

# Attachment

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## City Council Study Session on Emergency Management – Tabletop Exercise

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Situation Manual

March 23, 2023

This Situation Manual provides exercise participants with all the necessary tools for their roles in the exercise. Some exercise material is intended for the exclusive use of exercise planners, facilitators, and evaluators, but players may view other materials that are necessary to their performance. All exercise participants may view the Situation Manual.

## EXERCISE OVERVIEW

<b>Exercise Name</b>	City Council Study Session on Emergency Management – Tabletop Exercise
<b>Exercise Dates</b>	Thursday, March 23, 2023
<b>Scope</b>	The City Council Study Session on Emergency Management aims to engage the Mayor and City Council in discussions on emergency response actions, the Emergency Operations Center (EOC) functions, communication with elected officials, and updated plans and procedures. The session will include a discussion-based, facilitated tabletop exercise.
<b>Mission Area(s)</b>	Response, Recovery
<b>Core Capabilities</b>	Operational Communications Operational Coordination Planning Public Information and Warning
<b>Objectives</b>	Engage the Mayor and City Council in discussion on: <ol style="list-style-type: none"><li>1. Actions to take during an emergency,</li><li>2. How the EOC functions in a disaster and communicates with elected officials, and</li><li>3. The updated plans and procedures that guide our emergency response.</li></ol>
<b>Threat or Hazard</b>	Earthquake
<b>Scenario</b>	A major (M7.2) Hayward fault earthquake (See “Scenario – Focused Discussion” for additional information)
<b>Participating Organizations</b>	See Appendix B – Exercise Participants
<b>Point of Contact on Exercise Design</b>	Raymond Riordan Director City Manager’s Office - Office of Emergency Management ray.riordan@sanjoseca.gov 408-794-7050

## GENERAL INFORMATION

### Exercise Objectives and Core Capabilities

The following exercise objectives in the table below describe the expected outcomes for the exercise. The objectives are linked to core capabilities, which are distinct critical elements necessary to achieve the specific mission area(s).

The objectives and aligned core capabilities were selected by the Exercise Planning Team after an extensive review of lessons learned, after-actions reports, and newly develop local emergency management products.

Exercise Objectives	Core Capability
Engage the Mayor and City Council in discussion on actions to take during an emergency.	Operational Coordination Public Information and Warning
Engage the Mayor and City Council in discussion on how the EOC functions in a disaster and communicates with the elected officials.	Operational Coordination Operational Communications
Engage the Mayor and City Council in discussion on the updated plans and procedures that guide our emergency response	Planning

Table 1. Exercise Objectives and Associated Core Capabilities

### Participant Roles and Responsibilities

The term *participant* encompasses many groups of people, not just those playing in the exercise. Groups of participants involved in the exercise, and their respective roles and responsibilities, are as follows:

- **Players** respond to the situation presented based on expert knowledge of response procedures, current plans and procedures, and insights derived from training.
- **Facilitators** provide situation updates and moderate discussions. They also provide additional information or resolve questions, as required.
- **Presenters** provide information about topics in emergency management.
- **Observers** primarily view the exercise. They may ask relevant questions.

The following table lists the City entities participating in the tabletop exercise. See Appendix B – Exercise Participants for a more detailed list.

Participating City Entities	
Mayor’s Office	Housing Department
City Council	Planning, Building, and Code Enforcement Department
City Attorney’s Office	Police Department
City Manager’s Office	Public Works Department
Department of Parks, Recreation, and Neighborhood Services	City Manager’s Office of Communications
Department of Transportation	City Manager’s Office of Economic Development and Cultural Affairs
Environmental Services Department	City Manager’s Office of Emergency Management
Finance Department	City Manager’s Office of Employee Relations
Fire Department	

**Table 2. City Entities Participating in Tabletop Exercise**

## **Exercise Structure**

### **Introduction**

The Mayor will provide welcoming remarks and turn the program over to the City Manager.

The City Manager will provide keynote opening and frame the day and the role of the City Council.

### **Module 1**

Complete a review of past EOC activations, with emphasis on COVID-19 and the recent 2022-2023 winter storms and atmospheric rivers. Review elected officials’ role during an emergency and the purpose of a Disaster District Office (DDO).

