COUNTY OF SAN DIEGO

THE COUNTY RESILIENCE PROGRAM

Making San Diego the most resilient community in America

Letter from The County's Chief Administrative Officer

If someone asked if you were prepared to protect and sustain yourself and your family for the first 72 hours during a disaster, what would you say?

In short, are you *resilient*? We have created a San Diego County Resilience Program to help all of us become more prepared to deal with disasters, as well as a variety of stressors on our society.

Unfortunately, studies show that most of us are less prepared than we need to be when faced with the threat of a natural or human-caused disaster, especially when that disaster comes with little to no warning.

Unprecedented catastrophes around the world — hurricanes in the Gulf Coast, earthquakes in Mexico, tsunamis in Indonesia and wildland fires in the western United States — serve as critical reminders that every community needs to take steps to be resilient to these shocks.

San Diego County is no stranger to its own share of similar acute shocks. For example, the 2003 Cedar Fire remains one of the deadliest and most destructive wildfires in our state's history. We face the reality that we can no longer think of wildfires in terms of "if" they will happen, but rather "when" the next one will strike and know that the next one could be more severe than the last.

In addition to acute shocks, the County is also faced with numerous societal stressors, including homelessness, mental illness, substance abuse and addiction and poverty. Homelessness, combined with the often-associated effects of mental illness and substance use disorder, is a significant social stressor faced by local government, law enforcement, medical professionals and the general public.

The effects of acute shocks and chronic stressors on our community require our County government to lead the development of a comprehensive strategy that reduces community risk, while also strengthening our capacity to endure, recover from, and adapt to the physical, social and economic challenges we face in the 21st Century.

That's what the San Diego County Resilience Program is designed to do.

Our Resilience Program was developed in alignment with Live Well San Diego's strategic framework of building healthy, safe and thriving communities. The program uses the functional threading component of the General Management System to champion collaboration throughout county departments. This approach improves our ability to pursue goals, solve problems, share information and leverage resources to fortify our infrastructure, protect our economy and make our county safer. All of which will also make our county more resilient.

The County Resilience Program involves everyone and will require a collective effort to achieve its full potential. My goal is to ensure that resiliency becomes embedded in our County's DNA. Resiliency should not only be reflected in who we are, but also what we do as a region. Join us, and let's make San Diego County the most resilient community in America! -- **Helen Robbins-Meyer**

Letter from The County's Chief Resilience Officer

San Diegans have a long history of overcoming the physical, economic and social challenges that impact our community on a routine basis. San Diego County spans diverse geographies, climates, conditions and communities that pose disparate challenges and opportunities. Our county's complexity requires a nuanced, but bold, vision. *The San Diego County Resilience Program* has that vision, with a scope and scale that leverages the county's strengths to reduce risk and build greater resiliency across the region.

Building greater resilience means strengthening the fabric of our community today in order to survive, adapt and thrive no matter what crisis may occur. It means thoroughly examining our community's vulnerability to a host of 21st Century threats, ranging from the acute shock of a natural or human-caused disaster, to chronic stressors such as homelessness and mental illness.

The County Resilience Program aims to ensure that our county government remains proactive and well-integrated in its approach to achieve its strategic Live Well initiatives of Building Better Health, Living Safely, and Thriving. The introduction of a deliberate resilience program will enhance the implementation of the County's strategic initiatives by ensuring that resilience plans, programs, and policies are enacted and practiced, rather than placed on a shelf. This program will also track the progress and outcomes of these initiatives through a measured evaluation and assessment process. A county that can fully institutionalize changes can better implement its strategic initiatives. Put simply, building resilience into all our plans and programs, making it part of the County's very DNA, will empower us to accomplish more for the public good.

I want to thank those partners who participated in the development of this resilience program, as well as those who will support its implementation. This program represents the beginning of a greater countywide commitment to collaborate, form new partnerships and design new initiatives that will contribute to a safer and stronger San Diego County.

I invite each of you to join me in making San Diego County the most resilient county in the Nation!

Gary S. Johnston
Chief Resilience Officer

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EXECUTIVE SUMMARY

The County Resilience Program: A Whole Community[1] approach to achieving greater community resilience in the face of the physical, social and economic challenges of the 21st Century.

Overview

The growing frequency of acute shocks from natural disasters and chronic stressors from social challenges, combined with the complexity and interdependence of society, threaten the prosperity of the County of San Diego and our way of life. It has become imperative that the County government build and implement a cohesive program that addresses these challenges together, across multiple disciplines. Risk reduction, innovation and prosperity – these are the means to achieve greater levels of resiliency as the County faces the challenges of the 21st Century.

The County Resilience Program ensures a well-integrated and proactive approach to achieve the County's strategic initiatives of *Building Better Health, Living Safely, Sustainable Environments/Thriving, and Operational Excellence*. There are key areas of positive change that can be realized from the implementation of such a program.

These key areas include:
- Explication of resilience in County planning;
- Consistency across the County's various planning efforts;
- Enhanced communication between County departments leading to more effective solutions, reduced duplication, and increased efficiency;
- Greater collaboration across County, state and national levels of government
- More efficient and effective use of County funds by leveraging and dedicating funds for resilience-building efforts.[2]

The County's introduction of a deliberate resilience program enhances the ability to achieve our strategic initiatives by ensuring that associated plans, programs and policies are enacted and assessed to measure not only performance, but effectiveness. Such a program allows our organization to track the completion and outcomes of these initiatives through a measured evaluation and assessment process. A county that can quickly institutionalize programs that can improve staff integration and overall efficiency and productivity, will better accomplish its strategic initiatives. Building resilience into the County's DNA will allow us to accomplish more for the public good.

What Resilience is and Why it Matters

Resilience is the ability to resist, recover from, or adapt to the effects of acute shocks or chronic stressors and learn to live with changes and uncertainty. A resilient community is one where its citizens possess a level of preparedness and sense of security that enables them to thrive in the face of physical, social and economic challenges.

Resilience can be understood as it relates to a community's capacity to[3]:

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[1] A Whole Community Approach to Emergency Management: Principles, Themes, and Pathways for Action FDOC 104-008-1 / December 2011 | FEMA

[2] Independent Evaluation Finds 100 Resilient Cities Moving Transformation in Cities Across The Globe 12.06.2018 | by 100rc

[3] Enhancing Resilience to Shocks and Stresses Briefing, Apr 2013 | by ACF-International

RESIST

Withstand or absorb sudden or chronic shock

PREPARE

Cope with temporary disruption while minimizing the damages and costs from hazard

RECOVER

Restore or bounce back after an event

ADAPT

Manage or maintain basic functions and structures in the event of a shock or stressor

TRANSFORM

Create opportunities to take advantage of an adverse situation

Resilience matters because everyone will face challenges to their well-being and ability to thrive throughout their lives. Learning to work through these challenges is necessary and offers a powerful opportunity to enhance personal growth. Creative people with strongly held values who accept reality and believe that life is meaningful are truly resilient. They are able to endure and rapidly recover from hardships they face. The same is true for organizations. Those organizations that face reality with staunchness, make meaning of challenges and improvise solutions, have a greater capacity to adapt and rapidly recover from any adversity.[4]

Resilience gives people and communities the strength they need to tackle problems head-on, overcome adversity and thrive in any situation. In the wake of traumas such as the 9/11 terrorist attacks and Hurricane Harvey, many individuals demonstrated these resilient behaviors. Not only were they able to remain strong in the face of unbearable loss, they were also able to carry on and even offer emotional support to others.

A Real-Life Example:
The 2007 San Diego County Firestorms, the largest in county history, began a little after 9:00am on October 21, 2007, near the U.S./Mexico border with the Harris Fire. At the height of the firestorms, there were seven separate fires burning in San Diego County, including the Witch Creek, Rice Canyon, and Poomacha fires. The seven fires resulted in 10 civilian deaths, 23 civilian injuries, and 89 firefighter injuries — more than 6,200 fire personnel fought to control the wildland fires. The fires consumed approximately 369,000 acres or about 13% of the county's total land mass. Additionally, the fires destroyed an estimated 1,600 homes; 800 outbuildings; 253 structures; 239 vehicles; and 2 commercial properties. During the entire course of the 2007 fires, 515,000 county residents received voluntary or mandatory evacuation notices, which exceeded the number of residents evacuated from New Orleans during Hurricane Katrina.[5] The cost of the fires exceeded $1.5 billion.[6]

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[4] What Resilience Means, and Why it Matters, 05.01.2005 | by Andrea Ovans
[5] 2007 San Diego County Firestorms After Action Report, Feb 2007 | by COSD OES
[6] Multi-Jurisdictional Hazard Mitigation Plan, San Diego County, Oct 2017 | by COSD OES

Before and after the acute shocks of the 2007 San Diego County Firestorms, many individuals demonstrated the behaviors that characterize resilience. Some were prepared for such an event. They had built survival kits, cleared the brush and other fire fuels away from their homes. They were prepared to listen to and abide by local emergency response instructions during the event. This preparation enabled them to better withstand the effects of the wildfire, physically and psychologically. This preparation also saved their property, or minimized damages, which contributed to their ability to more rapidly recover from the wildfire. For those unfortunate residents who lost their homes, many adapted—recognizing they live in a fire-prone area and rebuilding new homes that are more "fire resistant" or structurally "hardened" than the homes they lost. New technologies such as ember proof ventilation used in the rebuilds and retrofits represent transformation – an opportunity to make future and existing structures more resilient to the effects of wildfires.

