

SANTA MONICA COMMUNITY COLLEGE



Santa Monica College,
Curriculum and Professional Development in Public Safety

**CALIFORNIA COMMUNITY COLLEGE
INTEGRATED EMERGENCY MANAGEMENT PROGRAM**

Table Of Contents

GRANT AGREEMENT FACE PAGE	I
CONTACT PAGE.....	II
APPLICATION ABSTRACT.....	III
TABLE OF CONTENTS.....	IV
PROJECT NARRATIVE.....	1
NEED – STATEMENT OF THE PROBLEM.....	1
OBJECTIVES – RESPONSE TO THE NEED	5
PROCEDURES AND ACTIVITIES.....	8
ANNUAL WORKPLAN.....	9
EVALUATION AND PERFORMANCE OUTCOMES.....	15
PROJECT MANAGEMENT.....	16
<i>Organization</i>	16
<i>Management Plan</i>	17
<i>Institution Commitment</i>	18
PROJECT FEASIBILITY.....	18
PROJECT DISSEMINATION.....	18
BUDGET	19
APPLICATION BUDGET SUMMARY.....	20
APPLICATION BUDGET DETAIL SHEET	21
<i>Source of Funds: VATEA IIA, State Leadership</i>	21
APPENDIX A: LETTERS OF SUPPORT	22

Application Abstract

RFA ID No: 97-0217
RFA Title: Curriculum and Professional Development - Integrated Emergency Management
Award Amount: \$95,000

Project Director: Nathaniel Trives
Organization: Santa Monica College
Address: 1900 Pico Blvd
City, State, Zip: Santa Monica, CA 90405-1628
Phone: (310) 450-9208 **Fax:** (310) 450-2387
E-Mail Address: ntrives@smc.edu

In recent years, California has experienced a series of natural and manmade disasters contributing to a critical need for training in integrated emergency response techniques for public safety professionals. The individuals needed in these key response positions must thoroughly understand the roles and constraints of different organizations and the network of key people representing stakeholders in emergency management. Community colleges are in the ideal position to deliver an interdisciplinary curriculum throughout the state that incorporates Emergency Management, Criminal Justice and Fire Science training and now have the opportunity to forge partnerships with FEMA and the State that leverage community college resources to build a comprehensive curriculum that can span high school through university.

This project proposes development and dissemination of an Associate of Arts degree program and a certificate program in Integrated Emergency Management, and training for faculty. The program and the curriculum developed will include strategies that reflect emerging needs in the public safety workplace, an integration of academic and vocational curriculum, and instructional and support services that are responsive to the needs of students who are members of special populations. The products include: certificate program and AA degree program, Public Safety Bridge program, guidelines for a mentoring program, articulation with the two high schools and California State University Los Angeles (CSULA), and delivery of a faculty workshop.

The process for development will involve faculty teams and public safety industry representatives who will comprise the "California Community College Emergency Management Consortium." The potential impact and contribution to statewide vocational education is a new multidisciplinary model curriculum that represents a needed approach to public safety and an in-service model to support faculty.

Contact Page

Chancellor's Office
California Community Colleges

District: Santa Monica Community College District
College: Santa Monica Community College
RFA Number: 97-0217

TO BE COMPLETED BY COCCC	
Grant Agreement No:	_____
Proposal ID No.	_____
Funding Status	_____
Fiscal Year:	_____

Funding Source(s): Vocational Education
RFA Title: Curriculum and Professional Development in Public Safety (Integrated Emergency Management)
Institution: Santa Monica College
Address: 1900 Pico Blvd.
City: Santa Monica State: CA Zip+4: 90405-1628

College President (or authorized Designee)
Name: Dr. Piedad F. Robertson Title: Superintendent/President
Phone: (310) 450-5150 Date: May 12, 1997
(310) 452-9386 E-Mail Address: rrobertson@smc.edu

Responsible Administrator (Appropriate Program Area)
Name: Randy Lawson Title: Associate Vice President, Academic Affairs
Phone: (310) 450-5150, x9360 Date: May 12, 1997
Fax: (310) 450-2387 E-Mail Address: rlawson@smc.edu

Project Director
Name: Nathaniel Trives Title: Executive Assistant to the President
Phone: (310) 450-9208 Date: May 12, 1997
Fax: (310) 450-9386 E-Mail Address: ntrives@smc.edu

Business Officer
Name: Thomas J. Donner Title: Vice President, Business and Administration
Phone: (310) 452-9201 Date: May 12, 1997
Fax: (310) 450-9386 E-Mail Address: tdonner@smc.edu

Proposal Preparer
Name: Erica LeBlanc Title: Director, Contracts and Grants
Phone: (310) 452-9227 Date: May 12, 1997
Fax: (310) 450-2387 E-Mail Address: eleblanc@smc.edu

District: Santa Monica Community College District
 College: Santa Monica College
 RFA Number: 97-0217

Chancellor's Office
 California Community Colleges

TO BE COMPLETED BY COCCC

Renewable: Yes No First Year Funded: _____
 Maximum Years to Renew: _____
 Total Project Length: _____
 Grant Agreement No.: _____ Date: _____
 Amendment No.: _____ Date: _____
 Funding Category: _____
 Funding Source: _____
 Amount to be Encumbered: \$ _____
 Prior Amount Encumbered: \$ _____
 Total Amount Encumbered: \$ _____

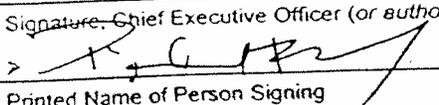
GRANT AGREEMENT

This grant is made and entered into, by and between, the Chancellor's Office of the California Community Colleges, hereafter referred to as the State, and the aforementioned district, hereafter referred to as the Grantee. The grant shall consist of the RFA specification; this face sheet, with authorized signatures; the grant application, including all forms as specified in the Request for Application (RFA) packet; and the Grant Agreement Standard Terms and Conditions, Articles I and II (Rev. 12/96), as set forth in the RFA instructions. All of these items are incorporated into this grant by reference.

The total amount payable for this grant shall not exceed the amount specified below in Grant funds. Payments shall be made through the normal claims process.

The term of this grant shall be from June 1, 1997, to and including August 31, 1998. All performance under this grant shall be completed by June 30, 1998, except that the Year-to-Date Expenditure and Progress Reports must be received by the Chancellor's Office no later than July 31, 1998, and the Final Reports must be received by the Chancellor's Office no later than August 31, 1998.

The signature of the chief executive officer or other authorized officer of the district legally binds the Grantee to perform the work specified in the attached proposal on the terms specified in that proposal. If any modifications are required to the attached proposal between the date of signature of this face sheet by the designated district officer and the date of signature by the Deputy Chancellor, each modified page must be initialed and dated by the Project Director.