This module will focus on Objective 1.

### **Module 2**

Introduce 7.2M earthquake scenario and the roles of the EOC and the Continuity of Operations Plan (COOP). Also review the role of the different EOC and Department Operations Centers (DOC) staff positions. Various EOC and DOC representatives will be asked to contribute to the discussion. There will also be discussion about some of the City’s current emergency planning efforts. Participants can expect to respond to questions that develop organically during this module.

This module will focus on Objectives 2 and 3.

## Exercise Guidelines

This is intended to be a safe, open environment. The problems and challenges are real and there is no “textbook” solution. The following exercise ground rules have been developed to ensure that the goals and objectives are met in a reasonable amount of time and the tabletop exercise runs smoothly:

- Keep the exercise’s objectives in mind throughout the exercise;
- Treat the scenario incidents as real events and play your appropriate role;
- Participate openly and focus discussions on appropriate topics – asking questions, sharing thoughts, and offering forward-looking, problem-solving suggestions, which are strongly encouraged, as these will enhance the exercise experience;
- The Mayor and each Councilmember can **interrupt two times** during the study session to ask a question or make a comment. Once the Mayor and all Councilmembers have used their two interrupts, everyone will get two more interrupts for the duration of the study session;
- Keep your questions and comments focused and consider the time constraints; and
- Respect the observations, opinions, and perspectives of others, as the discussions will explore a variety of policies, decisions, actions, and key relevant issues from different sources.

## Exercise Assumptions and Artificialities

In any exercise, a number of assumptions and artificialities may be necessary to complete play in the time allotted. During this exercise, the following apply:

- The scenario is plausible, and events occur as they are presented;
- There is no “hidden agenda” or any trick questions; and
- All players receive information at the same time.

## Exercise Control

The facilitated tabletop exercise uses a scenario-based approach to create the decision-making environment for you, as a participant, to act in your role. This is a no-fault exercise that focuses on expanding the knowledge base among the Mayor and City Councilmembers and help set expectations of how they receive information from the EOC during an incident, and ideas of what to do to support their community.

The facilitators are responsible for keeping discussions on track with exercise objectives and ensuring that all issues are explored (time permitting). In general, the facilitators will keep side conversations to a minimum and keep discussions on track and within established time limits.

## SCENARIO-FOCUSED DISCUSSION

### Module Schedule

Timeframe	Total Time	Activity
01:00 pm – 01:30 pm	30 minutes	Arrival & Check-in
01:30 pm – 01:35 pm	5 minutes	Introduction
01:35 pm – 02:20 pm	45 minutes	Module 1 – Review EOC Activations & Roles of the Elected Officials
02:20 pm – 04:05 pm	105 minutes	Module 2 – Tabletop Exercise
04:05 pm – 04:25 pm	20 minutes	Public Comment
04:25 pm – 04:30 pm	5 minutes	Closing Remarks

### Introduction – 5 minutes

Mayor’s Welcoming Remarks

City Manager’s Opening Remarks

### Module 1 – 45 minutes

*35-minute module + 10-minute Q&A*

*Objective 1: Engage the Mayor and City Council in discussions on actions to take during an emergency.*

*Facilitator: Ray Riordan (10 minutes)*

Review of past EOC activations:

- COVID-19 – March 4, 2020 to February 2022
- SCU Lightning Complex Fire – August 18, 2020 to September 2, 2020
- Race Street Gas Leak – August 25, 2020 to August 27, 2020
- George Floyd Protests – May 31, 2020 to June 1, 2020
- Public Safety Power Shutoff Events – October 12, 2020 – October 27, 2020
- Flood Watch – January 26, 2021
- Gas Leak – August 25, 2021 – August 26, 2021
- Flood Watch - October 23, 2021
- Home Depot Fire – April 9, 2022
- Extreme Heat Event & Power Vulnerability– August 31, 2022 to September 9, 2022
- Winter Storm & Atmospheric Rivers – December 30, 2022 to January 20, 2023

*Facilitator: Ray Riordan (15 minutes)*

Discussion of recent experiences:

- What were some fears and/or concerns you had before the 2022/2023 Winter Storm & Atmospheric Rivers?
- What was the best thing EOC staff did to help communicate with you during these 2022/2023 Winter Storm & Atmospheric Rivers?

