



Memorandum

TO: HONORABLE MAYOR
AND CITY COUNCIL

FROM: Raymond Riordan

SUBJECT: SEE BELOW

DATE: January 21, 2020

Approved

D. DSL

Date

1/22/2020

SUBJECT: EMERGENCY MANAGEMENT STUDY SESSION

PURPOSE OF STUDY SESSION

This study session will be conducted as a Table Top Exercise demonstrating how the updated Emergency Operations Plan, Annexes, and Support Plans will be implemented; the coordination between the City Emergency Operations Center and the ten Disaster District Office Plans; and how communications with the public is coordinated.

OUTCOME

By the end of the session, the Mayor and Councilmembers will have a better understanding of their role during an emergency and:

- Discuss actions to take during an emergency.
- Experience how the Emergency Operations Center collects information, creates situation status reports, and communicates with the electeds thru the Disaster District Office, as needed.
- Discuss key information on the updated plans and procedures.
- Discuss the Emergency Management Workplan and Strategies going forward.

SUMMARY

The Office of Emergency Management supports the City Manager, who is the City's Director of Emergency Services, in developing, maintaining, and managing the City's emergency management capabilities, including the City's primary, alternate and mobile Emergency Operations Centers (EOCs), emergency communications, and all other aspects of Multi-Agency Coordination Systems used during an emergency or disaster in the City of San José.

On July 10, 2017, the City Manager established an Emergency Management Work Group (EMWG) to improve the readiness of the City of San José following the impacts of the 2017 Coyote Creek Flood. Each Department Director identified a management representative to participate in the EMWG. The department representative has the authority to commit the department's resources and personnel to support emergency preparedness, planning, response and recovery activities. The EMWG meets regularly to review improvement progress. During the study session, department leads will provide updates on Annexes and support plans to the Emergency Operations Plan, Base Plan, adopted by City Council on February 5, 2019.

In October 2017, the City Manager established Emergency Management and Preparedness as the first Enterprise Priority. *“No issue is more important than the lives and safety of our residents. The City has more work to do to ensure San Jose is well prepared for earthquakes and other disasters, particularly for those who are most vulnerable. As a City, we will do more to be prepared for emergencies and commit to this priority with relentless attention and support.”*

On August 8, 2017, City Council approved the February 2017 Coyote Creek Flood After Action Report that further evaluated the City's response capabilities and the OES Assessment Report on the role, action, and staffing of the Office of Emergency Management. The Emergency Management Roadmap Objectives include:

- The City has a plan to tackle any emergency.
- Employees, citizens, and businesses are ready to take action and able to answer a “call to action”.
- Our community trusts the City to let them now when an emergency is coming, and the public provides vital information to the City.
- Our emergency response is optimized through technology.

The Key Results for each of the Objectives in fiscal year 2019-2020 include:

The City Has A Plan to Tackle Any Emergency

- Complete the Crisis Communications, Mass Care and Shelter, Post Disaster Housing, Recovery, Debris Management, and Damage Assessment Emergency Operations Plan Support Plans. Ensure those with access and functional needs are considered in all plans.
- Complete Disaster District Office (DDO) plans and train City Councilmembers and staff on how to operate a DDO.
- Reconvene the Emergency Services Council as needed for plan approval, ordinance updates, and managing the Disaster Service Worker Volunteer Program.
- Strengthen the planning and coordination between the Emergency Operations Center (EOC) and the Department Operations Centers through the development of the Emergency Operations Plan (EOP) Support Plans and training.

- 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.
- Maintain the Emergency Management Work Group, with focus on continued improvements and developments on issues related to all hazards faced by the City of San José.
- Efficiently spend one time funds on support plans to help the City carry out the priorities and responsibilities identified in the EOP and Support Plans.

Employees, citizens and businesses are ready to take action and able to answer a “call to action”.

- Continue to deliver the Community Emergency Response Team (CERT) training each month for up to 40 participants, and register each attendee as a Volunteer Disaster Service Worker.
- While using trained and certified instructors, identify methods to broaden the pool of CERT instructors, and expand the number of offerings.
- Facilitate the development of the protocols required for the accurate registration of Volunteer Disaster Service Workers.
- 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.
- 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 additional Essentials of Emergency Management Course sessions to provide all EOC staff the same base training.
- Continue to 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.
- With the Housing Department and PBCE, continue efforts on the soft story ordinance, plans and grant pilot project.
- Complete a Strategic Plan that includes a gap analysis of emergency plans, programs and services, and identifies a path toward certification.