STATE OF CALIFORNIA				GRANTEE	
Item	Chapter	Statute	Fiscal Year		
District (Grantee): <u>Santa Monica Community College Dist.</u>					
College: <u>Santa Monica College</u>					
Object of Expenditure (Code and Title)					
Signature, Accounting Officer (or authorized Designee)				Grant Funds:	\$ <u>95,000</u>
>				Total Matching Funds, if Applicable:	\$ <u>N/A</u>
Project Director				Project Director	
>				> <u>Nathaniel Trives</u>	
Agency				District (Grantee) Address	
Chancellor's Office California Community Colleges 1107 Ninth Street Sacramento, CA 95814-3607				1900 Pico Blvd. Santa Monica, CA 90405-1628	
Signature, Chief Executive Officer (or authorized Designee)				Signature, Chief Executive Officer (or authorized Designee)	Date
>				> 	5/12/97
Printed Name of Person Signing				Printed Name of Person Signing	
> Gary L. Cook				> <u>Piedad F. Robertson</u>	
Title				Title	
> Administrator for Fiscal and Business Services				> <u>Superintendent/President</u>	

CALIFORNIA COMMUNITY COLLEGE INTEGRATED EMERGENCY MANAGEMENT

Project Narrative

NEED – Statement of the Problem

The United States as a whole has experienced a succession of natural and manmade disasters in recent years. In California, earthquakes, fires, floods, riots, explosions and toxic spills have contributed to a critical need for training in integrated emergency response techniques for public safety professionals.

New specialties are emerging in both police and fire departments that demand liaison and emergency management skills. Counties are realizing that for earthquakes, and other, not so complex disasters, they need people who have knowledge of multidiscipline responses for strategic prevention of additional problems that exacerbate the crisis. Because of population growth and the spread of urban areas, increasingly more incidents cross over jurisdictional boundaries and require a multi-jurisdictional approach to both response and recovery. The individuals needed understand the roles and constraints of different organizations and the network of key people representing stakeholders in emergency management.

Emergency Management includes the development and implementation of policies that are concerned with:

- *Mitigation* – Deciding what to do where a risk to the health, safety, and welfare of the public has been determined to exist; and implementing a risk reduction program.
- *Preparedness Planning* – Developing a response plan and training first responders to save lives and reduce disaster damage, including the identification of resources and development of agreements among responding agencies, and across jurisdictions.
- *Response* – Providing emergency aid and assistance, reducing the probability of secondary damage, and minimizing problems for recovery operations.
- *Recovery* – Providing immediate support during the early recovery period necessary to return vital life support systems to minimum operation, and continuing to provide support until the community returns to normal.

The employers that need skills and depth in two or more of the above areas of emergency management include:

- police departments;
- fire departments;
- public utilities;
- local, state and Federal government agencies;
- Red Cross and non profit relief groups;
- insurance companies;
- health care providers; and
- private companies that require emergency managers.

Positions in Emergency Management Services have emerged in all counties, affiliated with planning, transit, roads, public works, building, sanitation, public health, public information and water supply. Utility companies in particular have repeatedly voiced concerns about the difficulty in working with fire and police agencies during emergency and point to a need for personnel from these agencies, as well as the utilities, to be better prepared to strategically interact and formulate plans of action during natural disasters. Local police and fire agencies in the Greater Los Angeles area are clamoring for professionals who embody the multidiscipline background of emergency management, fire science and criminal justice.

According to the Employment Development Department labor market information, law enforcement occupations should increase by over 18,000 jobs in California between 1987 and 2000. Many of the positions will need training in emergency management. In addition, people already employed in the organizations cited above will require upgraded skills in emergency management.

There is a need for an interdisciplinary curriculum throughout the state that incorporates Emergency Management, Criminal Justice and Fire Science, but to date, there has not been a coordinated statewide community college effort to develop it. The California Community Colleges (CCC) Chancellor's Office has estimated that about five percent of all community college students are either public safety trainees or employees. Community colleges are in the ideal position to deliver this training and now have the opportunity to forge partnerships that leverage community college resources to build a comprehensive curriculum that can span high school through university.

The Federal Emergency Management Agency (FEMA) through its Higher Education Project has worked closely with universities and colleges in the East to pilot an integrated AA and BA degree program to address needs, but nothing is currently being piloted west of the Mississippi River. FEMA is most interested in working cooperatively with California.

Santa Monica College has developed a unique relationship with FEMA since the college sustained significant damage from the Northridge earthquake in 1994. FEMA employees are housed on campus and the Executive Assistant to the SMC President has worked with high level FEMA personnel in Washington. The Executive Assistant to the President of Santa Monica College was a full professor in Criminal Justice at California State University at Los Angeles (CSULA) before coming to SMC, and he initiated discussions with FEMA regarding the regional need for an integrated educational program. FEMA will be contracting for the development of seven courses such as Integrated Emergency Management for Law Enforcement through a competitive bid process for which Santa Monica has been invited to submit a proposal.

In addition, the State of California made it policy for the State's agencies to have a Standardized Emergency Management System operational by the end of 1996, in order to improve coordination between state and local response efforts. They are now faced with the task of dissemination and training for field response personnel and other levels within diverse organizations.

This project proposes development, dissemination and field testing of curriculum. What is envisioned is an Associate of Arts degree program in Integrated Emergency Management that will be articulated with high schools and CSULA. In addition, a certificate program would address needs of skills upgrades among the many agencies employing public safety personnel.

SMC has close affiliations with CSULA and has developed an articulation agreement with the university for SMC's Administration of Justice degree program. The university is extremely interested in working cooperatively with SMC, FEMA and other partners to establish a four year program. The process for development will include a statewide team of faculty and professionals supported by SMC, FEMA, Cal State and the Chancellor's Office.

The target group for entry into the degree program at SMC reside at local high schools in Greater Los Angeles. This population is highly diverse with the statistics in LA public schools showing 68% Hispanic, 11% African American and 10% Asian students. At Santa Monica College about half of the students are members of racial and ethnic minority population groups.

More emphasis is being placed on the importance of public safety agencies to recruit personnel that truly represent the communities they will serve. However, the public schools experience a high drop out rate for minority students. By working with high schools directly in such programs as articulation, a basic skills bridge program in the context of public safety and concurrent enrollment, SMC hopes to positively impact a transition from school-to-career. The degree program or the certificate will also be attractive to adults making a career transition.

FUNDING PRIORITIES

Though the project has many facets, this proposal will focus on the funding priorities for Vocational Education.

- *The model instructional program will integrate and sequence academic and vocational curriculum. Both academic and vocational competencies are integral to meeting industry standards for emergency management professionals, and both the degree and the certificate require an integration of academic and vocational curriculum. The products of this educational experience must be well rounded, high-skilled communicators who have solid abilities across a wide range.*

In an examination of human resource requirements for emergency management professionals in a special issue of *Public Administration Review*, twenty five different knowledge and skill areas are listed, many of which relate to management, law, problem solving and communication. Discipline areas such as sociology, psychology, languages, written and oral communication, and applications of technology are all relevant, as are critical thinking, and cultural diversity awareness. Courses for the technical specialty portion of the emergency management and response curriculum will have exercises and content that support the integration of academic skills.

Faculty from academic disciplines will be involved in the development of the bridge, the degree courses, and their sequence. The process for review, revision, and development will include academic and vocational educators from high school, community college and university level, as well as professionals from public safety, labor, utilities and government.