*Presenter: Karen Truong (10 minutes)*

Review:

- Purpose of the DDO.
- Communication feedback loop involving the Emergency Public Information Officer , City Council Liaison and community.
- Triggers for DDO Activation.

Questions:

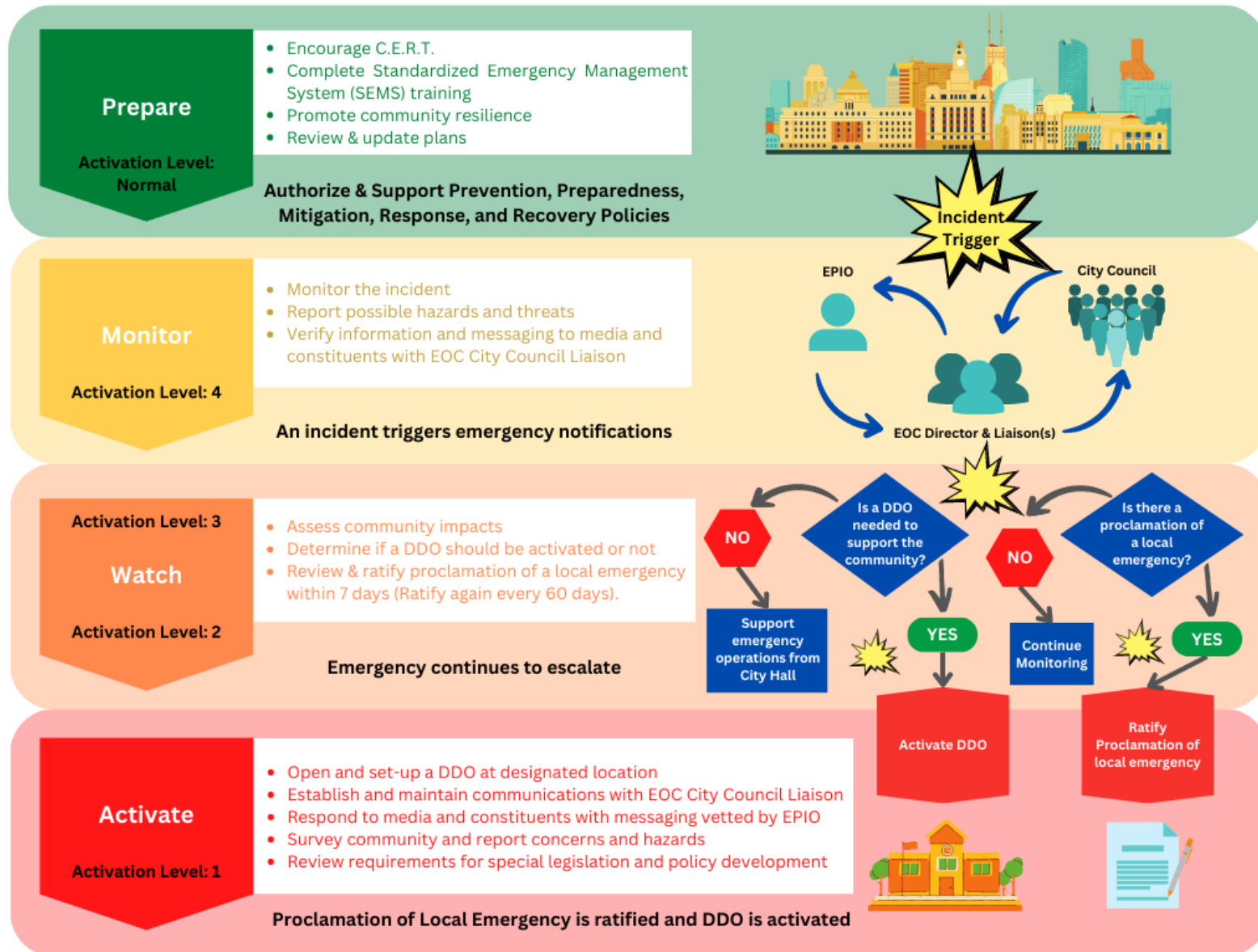
- What steps will the Councilmember and staff take to stand up the DDO?
- How will Councilmember know when/where to activate the DDO?
- Who will the Councilmember/Council Office need to notify of this decision?
- How will situational status information from the community be collected and communicated to the EOC?
- How will communications, guidance, and any other emergency public information be disseminated from the EOC to the public through the DDO?

