

## **Attachment A**

### **Emergency Management Core Capabilities 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.

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 and 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.

OEM manages a comprehensive program and annually reviews 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 guide significant OEM activities and functionality of the Emergency Operations Center (EOC), sets a path toward national standards,<sup>1</sup> and identifies a direction toward national accreditation. In July 2015 and March 2017, the OEM assessed City-wide emergency management and homeland security readiness against the 31 Core Capabilities defined by the Department of Homeland Security National Preparedness Goal<sup>2</sup> (see Table 1).

These assessments are required to maintain grant funds through the State, Urban Area Security Initiative (UASI), or FEMA. The next assessment will be complete in the fall 2019, coordinated by the Bay Area UASI.

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

<sup>2</sup> 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.

**Table 1. Emergency Management Core Capabilities**

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

The 2017 Core Capability Assessment<sup>3</sup> 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 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 and not resource or operational losses.

<sup>3</sup> 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.

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 were due to: response to the Coyote Creek Flood; post-flood purchases of warning equipment; improved access to alerting systems; and ongoing training provided to staff working in the Emergency Operations Center (EOC).

The City is currently conducting the 2019 Core Capabilities update with UASI. It should be completed this fall, and we anticipate an increase in the ranking for Mass Care, Community Readiness, Planning, and Public Information. This is due to the two continuous years of shelter training for Department of Parks, Recreation, and Neighborhood Services (PRNS) staff; creation of the Mass Care Annex; the update of the Emergency Operations Plan; creation of a Crisis Communication Annex; and the City's response to recent emergencies.



**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%  |