



Memorandum

TO: PUBLIC SAFETY, FINANCE, AND
STRATEGIC SUPPORT COMMITTEE

FROM: Raymond Riordan

**SUBJECT: OFFICE OF EMERGENCY
MANAGEMENT WORK PLAN
PRIORITIES ANNUAL REPORT**

DATE: September 3, 2020

Approved

Date

9-10-20

RECOMMENDATION

Accept an annual report on the Office of Emergency Management Work Plan priorities for 2020-2021.

OUTCOME

Annually the City Manager's Office of Emergency Management (OEM) reports to the Public Safety, Finance, and Strategic Support Committee on the Emergency Management Roadmap: what was accomplished in the previous fiscal year, and the priorities for the current fiscal year. The following report is presented to acknowledge the work of OEM in leading the overall City effort in emergency management and results of the Emergency Management Working Group (EMWG). This report does not go into details of current response to COVID-19, as that is presented to City Council in Item 3.1. The report focuses on the high level efforts identified in the Emergency Management Roadmap.

BACKGROUND

Seeking to strengthen the City's emergency management capabilities, OEM was realigned to the City Manager's Office in September 2017. The City-wide Emergency Management Working Group (EMWG) was established—it includes executive and staff members from all City departments. The EMWG is tasked with evaluating how to prioritize and address the City's responsibility for sustaining emergency management throughout the City, which align to the following four Objectives:

1. The City has a plan to tackle any emergency;
2. Employees, residents, 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; and
4. Our emergency response is optimized through technology.

EMERGENCY MANAGEMENT WORK PLAN ACCOMPLISHMENTS (2019-2020)

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

City has a plan to tackle any emergency

- Since July 2019, continued the coordinated effort of multiple departments to respond to documentation requests from the California Governor's Office of Emergency Services (CalOES) and FEMA for reimbursement of the 2017 Coyote Creek Flood.
- From July to December 2019, maintained the EMWG, with focus on continued improvements and developments on issues related to all hazards faced by the City.
- From July 2019 until January 2020, held meetings and workshops to develop Crisis Communications, Mass Care and Shelter, Post-Disaster Housing, Recovery, Debris Management, and Safety & Damage Assessment Support Plans to the City's Emergency Operations Plan. Ensured that there is consideration for access and functional needs throughout every plan.
- On September 16, 2019 held a Quake Ready Community Resilience Unconventional Conference that brought together over 200 stakeholders from throughout the city for a full day of discussion around the theme of how the City and its residents can achieve earthquake resilience in three years.
- From July until October 2019, the City developed a Power Vulnerability Plan to respond to PG&E Public Safety Power Shutoffs (PSPS) that led to activation of the City's Emergency Operations Center (EOC) on October 9-10, 2019 and then again on October 26-27, 2019. An After Action Report was also developed as part of the October 2019 PSPS EOC Activations, and approved by the City Council on March 17, 2020.
- In December 2019, completed Disaster District Office (DDO) plans and trained City Councilmembers and staff on how to operate a DDO through completion of the Support Plans and training.
- On January 30, 2020, held a City Council Study Session on Emergency Management that engaged the Mayor and City Council in discussions on actions to take during an emergency; on how the EOC collects information, creates situation status reports, and communicates with the elected; on the updated plans and procedures; and on the Emergency Management Work Plan.
- In January 2020, with response to COVID-19, the City developed a Pandemic Response Plan that included a five-stage Pandemic Response Table, five-stage Resilience to Recovery Table, and a COVID-19 Roadmap. The plan was activated on March 4, 2020.

