. The office ensures the coordinated development of all policy matters before CalEMA and supports the executive team in the identification, development, and implementation of the agency's policy objectives.

7.1 Strategy Implementation Process

The POETE resource elements within each objective delineate what resources are needed for the State to achieve each objective. They serve as a critical strategic guide for the State to develop actual projects that will result in achievement of a particular objective. As such, they are not an exhaustive list meant to limit steps necessary to achieve a goal or objective, but instead operate as a roadmap.

The detail of a POETE **implementation step may vary from objective to objective** or even in a single objective depending on the amount of detailed data available from risk and capabilities assessments and other data sources. The State is *not* required to generate projects for each goal and objective in a given grant or funding cycle. Rather, each grant applicant must prioritize projects based on this Strategy and the applicant's own risk and need.

As California develops its Strategy implementation process, a key principle guiding that process will be to draw from multiple funding sources to achieve execution, including, but not limited to, local general funds, State funds, and federal funds such as the Assistance to Firefighters Grant, Emergency Management Performance Grants, Homeland Security Grant Program, Port Security Grant Program, Transit Security Grant Program, Assistant

2012 California Homeland Security Strategy

Secretary for Preparedness and Response Grants, Centers for Disease Control and Prevention Grants, and Justice Assistance Grants, etc.

Integrating these disparate funding sources around the Strategy will not be easy. It requires the updating of a business process that often artificially treats such funding sources as completely independent programs designed to achieve a separate goal. While the administrative mechanics governing each funding source may be different, and will not be altered by this Strategy, the overarching purpose of the funding streams is more often in sync with one another – to enhance the public safety and security of the State through enhanced capabilities built around principles of risk management.

7.1.1 Annual Planning Conference

Since 2006, Cal EMA has hosted an annual planning conference built around the DHS annual homeland Security Grant program cycle. This planning conference was originally required by DHS, but California has continued to hold the conference even though it has not been required for some time. Held in Sacramento towards the end of the calendar year, the conference brings together homeland security and public safety personnel from the local and State level to share best practices and lessons learned in order to produce the State's annual HSGP grant application and investment justifications to DHS.

7.1.2 Investment Justifications

While this Strategy is not a grant strategy, the State of California recognizes that federal grants play a vital role in helping implement the Strategy. The purpose of submitting homeland security or emergency preparedness investment justifications or grant applications to federal agencies is to obtain funding necessary to implement the goals and objectives of this Strategy.

Each fiscal year, Cal EMA submits the State's Homeland Security Grant Program (HSGP) application, which consists of the SHSP, UASI, CCP and MMRS programs. At the core of the application are a series of investment justifications that outline specific projects or groups of projects designed to implement State and Urban Area homeland security strategic goals and objectives.

The investment justification process must be viewed as the culmination of a comprehensive homeland security planning and implementation process and not just as a 90 or 60 day application writing event in order to ask for money from the Federal Government. Such a process requires specific steps and management in order to ensure the State as a whole presents a unified investment picture to the federal government. As such,

2012 California Homeland Security Strategy

each fiscal year, Cal EMA will lead the State's DHS required investment justification process to ensure the State operates efficiently and effectively in the planning and investment process.

7.1.3 State Grant Guidance

Each year Cal EMA issues Supplemental Grant Guidance to the DHS Homeland Security Grant Program Guidance. The California Supplement is intended to complement, rather than replace, the Guidance published by DHS. The Supplement will emphasize the differences between grant program years and will include additional California policies and requirements, including how local projects should link to the State Homeland Security Strategy.

Appendix

California Homeland Security Strategy Revision Log

DATE	Revision Number	CHANGES	PAGES INVOLVED