- *The program and the curriculum developed will include strategies that reflect emerging needs in the public safety workplace.* Having emergency management professionals on the project team for curriculum development, review and approval will ensure the relevance to identified needs in public safety. Exercises and hands-on simulations will promote the development of critical thinking, problem solving and leadership. Most critically, the inter-agency approach proposed will provide students with an understanding of all aspects of the industry that students are preparing to enter. For example, FEMA's Emergency Management Institute is making curriculum approved by the American Council on Education available for review. Involvement of local law enforcement agencies, fire departments, city and county government and utility companies to provide mentors and internships will increase student skill attainment and position them for job placement.
- *This project proposes instructional and support services that are responsive to the needs of students who are members of special populations.* The model that is proposed establishes close ties with public high schools with large populations of economically and academically disadvantaged students. Many of these students have English as their second language. Elements of the model that will support students representing special populations and significantly contribute to student success are:
 - A basic skills bridge program which will aid both exiting high school students and those adults wishing to transition to public safety but have gaps in skills necessary to succeed in the courses. The bridge will include reading, writing, presentation and math skills in the context of public safety and emergency management. Appropriate English as a second language courses will integrate vocabulary and practice exercises that are relevant to public safety. The bridge will address SCANS competencies and foundation skills in a focused integrated format in the context of the public safety workplace, and give direction to new students regarding career paths and requirements. The program will have a module that addresses an overview and orientation to the industry, study skills and the support services that are available to students on campus and within the community. This program will be available to high school students as well.
 - A gender outreach and mentoring program. Reports indicate that the majority of peace officers and fire fighters are male. A component of the program will be to recruit female public safety officers and teachers to mentor young women in the program.

SMC, as an institution, is focusing on the development of strong vocational education programs which respond to regional needs, after many years of focusing on liberal arts education.

Mr. Nathaniel Trives, the Executive Assistant to the President and the person who is championing this project, has excellent contacts in the industry, a high degree of skill in project management and the president's support. This project has the potential to leverage COCCC funding with federal funding and CSU resources to benefit students and communities. SMC enjoys the support of local agencies such as the police departments of Santa Monica, Los Angeles and adjacent cities; Santa Monica Fire Department; and the County of Los Angeles Sheriff's Department, thus ensuring their participation and the relevance of the curriculum products.

The project design starts with a review of existing curriculum from FEMA's Emergency Management Institute, colleges and universities across the country, and relevant curriculum that exists in community colleges in California. In addition, California's Standardized Emergency Management System will provide a basis for content for some courses. Faculty teams, with both regional and statewide representation, and public safety industry representatives will be involved in the review and approval process. An additional team will be involved in articulation and inter-segmental coordination. These teams will comprise the "California Community College Emergency Management Consortium" (CCCEMC).

A vital element to the success of the curriculum is the training of faculty. A training model will be developed and a workshop delivered in Southern California to aid faculty: to understand the rationale behind the development and the content of the program; to effectively work with local public safety industry in partnership development; to implement school-to-career components; and to implement services that will enhance the success of special populations.

The outcomes expected for the target population are preparation and placement in the growth field of public safety and skills upgrade for the emerging field of emergency management. The potential impact and contribution to statewide vocational education is a new multidisciplinary model curriculum that represents a needed approach to public safety and an in-service model to support faculty.

The collaborative process for development, the dissemination of the curriculum itself, the orientation and training for faculty will have statewide impact. The curriculum will allow many colleges that have existing degrees in public safety such as Administration of Justice or Fire Science to provide for a concentration in Emergency Management. It will allow others to institute a certificate or degree in Integrated Emergency Management that models a cohesion of academic and vocational curriculum, which is responsive to workplace needs and supports students in special populations.

OBJECTIVES – Response to the Need

The following are the project objectives which are detailed in the Annual Workplan:

1. To review and revise existing curriculum and develop, in partnership with public safety professionals, new curriculum in Public Safety which integrates academic and

vocational competencies, ties to school-to-career implementation, and improves service to students who are members of special populations as measured by:

- a. **Development of an Integrated Emergency Management AA degree, and an Integrated Emergency Management certificate program.**
- b. **Articulation, concurrent enrollment and service delivery models for high schools; and articulation with CSU.**
- c. **A basic skills bridge program and mentoring program.**
- d. **A collaborative process for development which includes at least eight professionals from police, fire, and emergency management agencies.**

FEMA's training arm, the Emergency Management Institute (EMI), has provided the college with a compilation of course outlines and syllabi of emergency management related courses taught throughout the US, extensive bibliographies, as well as a proposal for state approval of an AA degree in Emergency Services Management from Garland County Community College in Arkansas. Also provided from EMI is the institute's course descriptions. EMI has committed to making available the instructor guide and student manuals for any course in order to assist in the development of college-level courses.

The potential technical courses that will be reviewed include:

- The Profession of Emergency Management
- Preparedness Planning
- Emergency Management Skills – Leadership, Decision Making, Problem Solving
- Public Policy in Emergency Management
- Developing Volunteer Resources
- Information Technology in Emergency Management
- Advanced Public Information Officer Course
- Corporate/Public Agency Coordination
- Financial Preparedness
- Public Health Crises Management
- Hazardous Materials Contingency Preparedness
- Search and Rescue
- Disaster Response
- Community Exercise Design and Evaluation
- Operational Recovery
- Introduction to Earthquakes
- Emergency Management for the Law Enforcement Community
- Emergency Management for the Fire Community

In addition to these program components, SMC has course outlines for *The Sociology of Disaster*, *The Politics of Disaster* and *the Economics of Disaster*. It is the college's goal that the curriculum for general education requirements will be related to emergency management. The planning for, and management of, disasters cover such a wide range of topics that exercises and cases requiring skills in math and finance or applications of technology or communication skills are not difficult to develop.

The project will utilize a process of statewide teams composed of faculty, industry professionals and interested agency representatives to review and give feedback during program development. Approximately 20 people will be involved with support from the budget for meetings and the group will be called the CCC Emergency Management Consortium.

The public safety industry involvement is expected to yield relevant curriculum, internships, mentors and other partnerships. Involvement of inter-segmental faculty is expected to facilitate work done on articulation and the bridge program development. The high schools currently involved are Los Angeles High School, Venice High School and Santa Monica High School, all of whom have had an ongoing relationship with Santa Monica College through its Tech Prep and Middle College High School programs, both funded by the CCC Chancellor's Office.

2. **To deliver a professional development workshop which enables faculty in community colleges and high schools to acquire knowledge, skills and methodologies in:**
 - **Emergency Management curriculum delivery and partnership development with public safety professionals who cross multiple agencies,**
 - **school-to-career implementation, and**
 - **services to enhance the success of special populations.**

The professional development workshop will include an orientation to program content, the basic skills bridge, concurrent enrollment, the mentoring program and the roles of the high school and community college faculty. The industry, community resources for materials and guest lecturers and a description of partner roles in developing internship opportunities will be covered.

This in-service workshop will be hosted by Santa Monica late in the project year to prepare faculty for delivery of the program in the following academic year and for any faculty affiliated with interested institutions, in particular those represented by consortium representatives. The workshop will act as a pilot for a more extensive statewide professional development program for faculty should the college be successful in leveraging vocational education funds by securing additional funding as planned.

3. **To disseminate the curriculum and notice of the professional development opportunity to 106 community colleges in California.**

A copy of the curriculum and description of the project will be disseminated on-line. A notice announcing the in-service opportunity and the availability of the curriculum will be mailed to each of the colleges. In addition, the announcement of the workshop, the availability of the curriculum and the existence of the Integrated Emergency Management program within the community colleges will be sent to relevant public safety professional organizations. The inclusive process for development of the curriculum will contribute to the

adaptation of the program on other campuses. Ten copies of the curriculum will be sent to the Chancellor's Office.

Within two years of the project completion it is expected that colleges will have incorporated many of the emergency management courses into their existing public safety programs as an option for concentration or will be offering the certificate courses as professional development to their local market. The degree program is expected to be offered regionally.