Defining Shocks and Stressors
The growing frequency of acute shocks from natural disasters and the chronic stressors from complex social challenges threaten the prosperity of San Diego County and our way of life. A **shock** is a sudden incident that negatively impacts the community. The most common shocks include natural disasters, such as wildfires, floods and earthquakes. Human-caused incidents can also represent shocks, such as a terrorist attack. A **stressor** is a long-term trend that undermines a community's potential and overall well-being. Examples of chronic stressors include homelessness, mental illness, and substance abuse disorder.
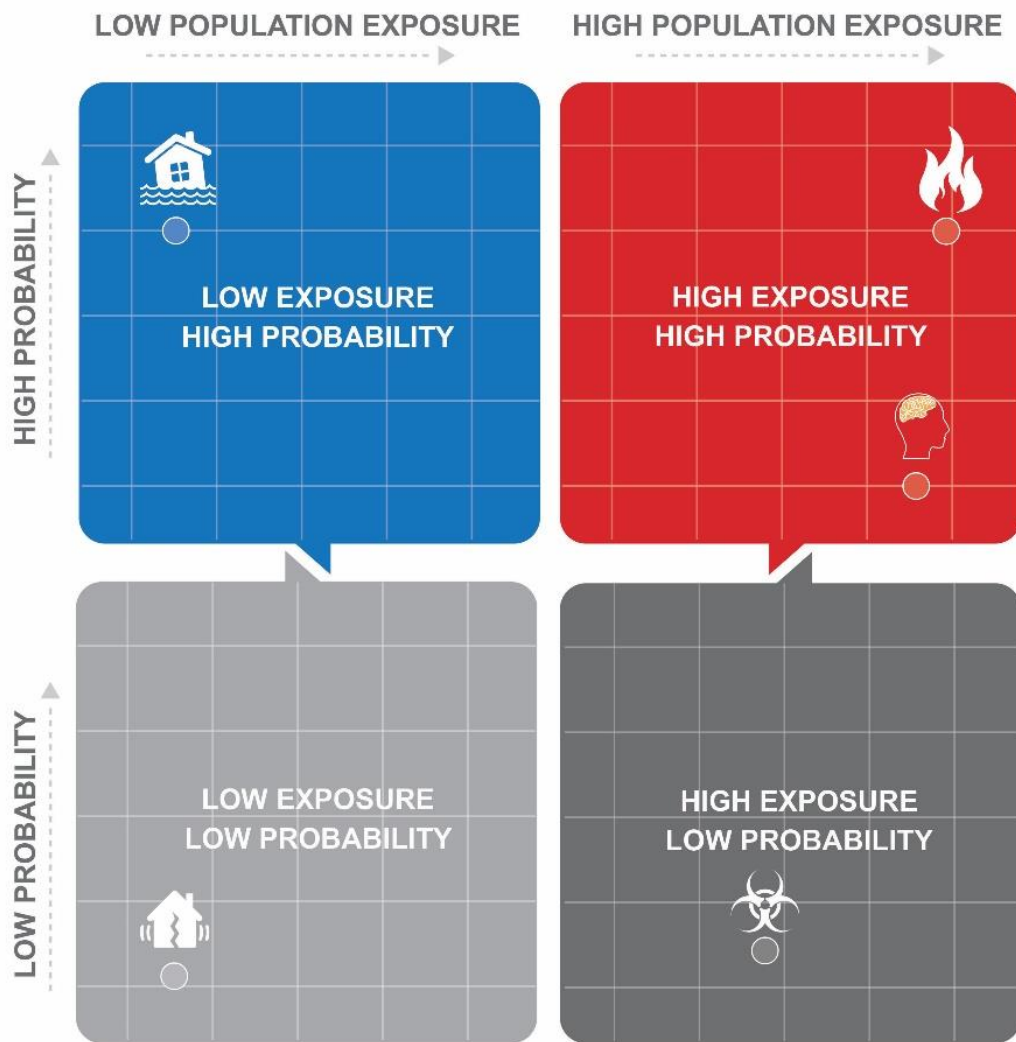
Wildfires continue to be the most prevalent and costly acute shock faced by the County, especially in the unincorporated areas. Since 1950, more than 1 million acres of the region's 2,897,000 acres have burned. In the past ten years alone, two major wildfires burned more than 300,000 acres, causing approximately $2 billion in costs to the economy. Currently, more than 90,000 people and $12 billion of residential and commercial infrastructure are located in Very High Fire Severity Zones.[7]

In addition to natural disasters, the County is also faced with numerous social stressors. Mental illness, for example, is a significant social stressor faced by County government, local law enforcement, medical professionals and the general public. People who suffer from mental illness require the best possible care and treatment to improve their health and quality of life. Improved care can, in turn, improve community resilience to the social stressors associated with mental health challenges.

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[7] Ibid

Over the past decade, the County has made great strides to develop and implement plans, programs and projects designed to reduce risks related to the shocks and stressors that impact the community. With the County's strategic framework as the foundation and the General Management System as its business model, the County has provided public services that build strong, sustainable and resilient communities. The San Diego County Resilience Program establishes a whole community approach to achieve greater efficiencies in government collaboration and planning and strengthens the community's ability to thrive in the face of physical, social and economic challenges.

THE COUNTY RESILIENCE PROGRAM
The "How To" in Achieving Greater Community Resilience

County Citizens

↓

Board of Supervisors

↓

County Chief Administrative Officer

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Deputy Chief Administrative Officers

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Chief Resilience Officer

The County Resilience Program is the *"How To"* in achieving greater community resilience. It is designed to enhance the functional threading component of the General Management System by championing County collaboration to solve problems, share information and leverage resources to improve resilience. It is a community-risk driven, Board of Supervisors accepted, Chief Administrative Officer directed, and Deputy Chief Administrative Officer supported program and managed by the County's Chief Resilience Officer.

The County Resilience Program (Resilience Program) is designed to enhance the functional threading component of the General Management System by championing County collaboration to solve problems, share information and leverage resources to improve resilience. The Resilience Program is governed by the County's citizens and its senior leadership. The program is driven by the community, endorsed by the Chief Administrative Officer and supported by the Deputy Chief Administrative Officers. The Resilience Program is driven by the resilience needs of the community – what the community needs to reduce its risk to shocks and stressors. The County leadership govern the program and its processes through the provision of program guidance, direction and resource support. The Resilience Program is managed by the County's Chief Resilience Officer (Resilience Officer). The Resilience Officer works closely with County departments and external partners to engage stakeholders, pursue goals, build consensus and implement Resilience Program recommendations to build the County's overall resilience.

The Resilience Program is comprised of three core components – *Support to Planning, Engagement,* and *the Resilience Review Process:*

COUNTY RESILIENCE PROGAM COMPONENTS		
SUPPORT TO PLANNING	ENGAGEMENT	THE RESILIENCE REVIEW PROCESS

SUPPORT TO PLANNING

- Participate in select County planning initiatives and activities
- Provide resilience subject matter expertise throughout the planning process
- Provide planning expertise
- Establish Resilience Working Groups as required to service information requirements on resilience-related topics
- Ensure continuity of County plans related to resilience content and application

