
City of Emeryville

ID-2017-692 -

Attachment 2:

Emergency Mgmt.

Program Assessment

Rpt. - July 2017



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INTRODUCTION

OVERVIEW

The City of Emeryville Emergency Management Program Assessment Report represents an assessment of the City of Emeryville's current state of emergency management plans, policies, and procedures. The development of the report involved a review of current and draft emergency plans, analysis of government regulations, outreach to relevant emergency management stakeholders, and site visits to potential and established emergency management locations. This report is intended to measure the status of the City of Emeryville's Emergency Management Program in relation to acceptable emergency management standards. By identifying gaps and recommending improvement areas, the report provides a strategic means for the Emergency Management Program to attain a standard of excellence.

PURPOSE

The purpose of this report is to:

- Establish a baseline of emergency management standards.
- Examine the current emergency management capabilities of the City of Emeryville.
- Identify improvement opportunities within current City of Emeryville plans, policies, and procedures.

ASSESSMENT MATERIAL

The following plans and supporting materials were assessed:

- City of Emeryville Emergency Operations Plan (EOP), 2014
- City of Emeryville Municipal Code, 2017
 - Title 4, Chapter 2: Emergency Plans - Draft
- City of Emeryville Local Hazard Mitigation Plan, 2017 – Draft
- City of Emeryville Volunteer Coordination Plan, 2014
- Site Visit: City of Emeryville Primary Emergency Operations Center (EOC)
- Site Visit: City of Emeryville Alternate EOC – possible locations
- Informational interviews with relevant City of Emeryville personnel

LAWS AND AUTHORITIES

The following are local, state, and federal authorities that pertain to emergency management and which apply to some of the standards contained in this report.

- City of Emeryville Municipal Code, 2017
- County of Alameda, Agreement for Participation in Alameda County Operational Area Emergency Management Organization
- California Government Code



- California Emergency Services Act
- California Disaster Assistance Act
- Emergency Compacts
 - Interstate Civil Defense and Disaster Compact (1951)
 - Emergency Management Assistance Compact (2005)
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Code of Federal Regulations: 44 CFR 201.6
- Disaster Mitigation Act of 2000 (DMA 2000)
- Homeland Security Presidential Directive 5 (HSPD-5)
- Presidential Policy Directive 8 (PPD-8): National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, as amended
- Federal Civil Defense Act of 1950 (Public Law 920, as amended)

EMERGENCY MANAGEMENT PROGRAM STANDARDS

The City of Emeryville's Emergency Management Program was assessed against the emergency management standards set forth in the above laws and authorities and through utilization of the Emergency Management Accreditation Program (EMAP) Emergency Management Standard, September 2013. The EMAP Emergency Management Standard is a scalable yet rigorous industry standard that was collaboratively developed in a series of working groups of emergency management stakeholders from government, business, and other sectors. The EMAP Emergency Management Standard is intended to be used as a tool by emergency management programs to strive for continual improvement. Jurisdictions that fulfill all EMAP standards may be eligible to become EMAP accredited.

For the purposes of this document, the EMAP Emergency Management Standard was used as a basis for developing an assessment tool tailored to the needs of the City of Emeryville. Other documents used in the development of this assessment include the following:

- City of Seattle Office of Emergency Management, *Local Emergency Management Program Assessment Tool and Companion Guide*, February 2014.
- Michigan Department of State Police, Emergency Management and Homeland Security Division, *Local Emergency Management Program, Program Standards Workbook*, November 2014.

CITY OF EMERYVILLE EMERGENCY MANAGEMENT PROGRAM ASSESSMENT TOOL

The City of Emeryville Emergency Management Program Assessment Tool, found in Appendix B, was the information collection tool used to conduct this analysis of the City's Emergency Management Program. The tool identifies the following information:

1. **Standard** – The description of the each standard. There are fifteen standard categories with one to six elements in each category. Most standards are derived from the EMAP Emergency Management Standard, but not all EMAP standards are reflected in the Assessment Tool.



2. **Authority** – The reference to the corresponding EMAP standard and the local/state/federal emergency management regulations from which the standard is applicable to.
3. **Addressed?** – Yes/No/Partially
4. **Reference** – The document or location where standard is addressed by the City of Emeryville.
5. **Assessment** – Information about how each standard is/is not addressed.
6. **Recommendation(s)** – Suggested actions in order to better achieve each standard.