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

- Since July 2019, continued to coordinate with the Housing Department to manage the \$5.4 million State of California Public Health grant for continued case management services to residents affected by the 2017 Coyote Creek Flood.
- Since July 2019, with the Departments of Housing and Planning, Building, and Code Enforcement, continued efforts on the soft story ordinance, plans and grant pilot project.
- In September 2019, conducted a four-day Essentials of Emergency Management Course to provide all EOC staff with the same base training. The City currently has a total of 186 EOC staff that have gone through this training course.
- For the October 9-10, 2019 PSPS Event #1, the City EOC staffed a total of 150 employees from various departments.
- Leading up to the October 26-27, 2019 PSPS Event #2, the City prepared EOC staffing for four operational periods/shifts. Ultimately, the City only needed employees for two EOC shifts demobilization process began.
- In November 2019, held meetings and workshops to begin to develop the City’s Strategic Plan on Emergency Management and a Multi-Year Training and Exercise Plan. (MYTEP). The Strategic Plan will lay out the City’s vision for Emergency Management over the next five years, and will include a gap analysis of emergency plans, programs, and services. The MYTEP will improve the capability of the EOC staff toward state credentialing.
- As of December 2019, the City had pre-identified 50 shelter sites. Of these 50 sites, the City has 39 premise use agreements with schools.
- By December 2019, developed appropriate plans and programs that continue to integrate the response of volunteers with City staff in response to an emergency, including Community Emergency Response Team (CERT) and Radio Amateur Civil Emergency Services (RACES).
- By December 2019, delivered thirteen (13) CERT training sessions, including a course in every Council District and one session delivered in Vietnamese. The CERT program to date has graduated a total of 326 participants and registered each attendee as a Volunteer Disaster Service Worker.
- The March 4, 2020 COVID-19 EOC Activation has resulted in the activation of more than 600 employees – about 150 in EOC leadership and another 480 in EOC support roles, including direct service in the community for food distribution, food delivery, temporary housing, and several other areas. One effort has been coordination of a local Great Plates Delivered program, wherein five local, minority-owned restaurants have been involved in providing high-quality meals to seniors and high-risk vulnerable populations.

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

- Since July 2019, updated the City website to address access and functional needs and multi-language requirements.

- Since July 2019, provided information on personal and community preparedness by supporting 46 community events and presentations, reaching 2649 community members.
- As part of the two October 2019 PSPS Events, the City EOC's Emergency Public Information Officer team used a variety of platforms to get messages out, to include Facebook, Twitter, Nextdoor, AlertSCC (Everbridge), the City's website, and a call center. For the PSPS Event #1, the City dedicated ten bilingual staff to operate a call center to reach out to approximately 900 at-risk PG&E Medical Baseline residents and patients.
- Since March 2020, as part of the COVID-19 communication efforts, the City has released regular weekday Flash Reports that provide the public with information about the City's response to slow the spread of the virus and reduce the number of people infected. These Flash Reports have been translated into Spanish, Vietnamese, and Mandarin.
- As part of the COVID-19 response, the City worked to provide the public with vital resources through the Silicon Valley Strong initiative and through the City's Virtual Local Assistance Center.

Our emergency response is optimized through technology.

- Since July 2019, continued coordination with the Public Works Department on designing a new EOC with the funds generated by Measure T.
- Since July 2019, identified technological advances that can be funded with the \$2.5 million State of California Budget Request.
- Since the October 2019 PSPS events, incorporated a business communication platform developed by Slack Technologies into the City's EOC internal communications.
- During the October 2019 PSPS incidents, implemented Geographical Information System applications in the EOC to enhance our situational awareness and communication with the public during the PSPS events, COVID-19, and future disasters.
- In December 2019, developed trial version of the Gruntify App that allows for seamless multi-department response to large apartment complex fires.