*Facilitator: Ray Riordan*

10-minute Q&A:

- Are there any additional clarifications or questions?

## Disaster District Office Activation Chart





## Module 2 – 105 minutes

*100-minute module + 5-minute closing remarks*

*Objective 2: Engage the Mayor and City Council in discussion on how the EOC functions, and communicates with the elected officials.*

*Objective 3: Engage the Mayor and City Council in discussion on the updated plans and procedures that guide our emergency response.*

*Facilitators: Lee Wilcox and Kip Harkness*

### Overview of the Continuity of Operations Plan (Lee Wilcox)

- Discuss about the critical services and infrastructures that are required to continue even when the EOC is activated.

### Overview of the EOC Functions (Kip Harkness)

- Each EOC Section Coordinator and Emergency Public Information Officer will provide a brief introduction of their name, section, and general roles and responsibilities.

### Earthquake Scenario (Lee Wilcox)

- A massive 7.2 magnitude earthquake erupts along the Hayward fault.

### Tabletop Exercise

- Facilitation of Council conversation and questions. (Lee Wilcox)
- Facilitation of the EOC, ensuring communication and coordination among the teams in the center and in the field. (Kip Harkness)

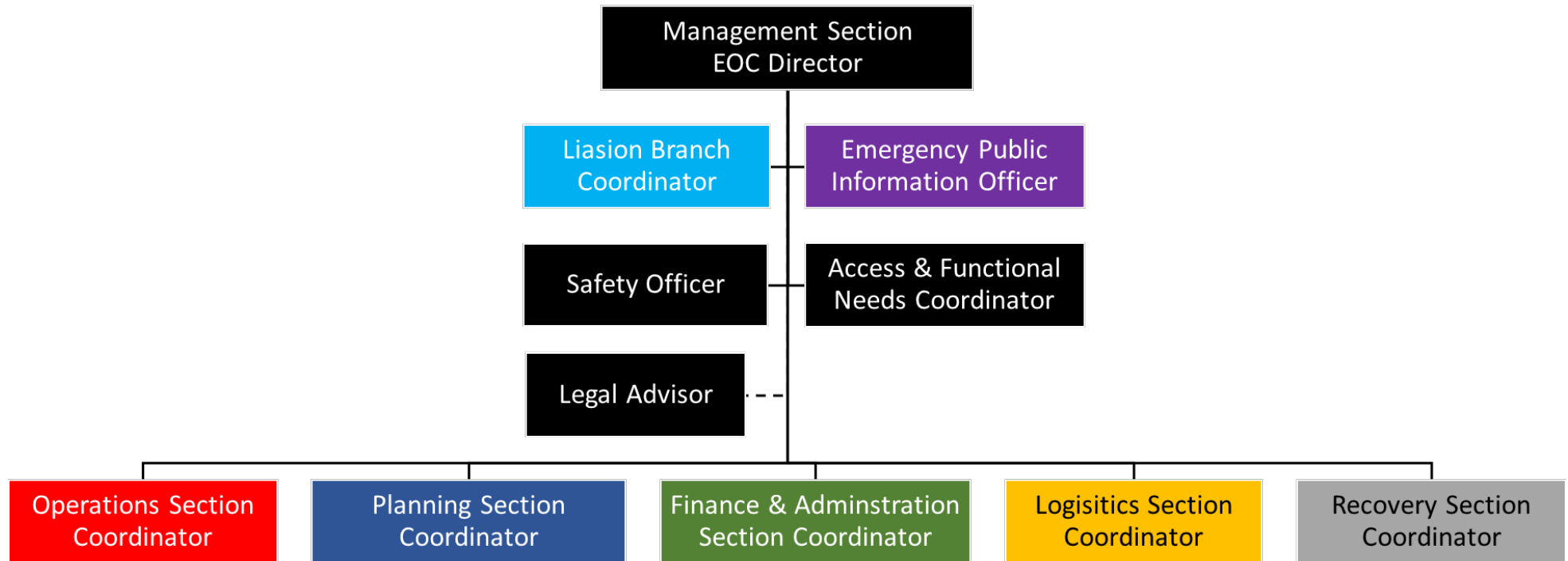
### Council Discussion (Lee Wilcox)