DOCUMENT LAYOUT

This document is divided into three sections. The first portion of the document is the comprehensive City of Emeryville Emergency Management Program Assessment Report, which is an expansion of the information obtained in the City of Emeryville Emergency Management Program Assessment Tool. Using corresponding numbers to the Assessment Tool, the Assessment Report identifies each standard, provides an analysis of the City of Emeryville's Emergency Management Program against the standard, and suggests recommendations for how the program may be adapted in order to achieve the standard. The assessment spans the following fifteen standard categories, with up to six elements in each category:

- Administration and Finance
- Stakeholder Input
- Laws and Authorities
- Hazard Identification
- Hazard Mitigation
- Prevention
- Planning
- Incident Management
- Resource Management and Logistics
- Mutual Aid
- Communications and Warning
- Emergency Operations Center
- Training
- Exercises
- Public Information and Education

The second portion, Appendix A, is the City of Emeryville Emergency Management Program Improvement Plan, which will be a tool for the City to use in order to map out a path forward to achieve a higher emergency management standard. The Improvement Plan isolates each identified recommendation and prompts the City to determine specific improvement actions, assign priority levels and responsible parties, and estimate timeframes for completion.

The third portion of the document is Appendix B, which is the completed City of Emeryville Emergency Management Program Assessment Tool.



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CITY OF EMERYVILLE EMERGENCY MANAGEMENT PROGRAM ASSESSMENT REPORT

1. ADMINISTRATION AND FINANCE

1.1 *There is a designated organization (agency, department, or office) within the jurisdiction to administer the Emergency Management Program on behalf of the jurisdiction. (EMAP 3.2.1)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.08 (c)(1): Officers – Powers and Duties
- City of Emeryville EOP (2014), Section 1.9: Plan Development and Maintenance

Analysis: The Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.08 (c)(1) sets forth that the Assistant Director of Emergency Services and Emergency Services Coordinator, under the supervision of the Director of Emergency Services will “develop emergency plans and maintain the emergency programs in a constant state of readiness for this jurisdiction.” It is assumed that Human Resources, as designated in Section 1.9 of the EOP, will continue to serve in the role as Emergency Services Coordinator, and will be responsible for managing the development of emergency plans and ongoing maintenance of the Emergency Management Program.

Currently there is one Human Resources staff member enacting the above Emergency Services Coordinator responsibilities as a small percentage of her duties. In order for the City to develop a robust Emergency Management Program, it would be beneficial for the City to allocate more staff hours and/or funding to support the conduct of these responsibilities.

Recommendation(s):

1. Increase the amount staff hours and/or funding for the Emergency Services Coordinator position(s) so that more time can be dedicated to the management and growth of the City of Emeryville Emergency Management Program.

1.2 *There is an appointed emergency management coordinator empowered to execute the program on behalf of the jurisdiction. (EMAP 3.2.2)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.07(a): Offices and Officers Created
- City of Emeryville EOP (2014), Section 1.8: City of Emeryville’s Emergency Management Organization

Analysis: The Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.07(a) designates the City Manager as the Director of Emergency Services. This role is further defined in Section 1.9 of



the EOP: “The Director of Emergency Services is responsible for implementing the EOP through the efforts of the City’s Emergency Operations Center.”

Recommendation(s): N/A

1.3 *The Emergency Management Program has financial and administrative procedures in place for use before, during, and after an emergency. (EMAP 4.1.1)*

Reference:

- City of Emeryville Municipal Code, Title 3, Finance, Chapter 6. Purchasing System (2017), 3-6 and 3-6.02(c)(4)
- City of Emeryville EOP (2014), Section 6.6: Finance/Admin Section
- City of Emeryville EOC: Finance Section Bin

Analysis: The City of Emeryville has finance and administration procedures in place for both standard and emergency operations, as identified in Chapter 6 of Title 3 in the City of Emeryville Municipal Code. Section 6.6 of the EOP further identifies the roles and responsibilities of the Emergency Operations Center (EOC) Finance and Administration Section, which will be enacted upon EOC activation. Within the EOC, the Finance and Administration Section has its own bin that contains forms and other resources that would be needed to implement financial duties during an emergency.

In order to ensure a smooth transition from daily operations to emergency operations, it would be useful to meet with the finance representatives who may be tasked with emergency duties and identify the procedures necessary for transitioning to emergency operations, as well as back to normal operations. During discussions with finance representatives, it would be further beneficial to review the Finance and Administration Section documents and resources located at the EOC to ensure that they are current.

Recommendation(s):

1. Develop procedures and/or checklists detailing the process for transitioning from daily financial operations to emergency operations and subsequently back again to daily operations.
2. Review contents of Finance Section Bin with Finance Section staff to ensure that forms and information are consistent with current practices.



2. STAKEHOLDER INPUT

2.1 *There is a documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the program. (EMAP 3.3.1; California Government Code 8610-8614)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.05: Disaster Council Creation and Membership
- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.06: Disaster Council Powers and Duties

Analysis: Sections 4-2.05 and 4-2.06 of the Draft Emeryville Municipal Code establish the creation of the Disaster Council and designate that the City of Emeryville City Council will serve in this role. The Disaster Council is responsible for “review[ing] and approv[ing] emergency and mutual aid plans and agreements” as well as ordinances, resolutions, rules, and regulations that are necessary to implement the plans and agreements.

