



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Raymond Riordan

SUBJECT: SEE BELOW

DATE: December 3, 2018

Approved

D. DSYL

Date

12/6/18

**SUBJECT: 2018 CITY COUNCIL SPECIAL STUDY SESSION ON THE
EMERGENCY MANAGEMENT ROADMAP UPDATE AND ROLE OF
THE CITY COUNCIL**

PURPOSE OF STUDY SESSION

This study session will consist of a presentation and discussion on the threats and risks to the City of San José and the role of Elected and Appointed Officials during an emergency or disaster.

OUTCOME

Expected outcome is increased City Council recognition of emergency management risks, capabilities, gaps, and the Council's role during an emergency or disaster. By the end of the session, Council members will:

- Understand developments and status of the Emergency Management Roadmap
- Understand the purpose of a Disaster District Office and role of Council Members
- Experience a "walk through" of communications with the Emergency Operations Center

SUMMARY

In 1951 the City of San José created an Office for Emergency Preparedness, Planning, Response and Recovery from all hazards. Since then the scope and focus of the Office has evolved with the various hazards facing the City. Following the Flood of 2017 along Coyote Creek, the focus of the Office had been on recovery from the flood and methods to improve response. In the last 18 months' solid progress has been made in both flood recovery, preparation for future flood events, and preparedness for a seismic event. However, the City still needs to make significant and sustained improvement to its emergency management capabilities to be ready to respond to other natural emergencies or human caused incidents.

Seeking to strengthen the City's emergency management capabilities, on August 8, 2017 the City Council approved the Emergency Management Roadmap which helped formulate the City Manager's Emergency Management and Preparedness Enterprise Priority. The core of the priority includes six key focus areas:

1. Strengthen Organizational Structure for Emergency Management
2. Improve Emergency Planning
3. Complete Flood Recovery and Build to Resilience
4. Prepare for All Hazards
5. Enhance Key Capabilities
6. Increase Coordination

This direction resulted in the relocation of the Office of Emergency Management (OEM) to the City Manager's Office and the formation of an Emergency Management Working Group that includes the executive and staff from all City departments. The Emergency Management Working Group has taken on the task of evaluating how to prioritize and address the 243 After Action Report items identified in the post disaster report on the 2017 Coyote Creek.

This report will provide a review of the threats for which the City must prepare, an update on the implementation of the Emergency Management Roadmap, and an overview of the role of the City Council Members.

BACKGROUND

As the largest City in Northern California, San José and its more than 1 million residents and 60,000 businesses daily face potential threats and hazards from natural causes such as fires, floods, earthquakes, and weather, as well as technological disruption, acts of terrorism, and other intentional threats. The City of San José is responsible to manage public safety programs to protect residents and businesses from the impacts of large scale emergencies or disasters. Located in the City Manager's Office, OEM provides emergency management, homeland security, and continuity services for the City of San José in coordination with our partner jurisdictions, including Santa Clara County and the State of California.

In San José, there are more than 700 critical assets at risk in an emergency, including San José Mineta International Airport, utilities (water/power/telecommunications facilities), the Regional Wastewater Facility, streets & infrastructure, hospitals, educational institutions, libraries and community centers, and other private and public assets. The City protects and supports some of the nation's highest priority information technology infrastructure and services and has one of the highest concentrations of Fortune 500 companies in the United States.

Responding effectively to emergencies requires planning, training, and working together across jurisdictional and departmental lines. In California, emergency management falls under the

Governor's Office of Emergency Services (CalOES) and, in an emergency, agencies at all levels follow the state's Standardized Emergency Management Systems protocols. Similarly, at the federal level, emergency services are under the Federal Emergency Management Agency (FEMA), a division of the U.S. Department of Homeland Security, from which the National Incident Management System is regulated.