Our community trusts the City to let them know when an emergency is coming, and the public provides vital information to the City.

- Respond as needed to emergencies, or conditions that present the need for coordination among multiple departments.
- Continue support of community events, presentations, and programs to provide information on personal and community preparedness, as staffing allows.
- Deliver accurate and timely public information in multiple languages.

Our emergency response is optimized through technology.

- Design an updated EOC with the funds generated by Measure T.
- Identify technological advances that can be funded with the \$2.5 million obtained by a fiscal year 2019 State of California Budget Request.
- Implement the mobile app that allows for seamless multi-department response to large apartment complex fires.
- Implement Geographical Information System applications in the EOC to enhance our situational awareness and communication with the public.

ANALYSIS

A Situation Manual accompanies this memo that guides the Mayor and City Council through the study session. The format and flow of the session will follow the Department of Homeland Security's Exercise and Evaluation Program requirements. The session will take place in the City Council Chamber Wings to allow for arranging the tables and chairs to demonstrate the relationship between the Emergency Operations Center, Department Operations Centers, Disaster District Offices, shelter and other field activities, and public information and liaison functions. The Situation Manual, includes instructions, scenario information, and key questions designed to stimulate discussion on response issues, communication, public information, and operations. The facilitated session will allow for structured questions and informal dialogue. The session will conclude with discussion on the progress in the citywide emergency management program and future vision and considerations, as the city becomes "quake ready".

ROLE OF THE ELECTED OFFICIALS

One of the outcomes of the January 30, 2020 City Council Study Session on Emergency Management is to review the role of Elected Officials. The Table Top Exercise activities will review Elected Official actions before, during, and after an emergency that could directly influence the behavior, readiness, and resiliency of residents, businesses, and City employees and 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.

More than any other position within 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, or designee, as the Director of Emergency Services, is responsible for carrying out the policy established by the Mayor and City Council. The City's Emergency Operations Plan (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 needs within their district.

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 required training as required by State and Federal law.
- 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 the Council Districts.
- 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

The Office of Emergency Management staff 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 (DDO). Conversations have included selection of the best site to facilitate the elected officials' responsibilities. The DDO 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.

The functions of the DDO helps coordinate:

- Government assistance in large, complex emergencies.
- Support for their constituents, gather information, and identify unmet needs.
- Support for resident participation in emergency response and recovery through Emergency Volunteer Centers.
- Support for family and resident assistance through Family Assistance Center.

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.

PUBLIC OUTREACH

This memorandum will be posted on the City's Council Agenda website for the January 30, 2020 City Council Study Session.

COORDINATION

This memorandum has been coordinated with the City Manager's Office and City Attorney's Office.

HONORABLE MAYOR AND CITY COUNCIL

January 24, 2020

Subject: City Council Study Session on Emergency Management

Page 7

COMMISSION RECOMMENDATION/INPUT

No commission recommendation or input is associated with this action.

CEQA

Not a Project, File No. PP17-010, City Organizational and 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: City Council Study Session on Emergency Management, Tabletop Exercise, Situation Manual, January 30, 2020

Attachment A

City Council Study Session on Emergency Management – Tabletop Exercise

Situation Manual

January 30, 2020

This Situation Manual (SitMan) 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 SitMan.

