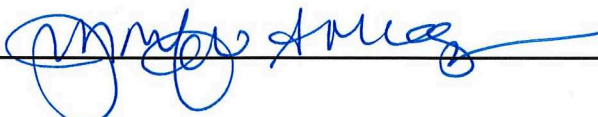


Memorandum

TO: PUBLIC SAFETY, FINANCE, AND STRATEGIC SUPPORT COMMITTEE **FROM:** Raymond Riordan

SUBJECT: OFFICE OF EMERGENCY MANAGEMENT WORK PLAN PRIORITIES ANNUAL REPORT **DATE:** August 9, 2021

Approved  Date 8/12/21

RECOMMENDATION

Accept the annual report on the City Manager’s Office of Emergency Management Work Plan priorities for 2021-2022.

OUTCOME

Annually the Office of Emergency Management (OEM) reports to the Public Safety, Finance, and Strategic Support Committee on OEM’s Objectives and Key Results (OKRs) – 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. The report focuses on the high-level effort identified in the OKRs.

BACKGROUND

Seeking to strengthen the City’s emergency management capabilities, the OEM was realigned to the City Manager’s Office (CMO) in September 2017. An Emergency Management Working Group (EMWG) was established in December 2017 and includes executive and staff members from all City Departments. The EMWG established the following four objectives to address the City’s responsibility for sustaining emergency management throughout the City:

1. The City has a plan to tackle any emergency;
2. Employees, residents, local organizations, and businesses are ready to take action and able to answer a “call to action”;
3. Our community trusts the City to communicate and address needs; and
4. Our emergency response is optimized through technology.

This report will review the Key Results associated with each of the four objectives. First, as part of the Background section, it reviews Key Results from the previous fiscal year. Second, the Analysis section will lay out OEM's work plan for the coming year.

EMERGENCY MANAGEMENT WORK PLAN ACCOMPLISHMENTS (2020-2021 Fiscal Year)

This section outlines the achievements of OEM over the past year, broken down by OKRs. Due to the COVID-19 response effort, many of the FY 2019-2020 Work Plan Priorities were paused. This included pausing the development of certain City emergency plans, conduct of Essentials Emergency Management Course sessions, and conduct of personal and community preparedness presentations. These previously paused Work Plan Priorities will be resumed in FY 2020-2021. However, it should be noted that for FY 2020-2021, the City was very successful in prioritizing COVID-19 response and recovery efforts, developing plans and procedures to support COVID-related work, and providing accurate and timely public information in multiple languages.

The City has a plan to tackle any emergency

- The City established and activated its Pandemic Management Team and the City's Pandemic Response Plan. The 10 stages to reopening outlined in this plan correspond with the State's Blueprint for a Safer Economy, which is structured as a 4-color tiered system of COVID-19 restrictions that all counties in California followed.
- From July until December 2020, the City updated its Power Vulnerability Plan (PVP), which provides information on how to handle a PG&E Public Safety Power Shutoff or other power outage situation. Planning for a City Incident Management Team was also completed. The PVP was finalized and signed on February 12, 2021.
- The Parks, Recreation and Neighborhood Services Department opened cooling centers on October 15-16, 2020 and June 16-18, 2021.
- The City formed a Vaccination Task Force on December 10, 2020 to plan for a variety of support functions such as 1) connecting communities to vaccinations, 2) vaccination outreach and communications, 3) advocacy on equitable vaccine allocation and distribution at the State and Federal level, and 4) scaling employee vaccinations.
- On January 20, 2021, the City joined the County's COVID-19 Vaccination Stakeholder Working Group to work on strategies to expand vaccination access that will prioritize our most vulnerable residents.
- As of February 2021, the City and Valley Water updated and signed the "Joint Emergency Action Plan for Severe Storm and Flood Response."
- As of March 2, 2021, the City approved a COVID-19 Preliminary Operational Assessment Report, which captures the Emergency Operations Center (EOC) response from January 2020 – October 2020.
- On March 16, 2021, the City established a City Roadmap for Fiscal Year 2021-2022 that outlines the eight enterprise priorities and corresponding projects, including COVID-19 Pandemic: Community and Economic Recovery.