Recommendation(s): N/A

2.2 *The advisory committee(s) shall meet with a frequency determined by the Emergency Management Program coordinator to provide for regular input. (EMAP 3.3.2)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017)

Analysis: Currently there is no mention of a specific meeting frequency of the Disaster Council in the Draft City of Emeryville Municipal Code. It may be useful to set the parameters of when the Disaster Council is to meet. If it is not necessary to designate a set meeting interval, consider including language indicating that they will meet on an as-needed basis.

Recommendation(s):

1. Consider including language in the Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) indicating the intervals in which the Disaster Council will meet. If there is to be no set interval, designate that they will meet “as appropriate.”



3. LAWS AND AUTHORITIES

3.1 *The Emergency Management Program has legal statutes and regulations establishing authority for development and maintenance of the program. (EMAP 4.2)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), Chapter 2. Emergency Plans

Analysis: The Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 successfully sets forth the legal statutes and regulations establishing authority for the development and maintenance of the City of Emeryville Emergency Management Program.

Recommendation(s): N/A



4. HAZARD IDENTIFICATION

4.1 *The Emergency Management Program identifies the natural and human-caused hazards that potentially impact the jurisdiction, and assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards. (EMAP 4.3.1, Federal Emergency Management Agency Disaster Mitigation Act of 2000 [DMA2000])*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 2: Hazards/Risks in Emeryville
- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 4: Hazard Analysis
- Alameda County Office of Emergency Services, Threat and Hazard Identification and Risk Assessment

Analysis: The Draft City of Emeryville Local Hazard Mitigation Plan (2017) thoroughly details the following natural and human-caused hazards that the City is vulnerable to:

- | | | |
|--------------|----------------------------------|-----------------------|
| • Earthquake | • Civil Unrest | • Hazardous Materials |
| • Fire | • Infrastructure/Utility Failure | • Climate Change |
| • Flood | • Terrorism | • Biological Threat |

The plan identifies each hazard, assigns a Probability and Severity ranking (High, Medium, Low), and provides an analysis of each hazard's specific impacts to the City of Emeryville's people, property, and environment.

Hazards specific to the City of Emeryville are also accounted for in the Alameda County Office of Emergency Services Threat and Hazard Identification and Risk Assessment (THIRA).

Recommendation(s): N/A

4.2 *The Emergency Management Program has conducted a consequence analysis for identified hazards to consider the impact on the public; responders; continuity of operations including continued delivery of services; property, facilities, and infrastructure; the environment; the economic condition of the jurisdiction, and public confidence in the jurisdiction's governance. (EMAP 4.3.2, DMA2000)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017)

Analysis: At present, there has not been a consequence analysis for the City of Emeryville's identified hazards. An analysis of this sort will help the City of Emeryville to prepare and plan better for their vulnerabilities by fostering an understanding of the potential consequences or actions of each hazard and providing a basis for which to develop contingency plans. A consequence analysis may also help



the City to further identify mitigation projects to be included in future versions of the Local Hazard Mitigation Plan.

Recommendation(s):

1. Conduct a consequence analysis of each hazard. Include results in either the Local Hazard Mitigation Plan or in hazard-specific plans that indicate specific impacts on the following:
 - a. Public
 - b. Responders
 - c. Public Services
 - d. Property
 - e. Facilities
 - f. Infrastructure
 - g. Environment
 - h. Economy



5. HAZARD MITIGATION

5.1 *The Emergency Management Program is based on the natural and human-caused hazards identified by the Emergency Management Program and the risk and consequences of those hazards, and has developed and implemented a mitigation program to eliminate hazards or mitigate the effects of hazards that cannot be reasonably prevented. (EMAP 4.4.1; EMAP 4.4.5; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 1.1: Executive Summary

Analysis: The City of Emeryville has developed a mitigation program as documented in the Draft City of Emeryville Local Hazard Mitigation Plan (2017). As documented in Section 1.1: Executive Summary, the purpose of this plan is to "identify and evaluate all potential natural and man-made hazards which may affect the City of Emeryville and to present mitigation strategies that the City can take to address the hazards identified."

The 2017 update of the plan will replace the 2009 Local Hazard Mitigation Plan, and will be implemented as stated within the plan.

Recommendation(s): N/A

5.2 *The mitigation program identifies ongoing opportunities and tracks repetitive loss. (EMAP 4.4.1; EMAP 4.4.5; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 3: Mitigation Strategy
- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 6: Floods Probability

Analysis: The Draft City of Emeryville Local Hazard Mitigation Plan identifies numerous ongoing mitigation opportunities in Section 3: Mitigation Strategy.