EXERCISE OVERVIEW

Exercise Name	City Council Study Session on Emergency Management – Tabletop Exercise
Exercise Dates	Thursday, January 30, 2020
Scope	The City Council Study Session on Emergency Management is an opportunity to expand the knowledge base among the City Councilmembers and help set expectations of what how they receive information from the Emergency Operations Center during an incident, and ideas of what to do to support their community.
Mission Area(s)	Response, Recovery
Core Capabilities	Operational Communications Operational Coordination Planning Public Information and Warning
Objectives	The City Council Study Session on Emergency Management is an opportunity to: <ol style="list-style-type: none"> 1. Engage the Mayor and City Council in discussions on actions to take during an emergency. 2. Engage the Mayor and City Council in discussion on how the Emergency Operations Center collects information, creates situation status reports, and communicates with the elected. 3. Engage the Mayor and City Council in discussion on the updated plans and procedures. 4. Engage the Mayor and City Council on the Emergency Management Work Plan.
Threat or Hazard	Earthquake
Scenario	A major (M7.2) Hayward fault earthquake (See Scenario – Focused Discussion for additional information)
Participating Organizations	See Appendix B – Exercise Participants

Exercise Name	City Council Study Session on Emergency Management – Tabletop Exercise
Point of Contact on Exercise Design	Raymond Riordan Director City Manager’s Office - Office of Emergency Management ray.riordan@sanjoseca.gov 408-794-7055

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 discussions on actions to take during an emergency.	Operational Coordination Public Information and Warning
Engage the Mayor and City Council in discussion on how the Emergency Operations Center collects information, creates situation status reports, and communicates with the elected.	Operational Coordination Operational Communications
Engage the Mayor and City Council in discussion on the updated plans and procedures.	Planning
Engage the Mayor and City Council on the Emergency Management Work Plan.	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.
- **Observers** primarily view the exercise. They may ask relevant questions using the yellow speaker cards that will be provided at the exercise.

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

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

Exercise Structure

Introduction

Provide a welcome and short review of the City Manager’s Enterprise Priority on Emergency Management. This would include an overview of our earthquake threat and a high level view of our efforts to be Quake Ready in 3 years.

Module 1

Complete a review of the last 4 Emergency Operations Center (EOC) activations. Review elected official 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 (EQS). Review the role of the EOC, and the different EOC staff positions. Various EOC positions 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 also expect to respond to questions that develop organically during this module.

This module will focus on Objectives 2 and 3.

Module 3

Review of resource considerations for earthquake readiness.

This module will focus on Objective 4

Hotwash

Conduct a hot wash of the tabletop exercise experience.

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 TTX 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 are strongly encouraged, as these will enhance the exercise experience;
- Keep your 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 TTX 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 City Councilmembers and help set expectations of how they receive information from the Emergency Operations Center during an incident, and ideas of what to do to support their community.

The facilitator is responsible for keeping discussions on track with exercise objectives and ensuring that all issues are explored (time permitting). In general, the facilitator 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
0900-0905	5 minutes	Introduction
0905-0940	35 minutes	Module 1 – Recent EOC Activations & Disaster District Offices
0940-1110	90 minutes	Module 2 – Emergency Operations Center & Emergency Planning Efforts
1110-1125	15 minutes	Module 3 – Emergency Management Work Plan
1125-1140	15 minutes	Hotwash
1140-1200	20 minutes	Public Comment

Introduction – 5 minutes

Facilitators: Lee Wilcox, Kip Harkness, and Dave Sykes

The City Manager's #1 Enterprise Priority is Emergency Management and Preparedness:

No issue is more important than the lives and safety of our residents. The City has more work to do to ensure San Jose is well-prepared for earthquakes and other disasters. As a City, we will do more to be prepared for emergencies and commit to this priority with relentless attention and support.

What is the earthquake threat in San Jose?

What is the City doing to become Quake Ready in 3 years?

Module 1 – 35 minutes

25-minute module + 10-minute Q&A

Objective 1: Engage the Mayor and City Council in discussions on actions to take during various levels of emergencies that may not be to the magnitude and scale of total calamity.

Facilitator: Ray Riordan

Review of the last 4 EOC activations:

- College Football Playoff – January 4, 2019
- Storm Flood Watch – February 13, 2019
- PG&E Public Safety Power Shutoff #1 – October 9, 2019
- PG&E Public Safety Power Shutoff #2 – October 26, 2019

Facilitator: Kip Harkness

Discussion of recent experiences:

- What were some fears and/or concerns you had before the 2019 incidents we just reviewed?
- What was the best thing EOC staff did to help communicate with you during these 2019 incidents?