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

- The City initiated a Proclamation of Local Emergency for the COVID-19 pandemic on March 3, 2020, and has extended that proclamation eight times. The current proclamation is in place through August 22, 2021. On August 17, 2021, the City Council will determine if the proclamation will be extended.
- The City accepted the leadership of County-wide food distribution efforts in March 2020 and the effort continues. The City served approximately 2.61 million meals per week through partnerships with organizations like Second Harvest Food Bank, Veggielution, Hunger at Home, and other public, private, and not-for-profit organizations. As of May 2021, the City served over 150 million meals¹ through such partnerships.
- The City set forth programs to increase subsidized childcare services located within the City of San José. These programs include partnerships with the Santa Clara County Office of Education, funding allocated to FIRST 5 Santa Clara County, and funding allocated toward childcare scholarships for preschool and school-aged children.²
- From March 2020-June 2021, the Emergency Public Information Language Access Unit transcreated more than 3,100 pieces of communication into Spanish, Vietnamese, and Chinese (Traditional and Simplified).
- In response to the Santa Clara Unit (SCU) Lightning Complex fires in August 2020, the City opened Evergreen Community Center as a resource center. The City had Southside, Almaden, Berryessa, Roosevelt, and Mayfair Community Centers on standby to serve as shelters if needed. Animal Care and Services was also on standby to support domestic animals if needed.
- In September 2020, the City opened Clean Air Centers at Bascom Community Center and Tully Library to provide safe places for residents to get relief from poor air quality. The centers provided residents with access to socially distanced seating, water, free Wi-Fi, and power outlets.
- Leading up to the October 14, 2020 PG&E Public Safety Power Shutoff event, the City readied itself to assist the 150 addresses in the foothills along the City’s eastern edge that were projected to be impacted.
- Leading up to the January 26-28, 2021 Bay Area Atmospheric River event, the City activated an Incident Management Team to engage with residents and those experiencing homelessness who live in the potentially impacted areas.
- The City engaged over 300 volunteers to support vaccination outreach canvassing and non-clinical operations at vaccination events from March 2021 to July 2021.
- The City supported the County with building vaccination operation capacity by working to recruit, hire, and onboard 167 bilingual Vaccine Champions who were sent to the County to carry out various County-wide COVID-19 non-clinical vaccination support

¹ City Council Meeting June 8, 2021. Item 3.1 City Manager’s COVID-19 Update. Slide 6.
<https://sanjose.legistar.com/LegislationDetail.aspx?ID=4964343&GUID=D9995571-B3B0-4D2A-8D98-80C234498715&Options=&Search=>

² Update on Coronavirus Relief Funds (CRF) for Childcare Assistance (Information Memo):
<https://www.sanjoseca.gov/Home/Components/News/News/2415/5167>

functions. The Vaccine Champions initiative started in late April 2021, and is currently set to end in late August 2021.

- Starting on April 27, 2021, the City’s Community Emergency Response Team (CERT) Program launched a CERT hybrid training that combines 12 hours of online trainings and a one-day hands-on skills training. The CERT program to date has graduated a total of 261 participants and registered each attendee as a Volunteer Disaster Service Worker.
- As of June 8, 2021, the City held 24 vaccination events and delivered over 25,000 vaccinations, hot meals, groceries, housing/shelter referrals, rental assistance, transportation assistance, access to mobile hotspots/laptops/iPads, tax and stimulus check support, hygiene/toiletry kits, and enrollment in other supportive programs to residents through the collective partnership of over 45 healthcare and community partners. Vaccination events especially focused on the most vulnerable such as residents with disabilities, the unhoused/unstably housed, those residing in highly vulnerable and highly impacted census tracts, as well as the elderly and those who require in-home vaccinations.³
- On June 30, 2021, the City EOC was demobilized and the remaining COVID-19-related activities were moved to the COVID-19 Recovery Team or departmental control.

