I. Welcome and Introductions  
Supervisor Virginia Bass, Humboldt County, Vice Chair

II. Active Shooter – San Bernardino County’s Response to Domestic Terrorism – Issues, Costs, and Lessons Learned  
Mike Antonucci, Office of Emergency Services Manager, San Bernardino County  
Mark Ghilarducci, Director, Governor’s Office of Emergency Services

III. Urban Shield – Comprehensive, Regional Emergency Preparedness Exercise for First Responders  
Sheriff Greg Ahern, Alameda County

IV. May Revision Update

V. County Concerns and Closing Remarks  
Supervisor Virginia Bass, Humboldt County, Vice Chair

VI. Adjournment
ATTACHMENTS

Active Shooter – San Bernardino County’s Response to Domestic Terrorism – Issues, Costs, and Lessons Learned

Attachment One ......................... San Bernardino Terror Attack: The Big Picture and all the moving parts.

Urban Shield – Comprehensive, Regional Emergency Preparedness Exercise for First Responders

Attachment Two ......................... Memo on Urban Shield

Administration of Justice Policy Committee Speaker Biographies

Attachment Three ....................... Speaker Biographies
San Bernardino Terror Attack: The Big Picture and all the moving parts.
San Bernardino Terror Attack: The Big Picture....

...and all the moving parts

Wednesday, May 18, 2016
San Bernardino County Fire/OES
12/2/15 Waterman Incident
The City

- Largest City in the County of San Bernardino
- Poorest City of its size in CA
- 2nd Poorest in the Nation behind Detroit
- Filed for Bankruptcy July 2012
- 215,000+ population
- December 2, 2015:
  
  SB City PD – 7 Available Units
  
  Emergency Manager – SB PD Sgt. Eric Fyvie
SB City Issues
San Bernardino County:
- Largest in geographical size in the continental U.S.
- 2,000,000+ population
- County Government:
  - County Seat located in the City of San Bernardino
  - 20,000+ County Employees /40 County Departments

Emergency Management – Under County Fire
- 3 year EMPG funded contract to provide Emergency Management Support to the City of San Bernardino

The County
Environmental Health Services:

- A Division within Department of Public Health
- 90+ Employees
- Programs: Food Facilities, Public Swimming Places, Plan Checks, Housing/Camps, Vector Control, Medical Waste, Solid Waste, Wastewater, Wholesale Food, etc.

The Target
Inland Regional Center

Inland Counties Regional Center, Inc. (IRC) is 1 of 21 regional centers in California mandated through the Lanterman Act to serve individuals with intellectual and developmental disabilities. IRC is currently
Wednesday, December 2, 2015
Inland Regional Center - State facility/3 separate buildings
• Environmental Health Services (EHS) was conducting their annual training workshop/holiday luncheon in the Conference Room of the smaller, multi-use building
• Except for a few EHS employees, all attended the event
• The Training had concluded, attendees were on a break before the holiday luncheon commenced

The Scene
Wednesday, December 2, 2015

- 1100: 911 Calls to Dispatch
- 1104: First responding unit arrives on scene
- 1112: First patient from IRC arrives at LLUMC
- 1135: Witnesses describe suspects and vehicle
- 1200: Media releases information that victims were employees of County EHS
- 1500: Investigation sends police to suspects residence; pursuit initiated when suspects observed fleeing residence
- 1525: Police pursuit culminates in gun battle with suspects; both suspects fatally wounded

The Response
Wednesday, December 2, 2015

- 0800: Terrorism II – “Domestic Terrorism” begins at OES Training Facility
- 11:00: SBPD 911 Dispatches units to active shooter incident radio transmissions heard by 4 SBPD Swat Team Members in Terrorism class
- 1112: OES Duty Officer pulls up Fire CAD to track incident
- 1205: EOC Management Activates OA EOC to Level I
- 1220: EOC/ICP Liaison Deployed to Waterman ICP
- 1340: All County facilities placed on Lockdown
- 1525: Police pursuit culminates in gun battle with suspects; both suspects fatally wounded