Facilitator: Anh Tran

Review:

- What is the purpose of the Disaster District Office (DDO)?
- During non-catastrophic incidents where City Hall is still accessible, what are some DDO operations that the City Council Offices can still execute without officially standing up the DDO at designated district sites?
- Communication feedback loop involving the EPIO, City Council Liaison and community.

Questions:

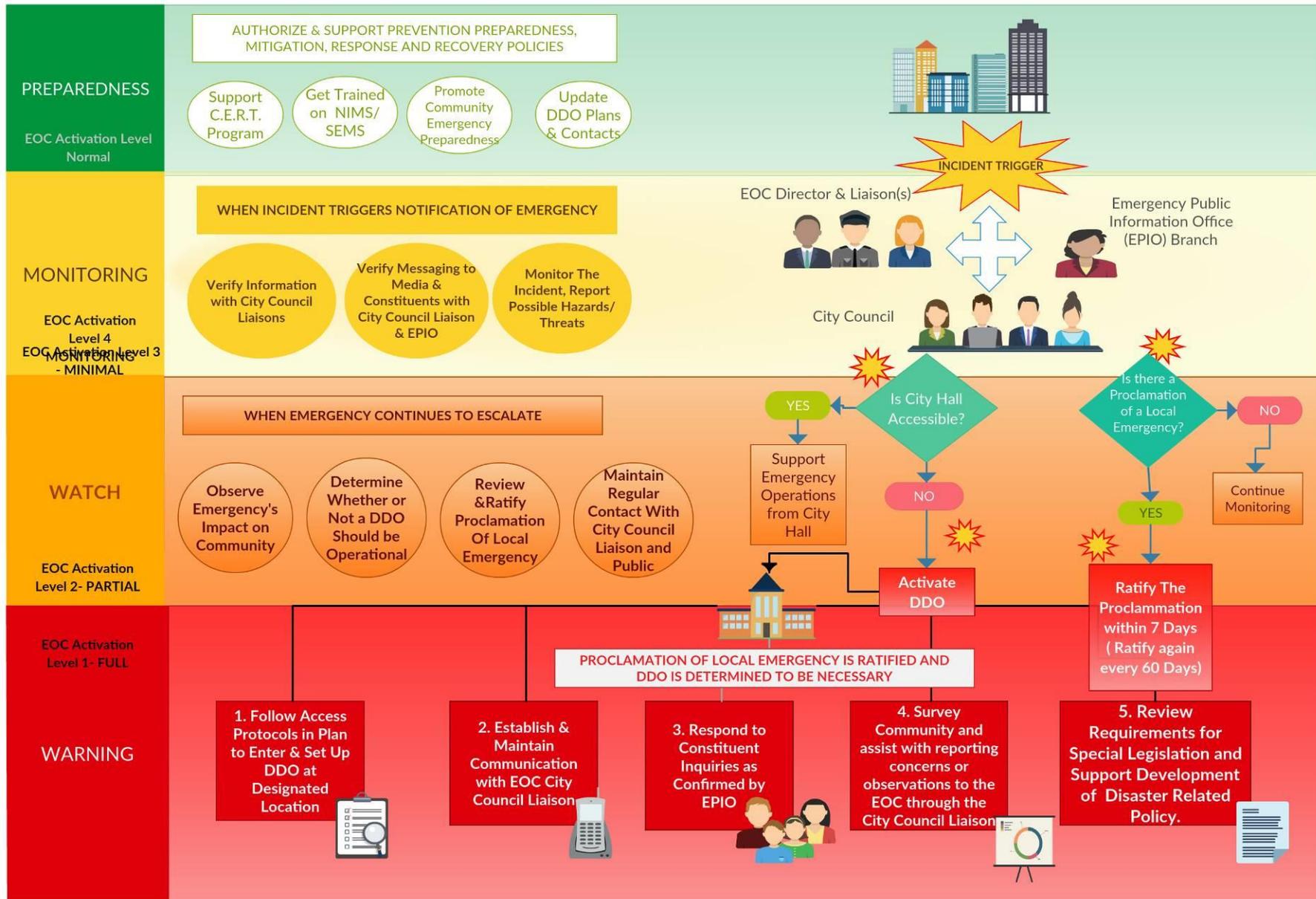
- What steps will the Councilmember and staff take to stand up the DDO?
- Who will the Councilmember/Council Office notify of this decision?
- How will situational status information from the community be collected and communicated to the EOC?
- How will communications, guidance, and other emergency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

Facilitator: Kip Harkness

10-minute Q&A:

- Are there any additional clarifications or questions?