Our community trusts the City to communicate and address needs

- The City under Mayor Liccardo’s leadership launched “Silicon Valley Strong” on March 18, 2020. The effort is driven by the City and Silicon Valley community and business leaders. It has offered financial assistance, mobilized volunteers, and connected residents to critical COVID-19 resources. Since January 2021, there have been 1,452 volunteers signed up through Silicon Valley Strong. Since March 2021, there have been 211 disaster service volunteers.
- Between March and December 2020, the City offered three small business grant programs. These grant programs disbursed \$6.09 million in grants to support 499 small businesses owned by low- or moderate-income individuals, primarily from communities of color located within San José.⁴
- During the pandemic, the City stood up shelters for unhoused populations at Kelley Park, Bascom Community Center, Camden Community Center, Parkside Hall, and the South Hall of the San José Convention Center, sheltering over 1,300 unhoused residents between April 2020 and August 2021.
- Early in the pandemic, City staff identified several of the largest homeless encampments in the City and provided portable toilets, hygiene centers, and trash pick-up services to encourage sheltering-in-place. City staff also coordinated outreach and other County health services to encampment residents.

³ City Council Meeting June 8, 2021. Item 3.1 City Manager’s COVID-19 Update. Slide 9.

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=4964343&GUID=D9995571-B3B0-4D2A-8D98-80C234498715&Options=&Search=>

⁴ 2020 City Small Business Grants Update (Information Memo):

<https://www.sanjoseca.gov/Home/Components/News/News/2406/5167>

- During the pandemic, the City extended the eviction moratorium and the time to repay unpaid rent during this moratorium. Additionally, the City implemented a rental assistance program to help thousands of low-income renters pay rent and utilities.
- From July 1, 2020 to June 30, 2021, the City Emergency Public Information Office published 48 flash reports on the City website. These reports provided notifications and updates on COVID-19 response and recovery efforts to the community and are transcreated into Spanish, Vietnamese, and Chinese (Traditional and Simplified).
- The City worked to construct and open three emergency interim housing communities to help protect approximately 317 unhoused people from COVID-19, slow the spread of the disease, and expand the City's interim housing capacity after the emergency recedes. The three emergency interim housing sites are located at the intersection of Monterey Road and Bernal Road, Rue Ferrari near Highway 101, and Evans Lane near Almaden Expressway. The sites began operations in October 2020, February 2021, and May 2021 respectively. A fourth emergency interim housing site at Guadalupe Parkway and Taylor Street will go to Council for approval in September 2021. Construction is projected to begin in October 2021, and to be completed in October 2022.
- As part of the federal Coronavirus Aid, Relief, and Economic Security (CARES) Act Coronavirus Relief Fund (CRF) monies, the City dedicated approximately \$3.3 million to provide grants to nonprofit organizations serving San José communities negatively impacted by the COVID-19 pandemic.⁵
- The City assisted the County by recruiting more than 550 community members to join the County's Community Ambassadors Program, to coordinate and scale COVID-19 vaccine information distribution. The program kick-off occurred in December 2020, and the City assisted with recruitment in early January 2021.
- Since January 2021, the Vaccination Task Force scaled and staffed a phone bank with bilingual staff to reach and notify residents of their COVID-19 vaccination eligibility, as well as help residents schedule their vaccination appointments.
- In February 2021, the City announced an Affordable Home Internet Services program to address the digital divide. This program provides eligible residents with information and resources on affordable and low-cost home internet services.
- From April 2021 to June 2021, the City's Fire Department, as part of the Vaccination Task Force, has supported the County with in-home vaccinations to rapidly expand vaccinations to those who cannot easily leave their home, have transportation barriers, or require additional support in the comfort of their homes. To date, more than 360 in-home vaccinations have been delivered to highly vulnerable residents.
- The City organized two Access and Functional Needs Sessions in April and May 2021 that brought together City staff and advocates from within the disability and access and functional needs communities to discuss barriers to equal access during COVID-19.