The City of San José manages a comprehensive emergency management program and bi-annually review of the City's emergency management core capabilities through an all-inclusive community profile, an all-hazards risk assessment, and an integrated capability assessment. The assessments guides emergency management activities, functionality of the Emergency Operations Center (EOC), sets a path toward national standards,¹ and identifies a direction toward national accreditation. In July 2015 and March 2017, members of the Emergency Management Working Group assessed City-wide emergency management and homeland

Table 1. Department of Homeland Security Core Capabilities

Prevention		Protection	Mitigation	Response	Recovery
Planning					
Public Information and Warning					
Operational Coordination					
Intelligence and Information Sharing		Community Resilience		Infrastructure Systems	
Interdiction and Disruption		Long-term Vulnerability Reduction		Critical Transportation	Economic Recovery
Screening, Search, and Detection		Risk and Disaster Resilience Assessment		Environmental Response/Health and Safety	Health and Social Services
Forensics and Attribution	Access Control and Identity Verification	Threats and Hazards Identification		Fatality Management Services	Housing
	Cybersecurity			Fire Management and Suppression	Natural and Cultural Resources
	Physical Protective Measures			Logistics and Supply Chain Management	
	Risk Management for Protection Programs and Activities			Mass Care Services	
	Supply Chain Integrity and Security			Mass Search and Rescue Operations	
				On-scene Security, Protection, and Law Enforcement	
				Operational Communications	
				Public Health, Healthcare, and Emergency Medical Services	
				Situational Assessment	

¹ National Fire Protection Association Standard 1600 Standard on Disaster/Emergency Management and Business Continuity Programs (2013 Edition),

security readiness against the 31 Core Capabilities defined by the Department of Homeland Security National Preparedness Goal² (see Table 1). These assessments are required to maintain grant funds through the State, Urban Area Security Initiative (UASI), or FEMA. The next assessment is in spring of 2019, coordinated by the Bay Area UASI.

The 2017 Core Capability Assessment³ identified that the City continues to need to improve in the following critical capabilities which are common to all mission areas and all operations:

- Planning
- Public Information and Warning
- Operational Coordination
- Mass Care Services
- Critical Transportation (Evacuation)
- Community Resilience

Table 2, City of San José Core Capability Assessment, provides a comparison of the capability assessment completed in 2015 and 2017. Staff who evaluated the status of the City capabilities identified that the City remained fairly consistent. Core capabilities declined slightly in the areas of Mass Care Services, Interdiction and Disruption, Mass Search and Rescue Operations, and Forensics and Attribution. These can be attributed to changes to the scoring methods and metrics as required by the Department of Homeland Security. Additionally, using different department reviewers allowed for a different evaluation of current capabilities. Other changes are noted in the category of Public and Private Services and Resources, which has been renamed Logistics and Supply Chain Management, and has new metrics associated with it. There was notable improvement in Community Resilience, Situational Assessment, Operational Coordination, Public Information and Warning, Cyber-security, Threat and Hazard Identification, and Risk Management. Increased capabilities are due to: three EOC staff trainings and four exercises in the fall of 2016; the response to the Coyote Creek Flood; and post-flood purchases of warning equipment and improved access to alerting systems.

² During 2015, the National Preparedness Goal was updated to add a new Core Capability for Fire Management and Suppression and four updated Core Capability definitions. Beginning in 2016-2017, OEM transitioned to the new 32 Core Capability system shown in Table 1.

³ The Core Capability Assessment was performed using a compendium developed by the Bay Area Urban Area Security Initiative (UASI). Based on past Council direction and best practices, OEM will continue to use this methodology in future years to provide effective trend analysis.