Situation Manual
City Council Study Session on Emergency Management – Tabletop Exercise



Module 2 – 90 minutes

60-minute module + 30-minute Q&A

Objective 2: Engage the Mayor and City Council in discussion on how the Emergency Operations Center collects information, creates situation status reports, and communicates with the elected.

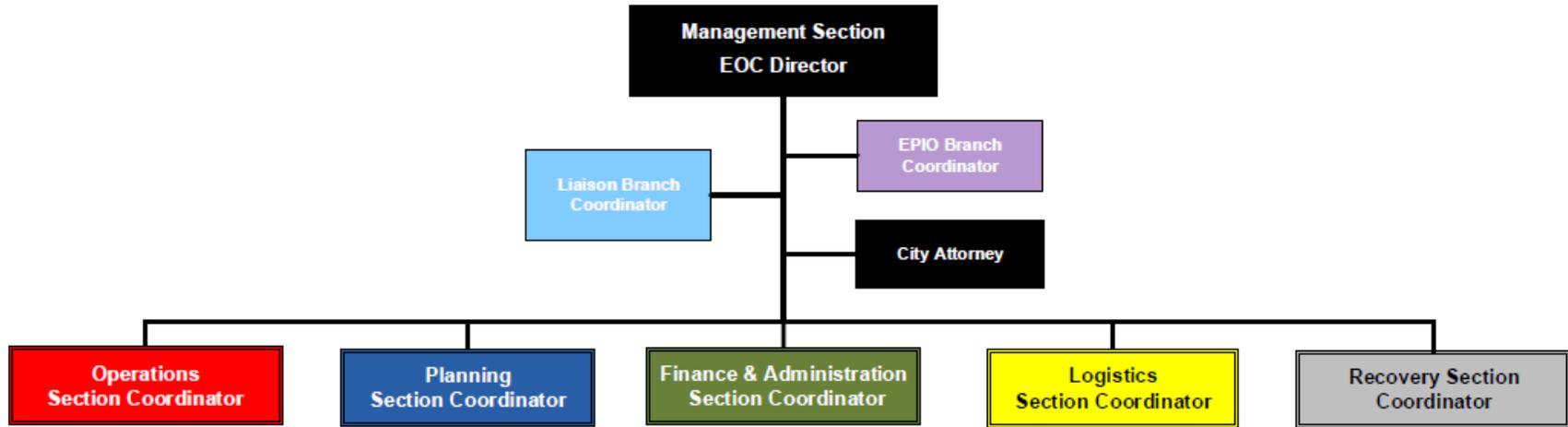
Objective 3: Engage the Mayor and City Council in discussion on the updated plans and procedures.

Facilitator: Kip Harkness

Earthquake Scenario: A 7.2M major earthquake occurs along the Hayward Fault line with the epicenter in Oakland. The rupture of the Hayward Fault starts beneath southeast Oakland and, in less than a minute, travels both northward toward Richmond and southward toward San Jose. As the fault break reaches the Earth's surface, it damages roads and buried pipelines and electrical conduits. In San Jose, the ground shifts by as much as 3 to 5 feet in a matter of seconds. The earthquake produces severe shaking and moderate to heavy damage in the east bay and Silicon Valley. Effects and destruction from the fault rupture and ground shaking are severe, but adding to this are a cascade of other hazards, including liquefaction, landslides, and fire following earthquake.

Consider the City's efforts in the first EOC operational period.

Emergency Operations Center Organization Chart



Module 3 – 15 minutes

Objective 4: Engage the Mayor and City Council on the Emergency Management Work Plan.

Facilitators: Kip Harkness and Lee Wilcox

Identify the 4 Emergency Management Work Plan Objectives:

1. The City has a plan to tackle any emergency.
2. Employees, citizens and businesses are ready to take action and able to answer a “call to action”.
3. Our community trusts the City to let them know when an emergency is coming, and the public provides vital information to the City.
4. Our emergency response is optimized through technology.