The OA EOC
Wednesday, December 2, 2015

- 1100: 911 Calls to Dispatch (*audio of 911 call*) Sergeant Fyvie leaves SBPD EOC for IRC takes 2nd Bearcat into the scene
- 1200: Sergeant Fyvie (EM) named Deputy Incident IC
- 1240: Sergeant Fyvie returns calls to D.O. (Now ICP Liaison) requesting assistance at the ICP
- 1315: EOC/ICP Liaison relays a request to SB County Fire on scene from Deputy IC for Command Staff at ICP
- 1515: Law exodus at ICP as suspects are spotted and chased
- 1757: Request from Incident to OA EOC – Fire IMT
- EOC/ICP Liaison
- ARC Canteen - Hernandez Community Center
- Incident Management Team/Mobile Command
- Mapping
- Portable lighting
- Internet capabilities/on site IT
- Laptops – SBPD Command Post
- Diesel Fuel – Generators/Command Vehicles
- Mechanics/Vehicle Services

EOC filled Resource Requests
Logistics, Coordination, Situational Awareness
The Horrific Outcome

• 14 victims deceased, 13 of which were EHS employees
• 2 suspects deceased
• 1 suspect was an EHS employee who left the party
• The other suspect is the spouse of the employee
• 26 wounded/injured; 20 of which were EHS employees
• FBI officially announces incident as “act of terrorism”
• First Terrorism Incident in San Bernardino County
• First Terrorism Incident in State of California
EOC Activation results over 3-days:

- 9 Flash Reports
- 8 CAO conference calls hosted
- County Proclamation of a Local Emergency
- Resource Requests to support ICP/EHS
- Daily average # of OA EOC responders: 26
- 3 Cities + 2 School Districts activated EOCs
- 3 Cities proclaimed local emergencies

EOC Activation - Overview
Recovery Phase

- OES Support of FBI led Family Assistance Center
- Initial Damage Estimate Collection ($19M)
- Resource Requests – EHS Backfill Personnel
- Prepare & Host CalOES Applicant’s Briefing
- CalOES Cost Recovery/Eligible Costs Discussions
- Participate in CAO’s Post Incident Coordination Work Group
- After Action Reports/Countywide AA Conference

OES – Ongoing Activities
The Family Assistance Center
Ineligible Costs
Title 19, §2910 (h)
- Expenditures for personal property
- Loss of revenue or income
- Expenditures on normal or deferred maintenance
- Expenditures for betterment beyond current codes and standards or approved mitigation projects
- Legal services, fees, penalties, settlements
- Expenditures for required insurance by Cal OES
- Rights of ways, easements, land acquisition
- Losses with legal means of recoupment
- Damages caused by negligence

CalOES Applicants Briefing
• 2006 – Golden Guardian Statewide Terrorism Exercise
• 2013 - City Fire/Police & County Fire/Sheriff & OES - Exercised Active Shooter Scenario
• June 2015 and annually - San Bernardino OES leads robust and collaborative Training & Exercise Program (TEP)
• July 2015 - San Bernardino City EM & County OES scheduled EOC Responder Training and Exercise
• Type III Fire IMT had never been activated – remained at FBI request until command was terminated Tuesday Dec 8th
• 2013 - OES had celebrated the Holidays at IRC

EM Background
EM Best Practices

- OES Staff - CI SD Day Two
- Co. Planning/Training/Exercise Collaboration = Effective Response and Delivery of Services
- IMT for Incident Command
- CAO/OES Conference Calls
- Employee Care for EHS and all County Employees
- CaIOES & OES collaboration to Revise Cost Recovery process
- Memorial Service for County Employees

EM Lessons Learned

- Develop partnership with FBI for Victim Assistance
- Train all departments re mutual aid process
- Prepare for Continuity of Government at the staff level
- Work to Improve CA EMMA process & confidence
- Essential Services/Non-Essential Services
- Don’t underestimate the recovery time necessary to resume “business as usual”
Multi-Discipline/Multi-Agency Coordination
January 4, 2016

The County Gathering
“To each there comes in their lifetime a special moment when they are figuratively tapped on the shoulder and offered the chance to do a very special thing, unique to them and fitted to their talents. What a tragedy if that moment finds them unprepared or unqualified for that which could have been their finest hour.”

-Winston Churchill
Issues presented that needed to be dealt with!