The plan also addresses repetitive loss in Section 6: Floods Probability: "Due to the geographical location of the City of Emeryville, there are currently no identifiable residential, commercial, or institutional properties that have experienced repetitive losses related to flooding within any 10-year period since 1987. Estimated risk for flooding in the City occur in 100- and 500- year flood events."

Recommendation(s): N/A



5.3 *The Emergency Management Program implements mitigation projects according to a plan that sets priorities based upon loss reduction. (EMAP 4.4.1; EMAP 4.4.5; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017) Section 3.3: Mitigations Actions

Analysis: The Draft City of Emeryville Local Hazard Mitigation Plan identifies 44 mitigation actions that were prioritized based on feasibility, social benefits, economic benefits, environmental improvements and community objectives.

Recommendation(s): N/A

5.4 *The mitigation plan for the jurisdiction is developed through formal planning processes involving Emergency Management Program stakeholders and establishes interim and long-term strategies, goals, objectives, and actions to reduce risk to the hazards identified. The mitigation program includes participation in applicable jurisdictional, inter-jurisdictional and multi-jurisdictional mitigation efforts. (EMAP 4.4.2; EMAP 4.4.5; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Acknowledgements

Analysis: The 2017 update to the City of Emeryville Local Hazard Mitigation Plan was conducted through a formal planning process over a period of two years. The plan was developed through collaboration with city departments, community members, local businesses, and governmental representatives from neighboring jurisdictions and Alameda County. The formal Plan Update Planning Team and Institutional Key Partner Representatives are identified in the Acknowledgements page of the Draft City of Emeryville Local Hazard Mitigation Plan. In addition to physical representation in the planning process, neighboring jurisdictions also shared best practices from their Local Hazard Mitigation Plans with the City of Emeryville, which were incorporated.

Recommendation(s):

1. Continue to foster emergency management relationships with neighboring jurisdictions – especially those that share borders with the City – in order to ensure that prevention, mitigation, response, and recovery actions are complimentary.

5.5 *The Emergency Management Program adopts and promotes the efforts of codes and ordinances intended for safety and sustainability purposes (such as building codes, fire codes, and land-use ordinances) which, as a result of their implementation, help to mitigate impacts from hazards. (EMAP 4.4.3; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 3.4: Federal, State, and Local Ordinances and Regulations



Analysis: Section 3.4 of the Draft City of Emeryville Local Hazard Mitigation Plan identifies all codes and ordinances applicable to mitigating disasters in the City of Emeryville.

Recommendation(s): N/A

5.6 *The Emergency Management Program implements a process to monitor overall progress of the mitigation strategies, document completed initiatives, and resulting reduction or limitation of hazard impact in the jurisdiction. (EMAP 4.4.4; 44 CFR 201.6)*

Reference:

- Draft City of Emeryville Local Hazard Mitigation Plan (2017), Section 1.1: Executive Summary

Analysis: The Draft City of Emeryville Local Hazard Mitigation Plan identifies that the Risk Management Analyst will monitor, evaluate, and update the plan every five years. The Risk Management Analyst will also periodically engage with stakeholders and update the public through social media posts in order to maintain awareness of plan implementation progress. It is unclear whether the Risk Management Analyst is a different position from the Emergency Services Coordinator set forth in the City of Emeryville Municipal Code. If they are the same position, it would be helpful to update the Local Hazard Mitigation Plan accordingly to avoid confusion.

Recommendation(s):

1. Define the role of the Risk Management Analyst in the appropriate location (such as the City of Emeryville Municipal Code) or, if this role is fulfilled by the Emergency Services Coordinator, consider updating the Local Hazard Mitigation Plan to reflect this term.
2. Consider publishing an annual report about mitigation success stories in community publications.
3. Establish an internal process for tracking, monitoring, and closing out mitigation projects.



6. PREVENTION

6.1 *The Emergency Management Program encompasses prevention responsibilities, processes, policies and procedures. Prevention incidents are commonly implemented by a law enforcement agency. (EMAP 4.5)*

Reference:

- Interview with City of Emeryville Chief of Police

Analysis: The City of Emeryville is in the process of implementing the Alameda County Mass Notification System, AC Alert, which can be used to warn or notify the public of impending or occurring incidents. The City of Emeryville Police Department also currently uses Nixle to notify the public of emergency advisories, and promotes a “See Something, Say Something” campaign in support of incident prevention. The City of Emeryville also participates in the Homeland Security Information Network (HSIN).

Recommendation(s):

1. Develop plans, policies, and/or procedures that support incident prevention, such as a Critical Infrastructure Protection Plan (CIPP).
2. Coordinate with neighboring jurisdictions to identify best practices and align prevention processes.
3. Develop and implement a program to train City of Emeryville employees to identify suspicious activities.
4. Acquire law enforcement surveillance programs, equipment, and/or incident monitoring systems, such as citywide cameras, unmanned aircraft, or incident management software.