ENGAGEMENT

- Engage with key internal and external County leaders to build consensus, inform decision making, and implement recommendations
- Establish relationships with local, regional and national resilience professionals
- Provide resilience training and education across the region
- Participate in regional and national disaster resilience conferences
- Develop innovative outreach activities to communicate risk mitigation activities across the region to public and private partners
- Participate in relevant community outreach events and activities
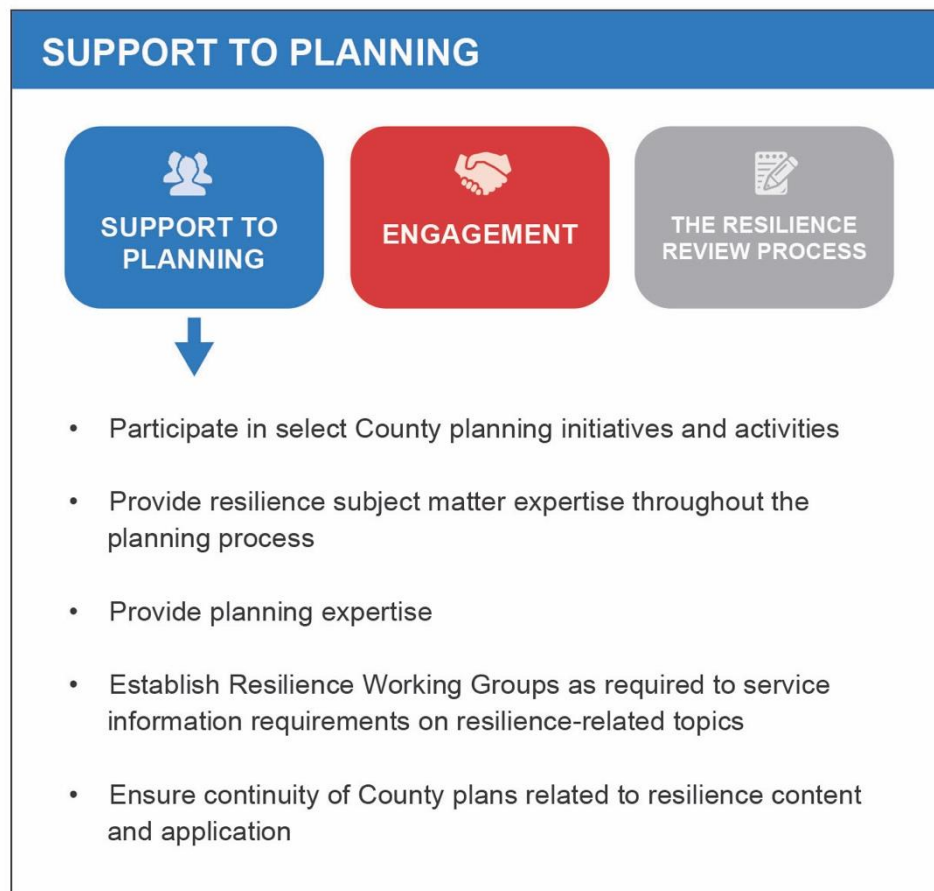
RESILIENCE REVIEW PROCESS

- Implement and manage the **Resilience Review Process** to proactively identify and address resilience gaps in the County's approach to reduce community risk
- Support the development and recommendation of goals, objectives and actions that produce concrete community resilience enhancements
- Update County leadership and the public on the status of Resilience Review Process recommendations
- Advise County leadership and other key County stakeholders on best practices that reduce community risk

Support to Planning

The Resilience Officer and the Resilience Program provide support to County planning efforts in multiple ways. First, the Resilience Officer will actively participate in select County planning initiatives to integrate resilience and ensure continuity of plans. Planning activities range from large-scale, multi-jurisdictional efforts such as the County's Hazard Mitigation Plan, to small-scale planning initiatives such as the County's Debris Removal Program Working Group. The Resilience Officers' participation in countywide planning efforts will enable efficient staff action and improved integration. It will accomplish this by identifying and resolving underperforming activities, duplicated efforts and inefficient application of fiscal and personnel resources.
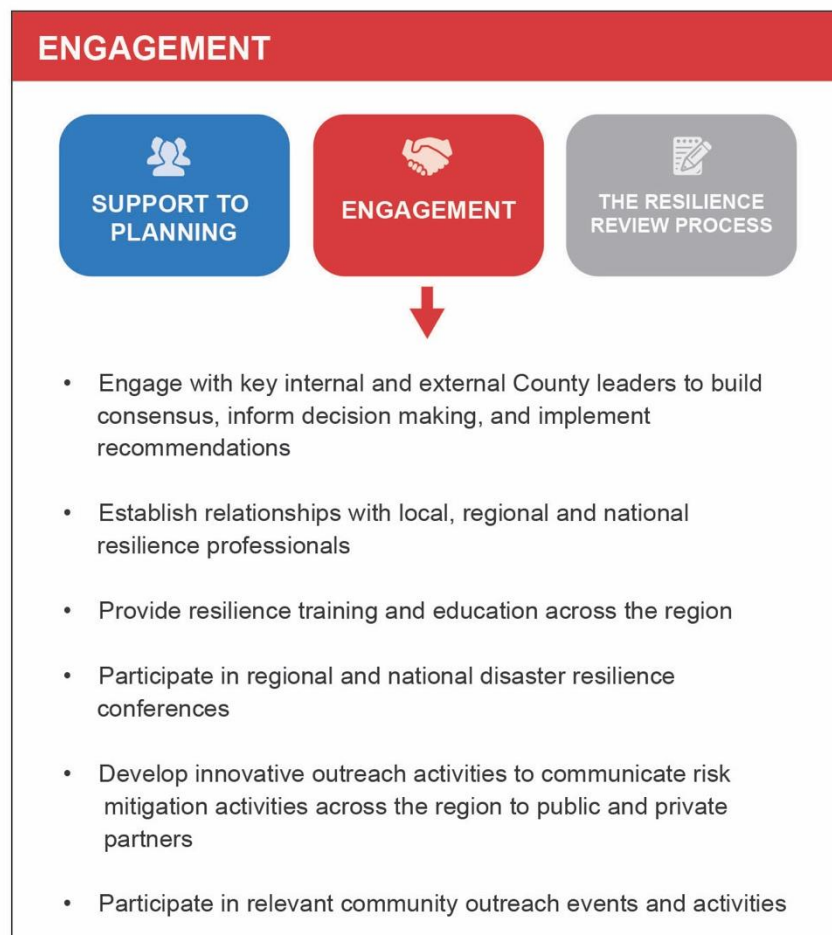
In addition, the Resilience Officer will offer subject matter expertise through a "resilience lens" that can identify and reduce potential risks associated with major plans, programs and projects. The Resilience Officer will also establish Resilience Working Groups as needed to study and report on specific resilience-related questions and make recommendations to a planning team based on the working group's findings.

SUPPORT TO PLANNING

SUPPORT TO PLANNING   **ENGAGEMENT**   **THE RESILIENCE REVIEW PROCESS**

- Participate in select County planning initiatives and activities

- Provide resilience subject matter expertise throughout the planning process

- Provide planning expertise

- Establish Resilience Working Groups as required to service information requirements on resilience-related topics

- Ensure continuity of County plans related to resilience content and application

Engagement

The Resilience Officer will conduct extensive engagement activities to promote resiliency across the region. The Resilience Officer will meet with key internal and external County leaders to build consensus, inform decision-making and implement resilience recommendations. In doing so, the Resilience Officer will establish strong working relationships with local, regional, national and international resilience professionals. The Resilience Officer will also participate in regional and national disaster resilience conferences to share knowledge and best practices with the resilience community. Further, the Resilience Officer will spearhead resilience training and education across the region and actively participate in relevant community outreach events and activities. Finally, the Resilience Officer will partner with other County departments to develop outreach activities designed to improve resilience awareness.

ENGAGEMENT

SUPPORT TO PLANNING

ENGAGEMENT

THE RESILIENCE REVIEW PROCESS

- Engage with key internal and external County leaders to build consensus, inform decision making, and implement recommendations

- Establish relationships with local, regional and national resilience professionals

- Provide resilience training and education across the region

- Participate in regional and national disaster resilience conferences

- Develop innovative outreach activities to communicate risk mitigation activities across the region to public and private partners

- Participate in relevant community outreach events and activities

Resilience Review Process

Evaluating and assessing progress associated with the implementation of a County plan, program, or project is of paramount importance in determining mission success. Goals, objectives, and actions that are to be accomplished to achieve a desired end state must be prioritized, appropriately assigned, adequately resourced, and effectively managed. The Resilience Program promotes evaluation and assessment through a review process that is designed to measure tangible progress over time. This review process also enhances senior leaders' ability to make informed decisions related to risk

mitigation – the application of resources to reduce risk. Lastly, this review process is the primary mechanism within the Resilience Program to inform political and community leaders and the general public on the status of risk mitigation activities designed to reduce the community's vulnerability to physical, social, and economic shocks and stressors.

The Resilience Review Process

The Resilience Review Process (Resilience Review), the principal component of the Resilience Program, is cyclic and managed by the Resilience Officer. The Resilience Review identifies capability, capacity and resource gaps in the County's approach to proactively reduce risks associated with acute shocks and chronic stressors that affect the community—predominately within the unincorporated areas. The process is synchronous in nature – multiple threats or hazards can be reviewed in a staggered fashion to facilitate a greater number of resilience reviews over time.

As with the Resilience Program, the Resilience Review is governed by the County's citizens and its senior leadership. The Resilience Review is a five-step process that is driven by the resilience needs of the community and directed and supported by the County's senior leadership.