⁵ Coronavirus Relief Funds Nonprofit Grant Program (Information Memo):

<https://www.sanjoseca.gov/Home/Components/News/News/2194/5167?npage=2>

Our emergency response is optimized through technology

- City-wide staff relied heavily on Geographic Information System (GIS) tools, technology, and platform. These tools informed decision-making, improved coordination, and helped alleviate duplication during the City EOC's COVID-19 response and recovery efforts.
- The San José-Santa Clara Regional Wastewater Facility has participated in a COVID-19 surveillance program for real-time analysis of wastewater samples for monitoring COVID-19 infection transmission trends within Santa Clara County.
- In April 2020, the City stood up a Virtual Local Assistance Center (VLAC), which is a one-stop destination for COVID-19 resources and support. The VLAC offers information on coronavirus testing, financial support, food distribution, job training, etc. VLAC webpages are available in English, Spanish, Vietnamese, and Chinese (Traditional and Simplified). The VLAC continues to be available through the City website, and an update is currently in process to ensure that information provided remains accurate.
- The EOC Digital Inclusion Branch via the San José Public Library launched a device lending service in August 2020 as part of SJ Access, a City-wide initiative aimed at combating the digital divide. There are 3,000 hotspots, 600 Chromebooks, and 120 iPads available to the community for checkout. From August 2020 to August 2021, the devices have been checked out 9,858 times. Additionally, the SJ Access-Student hotspot program provided 12,800 hotspots to San José students through a partnership with the Santa Clara County Office of Education, local education agencies and AT&T.⁶
- The EOC Digital Inclusion Branch also accelerated deployment of "Access East Side," which provides free outdoor Wi-Fi for households within the coverage area of three East Side Union High School District high school attendance areas. Five additional attendance area networks are in various phases of planning and design. Free Wi-Fi is also provided to the public within those coverage areas.
- A virtual groundbreaking was held on March 11, 2021 for the San José Fire Training Center and EOC. A new EOC with training rooms and administrative space for OEM are included in this project, with construction expected to be complete in 2022.
- On May 20, May 27, and June 25, 2021, the EOC deployed Public Safety Multi-lingual Text Alerts through the Wireless Emergency Alert System (WEA) to reach, notify, and direct residents in highly vulnerable census tracts in the City about COVID-19 vaccination sites within their area and additional vaccination information. This communication tactic is particularly useful in hard-to-reach areas such as Alviso and the neighborhoods around Mayfair Community Center.

⁶ City Council Meeting June 8, 2021. Item 3.1 City Manager's COVID-19 Update. Slide 6.

<https://sanjose.legistar.com/LegislationDetail.aspx?ID=4964343&GUID=D9995571-B3B0-4D2A-8D98-80C234498715&Options=&Search=>

ANALYSIS

In 2020-2021, OEM included 12 full-time positions. These positions are comprised of seven permanent positions funded by the General Fund, one limit-dated position (50% funded by a State of California Public Health Grant and 50% funded by the General Fund), and four limit-dated positions funded by the Urban Area Security Initiative grant.

The same staffing level is maintained for Fiscal Year 2021-2022. Eight positions are now funded by the General Fund, as a limit-dated position has been converted to a full-time position to support the ongoing workload of CERT. The remaining four positions are continued as limit-dated positions funded by the Urban Area Security Initiative grant.

Tremendous work was accomplished by the collective efforts of all City Departments working together in the EOC as part of the COVID-19 response. At the peak, 800 City employees were redeployed to the EOC to respond to the pandemic.