7. PLANNING

7.1 *The Emergency Management Program has plans in place that describe emergency response; continuity of operations (COOP); continuity of government (COG); and recovery from emergencies or disasters. Each plan addresses the following elements:*

- 1. Purpose, Scope and/or Goals and Objectives;*
 - 2. Authority;*
 - 3. Situation and Assumptions;*
 - 4. Functional Roles and Responsibilities for Internal and External Agencies, Organizations, Departments and Positions;*
 - 5. Logistics Support and Resource Requirements Necessary to Implement Plan;*
 - 6. Concept Of Operations; and*
 - 7. Plan Maintenance.*
- (EMAP 4.6.1; EMAP 4.6.2)*

Reference:

- City of Emeryville EOP (2014)

Analysis: The City of Emeryville EOP (2014) describes the process in which the City will respond to a disaster situation and identifies the key elements necessary to activate and operate the City EOC. The plan identifies:

1. Purpose and Scope;
2. Authorities;
3. Hazard Analysis;
4. Functional Roles and Responsibilities for Internal And External Agencies, Organizations, Departments and Positions;
5. Plan Implementation Logistics;
6. Concept of Operations; and
7. Plan Maintenance.

The EOP also provides a high-level overview of COOP, COG, and recovery operations. While this overview identifies the base information for these elements, it would be beneficial to the City to have a full COOP/COG plan with identified essential functions as well as a detailed recovery plan.

Recommendation(s):

1. Develop a COOP/COG plan.
2. Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.



7.2 *The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing functions in response to an emergency or disaster. Areas of responsibility address needs of the population at risk as defined by the City of Emeryville's Hazard identification and risk assessment, and include the following (EMAP 4.6.3):¹*

Function	Reference (EOP Section)	Analysis	Recommendation(s)
1. Administration and Finance	Section 6.6: Finance/Admin Section	This section of the EOP successfully identifies the method in which the City will conduct finance and administration during an emergency.	None.
2. Agriculture and Natural Resources	N/A	Information about agriculture and natural resources is not applicable to the City of Emeryville.	None.
3. Alert and Notification	Section 5.4: EOC Activation, and Section 5.6: Notification and Alerts	This section of the EOP identifies the current process for internal alert and notification during an emergency.	None.
4. Communications	Section 6.5.2 : Communications Unit	Section 6.5.2 identifies the functions and overall responsibilities of the EOC Communications Unit.	1. It would be beneficial to pre-identify communications resources, procedures, and processes currently in place in a separate plan or annex, to include systems currently in use, protocols for inter- and intra-jurisdiction communication, and interoperability protocols.
5. Critical Infrastructure and Key Resource Restoration	N/A	There is no information in the current EOP regarding critical infrastructure and key resource restoration.	1. Identify critical infrastructure and key resources within the City, and determine the prioritization of and procedures for their restoration following a disaster.

¹ For ease of readability, the 30 referenced functions and their respective analyses and recommendations are presented in table format.



Function	Reference (EOP Section)	Analysis	Recommendation(s)
6. Damage Assessment	Section 6.3.4b: Damage/Safety Assessment Unit	Section 6.3.4b identifies the functions and overall responsibilities of the EOC Damage/Safety Assessment Unit.	1. Include information about the Building Occupancy Resumption Program (BORP) and identify how this information will be received at the EOC.
7. Debris Management	Section 6.3.4: Public Works/Engineering Branch	The EOP identifies the Public Works/Engineering Branch (with support from the Planning/Intelligence Section Chief) as responsible for coordinating debris removal services; however there are no distinct debris management procedures identified.	1. Identify the process in which the City will conduct debris management. Include identification of priority routes. 2. Section 6.3.4c Public Works Unit states: "Refer to the Debris Management process and procedures found in Appendix-F," which is a placeholder for this information.
8. Detection and Monitoring	N/A	Detection and monitoring is not applicable to the City of Emeryville's EOP.	None.
9. Direction, Control, and Coordination	Section 4: Incident Command System, and Section 6: EOC Staffing	This section of the EOP successfully identifies the City's emergency management organization.	None.
10. Donation Management	Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist	Donations management is briefly mentioned in Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist.	1. It would benefit the City if more planning was conducted identifying the specific processes and procedures for managing donated goods. See the recommendations in section 9.2 of this report for more detail.
11. Emergency Public Information	Section 6.2.3: Public Information Officer	This section of the EOP successfully identifies the responsibilities of the City's PIO during an emergency.	None.