ANALYSIS

In 2019-2020, OEM included 12.0 full-time positions, including 7.0 permanent positions funded by the General Fund; 1.0 limit-dated position 50 percent funded by housing funds and 50 percent funded by the General Fund; and 4.0 limit-dated positions funded by Urban Areas Security Initiative (UASI) grants. Permanent staff includes the OEM Director and Deputy Director to lead the overall mission of OEM, assist in strategic planning, and engagement of all departments in developing City-wide emergency management programs. One permanent Senior Executive Analyst (SEA) manages resiliency programs in the City, including the updates to the Emergency Operations Plan, Base Plan, and creation of support plans and annexes to the Base Plan. The four remaining permanent OEM positions are: 1.0 Senior Analyst to manage overall OEM administration, including OEM budget and grant oversight, coordination of human resource issues, and coordination of planning activities; 1.0 Executive Analyst to manage OEM grants (including proposals, procurements, tracking, and reimbursement requests); 1.0 Executive

Analyst to develop and track multi-year training and exercise plans, and training curriculum; and 1.0 Staff Specialist to support the office. Limit-dated OEM staff include: 1.0 Senior Executive Analyst, who manages the CERT program and Post Disaster Housing plan, funded through June 30, 2021; and 4.0 limit-dated Executive Analysts, funded by UASI grant, that continue the work on the Mass Care Planning; Community Resource Planning; readiness of the City's primary, alternate and mobile EOCs; and Communications and Warning Systems.

The staffing level remains consistent into 2020-2021. One additional UASI grant funded, temporary position is funded until December 30, 2020 for GIS support.

In November 2018, residents approved Measure T that provides funds to design and build an improved EOC. Because the Measure T bond will not allow for furnishings and equipment, prior to the COVID-19 crisis, the City requested and received a \$2.5 million State of California Budget Request for furnishings and equipment. Since June 2019, OEM has worked with Public Works on the design of a new EOC as part of the Fire Department Training Center complex. A subcommittee of the staff assigned to the EOC will identify the appropriate equipment and technology to enhance the ability of staff to communicate, capture critical situational analysis, track FEMA required documentation, and respond per the Emergency Operations Plan (EOP) and Support Plans.

EMERGENCY MANAGEMENT WORK PLAN PRIORITIES (2020-2021)

In our quest to continue to improve efficiencies and streamline delivery of City services, the Emergency Management Roadmap Objectives for 2020-2021 will be measured by the following Key Results. Due to the current response activities to COVID-19 and the potential impacts of other concurrent emergencies, the Key Results may be required to be altered.

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.
- Modify Disaster District Office (DDO) plans based on the January 30, 2020 exercise, and train City Councilmembers and staff on how to operate a DDO.
- Complete the Preliminary Operational Assessment of the current response to COVID-19.
- Complete an After Action Report at the conclusion of the COVID-19 response.
- Complete update to the City's Power Vulnerability Plan.
- Reconvene the Emergency Services Council as needed for plan approval, ordinance updates, and managing the Disaster Service Worker Volunteer Program.

Employees, residents and businesses are ready to take action and able to answer a "call to action".

- Determine how to deliver CERT training during the response to COVID-19.
- 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.
- 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 Emergency Management Assessment Program (EMAP) 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.
- Update the City website to address access and functional needs and multi-language requirements.

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 million State of California Budget Request.
- Implement the Gruntify 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.

CONCLUSION

The effectiveness of the plans, response, recovery, and resilience has heightened the ability of all departments to work together, coordinate, and communicate. The success of the City's response and ability to recover quickly requires close collaboration among the departments and the City's ability to listen to residents and businesses. Our focus has been on these two very critical tasks.

While the response to COVID-19 has been prolonged and will extend for an undetermined length of time, the City continues to prepare for events, such as future PG&E PSPS events and other potential disasters. During 2020-2021, the City will continue to prioritize the four Objectives. Resiliency requires focus, communication, persistence, and team work.

September 3, 2020

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EVALUATION AND FOLLOW-UP

The City Council receives update on response to COVID-19 and other evolving emergencies during City Council Item 3.1 on a regular basis.

COORDINATION

This memo has been coordinated with the City Attorney's Office, Housing Department, City Manager's Budget Office and Planning, Building and Code Enforcement Department.



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City Manager's Office of Emergency Management

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