Resilience Review Five-Step Process:

Step 1: Threat and Vulnerability Assessment

- ➢ Identify threats (*shocks* and *stressors*) and associated vulnerabilities that pose the greatest community risk based on their potential consequences and their likelihood of occurring

Step 2: Threat Determination and Selection

- ➢ Selection and approval of the identified threat or hazard that will be assessed through the review of existing County plans, programs and projects associated with the mitigation of that threat in the community
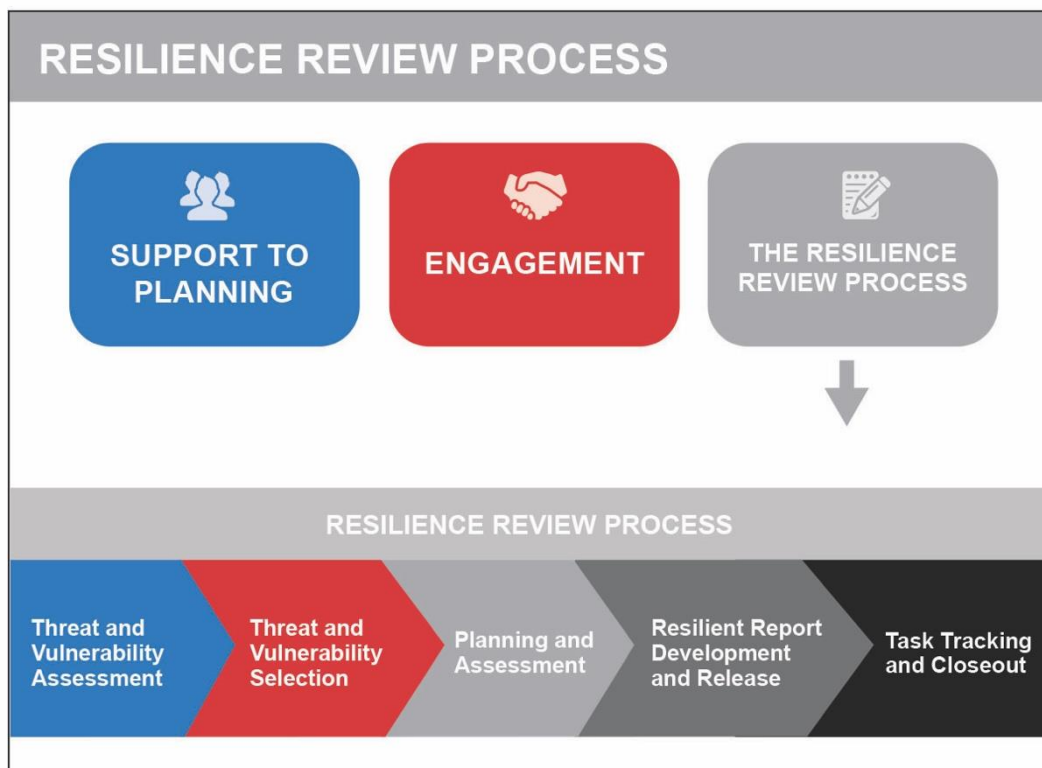
Step 3: Planning and Assessment

- ➢ Organize subject matter experts to review plans, programs and projects, collect data and conduct analysis
- ➢ Subject matter experts develop and recommend specific actions or tasks to remedy capability, capacity and resource gaps that pose risk to the community
- ➢ Highlight plans, programs and projects that achieve threat reduction goals that decrease community risk and enhance rapid recovery from shocks and stressors
- ➢ Highlight "Best Practices" that enhance community resilience

Step 4: Resilience Report Development and Release

➢ Create a Resilience Report that highlights the threats or hazards selected, existing resilience gaps and recommended actions to remedy those gaps
➢ Key stakeholders (specifically, affected Deputy Chief Administrative Officers) review and approve draft report
➢ Final report is approved by Chief Administrative Officer for release and action
➢ Disseminate report to key stakeholders for acknowledgement of receipt, assigned tasks and completion dates

Step 5: Task Tracking and Report Closeout

➢ Routine updates and progress reports are provided to the Chief Administrative Officer and other County senior leaders on the status of Resilience Review Report tasks
➢ Formal closeout of the Resilience Review Report subsequent to the satisfactory accomplishment of all outlined tasks by key stakeholders

RESILIENCE REVIEW PROCESS

Threat and Vulnerability Assessment
- Identify threats (shocks and stressors) and associated vulnerabilities that pose the greatest community risk based on their potential consequences and their likelihood of occurring.

Threat and Vulnerability Selection
- Selection and approval of a threat to be assessed through the review of existing County plans, programs and projects associated with the mitigation of that threat on the community.

Planning and Assessment
- Organize subject matter experts to conduct analysis and develop and recommend specific actions to remedy capability, capacity, and resource gaps that pose risk to the community.
- Highlight plans, programs, and projects that are achieving threat reduction goals.
- Highlight "Best Practices" that enhance community resilience.

Resilient Report Development and Release
- Draft Resilience Report highlighting the selected threat (shock or stressor), existing resilience gaps, and recommend actions to remedy those gaps.
- Draft report reviewed and concurred with/by key stakeholders (affected Deputy Chief Administrative Officers).
- Final report approved and signed by CAO for release and action.

Task Tracking and Closeout
- Routine tracking and update report to Chief Administrative Officer, affected Deputy Chief Adminstrative Officers, and other County senior leaders on Resilience Review Report tasks.
- Formal closeout of Resilience Review Report subsequent to the satisfactory accomplishment of all tasks.

STEP 1: Threat and Vulnerability Assessment

The first step in the Resilience Review is to determine what threat or hazard will be considered for selection for a review. This step will involve the establishment of the Resilience Vulnerability Assessment Team (Assessment Team), staffed from select departments within the County government The Assessment Team will look at potential shocks and stressors (threats) that pose the greatest risk to the community. If the Assessment Team determines that a potential threat or hazard could create great harm and has a high probability to occur, it will recommend to the County Chief Administrative Officer that the threat or hazard be selected for a Resilience Review. The Assessment Team may recommend multiple threats or hazards, in priority order. The Chief Administrative Officer can direct a Resilience Review outside an Assessment Team's recommendation.

STEP 2: Threat Determination and Selection

In this step, the Chief Administrative Officer will review the Assessment Team's recommendation(s) and determine which threat will be reviewed. The Chief Administrative Officer will also provide initial planning guidance to the Resilience Review Working Group in support of Step 3.

STEP 3: Planning and Assessment

After the Chief Administrative Officer's threat selection, the Resilience Officer will organize subject matter experts from across the County Government into a **Resilience Review Working Group** (Working Group). The Resilience Officer will also incorporate other key stakeholders outside of local government as required. The Working Group will review plans, programs and projects, collect data, conduct analysis and develop and recommend specific actions to remedy capability, capacity and resource gaps to reduce community risk associated with the selected threat or hazard. Those specific actions or tasks recommended by the Working Group will also identify a lead department or agency that will be responsible for accomplishing those tasks. In addition, supporting leads will be assigned to assist in task accomplishment. Each task will also have a recommended completion date. Finally, the Working Group will highlight County plans, programs and projects that are achieving risk reduction goals as well as those that are considered "best practices" within and outside the County.

STEP 4: Resilience Report Development and Release

Once the Working Group has completed its planning and assessment, it will begin the development of the Resilience Review Report (See Appendix A). The Resilience Review Report (Resilience Report) will highlight the members and the function of the Working Group. It will also identify the selected threat (shock or stressor) for review and the process the Working Group used to conduct its analysis. The Resilience Report will concisely identify existing resilience gaps and recommended actions to remedy those gaps. It will also outline where existing plans, programs and projects are attaining or falling short of goals and objectives. A draft report will then be routed through the affected County Group or Agency for final input and concurrence. After review by the General Managers or their designated

representative, a final report will be submitted to the Chief Administrative Officer for endorsement (See Appendix B). The Chief Administrative Officer will review the report and approve its release and action.

STEP 5: Task Tracking and Closeout

The final step in the Review Process will track tasks outlined in the Resilience Report and provide routine updates to County leadership and other key stakeholders involved in the County Resilience Program. The Resilience Officer will manage task tracking with support from Working Group members as required (See Appendix C). Updates will be formalized and can be presented to the Board of Supervisors, the Chief Administrative Officer, the Deputy County Administrative Officers, the Unified Disaster Council and other key stakeholders critical to the accomplishment of Resilience Report recommended task and actions (See Appendix D). The Resilience Report will be formally closed out after the satisfactory accomplishment of all the report tasks. Each report will be numbered and will reference the year of execution -- Resilience Review Report 1-19.