Table 2. City of San José Core Capability Assessment (2015 and 2017)

Core Capability	2015	Core Capability	2017
Community Resilience	3%	Community Resilience	10%
Planning	4%	Planning	4%
Mass Care Services	4%	Mass Care Services	3%
Situational Assessment	5%	Situational Assessment	20%
Critical Transportation	7%	Critical Transportation	7%
Health and Social Services	7%	Health and Social Services	8%
Operational Coordination	8%	Operational Coordination	19%
Public Information and Warning	8%	Public Information and Warning	21%
Cybersecurity	9%	Cybersecurity	22%
Physical Protective Measures	10%	Physical Protective Measures	10%
Fatality Management Services	12%	Fatality Management Service	12%
Long-Term Vulnerability Reduction	13%	Long-term Vulnerability Reduction	13%
Housing	14%	Housing	14%
Threats and Hazard Identification	15%	Threats and Hazard Identification	25%
Supply Chain Integrity and Security	15%	Supply Chain Integrity and Security	15%
Risk and Disaster Resilience	16%	Risk and Disaster Resilience Assessment	18%
Access Control and Identity Verification	17%	Access Control and Identity Verification	17%
Economic Recovery	17%	Economic Recovery	17%
Risk Management	18%	Risk Management for Protection Programs and Activities	35%
Operational Communications	19%	Operational Communications	23%
Natural and Cultural Resources	20%	Natural and Cultural Resources	20%
Infrastructure Systems	21%	Infrastructure Systems	21%
Public and Private Services and Resources	23%	Logistics and Supply Chain Management	12%
Screening, Search, and Detection	37%	Screening, Search, and Detection	37%
Environmental Response/Health and Safety	41%	Environmental Response/Health and Safety	41%
Intelligence and Information Sharing	54%	Intelligence and Information Sharing	54%
Interdiction and Disruption	55%	Interdiction and Disruption	51%
Public Health and Medical Services	57%	Public Health and Medical Services	57%
On-Scene Security and Protection	58%	On-scene Security and Protection	58%
Mass Search and Rescue Operations	59%	Mass Search and Rescue Operations	55%
Forensics and Attribution	72%	Forensics and Attribution	65%

ANALYSIS

EMERGENCY MANAGEMENT ROADMAP ACCOMPLISHMENTS (2017-18)

In Fiscal Year 2017-2018, Office of Emergency Management continued its efforts in community outreach, made progress on the training and exercise of EOC staff, activated the EOC multiple times for response and training, procured equipment and services from one-time funding, initiated an Emergency Management Working Group, completed the first draft of an updated Emergency Operations Plan, and engaged CalOES and FEMA for reimbursement of disaster recovery costs from January and February 2017 storms.

More specifically the Emergency Management Working Group facilitated success in the following Emergency Management Roadmap activities:

Strengthen Emergency Management Structure

- Completion of the 2017 Coyote Creek After Action Report and Office of Emergency Services Assessment Report for adoption by City Council on August 8, 2017.
- Relocation of the Office of Emergency Services from the Fire Department to the City Manager's Office as the renamed Office of Emergency Management. Staff continue to work effectively across departments to carry out their respective missions.
- Created the Emergency Management Work Group, an interdepartmental team of all City department executives and managers to identify resources and support to accomplish improvements in the areas of work identified in the After Action Report.
- City Staff met with experts from CalOES to review requirements to re-activate a Disaster Council as required by the State of California Emergency Services Act. With the City Attorney's Office reviewed the requirements and are preparing follow up actions to update ordinance, policies and plans. This effort has significant impact on the adoption of the Emergency Operations Plan, the protection of all disaster volunteers, and the engagement of those who complete the Citizen Emergency Response Team (CERT) program.
- Staff managed \$407,904 in grant funds for Office of Emergency Management staffing and purchases of emergency supplies from the Urban Area Security Initiative and Emergency Management Program Grant.

Improve Emergency Planning

- Coordinated the efforts of multiple City departments to create a new Joint Emergency Action Plan with the Santa Clara Valley Water District.
- Coordinated efforts to initiate updates to the City's Emergency Operations Plan (EOP) that has not been updated since 2004.
- Coordinated six workshops for the development of support annexes to the draft Emergency Operations, Base Plan. The workshops included: Crisis Communications, Mass Care and Shelter, All Hazards Evacuation Guidance, Recovery and Resilience, Debris Management and Damage Assessment. All were identified as high priority in the 2017 Coyote Creek After Action Report.