Issues And Lessons Learned....
Nearby County Facilities on Lockdown

- ICEMA
- County Assessor’s Office
- County Records

Map of Affected Area
• County Employees
• Emergency Operations Center
• Dispatch
• Surrounding Cities
• Public
• Hospitals
• EMS System
• Adjoining Counties

Incident Stress
• So many Questions???? – Unknown answers for days!!
• Is this an attack on Government?
• Public Safety?
• County?
• Cities?
• First Responders?
• Personal Security?
• Family?
• Response Support (Law, Fire, EMS, Dispatch,)
• Evacuation/Lockdown of Employees
• Crisis Counselors‘
• Family Assistance Centers – FAC (2)
• Food/Water – Victims' and Family members
• Buses – for victims transportation from IRC to FAC
• Security for FAC and County Buildings that could not close
• Lighting
• Generators
• IT support (FAC – ICP )

The Moving Parts
Requests Report

Info & Resource Requests
• Deemed an Act of Terrorism by FBI

Jurisdictional Change (Command)
After Action Report
<table>
<thead>
<tr>
<th>Core Capability</th>
<th>Capability Element</th>
<th>Area for Improvement</th>
<th>Corrective Action</th>
<th>Assigned To</th>
<th>Status</th>
<th>Completion Date</th>
<th>Edit</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Protective Measures</td>
<td>Equipment</td>
<td>Identified corrective actions from DHS Threat &amp; Risk Assessment and project to address them</td>
<td>Develop hardening project for physical security systems and force protection planning, deploy active shooter supplies and provide training on access systems</td>
<td>County OES</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Threats and Hazard Identification</td>
<td>Planning</td>
<td>Threat and Risk assessment to identify vulnerabilities and gaps for the LOC Compounds physical and technical security</td>
<td>Conduct a DHS TIR Assessment and provide a comprehensive report with identified corrective actions</td>
<td>County OES, USAI Contractor</td>
<td>Complete</td>
<td>02/02/2016 15:16:37</td>
<td></td>
</tr>
<tr>
<td>Public Information and Warning</td>
<td>Organization</td>
<td>Identification of available qualified PIOs to support EOC operations</td>
<td>Coordinate with County Departments to identify qualified PIOs</td>
<td>County OES PIO</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Situational Assessment</td>
<td>Planning</td>
<td>Improved collection of documentation including electronic and print media</td>
<td>Develop guideline for documentation collection and increased staffing of the unit</td>
<td>County OES</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intelligence and Information Sharing</td>
<td>Organization</td>
<td>Identify all TLO’s within County Fire and coordinate Information Sharing and training</td>
<td>Setup regular meetings and develop lines of communication to improve information flow and situational awareness</td>
<td>County OES / County Fire</td>
<td>In progress</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intelligence and Information Sharing</td>
<td>Planning</td>
<td>Create a VQST Unit to support information gathering and rumor control</td>
<td>Develop a VQST SOG, recruit and train OES Volunteers to assist the VQST, integrate with the FBI section and the JIC</td>
<td>County OES</td>
<td>Assigned</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Coordination</td>
<td>Planning</td>
<td>Coordination with FBI regarding capabilities and resources in place in the County</td>
<td>Pre event planning and development of relationships</td>
<td>County OES</td>
<td>Assigned</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Improvement Plan Task/Tracking**
#SBStrong

Robert Adams
Michael Wetzel
Bennetta Betbadal
Nicholas Thalasinos
Yvette Velasco
Aurora Godoy
Juan Espinoza
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Shannon Johnson
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#SBStrong
THANK YOU!

Michael Antonucci
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Urban Shield – Comprehensive, Regional Emergency Preparedness Exercise for First Responders

Attachment Two
Memo on Urban Shield
May 5, 2016

TO: CSAC Administration of Justice Policy Committee
FROM: Darby Kernan, Legislative Representative
Stanicia Boatner, Legislative Analyst

RE: Urban Shield - Comprehensive, Regional Emergency Preparedness Exercise for First Responders

Post 911 attacks, the Department of Homeland Security pushed for high-risk urban cities to be prepared for terrorist attacks. As a result, The Bay Area Urban Areas Security Initiative (UASI) was developed to improve regional capacity to prevent, protect against, respond to, and recover from terrorist incidents and catastrophic events. The Urban Shield is a 48-hour exercise that utilizes the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS). It is the largest urban full scale readiness exercise in the United States.

Since 2012, the Bay Area UASI has tested portions of the Regional Catastrophic Preparedness Grant Program as part of a full scale readiness exercise. The Regional Catastrophic Preparedness Grant Program (RCPGP) provides funding to enhance catastrophic incident preparedness in selected RCPGP sites. RCPGP is intended to support coordination of regional all-hazard planning for catastrophic events, including the development of integrated planning communities, plans, protocols, and procedures to manage a catastrophic event.

