

COVID-19 Improvement Plan									
Period of Assessment	Theme	Strength or Area for Improvement	Associated Finding	Recommendation	Responsible Party	Total Value	Weighted Shortest Job First Score	Due Date	Status
Nov. 2020 - Feb. 2022	1.0 Emergency Operations Center (EOC) Operations	Strength	Finding 1.1	<b>Recommendation 1.1.1:</b> Continue to foster relationships with community based organizations. This may include exploring the establishment of memorandums of understanding to make responses to future incidents more efficient.					
Nov. 2020 - Feb. 2022	1.0 EOC Operations	Area for Improvement	Finding 1.4	<b>Recommendation 1.4.1:</b> Consider continuing to create and implement the City's Multi-Year Training and Exercise Plan (MYTEP) to include expanding the emergency management training and exercise program. This will improve the capability of the EOC staff who may be included in the EOC operations. As part of the MYTEP, every six months an assessment of who is assigned to the EOC will be conducted and the training will target those identified staff members. • Progress: MYTEP was approved by the Emergency Managers Workgroup in December 2022.					In Progress
Nov. 2020 - Feb. 2022	1.0 EOC Operations	Area for Improvement	Finding 1.6	<b>Recommendation 1.6.1:</b> Explore examining the response structure as a group (City, county, Collaborating Agencies' Disaster Relief Efforts) to determine the best way to share information and incorporate Collaborating Agencies' Disaster Relief Efforts into a response to events that impact the full county.					
Nov. 2020 - Feb. 2022	1.0 EOC Operations	Area for Improvement	Finding 1.7	<b>Recommendation 1.7.1:</b> Within the Continuity of Operations Plan (COOP) for the City, consider identifying the number/type of continuity personnel needed to maintain essential functions and the number/type of response personnel needed. Work with departments to ensure staff are cross trained to fill both roles but create a structure in the COOP to ensure staff fill only one role at a time. • Progress: This recommendation is underway as of December 2022 as the City of San José COOP is updated.					In Progress
Nov. 2020 - Feb. 2022	2.0 City of San José Operations	Strength	Finding 2.1	<b>Recommendation 2.1.1:</b> Consider applicable City department(s) to review opportunities to expand the use of a QR code screening process to include other diseases for future use (e.g., monekypox, influenza).					
Nov. 2020 - Feb. 2023	2.0 City of San José Operations	Strength	Finding 2.2	<b>Recommendation 2.2.1:</b> Explore if/how to track changes in AB 339 and the Brown Act to determine if/how to maintain community input during City Council sessions via virtual or hybrid options (e.g., phone, internet).					
Nov. 2020 - Feb. 2022	2.0 City of San José Operations	Strength	Finding 2.3	<b>Recommendation 2.3.1:</b> Consider working with departments to identify additional systems that could be incorporated into daily processes to enhance the City's operational performance. This may include working with software developers or companies as they begin to implement potential new systems and/or software in the future.					
Nov. 2020 - Feb. 2022	2.0 City of San José Operations	Area for Improvement	Finding 2.5	<b>Recommendation 2.5.1:</b> Explore working with City departments to expand the number of people who may be sent to the EOC in the event of an activation. This may include tracking what roles these personnel have held during previous activations, the type of training they have, etc.					
Nov. 2020 - Feb. 2022	2.0 City of San José Operations	Area for Improvement	Finding 2.6	<b>Recommendation 2.6.1:</b> Consider having City departments establish a transition plan and/or onboarding packet for new staff to review regarding contracting, purchasing, and/or resource management information to limit miscommunication during high staff turnover.					

Nov. 2020 - Feb. 2023	2.0 City of San José Operations	Area for Improvement	Finding 2.7	<b>Recommendation 2.7.1:</b> Consider having Finance and Emergency Management departments work together to create guidance clarifying the purpose of Activity Log forms and differentiate the completion of the forms from standard timekeeping processes. This may include: <ul style="list-style-type: none"> <li>• Identifying what information is needed for disaster staffing tracking and reimbursement.</li> <li>• Determining the most efficient way to collect information needed for Activity Log forms and/or timekeeping during a disaster via the payroll system to consolidate data for submission.</li> <li>• Training staff on common Incident Command System forms, their purpose, and how they differ from other processes.</li> </ul>					
Nov. 2020 - Feb. 2022	3.0 EOC Staff Wellness	Strength	Finding 3.1	<b>Recommendation 3.1.1:</b> Consider having the Emergency Management Work Group provide regular training to City-wide staff on the necessary technology that would be utilized during remote work to ensure staff remain able to transition to a virtual environment with ease.					
Nov. 2020 - Feb. 2022	3.0 EOC Staff Wellness	Strength	Finding 3.2	<b>Recommendation 3.2.1:</b> Explore opportunities to continue to increase transparency with staff during the onboarding process regarding why they were chosen to work in the EOC.					
Nov. 2020 - Feb. 2022	3.0 EOC Staff Wellness	Strength	Finding 3.2	<b>Recommendation 3.2.2:</b> Consider including within the updated COOP staffing needs for essential services/functions to determine the maximum number of people who can be shifted from each department to EOC operations without disrupting continuity. <ul style="list-style-type: none"> <li>• Progress: This recommendation is underway as of December 2022 as the City of San José COOP is updated.</li> </ul>					In Progress
Nov. 2020 - Feb. 2022	3.0 EOC Staff Wellness	Area for Improvement	Finding 3.4	<b>Recommendation 3.4.1:</b> Work with Human Resources and Office of Employee Relations to create guidance on monitoring stress, informing supervisors of the priority of work in the EOC, how to include EOC work into the employee annual review, and requirement to give breaks in transitioning staff to ensure the employee’s mental wellness.					
Nov. 2020 - Feb. 2022	4.0 Emergency Public Information and Community Engagement	Strength	Finding 4.1	<b>Recommendation 4.1.1:</b> Consider having applicable City departments continue to maintain the work of the communications team and Language Access Unit by transcreating public information and developing signage (e.g., social media posts, flyers, banners).					
Nov. 2020 - Feb. 2022	4.0 Emergency Public Information and Community Engagement	Area for Improvement	Finding 4.5	<b>Recommendation 4.5.1:</b> Consider having City departments ensure digital information materials are accessible to people with access and functional needs. This may include diversifying methods of dissemination, increased focus on ensuring people with visual impairments can access information, etc.					
Nov. 2020 - Feb. 2022	4.0 Emergency Public Information and Community Engagement	Area for Improvement	Finding 4.6	<b>Recommendation 4.6.1:</b> Consider having the appropriate City departments provide language access and cultural sensitivity training to staff to ensure emergency public information is accessible and appropriately transcreated. Reference the City of San José Language Equity Policy and Guidelines within the City Administrative Policy Manual when revising appropriate City plans.					
Nov. 2020 - Feb. 2022	4.0 Emergency Public Information and Community Engagement	Area for Improvement	Finding 4.6	<b>Recommendation 4.6.2:</b> Explore having City Communications and Public Works ensure that equitable access to services is being met by adding to appropriate plans that all sites, departments, divisions, and services display in-language signage. Please see the City of San José Language Equity Policy and Guidelines within the City Administrative Policy Manual.					
Nov. 2020 - Feb. 2022	4.0 Emergency Public Information and Community Engagement	Area for Improvement	Finding 4.6	<b>Recommendation 4.6.3:</b> Explore incorporating potential accessibility checks into the finalization process of all communication materials to ensure they are accessible for people with visual impairments.					

Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Strength	Finding 5.2	<b>Recommendation 5.2.1:</b> Consider evaluating how food distribution services were advertised during past emergencies to identify additional best practices and lessons learned that could be applied to future emergency services.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Strength	Finding 5.3	<b>Recommendation 5.3.1:</b> Continue to collaborate with county partners, such as the County Office of Education, to identify ways for these departments / organizations can support food distribution services / operations.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Strength	Finding 5.4	<b>Recommendation 5.4.1:</b> Explore working with City stakeholders to identify a City department/division to lead the development of an annual progress report of programs to identify best practices and recurring capability gaps.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Area for Improvement	Finding 5.5	<b>Recommendation 5.5.1:</b> Continue to work with City stakeholders to identify ways to provide and advertise accessible, equitable, and high-quality childcare, early care, and youth programs.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Area for Improvement	Finding 5.5	<b>Recommendation 5.5.2:</b> Consider having appropriate City department(s) come together to identify limits to the youth and child related services that can be provided by the City, resources needed to maintain current services, guidance on what/how to expand and contract emergency services, and how to communicate these with the public.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Area for Improvement	Finding 5.6	<b>Recommendation 5.6.1:</b> Continue to work with existing community organizations to identify and engage all food delivery and mass feeding organizations in future planning efforts to ensure coordination as well as provide a place to discuss best practices and lessons learned throughout the response.					
Nov. 2020 - Feb. 2022	5.0 Provisions of Food and Necessities to Populations that are Vulnerable and Underserved	Area for Improvement	Finding 5.7	<b>Recommendation 5.7.1:</b> As changes to grants are established by the Federal government, the City finance department should consider communicating and coordinating this information (what they are, how they apply to services / departments, etc.) as applicable to limit future complications and confusion.					
Nov. 2020 - Feb. 2022	6.0 Vaccination Planning and Administration Support	Strength	Finding 6.1	<b>Recommendation 6.1.1:</b> Consider working with the County to determine if continued vaccination outreach to community members in multiple languages and hosting of vaccination events is needed. • Progress: With the COVID-19 emergency terminating, County of Santa Clara Public Health Department has assumed responsibility for ongoing vaccinations in the City.					In progress
Nov. 2020 - Feb. 2022	6.0 Vaccination Planning and Administration Support	Strength	Finding 6.2	<b>Recommendation 6.2.1:</b> Consider maintaining regular meetings with community based organizations to continue successful coordination and collaboration for future emergencies.					
Nov. 2020 - Feb. 2022	7.0 Resource Requests and Management	Strength	Finding 7.1	<b>Recommendation 7.1.1:</b> Explore continuing to coordinate with the City library system to ensure resources, such as Wi-Fi hotspots and equipment, are available for potential future virtual learning opportunities.					

	7.0 Resource Requests and Management	Strength	Finding 7.3	<b>Recommendation 7.3.1:</b> Consider continuing to work to modernize and improve upon the direct labor codes process to ensure there is limited duplication of efforts within current City processes.					
Nov. 2020 - Feb. 2022	7.0 Resource Requests and Management	Area for Improvement	Finding 7.5	<b>Recommendation 7.5.1:</b> Consider collaborating with stakeholders to educate and reinforce the use of purchasing processes for technology.					
Nov. 2020 - Feb. 2022	7.0 Resource Requests and Management	Area for Improvement	Finding 7.5	<b>Recommendation 7.5.2:</b> Examine the potential to have high limit procurement cards available for the finance section of the EOC to be used during an emergency. • Progress: The Office of Emergency Management has replaced Special EOC Emergency Purchase Cards for future usage.					In Progress
Nov. 2020 - Feb. 2022	7.0 Resource Requests and Management	Area for Improvement	Finding 7.6	<b>Recommendation 7.6.1:</b> Consider reviewing current procurement and logistics systems to identify ways for them to communicate effectively without duplicating work. Identify potential solutions and, to the extent possible, solicit staff opinions/feedback on potential replacement systems.					
Nov. 2020 - Feb. 2022	7.0 Resource Requests and Management	Area for Improvement	Finding 7.6	<b>Recommendation 7.6.2:</b> Consider examining the Resource Request (213RR) form and legal requirements from the California Governor's Office of Emergency Services and Federal Emergency Management Agency (FEMA) to determine what details need to be tracked and how this could be incorporated into existing systems and processes during an emergency.					
	7.0 Resource Requests and Management	Area for Improvement	Finding 7.6	<b>Recommendation 7.6.3:</b> Consider determining ways to quickly process contracts or resource requests for response or recovery efforts after the EOC demobilizes. This may include continuing Resource Request (213RR) submissions, prioritizing disaster related requests, etc.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Strength	Finding 8.1	<b>Recommendation 8.1.1:</b> Explore continuing the shelter hotline or a replacement option to allow community members to find placement into a shelter without having to call each shelter individually.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Strength	Finding 8.2	<b>Recommendation 8.2.1:</b> Consider continuing to establish and strengthen relationships with CBOs for community outreach and coordination for public assistance and housing assistance.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Strength	Finding 8.2	<b>Recommendation 8.2.2:</b> Explore having a representative from key community based organizations or a coalition (e.g., Collaborating Agencies' Disaster Relief Efforts) at the EOC or involved in planning meetings.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Area for Improvement	Finding 8.3	<b>Recommendation 8.3.1:</b> Coordinate with City departments and partners to identify ways to improve the staff's ability to support persons with disabilities and individuals with access and functional needs. • Progress: In FY2021-2022, the City Administration was directed to evaluate creation of an Office of Disability Affairs to improve/ensure disability access and equity in City programs, facilities, and services. The City has hired a Disability Affairs Officer as a time limited position. The City determining how to continue to fund this position and where it will be embedded. • Progress: Emergency preparedness reports are scheduled to be assessed by an external contractor for inclusion of access and functional needs considerations in 2023. • Progress: Disability Affairs Officer is scheduled to work with an external contractor to train all City staff on the Americans with Disabilities Act compliance and accessibility.					In Progress

Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Area for Improvement	Finding 8.4	<b>Recommendation 8.4.1:</b> Consider diversifying outreach methods even more. For example, increase flyers and mailed information, hosting community events around the City, work with CBOs and community leaders to speak verbally/physically share information to stop the spread of misinformation, post information at regular points of service (e.g., neighborhood stores, markets), etc.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Area for Improvement	Finding 8.5	<b>Recommendation 8.5.1:</b> Consider investing in signage and flyers stating vaccine events or other public resources are safe places and will not affect immigration status.					
Nov. 2020 - Feb. 2022	8.0 Planning Factors for Connecting and Assisting Vulnerable Populations	Area for Improvement	Finding 8.5	<b>Recommendation 8.5.2:</b> Continue to build relationships and have regular meetings with leaders in and partners of immigrant communities to ensure they are receiving proper information regarding public resources so they can spread that information to community members.					
Nov. 2020 - Feb. 2022	9.0 Community, County, State, and Federal Coordination	Area for Improvement	Finding 9.5	<b>Recommendation 9.5.1:</b> Explore ways to improve the flow of public health guidance dissemination by determining with the county how liaisons, communication procedures, automated systems, etc. could be used more effectively.					
Nov. 2020 - Feb. 2022	9.0 Community, County, State, and Federal Coordination	Area for Improvement	Finding 9.6	<b>Recommendation 9.6.1:</b> Continue to collaborate with Parks, Recreation, and Neighborhood Services and the Office of Emergency Management to determine the City's scope of food distribution services and ways to fund it. This determination should also take into consideration what is within the County's scope of services and what can be done by non-governmental organizations. • Progress: Through City Council and actions with the county, delineating responsibilities and improving collaboration for food distribution are underway.					In Progress
Nov. 2020 - Feb. 2022	10.0 Community Recovery Activities	Area for Improvement	Finding 10.3	<b>Recommendation 10.3.1:</b> Investigate appropriate rotations of staff serving demanding response roles such as the homeless service team.					
Nov. 2020 - Feb. 2022	10.0 Community Recovery Activities	Area for Improvement	Finding 10.3	<b>Recommendations 10.3.2:</b> Explore necessary training for staff members performing community recovery roles (e.g., behavioral health, trauma informed care) or provided just-in-time training.					
Nov. 2020 - Feb. 2022	11.0 Important Findings Outside of AAR Scope	Area for Improvement	Finding 11.1	<b>Recommendation 11.1.1:</b> Explore establishing a contract with community based organizations serving people with disabilities to guarantee all press conferences and public information dissemination events are accessible to people who are deaf or hard of hearing. This may include expanding Memorandums of Understanding to provide American Sign Language interpretation					
Nov. 2020 - Feb. 2022	11.0 Important Findings Outside of AAR Scope	Area for Improvement	Finding 11.1	<b>Recommendation 11.1.2:</b> Consider utilizing the City's Language Access Coordinator to provide ASL interpretation accommodations at press conferences and other community information events.					
Nov. 2020 - Feb. 2022	11.0 Important Findings Outside of AAR Scope	Area for Improvement	Finding 11.2	<b>Recommendation 11.2.1:</b> Explore opportunities to provide transportation for community members to and from vaccination clinics or disaster service sites. This may include coordinating with public transit providers.					
Nov. 2020 - Feb. 2022	11.0 Important Findings Outside of AAR Scope	Area for Improvement	Finding 11.2	<b>Recommendation 11.2.2:</b> Consider reviewing the California Governor's Office of Emergency Services Inclusive Planning Blueprint for Addressing Access and Functional Needs at Mass Testing/Vaccination Sites for applicable revisions to plans.					
Nov. 2020 - Feb. 2022	11.0 Important Findings Outside of AAR Scope	Area for Improvement	Finding 11.3	<b>Recommendation 11.3.1:</b> Evaluate how and where to incorporate an access and functional needs leader/expert as part of the planning process and to ensure resources and services are equitable and accessible.					