PROCEDURES AND ACTIVITIES

Following a model for the development of statewide curriculum that was used for Hazardous Materials Management, this project will regularly convene faculty from interested institutions and industry professionals to give direction to the project, share information, review and approve curriculum. This group will be called the CCC Emergency Management Consortium.

Nat Trives will be staff to the consortium as well as the project director and primary curriculum developer. Outside of consortium meetings Nat will work with small teams as needed. In order to develop the consortium, Nat will contact and recruit from community colleges with public safety related programs (including emergency medical response), the Academic Senate, and public safety special interest organizations within the community colleges.

As required, this project will utilize statewide teams of academic and vocational faculty selected in cooperation with the Academic Senate for California Community Colleges to review, revise and develop model curriculum which includes:

- 1) integration of academic and technical competencies;
- 2) partnerships with related industry;
- 3) ties to School-to-Career implementation; and
- 4) improved service to students who are members of special populations.

This project also pilots an in-service workshop for faculty that is a basis for a model professional development program covering the curriculum components listed above. The products of the project will be disseminated to the California Community Colleges.

The Annual Workplan detailing activities, outcomes, responsible persons and the timeline is attached. An abbreviated list of primary activities for this project follows.

1. Establish the CCC Emergency Management Consortium (CCCEMC) by contacting community colleges, public safety associations, emergency management professionals, high school and CSU partners, and Academic Senate. Establish teams and communication systems.
2. Review existing emergency management courseware, from FEMA, the State and other colleges and universities.
3. Review existing basic skills courses for adaptation as bridge modules.

4. Get commitments/agreements from emergency management agencies for student internships/work experience.
5. Identify female mentors and guidelines.
6. Develop course outlines for the bridge modules and the certificate program for review. Develop curriculum and materials.
7. Identify existing SMC courses appropriate for general education requirements and adaptation.
8. Meet with high school contacts regarding articulation, concurrent enrollment and bridge curriculum; and CSULA contacts regarding articulation.
9. Produce curriculum and materials developed.
10. Develop, advertise and deliver professional development workshop.
11. Disseminate curriculum and work products to the colleges.
12. Produce final report and recommendations.

ANNUAL WORKPLAN

The Annual Workplan includes objectives, activities, performance outcomes, responsible people, and completion dates.

Chancellor's Office of the California Community Colleges

Program Year: 1997-98

RFA ID No: 97-0217

RFA Title: Curriculum and Professional Development in Public Safety

District: Santa Monica Community College District

College: Santa Monica College

Annual Workplan

Objectives	Procedures/Activities	Evaluation/Performance Outcomes	Responsible Persons	Completion Date
<p>1. To review and revise existing curriculum and develop, in partnership with public safety professionals, new curriculum in Public Safety which integrates academic and vocational competencies, ties to school-to-career implementation, and improves service to students who are members of special populations as measured by:</p> <p>a. Development of an Integrated Emergency Management AA degree, and an Integrated Emergency Management certificate program.</p> <p>b. Articulation, concurrent enrollment and service delivery models for high schools; and articulation with CSU.</p>	<p>1.1 Notify cc's about development of the CCC Emergency Management Consortium (CCCEMC) and contact at least one cc per region that has a public safety program.</p> <p>1.2 Identify emergency management professionals to be on CCCEMC.</p> <p>1.3 Identify high school and CSU representatives.</p> <p>1.4 Contact Academic Senate for their recommendations for faculty member(s).</p> <p>1.5 Research existing emergency management courseware, gather FEMA and other materials.</p> <p>1.6 Review existing basic skills courses for adaptation as bridge modules.</p>	<p>1.1 - 1.4: CCC Emergency Management Consortium (CCCEMC) formed.</p> <p>1.5 Existing courseware compiled.</p> <p>1.6 Basic Skills Modules reviewed.</p>	<p>Project Director</p> <p>Project Director</p> <p>Project Director</p>	<p>September 1997</p> <p>September 1997</p> <p>August, 1997</p>

Program Year: 1997-98

RFA ID No: 97-0217

RFA Title: Curriculum and Professional Development in Public Safety

District: Santa Monica Community College District

College: Santa Monica College

Annual Workplan

Objectives	Procedures/Activities	Evaluation/Performance Outcomes	Responsible Persons	Completion Date
c. A basic skills bridge program and mentoring program.	1.7 Convene CCCEMC and identify courses to be reviewed; establish sub teams and communication systems.	1.7 CCCEMC sub-teams and communication system established.	Project Director CCCEMC members	September 1997
d. A collaborative process for development which includes at least eight professionals from police, fire, and emergency management agencies.	1.8 Develop modules for basic skills bridge. 1.9 Get commitments/agreements from emergency management agencies for student internships/work experience. 1.10 Identify female mentors and develop guidelines. 1.11 Identify existing SMC courses appropriate for general education requirements and adaptation. 1.12 Identify courses for revision and development through use of CCCEMC feedback via Internet/phone. 1.13 Develop course outlines for technical courses.	1.8 Basic skills bridge developed. 1.9 Agreements for student internships and work experiences. 1.10 Mentors identified, mentor guidelines developed. 1.11 General education courses are identified. 1.12 Courses to be developed are identified. 1.13 Course outlines for certificate program developed.	Project Director Instructional Designer Tech Prep Coordinator Project Director Project Director CCCEMC members Project Director Project Director Project Director, Instructional Designer	November 1997 October 1997 November 1997 October 1997 October 1997 November 1997

Chancellor's Office of the California Community Colleges

Program Year: 1997-98

RFA ID No: 97-0217

RFA Title: Curriculum and Professional Development in Public Safety

District: Santa Monica Community College District

College: Santa Monica College

Annual Workplan

Objectives	Procedures/Activities	Evaluation/Performance Outcomes	Responsible Persons	Completion Date
1.14 Convene CCCEMC, review developed outlines and Bridge program and make recommendations and approve. 1.15 Development and revision of courses. 1.16 Convene CCCEMC for review of courseware. 1.17 Meet with high school contacts re articulation, concurrent enrollment and bridge curriculum. 1.18 Meet with CSULA (re articulation). 1.19 Convene CCCEMC for final approval of courseware, degree and certificate. 1.20 Produce curriculum and materials developed.	1.14 Course outlines approved and Bridge program approved. 1.15 Courses developed or revised. 1.16 Courses reviewed, recommendations made for adjustments. 1.17 Articulation, concurrent enrollment for bridge established with high schools. 1.18 Initiate preliminary articulation with CSULA. 1.19 Approval of Degree, Certificate, and courseware. 1.20 Curriculum package produced and disseminated.	CCCEMC SMC Curriculum Committee Project Director Instructional Designer CCCEMC Project Director CCCEMC sub team Tech Prep Coordinator Project Director Asst. Dean, Curriculum & Articulation CCCEMC sub team CCCEMC SMC Curriculum Committee Project Director	November 1997 Ongoing through April 1998 March 1998 March - May 1998 June 1998 June 1998 June 1998	