Complete Flood Recovery and Build to Resilience

- Coordinated the effort of multiple departments to respond to documentation requests from CalOES and the FEMA. This is related to the City's Public Assistance request for reimbursement of response and recovery costs related to infrastructure damages caused by the January and February 2017 storms. The City submitted 39 projects for reimbursement. To date, the City has received 29 Obligation letters (project payment letters approved by FEMA and CalOES) and have received approximately \$1.5 million in reimbursements. The City has also received partial payment of \$1.8M through insurance proceeds. The remaining unobligated projects are in the final phase of the FEMA approval process. As projects progress and are completed, City will submit additional documentation for reimbursements.
- The City Manager's Office and Housing Department facilitated the delivery of \$6.5 million in donated funds and case management services for those affected by the flood.
- Collaborated to receive a \$5.4 million State of California Public Health grant for continued case management services to flooded residents.

All Hazards Preparedness

- Coordinated monthly meetings with the Santa Clara Valley Water District to develop improvements in six areas in the months leading up to Winter 2017-2018. The areas of major improvements were: Drafting the Joint Emergency Action Plan, Technical Modeling of the waterways, Outreach and Communications, Stream Management including plant mitigation, Capital Improvement Coordination, and Field Deployment Coordination.
- Finalized the Joint Emergency Action Plan adopted by the City and the District on November 3, 2017.
- During the winter storms of 2017-2018, both the District and City reviewed the Joint Emergency Action Plan protocols in preparation for storms.
- The District and the City initiated meetings in June 2018 to update the Joint Emergency Action Plan with information related to the Guadalupe River, Canoas Creek, and Ross Creek.
- City Manager's Office, Housing Department, Planning, Building and Code Enforcement, initiated a work group focused on the need to address soft story structures that if not addressed will affect hundreds of thousands of vulnerable or underserved residents.
- City Staff participated in the United States Geological Survey workshops that resulted in the April 17, 2018 release of the ***Haywired Scenario***, which describes the impact of a 6.9 M Richter Scale Earthquake on the Hayward Fault.
- As identified in the OEM responsibilities for Community Readiness, staff participated in over 40 community events, presentations, and programs to provide information on personal and community preparedness, resulting in contact with nearly 2,000 residents.
- City Manager's Office coordinated efforts to conduct three community resource fairs with the flood affected residents in preparation for Winter 2017-2018.

Increase Coordination

- Delivered an exercise for the Joint Emergency Action Plan, with Santa Clara Valley Water District staff on November 5, 2018.
- In preparation to start the CERT program, OEM conducted a CERT Train the Trainer session for 40 attendees from throughout Santa Clara County. This included 12 City of San José Fire Department Firefighters.
- Initiated discussions with the Fire Department and Local 230 on the use of Fire personnel to help deliver the CERT training.
- Initiated hiring for a CERT Program Manager to help facilitate the CERT program.
- Identified a path forward to prepare the policy structure, registration process, trainer training, and delivery of CERT program and sponsorship to ensure neighborhood, senior and other populations vulnerable to disaster impacts.
- Participated in multiple workshops with Collaborating Agencies Disasters Relief Effort organization to improve coordination with community resources. Collaborating Agencies Disasters Relief Effort is a countywide organization whose membership includes nonprofit, faith-based, and social service organizations who work in partnership with local government to prepare and plan for the community needs following a disaster, especially for vulnerable populations.