SUMMARY

The San Diego County Resilience Program will foster a more resilient community where its citizens possess a greater level of preparedness and sense of security that enables them to thrive in the face of physical, social and economic challenges. The three components of the Resilience Program—Support to Planning, Engagement, and the Resilience Review Process—will provide the mechanisms to achieve a more resilient San Diego County. The Resilience Review Process is comprehensive and deliberate, and the principal component of the Resilience Program. This process will ensure a proactive whole community approach to combating the shocks and stressors that threaten our community today and in the future.

KEY TAKEAWAYS

The Challenge
- ✓ The growing frequency of acute shocks from natural disasters and the chronic stressors from social challenges, combined with the complexity and interdependence of our society, threaten the prosperity of San Diego County and our way of life. It has become imperative that the county government build and implement a comprehensive resilience program that addresses these challenges.

What Resilience is and Why it Matters
- ✓ Resilience is the ability to cope with adverse shocks and stresses, and to adapt and learn to live with changes and uncertainty. It is the ability to resist, recover from, or adapt to the effects of acute shocks or chronic stressors.

- ✓ Resilience gives people and their community the strength to tackle problems head-on, overcome adversity and move on with their lives.

Defining Shocks and Stressors
- ✓ A *shock* is a sudden event that impacts the vulnerability of the community and its components. A *stressor* is a long-term trend that undermines the potential and well-being of a community and increases the vulnerability of those within it.

- ✓ Vulnerability is tied to the level and probability of being exposed to shocks and stressors.

The County Resilience Program
- ✓ The County Resilience Program aims to ensure county government remains proactive and well-integrated in its approach to achieve the Live Well strategic initiatives of Building Better Health, Living Safely, Sustainable Environments/Thriving and Operational Excellence.

- ✓ The Resilience Program establishes the whole community approach to achieving greater resilience across the region. It is a community driven, endorsed by the Chief Administrative Officer and supported by the Deputy Chief Administrative Officers.

- ✓ The Resilience Program is managed by the Chief Resilience Officer and is composed of three core components – Support to Planning, Engagement, and the Resilience Review Process.

The Resilience Review Process
- ✓ The Resilience Review Process is the principal component of the Resilience Program.

- ✓ The Resilience Review is a risk-driven assessment process designed to identify capability, capacity and resource gaps in the County government's approach to proactively reduce community risks to acute shocks and chronic stressors.

The End State
- ✓ A more resilient community where individuals possess a greater level of preparedness and sense of security that enables them to live safely and thrive in the face of physical, social and economic challenges.

- ✓ San Diego County as the Most Resilient County in the Nation.

APPENDIX

Cover Page

[Insert Graphic]

County of San Diego

WILDLAND FIRES *(EXAMPLE)*

PLAN RESPOND RECOVER

Transforming San Diego County into the most resilient County in the nation.

Table of Contents

About the Resilience Review Working Group

The County of San Diego's Chief Administrative Officer's Resilience Working Group is composed of subject matter experts from various County departments.

Led by the County's Chief Resilience Officer, the Working Group conducts in-depth risk assessments of physical, social, and economic vulnerabilities in the region, its communities and residents. The Working Group then recommends proactive solutions to lessen these risks by improving our County's capability to plan for, respond to, and recover from acute shocks and chronic stressors.

The ultimate goal of the County's Resilience Program is to transform San Diego County into the most resilient County in the nation.

Appendix A: Resilience Review Report Format

Executive Summary

The growing frequency of acute shocks from natural disasters and the chronic stressors from complex social challenges, combined with the growing complexity and interdependence of our society, threaten the prosperity of San Diego county and our way of life. To addresses these challenges, the County of San Diego (County) has developed and implemented The County Resilience Program. The County Resilience Program ensures a well-integrated and proactive approach to achieve the County's strategic initiatives of *Building Better Health, Living Safely, Sustainable Environments / Thriving and Operational Excellence.*

The Resilience Review Process is the main assessment component of the Resilience Program. The Resilience Review is designed to identify gaps in the County's approach to reducing community risk as well as the impacts from the acute shocks and chronic stressors.

In *Month/Year*, **the Chief Administrative Officer tasked the Resilience Review Working Group with developing recommendations to further reduce wildfire risk and strengthen community resilience in the County's unincorporated areas.**

The Working Group met with…

Overall, the Working Group found that…

Ultimately, addressing the wildfire threat in our region remains an ongoing challenge that will require continuous risk evaluation and investment. This report provides County leadership with proactive recommendations to further reduce community risk to wildfires.

Recommendations

The Working Group's recommendations achieve two overarching goals to enhance community resilience: proactively reduce the physical, social, and economic effects of wildfires and communicate the County's efforts to prepare for, respond to, and recover from wildfires.

The Working Group recommends 16 principal objectives divided among three focus areas: pre-fire, response and recovery. The objectives are broken down into 50 specific tasks.

These recommendations were developed by the Working Group, and are based on expertise, experience, research, best practices,

About Wildfires

(Example)

- *Unlike most natural disasters, wildfires are often caused by people*

- *On average, more than 100,000 wildfires clear 4 to 5 million acres of land in the U.S. every year*

- *Uncontrolled blazes fueled by weather, high winds, and dry underbrush can burn acres of land—and consume everything in their path—in just minutes*

- *A wildfire moves at speeds of up to 14 miles an hour – a human in peak shape can run between 10 to 15 miles an hour*

- *Naturally occurring wildfires return nutrients to the soil by burning dead or decaying matter and act as a disinfectant, removing disease-ridden plants and harmful insects from a forest ecosystem*

and other relevant information. This process included gathering input from County Board of Supervisors, reviewing after action reports and County plans, engagement with key stakeholders, and aligning with nationally recognized frameworks. Detailed findings in support of the recommendations can be found in each section of this report.

PRE-WILDFIRE

The Working Group determined that building greater wildfire resilience across the region requires an increased focus on fire preparedness at the neighborhood-level. Specific community recommendations include:

➢ A cohesive County pre-fire strategy
➢ Enhancing *XXXX*
➢ Improving *XXXX*
➢ Strengthening *XXXX*
➢ Reducing loss from *XXXX*

RESPONSE

The Working Group determined that the County's wildfire suppression capabilities are second to none among local governments across the nation. However, to remain ahead, the Working Group recommends additional investment in multiple response-related capabilities, including:

➢ Increase County Fire's firefighting capabilities
➢ Enhancement of *XXXX*
➢ Improved *XXXX*
➢ More rapid and efficient restoration of essential services and systems
➢ Improved delivery of coordinated, timely, reliable, and actionable information to the whole community during a wildfire

RECOVERY

The 2019 County Operational Area Recovery Plan for the region is expected to be considered by the Board of Supervisors in September 2019. The County's initiative to develop this plan reflects its commitment to improving the recovery process predominately within the unincorporated areas. To further enhance recovery efforts across the region, the Working Group recommends:

➢ The ongoing development of XXXX
➢ Developing administrative tools and processes that improve *XXXX*
➢ Improvements in *XXXX*
➢ Increased County capacity to *XXXX*

Appendix A: Resilience Review Report Format

Objectives Overview *(WILDFIRE GRAPHIC EXAMPLE BELOW)*

PRE FIRE OBJECTIVES

A. Develop and implement a more cohesive pre-fire strategy
B. Enhance pre-fire vegetation management
C. Improve pre-fire emergency planning
D. Strengthen fire safety measures in new
E. Reduce potential for wildfire loss in existing structures

RESPONSE OBJECTIVES

A. Increase County Fire wildland and specialized firefighting capability
B. Enhance accessible transportation and evacuation services
C. Increase operational coordination capacity
D. Increase operational communications capacity
E. Improve rapid restoration of essential services and systems
F. Enhance delivery methods for public information and warning
G. Enhance search and rescue capabilities

RECOVERY OBJECTIVES

A. Continue debris removal program improvements
B. Implement emergency interim housing solutions
C. Improve health and social services capabilities
D. Increase operational coordination capacity

Next Steps

Accomplishing the objectives and tasks outlined in this report will require a whole community effort and strong public and private collaboration. These recommendations will also require increased resources (i.e. people, time, money, and material). Following the endorsement of this report by the County's Chief Administrative Officer, the Chief Resilience Officer will track the progress of its objectives and tasks and continue to assess the County's level of resilience to wildfires. The Chief Resilience Officer will also highlight any obstacles to implementation, as well as any identified best practices within and outside the region.