Program Year: 1997-98

RFA ID No: 97-0217

RFA Title: Curriculum and Professional Development in Public Safety

District: Santa Monica Community College District

College: Santa Monica College

Annual Workplan

Objectives	Procedures/Activities	Evaluation/Performance Outcomes	Responsible Persons	Completion Date
<p>2. To deliver a professional development workshop which enables faculty in community colleges and high schools to acquire knowledge, skills and methodologies in:</p> <ul style="list-style-type: none"> Emergency Management curriculum delivery and partnership development with public safety professionals who cross multiple agencies, school-to-career implementation, and services to enhance the success of special populations. 	<p>2.1 Identify sub team of CCCCEMC for professional development input and review.</p>	<p>2.1 Professional development team identified.</p>	<p>CCCCEMC</p>	<p>September 1997</p>
	<p>2.2 Prepare content outline for workshop focusing on preparation of faculty teaching in the program and managing the interaction with public safety industry and high schools.</p>	<p>2.2 Outline for the workshop.</p>	<p>Project Director</p>	<p>March 1998</p>
	<p>2.3 Review outline and make recommendations.</p>	<p>2.3 Outline reviewed and approved.</p>	<p>CCCCEMC Professional Development Sub team</p>	<p>March 1998</p>
	<p>2.4 Develop workshop, to include a team for delivery.</p>	<p>2.4 Workshop scheduled and advertised.</p>	<p>Project Director</p>	<p>May 1998</p>
	<p>2.5 Schedule and advertise workshop.</p>	<p>2.5 Workshop scheduled and advertised.</p>	<p>Project Director</p>	<p>April 1998</p>
	<p>2.6 Deliver workshop in conjunction with fourth meeting of the CCCCEMC.</p>	<p>2.6 Workshop delivered.</p>	<p>Project Director Instruction Team</p>	<p>June 1998</p>
	<p>2.7 Evaluate workshop.</p>	<p>2.7 Workshop evaluated.</p>	<p>Participants CCCCEMC</p>	<p>June 1998</p>

Chancellor's Office of the California Community Colleges

Program Year: 1997-98

RFA ID No: 97-0217

RFA Title: Curriculum and Professional Development in Public Safety

District: Santa Monica Community College District

College: Santa Monica College

Annual Workplan

Objectives	Procedures/Activities	Evaluation/Performance Outcomes	Responsible Persons	Completion Date
<p>3. To disseminate the curriculum and notice of the professional development opportunity to 106 community colleges in California.</p>	<p>3.1 Post project description online, SMC web page.</p> <p>3.2 Mail notice of workshop and curriculum availability to 106 colleges.</p> <p>3.3 Mail notice of workshop and curriculum availability to professional groups.</p> <p>3.4 Disseminate Curriculum online.</p> <p>3.5 Disseminate all products to CCCEMC.</p>	<p>3.1 Project description posted online.</p> <p>3.2 Announcement mailed.</p> <p>3.3 Notice mailed.</p> <p>3.4 Curriculum available online.</p> <p>3.5 Members of CCCEMC have all products.</p>	<p>Project Director SMC Web Master</p> <p>Project Director</p> <p>Project Director</p> <p>Project Director, Web Master</p> <p>Project Director</p>	<p>March 1998</p> <p>April 1998</p> <p>April 1998</p> <p>June 1998</p> <p>June 1998</p>

EVALUATION and PERFORMANCE OUTCOMES

This project will have both a formative evaluation and a summative evaluation. The formative evaluation is for the purpose of strengthening the project and making adjustments which will lead to a better curriculum model and refinement of the development plan in a continuous improvement cycle.

- The project supervisor and project director will conference regularly to track and critique progress toward performance objectives, document problems and effective methods.
- The CCC Emergency Management Consortium will meet four times as a full committee during the year to give direction and advisement, and recommend adjustments to the workplan. Other communication will take place through phone conferences and the Internet.
- Evaluations of the professional development workshop for faculty will be analyzed and recommended adjustments documented in the report.

The summative measurement for project year 1997-98 will be the delivery or accomplishment of performance objectives as listed. The performance outcomes and any adjustments as a result of formative evaluation will be summarized in the final report. The report will also document the model, its effectiveness in developing a statewide curriculum and in-service program and any recommendation for larger system use.

The products that will demonstrate the accomplishment of objectives are:

- The certificate program and AA degree program curriculum for Integrated Emergency Management. The curriculum package will include: course outlines, instructor guides, instructional aids, and student materials.
- The Public Safety Bridge program content and curriculum.
- Guidelines for the mentoring program.
- Documentation of articulation or progress on articulation with the two high schools and CSULA.
- Workshop materials for the faculty professional development, and documentation of delivery of the workshop.
- Dissemination of products online and mailer to colleges and appropriate professional groups regarding their availability.

In addition, as the grantee, Santa Monica College shall for the curriculum developed:

1. Submit two (or ten if preferred) copies of the curriculum to the Chancellor's Office, California Community Colleges and disseminate one copy to each of the 106 community colleges.
2. Report by gender, ethnicity and discipline, the number of academic and vocational faculty and industry representatives involved.
3. Provide a list of participating colleges and other entities involved.
4. Report the number of courses reviewed, revised, added and/or deleted.
5. Include in the final report, expenditures for curriculum development.

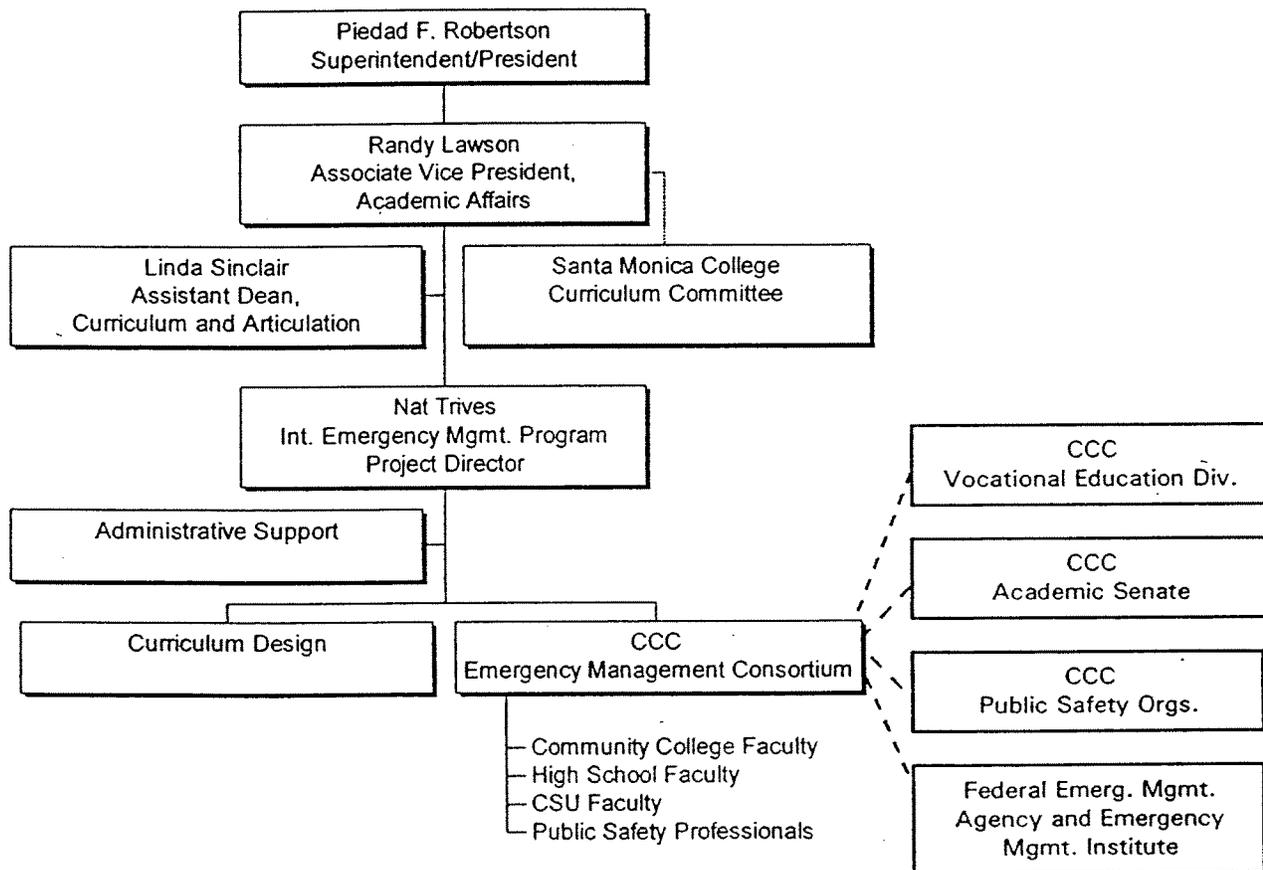
As the grantee, Santa Monica College shall for the professional development portion of the project:

1. Report by gender, ethnicity and discipline, the number of academic and vocational faculty involved in professional development.
2. Provide a list of participating colleges and other entities in attendance.
3. Include in the final report expenditures for professional development.

PROJECT MANAGEMENT

Organization

The project supervisor for this project is Randal Lawson, Associate Vice President for Academic Affairs at Santa Monica College. The project director will be Nathaniel Trives who will take a leave from his position as Executive Assistant to the President but will have direct access to the president of the college Dr. Piedad Robertson, as shown below on the organizational chart.



PROJECT SUPERVISOR (5%) Randal Lawson, Associate Vice President for Academic Affairs at Santa Monica College has had extensive experience in monitoring grant projects. He will be responsible for ensuring that the grant's objectives are fully executed while maintaining contract and fiscal compliance. Mr. Lawson has responsibility for instruction at SMC and is in an excellent position to supervise a curriculum and faculty development project such as this.

PROJECT DIRECTOR (50%) Nat Trives has a Masters degree in Public Administration, extensive experience in public safety and eleven years as a police officer and supervisor. He has had numerous leadership roles in the community and has been the Mayor of Santa Monica and member of the Santa Monica City Council. He was a faculty member in the Department of Criminal Justice at California State University at Los Angeles for approximately 20 years. He is currently the Executive Assistant to the President of Santa Monica College and will take leave from that position to manage this proposed project. Mr. Trives has had extensive experience in project management. He will work closely with the CCC Emergency Management Consortium, the instructional designer and the public safety community through the development of the curriculum, articulation efforts and development of faculty in-service.

CCC EMERGENCY MANAGEMENT CONSORTIUM (CCCEMC) (60 hours) It is expected that each member of the approximately 20 member consortium will spend about five hours a month to give direction to the project, share information, review and approve curriculum. The CCCEMC will meet in person four times during 1997-98 and will conference otherwise by phone and e-mail.

INSTRUCTIONAL DESIGNER (220 hours) The instructional designer will ensure that both academic competencies and vocational competencies are addressed in a sound methodology. The instructional designer will work closely with Mr. Trives and other members of the consortium as needed to develop exercises and materials.

FEMA REPRESENTATIVE (50 hours) Dr. Wayne Blanchard is Education Program Manager at FEMA's Emergency Management Institute at the National Emergency Training Center in Emmitsburg, Maryland. He has supported the planning at Santa Monica College thus far by sending resource materials and conferencing with Nat Trives. Dr. Blanchard reports to Kay Goss who has committed the support from FEMA. Dr. Blanchard will consult with the project as needed and supply instructor guides and student manuals for EMI courses as requested. FEMA will be contracting for the development of seven courses (see letter of support) through a competitive bid process for which Santa Monica and California Community Colleges have been invited to submit proposals.

ADMINISTRATIVE SUPPORT (20%) The administrative assistant will aid in meeting and workshop planning, curriculum production and dissemination.

Management Plan

Nat Trives and Randal Lawson will conference monthly to assure progress on performance indicators. Mr. Trives will be responsible for doing the work that will develop the products, as well as managing the process that will provide advisement. Communication with the consortium will be through e-mail, electronic distribution name lists for the consortium teams, and phone in addition to meetings.

Institution Commitment

Research and preliminary discussions have already taken place regarding the development of the educational program in emergency management. The district has committed staff time and support services to the success of this project. Santa Monica College has experienced a disaster first hand and has an institutional awareness of the need for preparedness planning, mitigation, response and recovery. The college still has staff time involved with rebuilding and recovery from the 1994 Northridge earthquake.

Dr. Piedad Robertson, CEO, is committed to the development of strong vocational programs at SMC. In the less than two years that she has been at Santa Monica, the administration and faculty have been active in understanding regional workforce development needs, seeking resources to respond to those needs and development of new programs. This project will get high visibility and support on campus. The commitment of the local public safety industry makes this project a high priority for SMC.

Project Feasibility

The unique experience and enthusiasm of the project manager and the support of FEMA and the emergency management community make this a strong project. The collaborative development process and the need for emergency management training throughout the state will contribute to the use of the curriculum in other regions.

Project Dissemination

A notice announcing in-service opportunities and the availability of the curriculum will be mailed to each of the colleges. A copy of the curriculum and description of the project will be disseminated on-line. The inclusive process for development of the curriculum will contribute to the adaptation of the program on other campuses. Ten copies of the curriculum and materials will be sent to the Chancellors Office. Nat Trives will be available for conference presentations and consultation with other institutions through 1999.

Budget

The Title IIA, State Leadership funds will cover the project director's salary, curriculum development and refinement for dissemination, and faculty training. Although not required for VATEA IIA funding and therefore not included in the budget detail sheet, Santa Monica College is committed to bringing this public safety program to fruition. To this end, the college will provide facilities (office space, telecommunications equipment and expenses, office equipment), project supervision, local travel, and other programmatic expenses such as postage and reproduction.

APPLICATION BUDGET SUMMARY

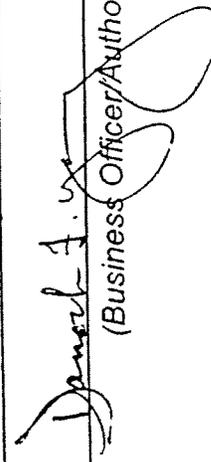
RFA ID No.: 97-0217 Telephone: (310) 450-9208
 Program Year: 1997 - 98
 District/College: Santa Monica College
 RFA Title: Curriculum and Professional Development in Public Safety: Integrated Emergency Mgmt.

Object of Expenditure	Classifications	Line	Source of Funds ¹			Total Funds Requested	Match ²
			VATEA	IIA			
1000	Instructional Salaries ³	1	\$62,660			\$62,660	
2000	Non-instructional Salaries	2	\$6,370			\$6,370	
3000	Employee Benefits	3	\$13,806			\$13,806	
4000	Supplies and Materials	4	\$3,710			\$3,710	
5000	Other Operating Expenses and Services	5	\$4,800			\$4,800	
6000	Capital Outlay	6	0			0	
7000	Other Outgo	7	0			0	
	Total Direct Costs	8	\$91,346			\$91,346	
	Total Indirect Costs (4% of line 8)	9	3,654			3,654	
	Total Program Costs	10	\$95,000			\$95,000	

- 1 Source of funds per project (enter sources: Leadership, ECON, etc.)
- 2 Match required for Economic Development only. Line item match not required.
- 3 Not to exceed 5% for administration (see 1200 line in Application Budget Detail Sheet).