Enhance Key Capabilities

- Coordinated delivery of two Joint Emergency Action Plan exercises prior to the City and the District adoption of the plan.
- Improved coordination with the Santa Clara County for use of the Alert and Warning Systems, including the Alert Santa Clara County and Wireless Emergency Alert Systems. These systems successfully completed 3 million contacts during the heat wave of July 2017 and improved the City's access to the notification systems.
- Tested the use of the Long-Range Acoustical Devices for emergency field notification with deployment to the City of Santa Rosa post fire response.
- Provided EOC support staff to the City of Santa Rosa to support response to the historic fires and re-entry to the burned zone.
- Parks, Recreation and Neighborhood Services coordinated delivery of four training and exercise opportunities including Mass Care Shelter training for staff, a functional exercise for staff assigned to the EOC, and activated an evacuation center.
- Provided an opportunity for 85 EOC staff to attend the Essentials of Emergency Management Course.
- Facilitated the development of a Joint Information System Mutual Aid program in the Bay Area, with participation in workshops and planning teams.
- Activated the EOC for two real events, both fires to support the fire department as needed. The EOC was also activated five times for training activities for EOC staff to receive refresher training.
- Activated the Alternate EOC to test capabilities and determine improvements.

- Improved emergency warning capability of the City's public schools so they may receive emergency alerts by distributing grant-funded All Hazard Radios across 19 school districts.
- Continued engagement, training, and exercises with our amateur radio volunteers in San José Radio Amateur Civil Emergency Service (RACES) and Auxiliary Communications Service.
- Prepared, planned and executed exercise materials for the Bay Area wide September 6, 2018 Urban Area Security Initiative Yellow Command Exercise in which 40 EOC Staff participated and 60 PRNS shelter drill.

EMERGENCY MANAGEMENT ROADMAP WORK PLAN PRIORITIES (2018-2019)

In review of the items noted in the Emergency Management Roadmap, the following are priorities for this upcoming year, 2018-2019:

Strengthen Emergency Management Structure

- Convene a Disaster Council by Winter 2018-2019 with the purpose of:
 - Approving an updated Emergency Operations Plan
 - Approving a curriculum for the CERT Program
 - Approving a training schedule for the delivery of the CERT program
- Facilitate the development of the protocols required for the accurate registration of Volunteer Disaster Service Workers.
- Maintain the Emergency Management Work Group. Focus on continued improvements identified in the 2017 Coyote Creek After Action Report, and developments on issues related to all hazards faced by the City of San José.
- Complete on-boarding of additional staff members to OEM, and continue to evaluate means for additional staff for the OEM.
- Continue to efficiently utilize grant funds for OEM Staffing, functionality of the EOC, and acquisition of sustainable emergency supplies.

Improve Emergency Planning

- Update the Joint Emergency Action Plan with the Santa Clara Valley Water District with the information produced by the joint District and City team, related to the Guadalupe River, Canoas Creek and Ross Creek.
- Complete the City's EOP, Base Plan update and prepare for City Council adoption.
- Complete the Crisis Communications, Mass Care and Shelter, All Hazards Evacuation Guidance, Recovery and Resilience, Debris Management, and Damage Assessment Annexes.
- Efficiently spend one time funds on support plans to help the City carry out the priorities and responsibilities identified in the EOP and Support Annexes.
- Strengthen the planning and coordination between the EOC and the Department Operations Centers.
- Develop plans and train City Councilmembers and staff on how to operate a District Disaster Office.

Complete Flood Recovery and Build to Resilience

- Continue the coordinated effort of multiple departments to respond to documentation requests from CalOES and FEMA. Until all long term infrastructure repairs are complete, this effort will remain a priority for the next two years.
- Coordinate with the Housing Department to manage the \$5.4 million State of California Public Health grant for continued case management services to flooded residents.

All Hazards Preparedness

- With the Housing Department and Planning, Building, and Code Enforcement Department continue efforts on the soft story ordinance, plans and grant pilot projects.
- Continue support of community events, presentations and programs to provide information on personal and community preparedness, as staffing allows.