<p style="text-align: center;"><b>Operational Assessment Report</b>  <b>Period of Assessment: January 2020 - October 2020</b></p>									
Period of Assessment	Theme	Strength or Area for Improvement	Associated Finding	Recommendation	Responsible Party	Total Value	Weighted Shortest Job First Score	Due Date	Status
Jan 2020 - Oct 2020	COUNTY, STATE, AND FEDERAL COORDINATION	Area for Improvement	Several departments have a strained or no relationship with County of Santa Clara, State, and Federal partners.	<b>8.3</b> Send flash reports to the State and Federal government to exemplify how funding is being utilized and how beneficial this assistance is to the City's operations.		3	3		
Jan 2020 - Oct 2020	COUNTY, STATE, AND FEDERAL COORDINATION	Area for Improvement	Lack of clarity around federal financial documentation rules and requirements.	<b>8.2</b> Provide training sessions on newly automated Resource Request (213RR) form system in order to alleviate any potential staff difficulties.		34	34		
Jan 2020 - Oct 2020	COUNTY, STATE, AND FEDERAL COORDINATION	Strength	San José's Homeless Support Services Branch had an established relationship with County of Santa Clara counterparts.	<b>8.1</b> Continue Homeless Support Services Joint Departmental Operations Center meetings and liaison placement to ensure that a strong relationship with Santa Clara County remains and have Homeless Support Services Branch act as an example for other EOC branches.					
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	Many of the City Staff tasked with work for the Food and Necessities Branch did not have prior experience with food distribution and were unable to initially meet all community needs.	<b>5.15</b> Foster a relationship with Santa Clara County food distribution staff in manner that mirrors the City and County agreements that Homeless Support Services had established prior to COVID-19 response. This would include creating a joint task force and creating a liaison position to actively work with the county.		12	0.92		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José effectively and efficiently established a new branch within the EOC, the Food and Necessities Branch, in only five weeks' time.	<b>5.2</b> Develop a Food and Necessities annex to the city Emergency Operations Plan and codify the best practices implemented during COVID-19, such as the geographic information system tool and feeding distribution dashboard.		8	1.6		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	Staff identified vulnerable populations needed more than just meals provided and quickly pivoted to provide necessities in addition to meals once this need was identified.	<b>5.6</b> Anticipate the need for commodity resources early in the onset of a public health crisis and create and/or codify plans, partnerships, and agreements to ensure that these items can be obtained quickly, and food distribution sites can double as sites for distribution of daily necessities.		12	2.4		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José, through the Food and Necessities Branch, met food insecurity needs and served nearly 3.3 million meals to those in need during the week of May 29th.	<b>5.3</b> Organize, at the downturn of the COVID-19 response, an opportunity to acknowledge and celebrate the immense accomplishments of the Food and Necessities Branch and their ability to help the City of San José's most vulnerable populations.		3	3		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José, through the Food and Necessities Branch, met food insecurity needs and served nearly 3.3 million meals to those in need during the week of May 29th.	<b>5.4</b> Organize an event thanking healthcare workers, city staff active in the COVID-19 response, and community partners who supported the City of San José throughout COVID-19 response.		3	3		

Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	Given the costs of establishing, coordinating, and distributing food and necessities to vulnerable populations, the Food and Necessities Branch should have engaged the Finance and Administration Section at the onset of the branch's implementation.	<b>5.10</b> Ensure documentation liaisons are fully trained and equipped with proper technology and software to assist their branch/section in filling out the proper request forms, documentation, and invoices promptly and successfully in order to avoid duplication of roles and responsibilities.		11	3.67		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	The Food and Necessities Branch did not proactively engage non-profit organizations or Community based organizations who could assist in the response. Instead, these organizations had to contact the city and offer their assistance.	<b>5.12</b> Allocate additional funding and resources for non-profit organizations that assist with food distribution and face collapse due to the sustained COVID-19 response and loss of donors as the city will face additional costs if local Non-profit organizations are forced to close.		19	3.8		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	Staff identified vulnerable populations needed more than just meals provided and quickly pivoted to provide necessities in addition to meals once this need was identified.	<b>5.8</b> Establish agreements with companies to procure and provide necessities for vulnerable populations in advance to emergency response, if possible, in order to avoid lack of availability or "price gouging" from providers.		19	3.8		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	The Food and Necessities Branch did not proactively engage non-profit organizations or Community based organizations who could assist in the response. Instead, these organizations had to contact the city and offer their assistance.	<b>5.13</b> Capitalize on the collaboration and relationships built with non-profit organizations and community based organizations during the COVID-19 response and continue to convene regularly with these organizations following the downturn of COVID-19 to foster a deeper partnership with the city and sustain built relationships.		22	4.4		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José, through the Food and Necessities Branch, met food insecurity needs and served nearly 3.3 million meals to those in need during the week of May 29th.	<b>5.5</b> Use the momentum created by the COVID-19 response to formally codify these partnerships with non-profit organizations, community based organizations, private companies, and the Food and Necessities Branch through Memorandum of Understanding to quickly and adequately respond to food insecurity crises should they arise in the future.		22	4.4		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	Staff identified vulnerable populations needed more than just meals provided and quickly pivoted to provide necessities in addition to meals once this need was identified.	<b>5.7</b> Review and emphasize the Food and Necessities community points of distribution. Ensure the facilities accommodate populations with access and functional needs, are easily accessible by public transit, and are large enough to accommodate public health guidance associated with pandemics (e.g., social distancing).		39	7.8		
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	Given the costs of establishing, coordinating, and distributing food and necessities to vulnerable populations, the Food and Necessities Branch should have engaged the Finance and Administration Section at the onset of the branch's implementation.	<b>5.9</b> For future EOC Activation that appear as though they will extend past 48 hours both the Recovery and Finance Sections of the EOC should increase coordination, at the onset of the incident.		16	16		

Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José effectively and efficiently established a new branch within the EOC, the Food and Necessities Branch, in only five weeks' time.	<b>5.1</b> Given that the Food and Necessities Branch was established within the EOC, the City of San José should determine a department for these capabilities to exist outside of an EOC activation and response. The City should engage in inter-departmental dialogue about the implications, opportunities, and risks associated with retaining and building upon its food and necessities distribution capability in order to decide if the program will continue as city-wide initiative.		None	None		In process
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	The Food and Necessities Branch did not proactively engage non-profit organizations or Community based organizations who could assist in the response. Instead, these organizations had to contact the city and offer their assistance.	<b>5.11</b> Create a pre-vetted non-profit organizations and community based organizations partner organization list and establish Memorandums of Understanding with these organization in an effort to have the city be able to rapidly coordinate with non-profit organizations and community-based organizations in the event of another food insecurity emergency.					
Jan 2020 - Oct 2020	DIRECT PROVISION OF FOOD AND OTHER NECESSITIES TO VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	The Food and Necessities Branch did not proactively engage non-profit organizations or Community based organizations who could assist in the response. Instead, these organizations had to contact the city and offer their assistance.	<b>5.14</b> Take time to recognize the hard work performed by non-profit organizations and community based organizations in helping to not only feed vulnerable populations, but to also clean up trash, help cloth the homeless population, provide medical care to those in need, amongst other “unseen” tasks.					
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	The City of San José EOC established the Language Access Unit as a way to ensure that those populations within the city that did not speak English as their first language were able to receive information regarding the city's COVID-19 response.	<b>3.2</b> Maintain services of translators and interpreters vendor pool during non-activation periods to ensure that city information is reaching as many community members as possible as to establish stronger relationships with target vulnerable communities.		19	3.8		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	The City of San José EOC established the Language Access Unit as a way to ensure that those populations within the city that did not speak English as their first language were able to receive information regarding the city's COVID-19 response.	<b>3.1</b> Formally codify and establish the Language Access Unit as a critical and necessary part of the EOC structure for all future activations requiring major crisis communications efforts. Also, the City should identify and support the development of a permanent Language Access Coordinator.		42	5.25		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Area for Improvement	Oftentimes messaging, information briefs, and communications are simply translated from English without focusing on another language's cultural and technical idiosyncrasies.	<b>3.8</b> Establish vendor pools for transcreation or interpretation of public messaging in each of the five languages rather than conducting direct translations to ensure messaging is culturally relevant.		29	5.8		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	The Digital Inclusion Branch's hotspot initiative has enabled the City to reach populations they could not before while providing access to multi-lingual resources and digital literacy education.	<b>3.5</b> Continue to implement the hot spot program post COVID-19 to increase the connectivity of all community members.		32	6.4		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	The Digital Inclusion Branch's hotspot initiative has enabled the City to reach populations they could not before while providing access to multi-lingual resources and digital literacy education.	<b>3.6</b> Determine if the city intends to continue to pay hotspot internet fees past the first of the year, and if not, how the city will collect the hotspots following their plan's expiration. Begin developing public information efforts surrounding the use/discontinued use of hotspots as to ease the public transition away from city-provided internet.		32	6.4		



Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Area for Improvement	Some messaging for the community and external stakeholders was not prepared in time for the shutdown orders, leading to public confusion about what services were shut down and what services would continue to operate.	<b>3.7</b> Create public messaging standard operating procedures for potential future public health emergencies in order to more quickly develop, approve, and disseminate accurate information to the public.		26	8.67		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	San José is the only city of the top 25 most populous cities in the country to disseminate public messaging in five different languages: English, Spanish, Vietnamese, Simplified Chinese, and Traditional Chinese.	<b>3.3</b> Conduct a gap analysis of community demographics, engaging with the public and special interest groups to discover if there are any additional languages that it may be appropriate for the city to translate Flash Reports, social media posts, emergency notification posts, and “influencer” videos into.		10	10		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Area for Improvement	Oftentimes messaging, information briefs, and communications are simply translated from English without focusing on another language’s cultural and technical idiosyncrasies.	<b>3.9</b> Develop Memorandums of Understanding with community-based organizations to continue alterations of public messaging to better meet the cultural context of vulnerable and at-risk populations.		34	11.33		
Jan 2020 - Oct 2020	EMERGENCY PUBLIC INFORMATION AND COMMUNITY ENGAGEMENT	Strength	San José is the only city of the top 25 most populous cities in the country to disseminate public messaging in five different languages: English, Spanish, Vietnamese, Simplified Chinese, and Traditional Chinese.	<b>3.4</b> Hold virtual or teleconference-based town halls with community-based organization members that represent these foreign language speakers to analyze what other types of messaging or community outreach efforts may be impactful on their community moving forward. Codify these processes and, if feasible, implement them moving forward throughout the COVID-19 response.					
Jan 2020 - Oct 2020	EOC Activation	Area for Improvement	Activation procedures and expectations were unclear for many City staff.	<b>1.8</b> The City should evaluate how staffing plans were developed for COVID-19; an unusually long-lasting emergency. Establish a staffing process that “deepens the bench” and a program that selects and trains people for the proper positions in collaboration with other departments.		5	0.63		
Jan 2020 - Oct 2020	EOC Activation	Strength	San José staff exhibited an unrelenting commitment to prepare the City for emergency operations.	<b>1.4</b> The City should establish a means by which to formalize the COOP and acknowledge the and celebrate the hard work and unity of effort that was required to produce a COOP-like plan during COVID-19.		18	1.38		
Jan 2020 - Oct 2020	EOC Activation	Strength	San José staff exhibited an unrelenting commitment to prepare the City for emergency operations.	<b>1.5</b> The City should establish a COOP program that routinely updates the formalized COOP and facilities training within EOC departments on what happens if the COOP would need to be activated.		18	1.38		
Jan 2020 - Oct 2020	EOC Activation	Strength	EOC leaders assumed a proactive preparedness and response posture.	<b>1.2</b> The City should continue to formalize the cross-functional and interdisciplinary group as a permanent element of the EOC, ensuring staff are trained and rotated into the group to promote continuity and diverse perspectives.		17	2.13		
Jan 2020 - Oct 2020	EOC Activation	Area for Improvement	Activation procedures and expectations were unclear for many City staff.	<b>1.10</b> The City should develop EOC orientation messaging, dispatch instructions, and other materials to include short videos that can be utilized as just-in-time training for new EOC recruits.		11	2.2		
Jan 2020 - Oct 2020	EOC Activation	Strength	EOC leaders assumed a proactive preparedness and response posture.	<b>1.3</b> The City should continue to design and conduct trainings and exercises that build proficiency among City employees for serving in this cross-functional and interdisciplinary capacity within the EOC.		21	2.63		
Jan 2020 - Oct 2020	EOC Activation	Area for Improvement	There is a lack of clarity around the City’s authorities when activating its EOC.	<b>1.6</b> The City should engage all department heads in a process of building upon recent COOP efforts to ensure that department-specific plans are in place for supporting EOC activations in accordance with City Charter, Section 203.					