EMERGENCY MANAGEMENT WORK PLAN PRIORITIES (FISCAL YEAR 2021 - 2022)

The Citywide Emergency Management Work Plan Priorities for Fiscal Year 2021-2022 will be measured by the following Key Results.

City Has A Plan to Tackle Any Emergency

- Ensure that all plans are completed with an equity lens and that people with disabilities and/or access and functional needs are part of the planning process.
- Resume and complete work on the Post-Disaster Housing, Crisis Communications, Mass Care and Shelter, Debris Management, and Event Action Plans (i.e., for earthquake, wildfire, flooding, and severe weather).
- Initiate and complete the Operational Area Safety and Damage Assessment Plan in collaboration with the County of Santa Clara and neighboring jurisdictions.
- Initiate an After Action Report for the COVID-19 response and recovery work done from November 2020 to EOC demobilization.
- Continue quake readiness planning and wildfire season/Public Safety Power Shutoff event preparations.
- Reconvene the Emergency Services Council as needed for plan approval, ordinance updates, and managing the Disaster Service Worker Volunteer Program.
- Evaluate the Emergency Services Ordinance for updates.

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

- Deliver 15 CERT hybrid trainings among the Council Districts, to include trainings done in Spanish and Vietnamese.
- Deliver CERT Program Guide that identifies the best use of CERT volunteers and how to integrate and sustain CERT neighborhood teams within the 10 Council Districts.
- Develop appropriate plans and programs that continue to integrate volunteers with City staff in response to an emergency, including CERT and Radio Amateur Civil Emergency Service (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.
- Complete a Strategic Plan outlining City emergency management goals and objectives for the next 5 years, and identifies a path toward Emergency Management Assessment Program (EMAP) certification.
- With the Housing Department and Planning, Building and Code Enforcement Department, continue efforts on the soft-story ordinance, plans, and grant pilot project.

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

- The COVID-19 Recovery Team includes a temporary Language Access Coordinator. This person will continue the coordination of transcreated material through the recovery process and will respond to other emergencies.
- Respond as needed to emergencies and conditions that present the need for coordination among multiple departments.
- Provide public education through 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

- Continue construction of the new OEM offices and EOC with the funds generated by Measure T.
- Implement the Gruntify App that allows for seamless multi-department response to large apartment complex fires. The goal is to provide immediate resources for property owners and assist with short and long-term housing solutions for residents displaced when a fire occurs. The City built a mobile app that uses push notifications programmed with conditional logic to better orchestrate recovery efforts across City Departments and agencies. The solution ultimately gives residents a faster path to recovery following a large apartment complex fire.
- Continue implementing GIS applications in the EOC to enhance the City’s situational awareness and communication with the public.

CONCLUSION

The effectiveness of emergency 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 from an emergency requires close collaboration among the departments and the City's ability to listen to residents and businesses. The focus has been on these two very critical tasks.

While the response to COVID-19 has been long and has required an inordinate amount of resources and people power, the City is now postured to begin shifting more of its focus toward preparedness for other potential disasters. During 2021-2022, the City will continue to prioritize the four Objectives described in this memorandum. Resiliency requires focus, communication, persistence, and teamwork.

EVALUATION AND FOLLOW-UP

As the City continues to recover from the COVID-19 pandemic, the Community and Economic Development Committee will receive status reports twice a year. These are scheduled for August 23, 2021 and April 25, 2022. Two other recovery initiatives from the City Roadmap will also go to the committee on March 28, 2022: Small Business Recovery & Al Fresco Forever, and Re-employment & Workforce Development.

The Office of Emergency Management will return to the Public Safety, Finance, and Strategic Support Committee in May 2022 to present the Disaster Resiliency Annual Report.

COORDINATION

This memo has been coordinated with the City Attorney's Office; Housing Department; Planning, Building and Code Enforcement Department; City Manager's Office of Communications; City Manager's Budget Office; and the EOC's Vaccination Task Force.



RAYMOND RIORDAN

Director

City Manager's Office of Emergency Management

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