I authorize this cost proposal as the maximum amount to be claimed for this project and assure that funds shall be spent in compliance with State and federal regulations.

Name/Title: Darroch Young, Vice President, Planning and Development

Signature:  (Business Officer/Authorized Signature)

Date: May 13, 1997

APPLICATION BUDGET DETAIL SHEET

Program Year: <u>1997-98</u>
Source of Funds: <u>VATEA IIA, State Leadership</u>

Object of Expenditure	Classification	Project Funds Requested
1100	Instructional Salaries Curriculum Development: 220 hours @ \$45/hour	\$9,900
1220	Project Director Nat Trives @ 50% reassigned time (\$52,760
2100	Administrative Support Clerical Support @20%	\$6,370
3000	Benefits (30% of salaries)	\$13,806
4000	Supplies and Materials <ul style="list-style-type: none"> • Professional Development Workshop Materials @ \$2,000 • Curriculum Development Materials @\$1,200 • Miscellaneous Office Supplies @\$510 	\$3,710
5000	Other Operating Expenses and Services <ul style="list-style-type: none"> • Travel: \$1600 for Project Director to meet with and recruit CCCEMC consortia members. • Stipend for high school teachers to participate in curriculum development (four stipends at \$800 each to cover release time) 	\$4,800
Total Direct Costs		\$91,346
Indirect (4% of Direct Costs)		\$3,654
Total Program Cost		\$95,000

APPENDIX A: Letters of Support

Letters of support are included from:

Federal Emergency Management Agency (FEMA)

California State University, Los Angeles

City of Santa Monica Fire Department

City of Santa Monica Police Department

Santa Monica Chamber of Commerce

Santa Monica/UCLA Medical Center

Southern California Edison



Federal Emergency Management Agency

Washington, D.C. 20472

MAY 13 1997

Mr. Nathaniel Trives
Executive Assistant to the President Santa Monica Community College
1900 Pico Boulevard
Santa Monica, California 90405-1628

Dear Mr. Trives:

Thank you for your letter regarding your plans for development of a concentration in, and an associate degree on, Integrated Emergency Management that could be made available to the California Community College system.

I view your plans to possibly develop such a program as an exciting possibility. One of the goals of FEMA is to encourage and support the expansion of emergency management-related education in colleges and universities across the United States. We believe that in the future more and more emergency managers in government, as well as in business and industry, will come to the job with a college education, and, more specifically, with a college education that includes a degree in emergency management.

Toward that end, the development of an Integrated Emergency Management program within the California Community College system would be a very strong and positive step in the right direction. Given the very broad range, severity and frequency of hazards that face Californians, the growing frequency and complexity of these hazards, as well as the general unavailability of educational opportunities to address an Integrated Emergency Management response to these hazards, I think the time is indeed propitious to develop an Integrated Emergency Management program for the California Community College system.

In addition to the need for an initiative such as yours, we have reviewed your Integrated Emergency Management Curriculum in Public Safety Project proposal and have concluded that you have put together an imminently reasonable and doable proposal.

I, therefore, wish to encourage the development of an emergency management program and to support your efforts in any way we can.

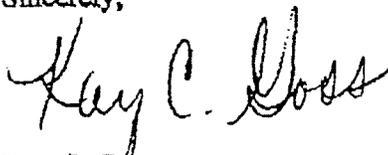
FEMA's Emergency Management Institute, located at the National Emergency Training Center in Emmitsburg, Maryland, is undertaking the development of an emergency management curriculum under the auspices of the FEMA Higher Education Project, directed by Dr. Wayne Blanchard. The first two of approximately 20 courses comprising this curriculum are available and three other courses should be available by this Spring. By the end of the year 2000, all of the higher education courses should be available for distribution to institutions like those comprising

the California Community College system. You will be informed when each of these FEMA higher education courses become available.

For your information, I am enclosing a listing of the FEMA Higher Education Project courses which will become available over the next several years. I should note that it is our policy that each of these courses be contract-developed on college campuses by college faculty familiar both with the subject area and with the teaching of college students. We have asterisked those courses which have not gone into development. If there are any which you think the requisite skills and ability to develop exists within your system, please let us know and we will inform you when we are prepared to entertain competitively bid course development proposals.

Good luck with your initiative. If I can be of any service or assistance, please feel free to call me at (202) 646-3487 or Dr. Blanchard at (301) 447-1262.

Sincerely,



Kay C. Goss
Associate Director for Preparedness,
Training and Exercises

Enclosures

CALIFORNIA STATE UNIVERSITY, LOS ANGELES

5151 STATE UNIVERSITY DRIVE, LOS ANGELES, CA 90032-8163



DEPARTMENT OF CRIMINAL JUSTICE
(213) 343-4610

May 13, 1997

Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Boulevard
Santa Monica, California 90405-1628

Dear Mr. Trives

I am pleased to support Santa Monica College in its efforts to obtain support through grant funds for this great idea. We in California are constantly faced with disaster management on a variety of fronts. Your proposal is, without question, one that seems to include most, if not all, of the significant players in the planning and development of a relevant curriculum leading to a course of study that community colleges and state universities could offer throughout all regions of the state.

The fact that you have a commitment of the Federal Emergency Management Agency (FEMA), sends a strong message to all emergency management professionals that this is a serious undertaking. The *members of the Department of Criminal Justice* have long since endorsed this concept and eagerly await the opportunity to join you in developing this needed education and training opportunity not only for the emergency management professionals, but also the many members of our communities who are the first to confront a disaster, the general public.

I encourage this kind of proposal because it really cuts across many lines and results in a true public/private partnership, which in the long run will get more mileage out of each dollar invested.

Sincerely,

A handwritten signature in cursive script, appearing to read "Deborah Baskin".

Deborah Baskin, Ph.D.
Chairperson, Department of Criminal Justice

*The Voice of Business
Since 1925*



501 Colorado Avenue, Suite 150
Santa Monica, California 90401-2430
(310) 393-9825 • Fax (310) 394-1868

May 13, 1997

Mr. Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Boulevard
Santa Monica, CA 90405-1628

Dear Mr. Trives:

On behalf of the Santa Monica Chamber of Commerce, I am pleased to support Santa Monica College in its efforts to obtain support through grant funds for the Public Safety Integrated Emergency Management Curriculum Development Application. We in California are constantly faced with disaster management on a variety of fronts. Your proposal is, without question, one that includes most, if not all the significant players in the planning and development of a relevant curriculum leading to a course of study that community colleges and state universities could offer through out all regions of the state.

The fact that you have a commitment from the Federal Emergency Management Agency (FEMA) sends a strong message to all emergency management professionals that this is a serious undertaking. The members of the Santa Monica Chamber of Commerce have long since endorsed this concept and eagerly await the opportunity to join you in developing this needed education and training opportunity not only for the emergency management professionals but also the many members of our communities who are the first to confront a disaster, the general public.

We encourage this kind of proposal, because it productively cuts across many lines and results in a true public-private partnership which, in the long run, will get more mileage out of each dollar invested.