Increase Coordination

- During the Winter of 2018-2019 deliver the first CERT training; develop delivery plan on how the remaining 12 are scheduled with one in each of the City Council districts and San Jose State University.
- While using City staff, such as firefighters, as instructors for CERT, identify methods to broaden the pool of CERT instructors, and expand the number of offerings.

Enhance Key Capabilities

- Respond as needed to emergencies, or conditions that present the need for coordination among multiple departments.
- Develop a Multi-Year Training and Exercise Plan and program with the objective to improve the capability of the EOC staff toward state credentialing.
- Conduct two more Essentials of Emergency Management Course sessions to provide all EOC staff the same base training.
- Develop appropriate plans and programs that continue to integrate the response of volunteers with city staff in response to an emergency, including CERT and RACES.
- Complete the City Council training on roles and responsibilities in an emergency.

COMMUNITY EMERGENCY RESPONSE TEAM

In past years the City Council authorized one time funds to re-initiate the CERT trainings. This effort would require compliance with the California Office of Emergency Services (CalOES) regulations, which included specific policies and program structure to ensure the protection of designated volunteers from financial loss as a result of injuries sustained while engaged in disaster service activities and to provide immunity from liability for such disaster service worker volunteers while providing disaster service.

To create a viable CERT program the following actions have been accomplished:

Policy: Running a CERT program requires an active Disaster Council, which had not met since 2004. The Disaster Council has the authority and responsibility to approve the curriculum and training schedules. To effectively integrate the volunteers in response, the City must have a Volunteer Disaster Service Worker registration process. The Disaster Council meets on the morning of this City Council Study Session.

Coordinator: Program development and delivery requires Staff dedicated to coordinating and monitoring delivery of the program, scheduling course deliveries, and managing trainers. The OEM hired a staff person who began work on December 3, 2018.

Trainers: San José hosted and completed a Train the Trainer program in February for 32 Santa Clara County city representatives, including 12 San José firefighters. More trainers are needed, and a training has begun to be organized for March 2019.

Materials: FEMA provides English and Spanish language materials. No Vietnamese materials are available. The city will need to produce these. Supplies for the course delivery will need to be acquired.

CERT Operational Plan: A conceptual plan of how to organize and integrate the CERT response teams into the city response and operations is required and is a priority for 2019.

Implementation: The delivery of the first course is targeted for March 2019. Follow up trainings, developing communications protocols and systems, and exercises are included in the next steps.

ROLE OF THE ELECTED OFFICIALS

Elected Officials' actions before, during, and after an emergency directly influence the behavior, readiness, and resiliency of residents, businesses, and City employees which directly impact the City's ability to protect lives, property, and the environment. From setting policy for emergency management, homeland security, and continuity programs within the City to resourcing these programs to protect their constituents, the City's Elected Officials create and build the capability and capacity to enable the City to effectively prepare for, mitigate against, prevent, respond to, and recover from all threats and hazards impacting the City.

The City's Elected Officials play a crucial role in strengthening the resilience of their constituents; the City's residents and businesses. In terms of emergencies, the concept of resilience is the "ability of individuals, communities, organizations and [governments] to adapt to and recover from hazards, shocks or stresses without compromising long-term prospects for development" (U.N. Office for Disaster Risk Reduction, 2009). The City's Elected Officials maintain and nurture a direct connection with the residents and businesses within the City and can use that relationship to encourage resiliency at all levels. Encouraging residents to become

and stay prepared for an emergency; providing information to residents before, during, and after an emergency; and strengthening emergency procedures for their communities are critical tasks for the City's Elected Officials.

During an emergency, the City Manager, as the Director of Emergency Services, is responsible for carrying out the established emergency response policy. The City's EOP provides that policy direction and enables the City to coordinate many disparate elements towards pre-agreed strategic goals. The Mayor and City Council Members serve as primary conduits between the government and the public both during and after the emergency.