Function	Reference (EOP Section)	Analysis	Recommendation(s)
12. Energy and Utilities Services	Section 6.3.4a: Utilities Unit Group	This section of the EOP successfully identifies the functions and responsibilities of the EOC Utilities Unit Group.	None.
13. Fatality Management and Mortuary Services	N/A	Fatality management and mortuary services are the responsibility of the county, and is therefore not applicable to the City of Emeryville EOP.	None.
14. Firefighting/Fire Protection	Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)	This section of the EOP successfully identifies the functions and responsibilities of the EOC Fire and Rescue Branch.	None.
15. Hazardous Materials	Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)	This section of the EOP successfully identifies the functions and responsibilities of the EOC Fire and Rescue Branch as it pertains to hazardous materials.	None.
16. Human Services (Including Food, Water And Commodities Distribution)	Section 6.5.4: Care and Shelter Unit	This section of the EOP successfully identifies the functions and responsibilities of the EOC Care and Shelter Unit.	None.
17. Incident and Needs Assessment	Section 6.3.1: Operations Section Chief	The Operations Section Chief is identified as primarily responsible for conducting incident and needs assessments during an EOC activation.	None.
18. Information Collection, Analysis, and Dissemination	Section 6.4: Planning/ Intelligence Section	The Planning/Intelligence Section is identified as primarily responsible for conducting information collection, analysis, and dissemination.	None.



Function	Reference (EOP Section)	Analysis	Recommendation(s)
19. Law Enforcement	Section 6.3.3: Law Enforcement Branch (Emeryville PD)	This section of the EOP successfully identifies the functions and responsibilities of the EOC Law Enforcement Branch.	None.
20. Mass Care and Sheltering	Section 6.5.4: Care and Shelter Unit	This section of the EOP identifies functions and responsibilities of the EOC Logistics Branch.	1. Establish procedures for Commodity Point of Distribution (C-PODs) as part of the EOP or as a separate plan/annex. Include possible locations, available resources to support operations, MOUs/MOAs, and details for setting up, operating, and demobilizing a C-POD.
21. Mutual Aid	Section 5.7:Resource Management, Mutual Aid Agreements, and Section 7: Mutual Aid	This section of the EOP successfully identifies all details relevant to requesting emergency mutual aid.	None.
22. Population Protection (Evacuation and Shelter-In-Place)	Section 6.3.3: Law Enforcement Branch (Emeryville PD)	This section of the EOP identifies that law enforcement is responsible for coordinating evacuation operations; however, law enforcement will not always be responsible. Depending on the incident, the Operations Section Chief may assign a different agency this responsibility. Also, there is no mention of shelter-in-place in this section.	1. Develop a mass evacuation plan that identifies the decision process for evacuation vs. sheltering-in-place, roles and responsibilities, evacuation routes, transportation requirements, evacuation points, and public notification/communications. 2. Update plans to state that the responsibility of evacuation will be incident-specific, determined by the Operations Section Chief at the time of the incident.



Function	Reference (EOP Section)	Analysis	Recommendation(s)
23. Private Sector Coordination	Section 7.4: Participation of Volunteer and Private Agencies	This section of the EOP identifies volunteer and private agencies through their contribution to the mutual aid process.	<ol style="list-style-type: none">1. Foster public-private sector emergency management relationships by developing a program that encourages the private sector to assist with emergency response by pre-identifying resources, capabilities, and/or facilities. Utilize best practices from a similar program implemented in the City of Berkeley.2. As private sector partnerships develop, update the EOP with further information about engagement with external organizations, departments, and positions.
24. Public Health and Medical	Section 5.5: Emergency Proclamations, Declaration of Health Emergency, and Section 6.3.2: Fire and Rescue Branch (Alameda County Fire), Emergency Medical Unit	<p>Section 5.5: Emergency Proclamations, Declaration of Health Emergency identifies that the Alameda County Public Health Officer has the authority to declare a local health emergency.</p> <p>Section 6.3.2: Fire and Rescue Branch (Alameda County Fire), designates that emergency medical information will be coordinated within the Emergency Medical Unit.</p>	<ol style="list-style-type: none">1. Include additional information about how the City will coordinate public health and medical emergencies in the EOP, to include involved entities and roles/responsibilities.2. In Section 6.3.5: Animal Care and Welfare Unit there is mention of coordinating with a "Medical/Health Branch Coordinator," although this position is not reflected in the City EOC organization.



Function	Reference (EOP Section)	Analysis	Recommendation(s)
25. Public Works and Engineering	Section 6.3.4: Public Works/ Engineering Branch	This section of the EOP successfully identifies the functions and responsibilities of the EOC Public Works/Engineering Branch.	None.
26. Resource Management and Logistics	Section 5.7: Resource Management and Section 6.5: Logistics Section	These sections of the EOP successfully identify the functions and information required to conduct resource management and logistical operations during an emergency.	None.
27. Search and Rescue	Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)	This section of the EOP successfully identifies the functions and responsibilities of the EOC Fire and Rescue Branch as it pertains to search and rescue.	None.
28. Transportation Systems and Resources	Section 6.5.6: Transportation Resources Unit	This section of the EOP successfully identifies the functions and responsibilities of the EOC Transportation Resources Unit.	None.
29. Volunteer Management	Section 7.4: Participation of Volunteer and Private Agencies	Section 7.4: Participation of Volunteer and Private Agencies identifies volunteer organizations such as the American Red Cross, Salvation Army, Eden I&R, and the Community Emergency Response Team (CERT).	1. Update the EOP with information about the City of Emeryville Volunteer Coordination Plan and associated resources.
30. Warning	Section 5.6: Notifications and Alerts	This section of the EOP identifies the systems used for emergency notifications and alerts.	None.