Jan 2020 - Oct 2020	EOC Activation	Strength	EOC leaders assumed a proactive preparedness and response posture.	<b>1.1</b> The City hired a consultant, Constant Associates, to lead a process of documenting best practices and lessons learned from this EOC leadership group to incorporate them into applicable response plans.		None	None		Done
Jan 2020 - Oct 2020	EOC Activation	Area for Improvement	There is a lack of clarity around the City's authorities when activating its EOC.	<b>1.7</b> The City should determine the best strategy for promoting awareness of City Charter, Section 203 as part of its existing EOC training program and the City's new employee orientation program.					
Jan 2020 - Oct 2020	EOC Activation	Area for Improvement	Activation procedures and expectations were unclear for many City staff.	<b>1.9</b> The City should refine the documented lessons learned and best practices from the COVID-19 EOC staffing approach and codify them as a repeatable strategy should the City need to rapidly scale up the EOC organization in the future when there are known EOC training and/or experience gaps among City staff.					
Jan 2020 - Oct 2020	EOC Operations	Strength	The EOC prioritized and focused on meeting the needs of the most vulnerable populations within the City of San José and surrounding areas.	<b>2.4</b> The City should advocate for a meeting with the County of Santa Clara and California Governor's Office of Emergency Services to review the working relationships across each SEMS level and to collaboratively devise a mutual aid strategy for wide-spread disasters impacting the Santa Clara OA.		10	0.48		
Jan 2020 - Oct 2020	EOC Operations	Strength	EOC staff remained adaptable to address unmet community needs while operating in a rapidly evolving and dynamic response environment.	<b>2.3</b> Continue developing the MYTEP to include scenarios such as pandemic, and production and development of online/virtual training for onboarding purposes for personnel who have not previously received trainings.		7	0.88		
Jan 2020 - Oct 2020	EOC Operations	Area for Improvement	Clarity is needed for untrained EOC staff to fully grasp how the EOC organization functions and what each section is responsible for.	<b>2.11</b> EOC leadership should task the appropriate team member(s) with developing a virtual status board for each Branch and Section of the EOC. At any time, EOC staff members should be able to look at the virtual status board of any organizational element to gain an understanding of its role within the organization, the current initiatives and/or priority projects it is managing, and any potentially helpful tools/resources it has already developed that can be used as a resource. The virtual status board should also enable the staff member to upload a short video in an effort to help introduce EOC staff members to one another.		3	1		
Jan 2020 - Oct 2020	EOC Operations	Strength	EOC leadership and staff demonstrated a steadfast commitment to the EOC's mission and fostered a safe and collaborative working environment to execute it.	<b>2.7</b> The City should facilitate a short workshop with department heads exploring ways to seamlessly carry forward EOC-specific practices and structures into normal business operations.		21	1		
Jan 2020 - Oct 2020	EOC Operations	Area for Improvement	Additional measures are needed to effectively maintain and project a common operating picture and help EOC staff feel connected while working in a virtual environment.	<b>2.9</b> EOC leadership should convene with Branch and Section leads on the necessary components surrounding EOC staff briefings and check ins. EOC leadership should convey the importance of these briefings and check in on EOC staff members' mental health as the response continues. Once these topics are discussed, the expectations should be documented and disseminated for consistent execution.		9	4.5		
Jan 2020 - Oct 2020	EOC Operations	Strength	EOC staff remained adaptable to address unmet community needs while operating in a rapidly evolving and dynamic response environment.	<b>2.1</b> The City should launch a short satisfaction survey to collect feedback from those who have received support through the Virtual Local Assistance Center with the aim of making immediate modifications and enhancement to the process.		10	5		

Jan 2020 - Oct 2020	EOC Operations	Strength	EOC staff remained adaptable to address unmet community needs while operating in a rapidly evolving and dynamic response environment.	<b>2.2</b> The City should hold an additional hot wash for EOC leaders to discuss the internal barriers to community-focused emergency operations that were experienced during initial and continued COVID-19 response. The group should seek to identify any inefficiencies that adversely affect the EOC's ability to swiftly and effectively respond to and recover from disasters and address the community's most pressing needs.		11	5.5		
Jan 2020 - Oct 2020	EOC Operations	Area for Improvement	Additional measures are needed to effectively maintain and project a common operating picture and help EOC staff feel connected while working in a virtual environment.	<b>2.8</b> To promote connectedness across the EOC organization, EOC leadership should continue to conduct and maintain regular Town Hall Meetings specifically focused on staff morale and mental health.		6	6		
Jan 2020 - Oct 2020	EOC Operations	Strength	The EOC prioritized and focused on meeting the needs of the most vulnerable populations within the City of San José and surrounding areas.	<b>2.5</b> The City should advocate for a meeting with Collaborating Agencies' Disaster Relief Effort and representatives from the current roster of community based organizations that it has worked alongside during COVID-19 to promote ongoing collaboration before, during, and after the City's EOC activations and to establish partnership criteria, capability statements, and a pre-vetted list of community based organizations the City can call upon during future disasters.		27	9		
Jan 2020 - Oct 2020	EOC Operations	Strength	EOC leadership and staff demonstrated a steadfast commitment to the EOC's mission and fostered a safe and collaborative working environment to execute it.	<b>2.6</b> Following the finalization of the Preliminary Operational Assessment Report and Operational Adjustment Plan, EOC leaders should discuss and document the most critical lessons they have learned with specific regards to leading large teams through uncertain circumstances while striving to maintain unity of focus on a common mission. These findings can be presented to City Council and make findings available to the public in the capacity they see fit.		10	10		
Jan 2020 - Oct 2020	EOC Operations	Area for Improvement	Clarity is needed for untrained EOC staff to fully grasp how the EOC organization functions and what each section is responsible for.	<b>2.10</b> EOC leadership should review the command and general staff organizational structure displayed in the City's Emergency Operations Plan and devise a strategy for maintaining the integrity of the basic structure in accordance with the Incident Command System while scaling the organization's capacity for managing expansive staffing requirements. The strategy should be codified and documented in the City's Emergency Operations Plan and other applicable operational doctrine. Further, the strategy should be incorporated into the City's training and exercise program.					
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.18</b> Enhance staff safety and health messaging by including information on the associated benefits of taking breaks and managing fatigue. Have senior leadership and executive team members mirror these behaviors and genuinely promote benefits to staff.		6	0.29		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.10</b> Consider working with management to identify employees who previously had proven their competencies but struggled with the disruptions and challenges caused by COVID-19. Conduct discussions with management and the impacted staff to examine what challenges they faced and determine how to re-engage staff and address raised concerns.		7	0.33		

Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	There are some perceptions by EOC staff that personnel management policies and practices are being inconsistently applied or are unfair.	<b>4.15</b> More deeply assess perceptions of personnel and human resource policy implementation around leave and compensation. This could be done through large group feedback sessions, small team discussions, department-wide surveys, or anonymous comment submissions.		5	0.38		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	There are some perceptions by EOC staff that personnel management policies and practices are being inconsistently applied or are unfair.	<b>4.16</b> Evaluate the implementation administrative and respite leave policies to ensure it has been applied in fairly throughout the department. Determine if the policies are being promoted and utilized effectively or if they need to be adjusted to better meet the needs of staff.		5	0.38		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City of San José took steps to support staff safety and wellness.	<b>4.6</b> Continue implementing risk reduction strategies to promote responder health. Review jurisdictional risk assessments to determine increased COVID-19 risks to staff safety and health and identify resources to address these risks (e.g., COVID-19 cloth masks and air quality precautions, donning and doffing in hot or cold temperatures).		12	0.57		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.21</b> Further build out position depth. This can include: · Encouraging managers to work with staff to identify individuals who can fill their roles to reduce the reluctance of taking time out of the office. · Pairing two people to provide weekly rotating shifts for one position within the EOC. Having a partner to share the stress and shoulder the responsibility of the position can help reduce the workload, provide an emotional boost, and promote camaraderie. · Developing 3-month rotation schedules and/or contracting with a nonprofit organizations or for-profit business to fill positions.		5	0.63		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.11</b> Assist in determining which services and programs are essential while empowering management and staff to prioritize responsibilities. This may include: Having executive leadership discussing with City Council the need to identify essential programs and prioritize staff involvement. Assessing which programs are expecting staff to run at 100% in addition to their response positions, encouraging more realistic expectations, and/or supplementing these program's staff when possible.		34	2.62		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.12</b> Create program and system to ensure training as disaster services workers for all City staff is conducted to provide information and preparedness planning and tools to enable City staff to develop contingency plans for dependent care to support City disaster response.		17	3.4		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	There are some perceptions by EOC staff that personnel management policies and practices are being inconsistently applied or are unfair.	<b>4.17</b> Work with managers to examine employee duties and responsibilities to identify those falling outside of the normal scope of work. Work with unions, human resources, and other applicable representatives to identify opportunities to recognize and incentivize employees going above their regular position. This could include financial compensation or alternative supplements such as position title changes, support for education or professional growth opportunities, etc.		9	4.5		

Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City's EOC team camaraderie, leadership support, and organizational culture assisted employees' ability to manage an extremely stressful EOC activation.	<b>4.3</b> Continue demonstrating gratitude and encouragement to staff through positive messaging and actions.		6	6		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City of San José took steps to support staff safety and wellness.	<b>4.7</b> Consider implementing a staff survey similar to what was used within the Logistics Branch to identify concerns and needs of employees. It could further evaluate staff's familiarity with available mental health support programs and resources, assess which programs and policies were perceived as helpful, and identify additional ways EOC Leadership could support staff and assist with stress management.		6	6		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	Safety personnel faced challenges when fulfilling their roles.	<b>4.25</b> Continue maintaining a sufficient stock of personal protective equipment and sanitations supplies to avoid potential future delays when resources are needed.		39	7.8		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City's EOC team camaraderie, leadership support, and organizational culture assisted employees' ability to manage an extremely stressful EOC activation.	<b>4.1</b> Consider developing virtual strategies for staff to "be there" for their colleagues when they cannot physically be together. Using programs such as Microsoft Teams, Slack, Zoom, etc. to build a virtual support system can address the challenge of being unable to connect regularly and naturally when teams work remotely.		9	9		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.13</b> Conduct an annual training for Executive Leadership on how to monitor the health and wellbeing of staff. Included how to identify when staff are stressed, referral information, and opportunities to build team support systems.		9	9		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.14</b> Mental illness and substance abuse disorders can be exacerbated during times of disaster. Providing a supportive work environment and encouraging continued access to confidential psychological services outside of the COVID-19 response can enhance the abilities of employees with these conditions and address common barriers for help-seeking behavior.		9	9		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	There was a clarity of purpose and mission.	<b>4.5</b> Continue regular briefings to help staff focus on the shared objectives and encourage discussions, troubleshooting, and support between EOC branches.		9	9		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC staff are experiencing burnout and fatigue from competing demands.	<b>4.9</b> Leverage relationships with partners and Subject Matter Experts to identify suggestions for an internal Responder Safety & Health program to advise employee wellness practices. Identify risk areas for extreme fatigue and mitigative measures for prolonged exposure for incident management and response.		9	9		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	Safety personnel faced challenges when fulfilling their roles.	<b>4.24</b> Include information and details on safety and personnel responsibilities in employee communication. Clarify for staff the responsibilities of city safety versus county responsibility.		11	11		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.23</b> Identify ways to provide emotional and psychological support services during work hours. This could be breaks for counseling, weekly informal stress management opportunities for all staff, regular group/team support sessions, etc.		12	12		

Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City of San José took steps to support staff safety and wellness.	<b>4.8</b> Increase messaging on the services and resources available to support staff safety and wellbeing. This could include leadership informing staff of workshops or employee assistance program benefits, mass distribution of promotional material, or the inclusion of reminders on regular communication with all staff.		14	14		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	Safety personnel faced challenges when fulfilling their roles.	<b>4.26</b> Provide ongoing communication and support to staff deployed on the ground clarifying priorities and establishing timelines for feedback and/or action on raised concerns. Even if response to an issue is not a priority, ensuring timely follow-up for re-evaluating when action will be taken can demonstrate support.		16	16		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	The City's EOC team camaraderie, leadership support, and organizational culture assisted employees' ability to manage an extremely stressful EOC activation.	<b>4.2</b> Continue maintaining clear avenues of communication between leadership/management and staff. The use of townhalls could be expanded to provide opportunities to disseminate information while also answering questions and addressing concerns.		18	18		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Strength	There was a clarity of purpose and mission.	<b>4.4</b> Maintain an ongoing message of the mission with all City staff. Promote a unity of purpose and spirit of camaraderie for those responding in the EOC as well other City staff. Consider recognizing successes, however small or large, in an effort to show movement towards meeting the organization's mission and inspire the continued unity of response efforts.		18	18		
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.19</b> Enhance policies that address fatigue including number of hours worked, overtime, requests for breaks, as well as creating a standard threshold for when staff are required to rotate out of the EOC. This can be done in collaboration with occupational safety experts and in consultation with labor unions.					
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.20</b> Monitor and limit staff work hours. Manage staff work weeks to include at least one day off. Continue work schedule flexibility and expand opportunities for staff to participate in occasional work from home days.					
Jan 2020 - Oct 2020	EOC STAFF SAFETY AND WELLNESS	Area for Improvement	EOC Staff are working extensive hours and face barriers to taking time off.	<b>4.22</b> Identify potential policy changes to support the use of vacation days for alternative staff support such as for education or professional development reimbursement.					
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	San José's use of FEMA trailers to house vulnerable and at-risk populations was quickly dismantled due to inability to properly maintain them as well as unforeseen financial costs.	<b>7.5</b> Continue communication with California Governor's Office of Emergency Services regarding the information they need to provide when supplying jurisdictions with FEMA trailers for proper use.		14	1.08		
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Strength	The establishment of free childcare programs for essential city employees was successful enough that the city was able to scale up the program to assist those dealing with "Multiple Role Conflict".	<b>7.3</b> Create a plan to extend and expand childcare services and programs past Fall 2020 and into 2021, in an effort to continue assisting parents that need to work and provide children with an adequate environment for virtual learning.		26	1.24		
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	San José's use of FEMA Trailers to house vulnerable and at-risk populations was quickly dismantled due to inability to properly maintain them as well as unforeseen financial costs.	<b>7.6</b> Create an appendix for the Disaster Housing Plan that includes how to establish a FEMA trailer complex and write guidelines for proper set up, maintenance, and demobilization of program.		23	1.77		

Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	San José's use of FEMA Trailers to house vulnerable and at-risk populations was quickly dismantled due to inability to properly maintain them as well as unforeseen financial costs.	<b>7.7</b> The City should identify and support the development of a trained, permanent Access and Functional Needs Coordinator in the City Manager's Office, who can represent the City as a liaison to the access and functional needs community and can consistently invest into a strong and mutually respected working relationship.	City Manager's Office	47	5.88		
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Area for Improvement	San José's use of FEMA Trailers to house vulnerable and at-risk populations was quickly dismantled due to inability to properly maintain them as well as unforeseen financial costs.	<b>7.4</b> Complete the development of the San José Disaster Housing Plan for future responses.		35	7		
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José established a mass testing center in East San José in an effort to increase testing capabilities and focus on communities most affected by COVID-19.	<b>7.1</b> Establish agreement with large outdoor event venues to use their facility as a testing center in the future should there be a resurgence of COVID-19 in the final months of 2020 or in 2021.		None	None		In process
Jan 2020 - Oct 2020	PLANNING FACTORS FOR CONNECTING AND ASSISTING VULNERABLE AND AT-RISK POPULATIONS	Strength	The City of San José established a mass testing center in East San José in an effort to increase testing capabilities and focus on communities most affected by COVID-19.	<b>7.2</b> Utilize large outdoor venues and best practices from initial COVID-19 activation testing centers discovered during this process to create a Point of Dispensing location upon United States Food and Drug Administration Approval and mass distribution of a COVID-19 vaccine.					
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Area for Improvement	The system for procuring and tracking resources and services could be improved.	<b>6.6</b> Evaluate and update policies and procedures around procuring materials and resources that may be needed in an emergency. Ensure they are straightforward and provide clear guidelines/checklists. Consider having these protocols approved by Council so they can be enacted quickly in an emergency.		14	1.08		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Strength	Resource request, procurement, and reimbursement processes were adapted to electronic format and became more accessible.	<b>6.3</b> Document successful financial and human resource processes to provide guidance for future activations. This could include how to incorporate emergency information into regular City systems and reports, the current workflow system, tips on deploying new processes in the midst of a disaster, etc.		7	1.4		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Strength	The City of San José was flexible in reallocating resources to meet the needs of staff.	<b>6.1</b> Determine if all employees working from home have the necessary resources to fulfill their responsibilities without personal costs and fill any outstanding technological or equipment needs. Participants indicated that staff could feel abandoned when they are expected to pay for work equipment/supplies on their own		9	1.8		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Strength	Resource request, procurement, and reimbursement processes were adapted to electronic format and became more accessible.	<b>6.2</b> Perform a review of employee experiences with SimpliGov to identify what worked well and what could be improved. This could include exploring system capabilities with the manufacturer for potential improvements such as consolidating like items to feed into the procurement process, pre-generating approval flow so forms can be automatically directed to the appropriate people or creating outputs that better reflect the amount of equipment and supplies that have been used during the COVID-19 response.		4	2		

Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Area for Improvement	Nonprofit partners experienced delayed approval of funding or were unable to access resources to support their community programs.	<b>6.8</b> Explore additional opportunities to improve contracting with nonprofit organizations in order to streamline funding and resource requests. Consider surveying or discussing experiences with nonprofit applicants to capture lessons learned to refine documentation processes and procedures. For instance, pre-vetting or pre-approving nonprofit providers through Requests for Quotation or Memorandums of Understanding could result in a cadre of providers eligible for contracting when needed.		27	3.38		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Area for Improvement	Nonprofit partners experienced delayed approval of funding or were unable to access resources to support their community programs.	<b>6.7</b> Develop systems and policies for determining if/what resources can be made available to nonprofit organizations fulfilling key services in the community.		22	7.33		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Area for Improvement	There was ongoing confusion around funding as well as resource request documentation.	<b>6.4</b> Increase the level and frequency of communication regarding changes to systems with staff, including information on the reasoning for why systems are in place.		11	11		
Jan 2020 - Oct 2020	RESOURCE REQUESTS AND MANAGEMENT	Area for Improvement	There was ongoing confusion around funding as well as resource request documentation.	<b>6.5</b> Provide just-in-time training or “cheat sheets” to staff on viscodes they should be using, what the viscodes mean or link to, budget approval process, etc.		34	34		