Introduction: What the County Faces

The growing frequency of acute shocks from natural disasters and the chronic stressors from complex social challenges threaten the prosperity of San Diego County and our way of life. A **shock** is a sudden incident that negatively impacts the community. The most common shocks include natural disasters,

such as wildfires, floods and earthquakes. Human-caused incidents can also represent shocks, such as a terrorist attack. A **stressor** is a long-term trend that undermines a community's potential and overall well-being. Examples of Chronic Stressors include homelessness, mental illness, and substance abuse disorder.
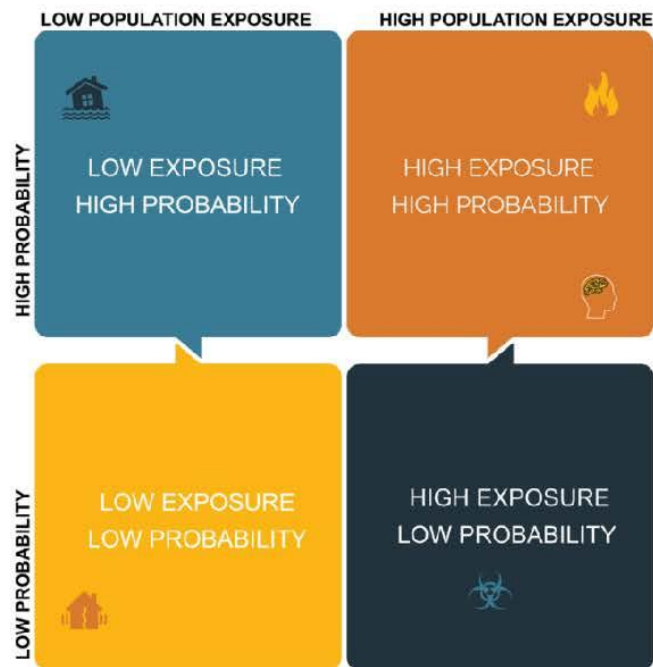
Wildfires are one of the most prevalent and costly acute shock facing the County of San Diego. This is especially true within the County's unincorporated area. *(Background)*

Resilience Review Working Group Objective

In **Month/Year**, the Chief Administrative Officer tasked the Chief Resilience Officer and the Resilience Review Working Group with developing recommendations to strengthen community resilience by improving the County's capacity to prepare for, respond to, and recover from, wildfires within the unincorporated area.

Resilience Review Approach

The Working Group developed recommendations that include both overarching objectives and specific tasks in order to achieve those objectives. Each objective and task are assigned to specific County departments and carry estimated implementation and completion dates. Finally, associated costs and resource requirements are designed to capture financial impacts.

In developing these recommendations, the Working Group relied upon…

The Working Group also assessed other internal and external reports. This included…
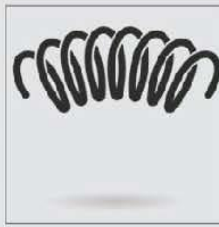
Resist · Prepare · Recover · Adapt · Transform

Resilience Review Working Group

The Working Group was composed of a multidisciplinary team of experts from various County departments. This included representatives from *X* of the County's four business groups: *(List Groups Here)*.

Departments represented in the Working Group included:

External Stakeholders included:

> [Text goes here]

Recommendations and Support Findings

Pre-Wildfire Recommendations

Introduction here

PRE FIRE OBJECTIVES

A. Develop and implement a more cohesive pre-fire strategy

B. Enhance pre-fire vegetation management

C. Improve pre-fire emergency planning

D. Strengthen fire safety measures in new

E. Reduce potential for wildfire loss in existing structures

PRE-FIRE OBJECTIVE A: Develop and implement a more cohesive pre-fire strategy, including expanding and increasing support to local Fire Safe Councils.					
LEAD: County Fire Authority			SUPPORT: OES, SO, OCC, CAL FIRE, Fire Safe Councils		
TASK		LEAD	SUPPORT	EST COMP DATE	EST COST/ RESOURCES
A.1	Develop a program, that provides the goals and strategies needed to strengthen community preparedness for wildfires. Components include financial opportunities (Grants), vegetation management, community education, structure hardening and technology.	FA	OES, SO, CAL FIRE, Fire Safe Councils	Phase 1: Jan-2021 Phase 2: TBD Phase 3:TBD	$80K/year (FY20-21 Budget Rqst /ongoing)

Support Findings

- [Text goes here]

Ongoing Initiative / Activity

- [Text goes here]

Response Recommendations

Introduction here:

RESPONSE OBJECTIVES

A. Increase County Fire wildland and specialized firefighting capability

B. Enhance accessible transportation and evacuation services

C. Increase operational coordination capacity

D. Increase operational communications capacity

E. Improve rapid restoration of essential services and systems

F. Enhance delivery methods for public information and warning

G. Enhance search and rescue capabilities

RESPONSE OBJECTIVE A: *Increase County Fire's firefighting capabilities to manage and suppress wildfires within the unincorporated area while protecting the lives, property, and the environment.*

LEAD: County Fire Authority		**SUPPORT**: CAL FIRE, SO, PDS, DPW, DPC, OES			
TASK		**LEAD**	**SUPPORT**	**EST COMP DATE**	**EST COST/ RESOURCES**
A.1	In accordance with the CA FY 2019-20 Budget Act, update County Fire's Strategic Plan and determine capability enhancements of its fire protection resources, to include mobile equipment replacements, fire crews, health and protection program employees, enhanced staffing levels, and facilities repairs and upgrades.	FA	CAL FIRE, SO	Jul-2020 (ongoing)	Staff Hours

Support Findings

- [Text goes here]

Ongoing Initiative / Activity
- [Text goes here]

Wildfire Recovery Recommendations

Introduction here

RECOVERY OBJECTIVES
A. Continue debris removal program improvements
B. Implement emergency interim housing solutions
C. Improve health and social services capabilities
D. Increase operational coordination capacity

RECOVERY OBJECTIVE A: Continue to assess and improve the County's management of debris removal in support of recovery operations and determine areas for enhancement and additional investment.				
LEAD: DPW		**SUPPORT**: OES, DPC, FA, DPR, DEH, DGS, PHS		
	TASK	LEAD	SUPPORT	EST COMP DATE	EST COST/ RESOURCES
A.1	Develop a comprehensive County Debris Management Framework that addresses estimation, monitoring, removal, storage, and disposal of debris resulting from a major wildfire in the unincorporated areas.	DPW	OES, DGS, DPC, DPR	Jun-2021	$200K (grant/will pursue)
A.2	Identify debris / bio-hazard destinations and determine their impact on landfill lifespans.	DPW	DEH	Aug-2019	Staff Hours

Appendix A: Resilience Review Report Format

Supporting Findings

- [Text goes here]

Ongoing Initiative / Activity

- [Text goes here]

Moving Forward: A Call to Action

A major wildfire within San Diego County can severely impact lives, property, and our environment. Wildfires can also lead to grave consequences when it comes to County's economic security, public health, and safety. The magnitude of this threat requires that County government:

- *XXXX*

APPENDIX:

Appendix A: Planning and Analysis Methodology

Introduction Here

Resilience Review Working Group: Topics Addressed

The County will continue to face the threat of wildfires. As such, further action is required to…

Members of the Working Group addressed the following questions throughout the Resilience Review Process to determine which specific and measurable actions the County could take to reduce wildfires risk and strengthen community resilience in the region:

1. What investments, and approaches, are needed…?
2. What critical factors are required to increase the level of community involvement in…?
3. What is the County's level of readiness to respond to…? What can be done to improve…?
4. What are the key trends, recommendations and lessons learned from…?
5. Does the public appreciate their community's vulnerability to wildfires? Is the region's diverse population taken into account when communicating wildfire risk?
6. Where do the County's goals and objectives outlined in **XXXX** fit in regards to preparedness activities?
7. Are our current Memorandums of Agreement or Mutual Aid Agreements sufficient? Are additional agreements required?
8. What are the statuses of….and what can be done to improve and increase support for them?
9. What are the statuses of the region… and what can be done to improve them?

Planning Approach

The Resilience Review Working Group was composed of **XX** subject matter experts from multiple County departments and led by the Chief Resilience Officer. Private and public sector organizations were also invited to participate in the planning process as needed. On **Month/day**, the Working Group began its detailed planning process, which included problem framing, threat analysis, mission analysis, task analysis, and a comprehensive capability assessment. *(More here)*

Each objective and task were assigned to a specific County department lead, with other departments listed as supporting. The Working Group developed implementation and completion dates, and estimated costs (where applicable). The Working Group's recommendations, and supporting objectives and tasks, were compiled into a draft Resilience Review Report and shared with corresponding executive groups for final input and refinements. A final report was then submitted to the County Chief Administrative Officer for review and endorsement. Upon endorsement, the report will be presented to the County Board of Supervisors for approval and action.

The Working Group's recommendations aim to accomplish two essential tasks: *XXXX* and *XXXX*.