7.3 *The recovery plan addresses short- and long-term recovery priorities and provides guidance for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure to the affected area. (EMAP 4.6.4)*

Reference:

- City of Emeryville EOP (2014), Section 8: Recovery Operations

Analysis: The City of Emeryville does not have a separate recovery plan. However, Section 8: Recovery Operations of the EOP identifies the basic elements of short-, medium- and long-term recovery operations, as well as information about disaster assistance programs. As stated in 7.1 above, it would be beneficial to the City to have a separate recovery plan that provides further direction for recovery operations.

Recommendation(s):

1. Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.
2. Ensure that the recovery plan identifies short- and long-term priorities that address how the City will restore critical functions, services, vital resources, facilities, programs and infrastructure to affected areas.



7.4 *The continuity of operations plan (COOP) identifies and describes how essential functions will be continued and recovered in an emergency or disaster. The plan identifies essential positions and lines of succession, and provides for the protection or safeguarding of critical resources and applications. (EMAP 4.6.5)*

Reference:

- City of Emeryville EOP (2014), Section 5.10: Continuity of Operations

Analysis: The City of Emeryville does not have a separate COOP Plan. Section 5.10: Continuity of Operations of the EOP sets forth the basic purpose of continuity planning and identifies the pre-established contract with Agility Recovery Resources, which will provide resources to the City as needed following a disaster.

Recommendation(s):

1. Develop a City of Emeryville COOP Plan that identifies essential functions and describes how they will be continued and recovered in an emergency. Plan elements should include Essential Functions and Positions, procedures for protection/safeguarding of critical applications, identification of communication resources and vital records/databases, and any other information critical to the continued performance of essential functions.

7.5 *The continuity of government (COG) plan identifies how the jurisdiction's constitutional responsibilities will be preserved, maintained, or reconstituted. The plan includes identification of succession of leadership, delegation of emergency authority, and command and control. (EMAP 4.6.6; California Government Code 8643)*

Reference:

- City of Emeryville EOP (2014), Section 5.9: Continuity of Government

Analysis: The City of Emeryville does not have a separate COG Plan. However, Section 5.9: Continuity of Government of the EOP identifies key staff necessary to maintain government operations, designated lines of succession, delegations of authority, and vital records protection.

Recommendation(s):

1. Include Continuity of Government information in the COOP Plan.



8. INCIDENT MANAGEMENT

8.1 *The Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery. The system shall include but not be limited to the following concepts: modular organization, unified command, multi-agency coordination, span of control, common terminology, action planning process, comprehensive resource management, integrated communications and pre-designated facilities. (EMAP 4.7; California Government Code 8607[a], Homeland Security Presidential Directive 5 [HSPD-5])*

Reference:

- City of Emeryville EOP (2014), Section 1.6: Standardized Emergency Management System (SEMS)
- City of Emeryville EOP (2014), Section 1.7: National Incident Management System (NIMS)

Analysis: The City of Emeryville EOP identifies that they align with both federal and state incident management system requirements. Specifically, Section 1.6: Standardized Emergency Management System (SEMS) sets forth the organizational structure required by the State of California and Section 1.7: National Incident Management System (NIMS) identifies the national mandate through Homeland Security Presidential Directive 5 (HSPD-5) for managing incidents.

Recommendation(s): N/A



9. RESOURCE MANAGEMENT AND LOGISTICS

9.1 *The Emergency Management Program has a resource management system that includes objectives and procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution and accounting for services and materials to address the hazards identified by the program . (EMAP 4.8; HSPD-5)*

Reference:

- City of Emeryville EOP (2014), Section 5.7: Resource Management
- City of Emeryville EOP (2014), Section 6.5: Logistics Section

Analysis: The City of Emeryville EOP identifies the process in which emergency resource management will take place both internal to the City as well as externally with Alameda County, the REOC, and the State. Specifically, the plan describes the concepts for identifying, typing, ordering, acquiring, mobilizing, tracking, and demobilizing resources during an emergency. The EOC Logistics Section is responsible for the resource management system, and will coordinate the provision of facilities, resources, and other support services to emergency response agencies and the EOC.