- Q&A if time permits: Mayor and Councilmembers ask any questions they have following end of tabletop exercise.
- Feedback if time permits: Facilitator will pose some/all of these questions to Mayor and Councilmembers
  - What insight have you gained from this study session that you want us to keep in mind as we continue working on the City's emergency management efforts?
  - What are some emergency management areas where we should challenge ourselves and/or improve?
  - What strengths do we bring to the emergency management efforts?
  - What do you need to do to be prepared as an individual and as a community leader?

### City Manager's Closing Remarks

- We are all first responders in times of crisis.

## Emergency Operations Center Organization Chart



## **Public Comment – 20 minutes**

## **Closing Remarks – 5 minutes**

Mayor's Closing Remarks

## APPENDIX A: EXERCISE SCHEDULE

Timeframe	Total Time	Activity
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01:35 pm – 02:20 pm	45 minutes	Module 1 - Review EOC Activations & Role of the Elected Officials
02:20 pm – 04:05 pm	105 minutes	Module 2 - Tabletop Exercise
04:05 pm – 04:25 pm	20 minutes	Public Comment
04:25 pm – 04:30 pm	5 minutes	Closing Remarks

## APPENDIX B: EXERCISE PARTICIPANTS

EXERCISE PARTICIPANTS
MAYOR’S OFFICE
Mayor Matt Mahan
CITY COUNCIL
District 1 – Rosemary Kamei
District 2 – Sergio Jimenez
District 3 – Omar Torres
District 4 – David Cohen
District 5 – Peter Ortiz
District 6 – Devora “Dev” Davis
District 7 – Bien Doan
District 8 – Domingo Candelas
District 9 – Pam Foley
District 10 – Arjun Batra
EXECUTIVE MANAGEMENT
City Manager Jennifer Maguire
Assistant City Manager Leland Wilcox
City Attorney Nora Frimann
EXERCISE FACILITATORS
Assistant City Manager Leland Wilcox
Deputy City Manager Kip Harkness
Director of Emergency Management Raymond Riordan
EXERCISE PRESENTERS
Emergency Management Staff Member Karen Truong
EOC MANAGEMENT SECTION
EOC Director – Kip Harkness
Liaison Branch Coordinator – Blage Zelalich
Emergency Public Information Officer (EPIO)– Carolina Camarena
Safety Officer – Joseph Gregory
Legal Advisor – Cameron Day
Access & Functional Needs Coordinator – Christopher Hickey
EOC OPERATIONS SECTION
Operations Section Coordinator – Rob Lloyd

Fire and Rescue Branch – Chief Robert Sapien
Law Branch (Police PCC) – Captain Brian Matchett
Public Works Branch – Mathew Nguyen
Mass Care Branch – Neil Rufino
Mass Care Branch: Housing Unit– Jacky Morales-Ferrand
Damage Inspection Branch – Lisa Joiner
Transportation Branch – Rick Scott
<b>EOC PLANNING SECTION</b>
Planning Section Coordinator – Jay McAmis
Situation Status Public Works/Utility Coordination – J Guevara
<b>EOC LOGISTICS SECTION</b>
Logistics Section Coordinator – Walter Lin
<b>EOC FINANCE &amp; ADMINISTRATION SECTION</b>
Finance & Administration Section Coordinator – Alice Vurich
<b>EOC RECOVERY SECTION</b>
Recovery Section Coordinator – Rosalynn Hughey
<b>ADDITIONAL ATTENDEES</b>
Environmental Services DOC – Jennifer Brown
Parks, Recreation, & Neighborhood Services DOC – Kendra Yarn
Planning, Building & Code Enforcement DOC – Bill Mayne
Public Works DOC – Norman Mascarinas
Transportation DOC – Jennifer Seguin

## APPENDIX C: ACRONYMS

Acronym	Term
COOP	Continuity of Operations Plan
DDO	Disaster District Office
DOC	Department Operations Center
EOC	Emergency Operations Center