The Working Group conducted the following activities throughout the Resilience Review Process:

- **Held *XX* formal planning meetings** from *XXXX* through *XXXX, 20XX*
- **Researched and reviewed hundreds of reference documents** including pertinent County plans, policies, programs, and projects related to wildfires
- **Interviewed over *XX* senior leaders and wildfire subject matter experts** inside and outside the County government
- **Participated in multiple regional-level *XXXX* meetings** to determine the critical factors required to increase community involvement
- **Led multiple collaborative meetings** with *XXXX*
- **Participated in *XXXX* training** exercises
- **Leveraged *XXXX* lessons learned** and other documentary information
- **Defined "catastrophic wildfire" and "wildfire Resilience"** to frame planning and analysis, conduct key leader engagements and interviews, and formulate report recommendations

Appendix B: Key Terms and Definitions

This appendix details the Working Group's definitions of Catastrophic Wildfire and Wildfire Resilience. This Appendix also provides a glossary of terms referenced in the report.

I.   Catastrophic Wildfire Definition

For this Resilience Review, the Working Group chose to use the Department of Homeland Security's definition of a catastrophic incident to help define a catastrophic wildfire. The catastrophic incident definition comes out of the National Response Framework.

The Working Group defined catastrophic wildfire as:

(Definition here)

II. Glossary of Key Terms

Term: *Definition*

Appendix C: Individual and Community Preparedness Efforts

Introduction here

This appendix outlines some example programs that are unique to San Diego County.

Examples of Community Programs

- **County Program XXXX**

Appendix D: Wildfire Lessons Learned

WILDFIRE AFTER ACTION REPORTS: LESSONS LEARNED ANALYSIS

The County uses the After-Action Report (AAR) process to analyze and improve incident performance. A typical AAR provides in-depth analysis of events, highlights successes, identifies areas for improvement, and makes recommendations for consideration. As part of the Resilience Review process, the Working Group analyzed past County *subject* AARs and other corroborating documents. The After-Action Reports reviewed include:

➤ The ***XXXX***

AAR Analysis and Trends

During this analysis, the Working Group found that many programs and policies in place today, are direct results of the County implementing recommendations from past AARs. The Working Group then focused on identifying past general trends. As a result of this, seven trends areas were identified:

➤ ***XXXX***

Trends and Recommendations

This trend analysis enabled the Working Group to formulate objectives and tasks that would either sustain and / or enhance on-going County AAR-derived wildfire risk reduction activities. Moreover, many of the Working Group recommendations are intended to keep the County "ahead" of the next major wildfire – a proactive rather than reactive approach.

The tables below illustrate the alignment between the trend areas and specific tasks developed by the Working Group. Implementation of these tasks in relation to common wildfire after-action trends will facilitate a proactive approach to reducing community risk to wildfires and strengthening regional wildfire resiliency.

ALERT AND WARNING *(Wildfire Example)*
-- STAYING AHEAD -- **RESILIENCE REVIEW RECOMMENDATIONS**
RESPONSE TASK F.1 - *Implement new CA Alert and Warning Guidelines to enhance the County's ability to provide timely and informative public alerts and warnings of wildfires.* **RESPONSE TASK F.2** - *Develop general messaging templates related to sources of assistance, types of donations needed, respiratory and health impacts, basic safety, alternate power, hazardous materials, road closures, reentry announcements and procedures, etc.* **RESPONSE TASK F.3** - *Redesign and improve SDCountyEmergency.com and ReadySanDiego.org and corresponding Spanish websites to make more user-friendly and ADA compliant.*

ANIMALS *(Wildfire Example)*
-- STAYING AHEAD -- **RESILIENCE REVIEW RECOMMENDATIONS**
RESPONSE TASK B.2 - *Establish County standard operating procedure for the large animal evacuations during a major wildfire.*

EOC READINESS *(Wildfire Example)*
-- STAYING AHEAD -- **RESILIENCE REVIEW RECOMMENDATIONS**
RESPONSE TASK C.1 - *Assess County Emergency Operations Center (EOC) staffing levels required to adequately staff the Operational Area EOC and Recovery Operations Center during sustained 24-hour wildfire response and recovery operations.* **RESPONSE TASK C.2 -** *Update County Operational Area EOC Responder training curriculum in accordance with State and Federal curriculum requirements.*

Appendix E: References

ACF-International. "Enhancing Resilience to Shocks and Stresses," April 2013. https://www.recoveryplatform.org/assets/publication/ENHANCING%20RESILIENCE%20TO%20SHOCKS%20AND%20STRESSES.pdf.

Appendix F: Acknowledgements

Working Group Members

First and Last Name (Chair), Chief Resilience Officer, Office of Emergency Services, Public Safety Group

First and Last Name (Co-Chair), Position, Department, Group

Organization *XXXX*

First and Last Name, Position, Department/Organization

Appendix A: Resilience Review Report Format

Appendix G: Task Tracker *(Wildfire Example)*

RESILIENCE REVIEW TASK TRACKER 1-19 (WILDFIRES)

REPORT #: WILDFIRE 1-19
MISSION AREA: PRE FIRE
DATE: 8-12-2019

TOTAL TASKS: 24

	COMPLETED	0	0%
	IN PROGRESS	23	96%
	NOT STARTED	0	0%

OBJECTIVE	#	TASK	LEAD	SUPPORT	STATUS	LAST UPDATE	EST COMP DATE	ACTIONS TAKEN	REMARKS
PRE FIRE A	A.1	Develop community wildfire preparedness program	FA	OES, SO, CAL FIRE	IN PROGRESS		Phase 1: Jan-21 Phase 2: TBD Phase 3: TBD		
	A.2	Expand support to Fire Safe Councils	FA	OES, PSG, CAL FIRE, Fire Safe Councils	IN PROGRESS		Phase 1: Jan-21 Phase 2: TBD Phase 3: TBD		
	A.3	Develop regional public wildfire information strategy	OES	CCO, FA, CAL FIRE, SO, PDS	IN PROGRESS		May-19		
	A.4	Implement County Fire-Taught Wild Urban Interface classes	FA	Fire Safe Councils, CAL FIRE	IN PROGRESS		Jul-19		
	A.5	Hire environmental scientist to CAL FIRE SD Unit	PSG	FA, HR	IN PROGRESS		Mar-19		
PRE FIRE B	B.1	Update vegetation management plans	FA	CAL FIRE, DPW, DPR, State and Federal Resource Agencies	IN PROGRESS		Jul-19		
	B.2	Update and adopt County Fire Unit Plan	FA	CAL FIRE	IN PROGRESS		Jun-20 (on-going)		
	B.3	Identify funding and implement chipping program	FA	County Counsel, DPC, DHR Risk Management, CAL FIRE	IN PROGRESS		Jul-19		
	B.4	Support legislation to facilitate expeditious environmental review of fuels management projects	OSIA	FA	IN PROGRESS		N/A		
	B.5	Staff Fire Authority Community Risk Reduction Division	FA	DHR	IN PROGRESS		Jun-19		
PRE FIRE C	C.1	Enhance GIS mapping capability to better protect at-risk communities	FA	OES, CAL FIRE	IN PROGRESS		Nov-19		
	C.2	Sustain Regional Public Safety Geodatabase (RPSG)	FA	OES, City of San Diego, and other local fire dispatch centers	IN PROGRESS		NA (On-going)		
	C.3	Produce and provide requisite paper fire maps and map books with public safety grids for response forces within Operating Area	FA	CAL FIRE	IN PROGRESS		Sep-19		
	C.4	Update Wildland Prevention Plans for all at-risk communities	FA	CAL FIRE, SO, OES, Regional Fire Safe Council	IN PROGRESS		Jul-19		
	C.5	Install electronic wall map displays in all County fire stations	FA	CAL FIRE	IN PROGRESS		Dependent on receipt of grant funding		
	C.6	Sustain Evacuation Ready Training	SO	FA, OES, SDG&E, CAL FIRE	IN PROGRESS		Jul-19 (&.on-going)		
	C.7	Work with Fire Safe Councils and develop a community evacuation planning Template for inclusion in Community Wildfire Protection Plans	FA	SO, OES, FSC, CAL FIRE, CalTrans, PDS, DPW	IN PROGRESS		Oct-19		
	C.8	Enhance County Fire Authority website	FA	Perspecta, CCO	IN PROGRESS		Jul-19		
PRE FIRE D	D.1	Adopt 2019 CA Building Code and pursue County amendments for structure hardening in new construction	FA	PDS, CAL FIRE	IN PROGRESS		Mar-19		
	D.2	Adopt and implement 2019 CA Fire Code with County amendments	FA	CAL FIRE, County Counsel, PDS	IN PROGRESS		Mar-19		
PRE FIRE E	E.1	Develop community outreach plan for retrofitting of existing structures	FA	CCO, OES, CAL FIRE, PDS, HCDS	IN PROGRESS		Jul-19		
	E.2	Increase number of defensible space inspections	FA	CAL FIRE	IN PROGRESS		Oct-19		
	E.3	Establish grant program for ember resistant vents installation	FA	CAL FIRE, DPC, County Counsel, PDS	IN PROGRESS		Jul-19		
	E.4	Establish grant program for Knox Box installation	FA	CAL FIRE, OES, DPC, SO, County Counsel, AIS, SDG&E	IN PROGRESS		Oct-19		