Urban Shield has developed into a comprehensive, full-scale regional preparedness exercise assessing the overall Bay Area UASI Region’s response capabilities related to multi-discipline planning, policies, procedures, organization, equipment and training. The overall goals of Urban Shield include striving for the capability to present a multi-layered training exercise to enhance the skills and abilities of first responders, as well as those responsible for coordinating and managing large scale events. The platform is available to all public safety agencies that are part of the Bay Area UASI footprint. The preparedness is not limited to terrorist attacks but also major events like the Super Bowl. During the first year of training, Urban Shied practices scenarios that covered active shooter on the UC Berkeley campus, an airplane hijacking and maritime interdiction.

Terrorism was seen as an arbitrary event that occurred outside of U.S. land. With recent events, the need to be prepared has dramatically increased. Local government needs to prepare for terrorism and domestic terrorism. The Urban Shield helps provide the proper training for public safety agencies to be well prepared in case of a catastrophic event.
Mike Antonucci, Division Manager, San Bernardino County Office of Emergency Services

Mike Antonucci serves as the manager of the San Bernardino County Fire Department Office of Emergency Services (County OES). Mr. Antonucci has over 40 years of fire service experience and has been an indispensable member of the Urban Search and Rescue community for over 15 years. He started his career as a firefighter in Northern California and has occupied every fire service-related position at least once since then. Prior to joining County OES in 2012, Mr. Antonucci served as Fire Chief for the Upland Fire Department, retiring in 2012. He also served in the Governor’s Office of Emergency Services as Assistant Chief for Emergency Management & Disaster Services prior to becoming the Fire Chief for the California City Fire Department where he served for 8 years.

Mr. Antonucci holds a Bachelor of Arts and Master of Science in Public Administration, is actively involved with the California Fire Chiefs' Association, and founded the CFEDWEST (California Fire, EMS and Disaster Educational Foundation) annual conference in Palm Springs, California ten years ago.

Mark Ghilarducci, Director, Cal OES

Mark Ghilarducci was appointed Director of the Governor's Office of Emergency Services (Cal OES) by Governor Jerry Brown in February 2012. As a member of the Cabinet, Director Ghilarducci serves as the Governor’s Homeland Security Advisor (HSA) and oversees statewide public safety, emergency management, emergency mutual aid system, emergency communications, disaster response and recovery, counter-terrorism efforts and the State Threat Assessment System (STAS).

Ghilarducci moved from state to federal government and was a coordinating officer in District IX at the Presidio of San Francisco for the Federal Emergency Management Agency (FEMA) from 1997 to 2000 and then returned to state government as deputy director for OES from 2000 to 2003. He left government service in 2003 to join Witt Associates, a public safety and crisis management consulting firm based in Washington, D.C., as west regional vice president. In 2011, Ghilarducci moved to Diamante Partners LLC, an administrative management and general management consulting services company in Folsom, California, as partner and managing director.

Sheriff Greg Ahern, Alameda County

Greg Ahern is a lifelong resident of Alameda County; he graduated from Moreau Catholic High School in Hayward and went on to earn a Bachelor's Degree in Economics and Business Administration from Saint Mary's College in Moraga. Sheriff Ahern was hired as a Deputy Sheriff in 1980, was promoted to Sergeant in 1986, promoted to Lieutenant in 2000, promoted to Captain in 2003, promoted to Commander in 2005, and promoted to Assistant Sheriff in 2006. On June 6, 2006, Gregory J. Ahern was elected Sheriff of Alameda County.

Sheriff Ahern has been actively involved in the development and implementation of a number of programs in Alameda County, including the Youth and Family Services Bureau, Drug Education and Enforcement programs, Cold Case DNA Unit, D.U.I. Enforcement Unit, and coordinator of the Strategic Planning process for the future health of the organization. Sheriff Ahern also initiated the Urban Shield tactical training exercise that provides a training venue to several thousand first responders each year. The focus is to test the skills, tactics and equipment of the participating tactical teams, as well as first responders' regional ability to coordinate and sustain law enforcement, medical, and emergency services in the event of a large-scale terrorist attack or natural disaster.