Sincerely,

A handwritten signature in black ink, appearing to read "Daniel L. Ehrler". The signature is fluid and cursive, with a large initial "D".

Daniel L. Ehrler
Executive Director

Mission Statement

The Santa Monica Chamber of Commerce advocates and represents businesses' interests and issues affecting the community. We provide the environment to help our members prosper and succeed through a proactive working partnership with all levels of government and community organizations to achieve a healthy local economy and quality of life.

SANTA



MONICA

FIRE DEPARTMENT / ADMINISTRATION
RICHARD B. BRIDGES
FIRE CHIEF
(310) 458-8651

BUREAU OF FIRE PREVENTION
JIM HONE
FIRE MARSHAL
(310) 458-8659

May 13, 1997

Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Boulevard
Santa Monica, CA 90405-1628

Dear Mr. Trives:

I am pleased to support Santa Monica College in its efforts to obtain support through grant funds for this great idea. We in California are constantly faced with disaster management on a variety of fronts. Your proposal is, without question, one that seems to include most, if not all the significant players in the planning and development of a relevant curriculum leading to a course of study that community colleges and state universities could offer through out all regions of the state.

The fact that you have commitment from the Federal Emergency Management Agency (FEMA), sends a strong message to all emergency management professionals that this is a serious undertaking. The members of Santa Monica Fire Department have long endorsed this concept and eagerly await the opportunity to join you in developing this needed education and training opportunity. This endeavor will benefit not only the emergency management professionals, but also the many members of our communities who are the first to confront a disaster, the general public.

I encourage this kind of proposal because it really cuts across many inter-jurisdictional lines and results in a true public private partnership, which in the long run will get more mileage out of each dollar invested.

Sincerely,

Richard Bridges
Fire Chief

PROTOTYPE EMERGENCY MANAGEMENT CURRICULUM FEMA HIGHER EDUCATION PROJECT

Aim and Scope of Emergency Management (1998)

- * Business and Industry Crisis Management

Citizen and Community Disaster Preparedness (1998) Disaster Response Operations and Management (1998) Earthquake Hazard Management and Operations (1999) Economics of Hazards and Disaster (1999)

Emergency Management Skills and Principles (1999)

- * Ethics in Disaster and Emergency Management

Hazardous Materials Management (1999)

- * Integrated Emergency Management for the Fire Community * Integrated Emergency Management for Law Enforcement

- * Issues in Emergency Management

- * Law for the Emergency Manager

Living in a Hazardous Environment (1997) Politics of Disaster (1998)

Principles and Process of Disaster Planning (1998)

- * Principles and Process of Disaster Relief and Recovery

Principles and Process of Hazards Mitigation (1998)

Public Administration, Policy and Emergency Management (1998) Research Methods in Emergency Management 1998)

Social Dimensions of Disaster (available) Sociology of Disaster (available)

Technology and Emergency Management (1998) Terrorism and Emergency Management (1999)

Each course will be in the form of an instructor guide, developed in sufficient detail to enable an informed instructor to teach the course at the upper division level with a minimum of additional work outside of becoming familiar with the recommended course readings and materials.

Questions concerning the Higher Education Project can be addressed to:

Wayne Blanchard, Ph.D., CEM

c/o the Federal Emergency Management Agency NETC/EMI, Building N, Room 430

16825 S. Seton Ave.

Emmitsburg, MD 21727

(301) 447-1262 or fax at (301) 447-1598 email: wayne.blanchard@fema.gov

SANTA



MONICA

Department of Police
James T. Butts, Jr.
Chief of Police

1685 Main Street
P.O. Box 2200
Santa Monica, CA 90407-2200
(310) 394-5411

May 13, 1997

Mr. Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Boulevard
Santa Monica, California 90405-1628

Dear Mr. Trives:

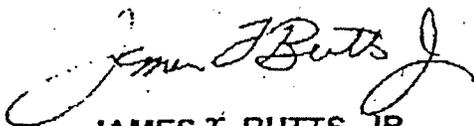
I am pleased to support Santa Monica College in its efforts to obtain support through grant funds for this great idea.

We, in California, are constantly faced with disaster management on a variety of fronts. Your proposal is, without question, one that seems to include most, if not all, of the significant players in the planning and development of a relevant curriculum leading to a course of study that community colleges and state universities could offer throughout all regions of the state.

The fact that you have a commitment from the Federal Emergency Management Agency (FEMA) sends a strong message to all emergency management professionals that this is a serious undertaking. The members of the Santa Monica Police Department have long since endorsed this concept and eagerly await the opportunity to join you in developing this needed education and training opportunity, not only for the emergency management professionals, but also the many members of our communities who are the first to confront a disaster - the general public.

I encourage this kind of proposal because it really cuts across many lines and results in a true public private partnership, which in the long run will get more mileage out of each dollar invested.

Sincerely,



JAMES T. BUTTS, JR.
Chief of Police

Santa Monica



Medical Center

1250 Sixteenth Street
Santa Monica, California 90404
(310) 319-4350 Fax (310) 395-2839

OFFICE OF DEVELOPMENT

May 13, 1997

Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Boulevard
Santa Monica, CA 90405-1628

Dear Mr. Trives:

I am pleased to support Santa Monica College in its efforts to obtain support through grant funds for this great idea. We in California are constantly faced with disaster-management on a variety of fronts. Your proposal is, without question, one that seems to include most, if not all the significant players in the planning and development of a relevant curriculum leading to a course of study that community colleges and state universities could offer through out all regions of the state.

The fact that you have a commitment from the Federal Emergency Management Agency (FEMA) sends a strong message to all emergency management professionals that this is a serious undertaking. The *members of The Santa Monica-UCLA Medical Center family* endorse this concept and eagerly await the opportunity to join you in developing this needed education and training opportunity not only for the emergency management professionals, but also the many members of our communities who are the first to confront a disaster, the general public.

This proposal traverses many disciplines and results in a true public/private partnership, which in the long run will get more mileage out of each dollar invested.

Sincerely,

Daniel Graham
Director of Development



Mark A. Olson
Region Manager
(310) 315-3111

May 13, 1997

Nathaniel Trives
Executive Assistant to the President
Santa Monica College
1900 Pico Blvd.
Santa Monica, CA 90405-1628

Dear Mr. Trives:

I am please to support Santa Monica College in its efforts to obtain support through grant funds for this great idea. We in California are constantly faced with disaster management on a variety of fronts. Your proposal is, without question, one that seems to include most , if not all the significant players in the planning and development of a relevant curriculum through out all regions of the state.

The fact that you have a commitment from the Federal Emergency Management Agency (FEMA), sends a strong message to all emergency management professionals that this is a serious undertaking. The members of The Edison Company family have been very interested and active in emergency preparedness, and we see our Company's role as energy provider key in such situations. I eagerly await the opportunity to assist Santa Monica College in developing needed education and training opportunity not only for the emergency management professionals, but also the many members of our communities who are the first to confront a disaster, the general public. Also in my role as President-Elect of the Santa Monica Chamber of Commerce, this is an important issue for business in general, when disasters such as the '94 Earthquake hit our community.

I encourage this kind of proposal because it really cuts across many lines and results in a true public private partnership, which in the long run will get more mileage out of each dollar invested.

Sincerely,

A handwritten signature in black ink, appearing to read 'Mark Olson', written over a horizontal line.

MARK OLSON
Region Manager, Public Affairs
SCE