Each member of the City Council provides a direct link to their constituents through the establishment of their Disaster District Offices in their respective districts. Disaster District Offices serve as the focal point for coordinating aid to each Council District and enable the City Councilmembers to focus on local district needs and provide information to the City EOC regarding unmet and urgent humanitarian needs within their district.

Together, the City Council may also hold public meetings to conduct the business relevant to response and recovery from the disaster (for example, the adoption of ordinances) and to hear from and communicate with the public.

Before, during, and after an emergency, specific responsibilities of the City Council include:

- Distribute information provided by the Director of Emergency Services (City Manager) to assist with public information outreach and keeping your constituents informed.
- Review requirements for special legislation and development of policy.
- Serve as the liaison with the public and community organizations.
- Participate in training.
- Receive regular updates and briefings from the Director of Emergency Services (City Manager), through the designated Liaison Officers.
- Establish and manage a Disaster District Office in each Council District.
- Coordinate with the City EOC regarding unmet and urgent needs within your Council District.
- Coordinate with City EOC regarding establishment of a Disaster Recovery Center, Local Assistance Centers, Family Assistance Center, reunification centers, and mass care facilities within your Council District.
- Review and approve the Proclamation of Local Emergency.
- Serve as a liaison with other City, County, State and/or Federal government representatives.
- Conduct public meetings to determine public needs and identify current or future City actions related to the emergency.
- Visit impacted areas, shelters, and other incident facilities to reassure constituents and identify areas of concern or need.
- Support and accompany visits by State and Federal officials to impacted areas, shelters, and other incident facilities.

- Survey problem sites in San José and assist residents and the City in finding solutions to problems resulting from the emergency.
- Consider and approve both short- and long-term recovery recommendations as developed by City staff.

Disaster District Offices

OEM have been meeting with the staff of each City Council Member to discuss the purpose and activities that may evolve in a Disaster District Office. Conversations have included selection of the best site to facilitate the elected officials' responsibilities. The Disaster District Office allows constituents to have ready access to the Council Member and staff during an emergency, especially when transportation routes or normal working conditions are not possible, for receiving emergency public information, identifying urgent humanitarian needs, and coordinating vital services to their community.

A Disaster District Office serves as:

- Focal point of Government assistance in large, complex emergencies
- Location where Elected Officials can best support their constituents, gather information, and identify unmet needs
- Location where Elected Officials support disaster assistance to constituents through co-located State/Federal Disaster Recovery Center and/or Local Assistance Center
- Location where Elected Officials support resident participation in emergency response and recovery through co-located Emergency Volunteer Center
- Location where Elected Officials support family and resident assistance through co-located Family Assistance Center
- Location where Elected Officials coordinate with City EOC through assigned City Council Liaison Officers at the EOC.

EVALUATION AND FOLLOW-UP

The City Manager's Office has taken great stride in refocusing the City's efforts around emergency management and preparedness, identifying emergency management as a key enterprise, and continues to support and operationalize the Emergency Management Roadmap. The lead staff in each area of work will be responsible for managing the coordination of the necessary work and bringing relevant updates or requests for direction back to Council Committee or City Council as appropriate.

Members of the City Council are encouraged to identify a lead person on their staff as a key contact for the ongoing development of the Disaster District Office. A full time engaged staff member is recommended so the effort in creating the Disaster District office can be consistent and sustainable.

HONORABLE MAYOR AND CITY COUNCIL

December 3, 2018

Subject: City Council Study Session on Emergency Management

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PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the December 10, 2018 City Council Study Session.

COORDINATION

This memorandum has been coordinated with the Office of Emergency Management and City Attorney's Office.

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a Project, File No. PP17-010, City Organizational & Administrative Activities resulting in no change to the physical environment.

/s/

Raymond Riordan

Director, Office of Emergency Management

For questions, please contact Raymond Riordan, Director of the Office of Emergency Management at (408) 794-7050.

Attachment A: Elected Officials Guide