Capabilities before February 2017 flood event:

Discussion of what the City’s emergency management capabilities were back then, with focus on people, processes, and technologies.

Capabilities in 2017:

Discussion of what the City’s emergency management capabilities are now, especially since the investment of resources since the February 2017 flood event.

- How have we improved in the last 2 years?
- In looking at our small-scale events and EOC activations, what have we been able to achieve?

Future:

Discussion of the future of the City’s emergency management capabilities.

Hotwash – 15 minutes

For Facilitator to ask City Council:

- 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?

Public Comment – 20 minutes

APPENDIX A: EXERCISE SCHEDULE

Timeframe	Total Time	Activity
0830-0900	30 minutes	Arrival & Check-In
0900-0905	5 minutes	Introduction
0905-0940	35 minutes	Module 1 – Recent EOC Activations & Disaster District Offices
0940-1110	90 minutes	Module 2 – Emergency Operations Center & Emergency Planning Efforts
1110-1125	15 minutes	Module 3 – Emergency Management Work Plan
1125-1140	15 minutes	Hotwash
1140-1200	20 minutes	Public Comment

APPENDIX B: EXERCISE PARTICIPANTS

EXERCISE PARTICIPANTS
MAYOR’S OFFICE
Mayor Sam Liccardo
CITY COUNCIL
District 1 – Charles “Chappie” Jones
District 2 – Sergio Jimenez
District 3 – Raul Peralez
District 4 – Lan Diep
District 5 – Magdalena Carrasco
District 6 – Devora “Dev” Davis
District 7 – Maya Esparza
District 8 – Sylvia Arenas
District 9 – Pam Foley
District 10 – Johnny Khamis
EXECUTIVE MANAGEMENT
City Manager Dave Sykes
Assistant City Manager Jennifer Maguire
EXERCISE FACILITATORS
Kip Harkness
Lee Wilcox
Ray Riordan
Anh Tran
EOC MANAGEMENT SECTION
EOC Director – Lee Wilcox
Liaison Branch Coordinator – Jennifer Schembri
EPIO Branch Coordinator – Rosario Neaves
City Attorney – Richard Doyle or Ed Moran
EOC OPERATIONS SECTION
Operations Section Coordinator – Angel Rios
Fire and Rescue Branch – Assistant Fire Chief Reggie Williams
Law Branch – Deputy Police Chief David Tindall
Public Works Branch – Matt Cano and Matt Loesch

Situation Manual
City Council Study Session on Emergency Management – Tabletop Exercise

Mass Care Branch – Neil Rufino
Damage Inspection Branch – Chu Chang
Transportation Branch – John Ristow
Housing Branch – Jacky Morales-Ferrand
EOC PLANNING SECTION
Planning Section Coordinator – Ray Riordan
Action Planning Branch – Jenny Choi
EOC LOGISTICS SECTION
Logistics Section Coordinator – Walter Lin and David Mesa
EOC FINANCE & ADMINISTRATION SECTION
Finance & Administration Section Coordinator – Luz Cofresi-Howe
EOC RECOVERY SECTION
Recovery Section Coordinator – Jim Shannon
ADDITIONAL ATTENDEES
Police Incident Commander – Lt. David Anaya
Fire Field Commander – Deputy Fire Chief Michael Van Elgort
PRNS DOC – Neil Rufino
PBCE DOC – Bill Mayne
Public Works DOC – Patty Cannon
Transportation DOC – Rick Scott
Environmental Services DOC – Kerrie Romanow and Napp Fukuda
City Clerk – Toni Taber and Louis Osemwegie

APPENDIX C: ACRONYMS

Acronym	Term
AFN	Access and Functional Needs
CADRE	Collaborating Agencies' Disaster Relief Effort
DDO	Disaster District Office
DHS	U.S. Department of Homeland Security
DOC	Department Operations Center
EOC	Emergency Operations Center
EQS	Earthquake Scenario
HSEEP	Homeland Security Exercise and Evaluation Program
MMI	Modified Mercalli Intensity
SitMan	Situation Manual
SME	Subject Matter Expert
TTX	Tabletop Exercise