APPENDIX B: Resilience Review Report Endorsement

County of San Diego

HELEN N. ROBBINS-MEYER CHIEF ADMINISTRATIVE OFFICER (619) 531-6226 FAX (619) 557-4060	CHIEF ADMINISTRATIVE OFFICE 1600 PACIFIC HIGHWAY, SUITE 209 SAN DIEGO, CA 92101-2422	**DONALD F. STEUER** ASST. CHIEF ADMINISTRATIVE OFFICER/ CHIEF OPERATING OFFICER (619) 531-4940 FAX (619) 557-4060

TO: DCAO, Holly Porter
                 DCAO, Sarah Aghassi
                 DCAO, Nick Macchione
                 DCAO, Tracy Sandoval

FROM: Helen N. Robbins-Meyer

SUBJECT: ENDORSEMENT OF COUNTY RESILIENCE REVIEW REPORT X-20XX

ENCLOSURE: County Resilience Review Report X-XXXX

1. The County Resilience Review Report X-XXXX is approved / approved with comment.

2. General Managers who have primary and / or supporting responsibilities for the objectives, actions and associated suspense dates contained in this report are encouraged to coordinate their progress with the County Resilience Officer.

3. Progress reviews and updates will be coordinated and scheduled via separate correspondence.

4. Point of contact is the Chief Resilience Officer — gary.johnston@sdcounty.ca.gov | 858-715-2213.

Respectfully,

HELEN N. ROBBINS-MEYER, Chief Administrative Officer

APPENDIX C: Task Tracker Format

RESILIENCE REVIEW TASK TRACKER 1-19 (WILDFIRES)

					TOTAL TASKS	17	TASKS COMPLETED	
REPORT #:							TASKS IN PROGRESS	
RRP REPORT: 1-19							TASKS NOT STARTED	
DATE:								

OBJECTIVE	#	TASK	LEAD	SUPPORT	STATUS	EST COMP DATE	ACTIONS TAKEN	REMARKS
A	A.1	XXXX	FIRE AUTHORITY		IN PROGRESS	7/8/2019	XXXX	XXXX
	A.2							
	A.3							
B	B.1							
	B.2							
	B.3							
	B.4							
C	C.1							
	C.2							
	C.3							
D	D.1							
	D.2							
	D.3							
	D.4							
E	E.1							
	E.2							
	E.3							

APPENDIX D: Task Evaluation and Assessment Update Format

RESILIENCE REVIEW REPORT 1-19 (WILDFIRE)
TASK EVALUATION AND ASSESSMENT UPDATE REPORT

REPORT: 2	TOTAL TASK:	13	TASKS COMPLETED	6	35%
RRP REPORT: 1-1			TASKS IN PROGRESS	3	17%
DATE: 3-1-2019			TASKS DELAYED	4	24%

REMARKS

OBJECTIVE 1: 1/3

TASKS	1.1	🟢
	1.2	🟡
	1.3	🔴

OBJECTIVE 2: 1/4

TASKS	2.1	🟢
	2.2	🟡
	2.3	🔴
	2.4	🔴

OBJECTIVE 3: 1/3

TASKS	3.1	🟢
	3.2	🟡
	3.3	🔴

OBJECTIVE 4: 3/3

TASKS	4.1	🟢
	4.2	🟢
	4.3	🟢

APPENDIX E: Key Terms

Capability: Possessing the means to accomplish one or more actions or tasks under specific conditions and to specific performance standards to achieve a desired outcome. (**DHS**, Universal Task List, 2.1, 2005, P B-1 (142))

Capacity: Combination of all strengths and resources available within a community, society, or organization that can reduce the level of risk or the effects of a disaster. (**UN/ISDR**, Terminology, Basic Terms of Disaster Risk Reduction, 2004, p. 1)

Chief Administrative Officer: San Diego County's highest-ranking executive appointed by the Board of Supervisors to carry out the Board's policy decisions and to ensure the effective administration of County government. (**San Diego County**, Best County in the Nation, How the General Management System will get us there, not dated, p. 17)

Deputy Chief Administrative Officer: One of four San Diego County's four managers, each of whom oversee a Group Executive Office and all departments and staff under its authority. (**San Diego County**, Best County in the Nation, How the General Management System will get us there, not dated, p. 17)

Disaster: An occurrence of a natural catastrophe, technological accident, or human-caused event that has resulted in severe property damage, deaths, and/or multiple injuries. (**FEMA**, Guide for All-Hazard Emergency Operations Planning, 1996, p. GLO-1)

Exposure: People, property, systems, or functions that could be lost to a hazard. (**FEMA**, IS-393.b Introduction to Hazard Mitigation)

Functional Threading: A component of the San Diego County government's General Management System that helps ensures all areas of the County government work together to meet goals set in both the Strategic and Operational Plans. (**San Diego County**, Best County in the Nation, How the General Management System will get us there, not dated, p. 11)

Goal: General guidelines that determine what is to be accomplished or achieved. (**FEMA,** Developing the Mitigation Plan (FEMA 386-3), 2003, p. 1-1)

Hazard: A potential event or situation that presents a threat to life and property. (**FEMA**, Hazards Analysis for Emergency Management (Interim Guidance), 1983, p. 5)

Objective: A purpose to be achieved, a result to be obtained, a product to be produced, or a service to be performed. (**DHS,** Fiscal Year 2007 Homeland Security Grant Program: Investment Justification Reference Guide, 2007, p. 53, Appendix A, Defs.)

Preparedness: Activities necessary to build, sustain, and improve readiness capabilities to prevent, protect against, respond to, and recover from natural or man-made incidents. (**DHS**, Lexicon: Terms and Definitions, 2007, p. 19-20)

Resilience: The ability to recover from, or adjust to, adversity or change. **Extended definition:** The ability of systems, infrastructures, government, business, and citizenry to absorb and/or quickly recover from an adverse event or series of events caused by attack or natural disaster which may cause harm, destruction, or

loss of national significance and to restore minimum essential operations and reduce the consequences of its degradation or failure regardless of its cause. (**DHS**, Lexicon: Terms and Definitions, 2007, p. 23)

Resources: Materials, services, staff, finances, or other assets that are transformed to produce a benefit for the public good. (**San Diego County**, Best County in the Nation, How the General Management system will get us there, not dated, p. 17)

Strategic Initiatives: The means through which a vision is translated into practice. The four current initiatives are Healthy Families, Safe Communities, Sustainable Environments and Operational Excellence and can be found in the Strategic Plan. (**San Diego County**, Best County in the Nation, How the General Management system will get us there, not dated, p. 17)

Retrofit: Reinforcement of structures to become more resistant and resilient to the forces of natural hazards. (**UN/ISDR**, Terminology: Basic Terms of Disaster Risk Reduction, March 31, 2004)

Risk: The estimated impact that a hazard would have on people, services, facilities, and structures in a community; the likelihood of a hazard event resulting in an adverse condition that causes injury or damage. (**FEMA**, IS-393.b Introduction to Hazard Mitigation)

Shock: A sudden event such as an earthquake, flood, fire, terrorist attack, that impacts the vulnerability of the community and its components. (**ACF-International**, Enhancing Resilience to Shocks and Stresses, 2013, p. 4)

Stressor: A long-term trend that undermines the potential and well-being of a community and increases the vulnerability of those within it. (**ACF-International**, Enhancing Resilience to Shocks and Stresses, 2013, p. 4)

Task: A discrete action that enables a function to be accomplished by individuals or organizations. (**Homeland Security Institute**, HS Strategic Planning MAA, March 2007, p. 63)

Threat: Any entity, action, or occurrence, whether natural or man-made, that has or indicates the potential to pose violence or danger to life, information, operations and/or property. (**DHS**, Lexicon: Terms and Definitions, 2007, p. 26)

Vulnerability: The susceptibility of people, property, industry, resources, ecosystems, or historical buildings and artifacts to the negative impact of a disaster. Vulnerability assessment provides the extent of injury and damages that may result from a hazard event of a given intensity in a given area. (**FEMA**, IS-393.b Introduction to Hazard Mitigation)

Wildland fire: Any fire occurring on undeveloped land. (**CALFIRE**, Incident Information, Fire Terminology, cdfdata.fire.ca.gov, 2016)

APPENDIX F: References

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