Recommendation(s):

1. Include a section in the EOP that clearly describes the resource request process from the agency (DOC) level up to the EOC through use of the ICS 213 RR (Resource Request) Form.
2. Train EOC and DOC staff on the resource request process.
3. Upon next EOP update, revise information about the process for requesting resources through the state (RIMS has been replaced with CalEOC).

9.2 *The Emergency Management Programs is capable of managing spontaneous volunteers and donations. (EMAP 4.8.6)*

Reference:

- City of Emeryville Volunteer Coordination Plan, 2014
- City of Emeryville EOP (2014), Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist
- City of Emeryville EOP (2014), Section 7.4: Participation of Volunteer and Private Agencies

Analysis: The City of Emeryville Volunteer Coordination Plan describes the organizational structure and process for coordinating spontaneous volunteers through the use of an Emergency Volunteer Center. Section 7.4 of the EOP also identifies the role of coordinated volunteer organizations and private agencies (such as the American Red Cross, Salvation Army, Eden I&R, and the Community Emergency Response Team [CERT]) during an emergency.



Donations management is identified as a responsibility of the Supply Procurement/Tracking Unit Leader in Section 6.5.5, but there is no specific process defined for conducting this function. In order to ensure that the City is prepared for a sudden influx of donations it is advised that the City develop a comprehensive donations management plan.

Recommendation(s):

1. Develop a donations management plan as an annex to the EOP that addresses acceptance and management of donated goods, materials, services, financial resources, and facilities, whether solicited or unsolicited.



10. MUTUAL AID

10.1 *The Emergency Management Program has the necessary agreements in place for sharing resources across jurisdictional lines as needed during response and recovery. Mutual Aid implementation processes are reflected in plans and/or procedures. (EMAP 4.9; California Government Code 8615-8619; California Disaster and Civil Defense Master Mutual Aid Agreement; Presidential Policy Directive 8 [PPD 8])*

Reference:

- City of Emeryville EOP (2014), Section 5.7: Resource Management, Mutual Aid Agreements
- City of Emeryville EOP (2014), Section 7: Mutual Aid

Analysis: The City of Emeryville EOP identifies the current mutual aid agreements that are in place, as well as how the California statewide mutual aid systems operate within the Master Mutual Aid Agreement.

Recommendation(s): N/A



11. COMMUNICATIONS AND WARNING

11.1 *The Emergency Management Program has developed and maintains a plan to communicate emergency notifications and/or warnings internally and externally with emergency personnel, emergency management stakeholders, key decision makers, and the public potentially impacted by an actual or impending emergency, to include vulnerable populations. Communications systems have redundancy. (EMAP 4.10.1, EMAP 4.10.3, PPD 8, HSPD-5)*

Reference:

- City of Emeryville EOP (2014), Section 5.6: Notifications and Alerts

Analysis: The City of Emeryville EOP identifies Emeryville Dispatch as responsible for internal notifications to emergency response and emergency management personnel regarding potential hazards or disasters. They maintain an Emergency Recall List containing all personnel who have emergency response or emergency management roles. The EOC Logistics Section also maintains an EOC Emergency Recall List of personnel who fill roles in the EOC. Both lists will be implemented only when directed by a government leader with appropriate authority.

The EOP also describes the systems the City uses to communicate with employees and the public after a disaster. These include standard media, radio, the City web page, social media, Code RED, and Nixle (by the Police Department). The City is currently in the process of implementing the Alameda County Mass Notification System, AC Alert, which can be used to warn or notify the public of impending or occurring incidents.

Recommendation(s):

1. Update plans to reflect AC Alert as a mass notification tool. Include information regarding system procedures.
2. Train City staff on AC Alert protocols and procedures.

11.2 *Notification, communication, and warning systems are regularly tested on an established schedule under operational conditions and results are documented and addressed. (EMAP 4.10.2, EMAP 4.10.4; EMAP 4.10.6)*

Reference: N/A

Analysis: Currently the City of Emeryville does not test their notification, communication and/or warning systems on a regular basis. In the future, the City would benefit from establishing a program to test these systems periodically to ensure that they are functioning as expected.

Recommendation(s):

1. Develop and implement a procedure to test City notification, communication and/or warning systems on at set intervals.



12. EMERGENCY OPERATIONS CENTERS

12.1 *The Emergency Management Program has a primary and alternate Emergency Operations Center (EOC) capable of coordinating and supporting sustained response and recovery operations consistent with the program's risk assessment. (EMAP 4.12.1; HSPD-5)*

Reference:

- City of Emeryville EOP (2014), Section 5.2: EOC Locations
- City of Emeryville EOC Site Visit

Analysis: The primary and alternate EOC locations are identified in Section 5.2 of the EOP. While the information about the primary EOC is accurate, it is understood that the alternate EOC identified in the EOP is no longer current. Once a new alternate EOC has been identified, ensure that the updated information is included in the EOP.

Following a site visit to the City's EOC, it is apparent that the facility is capable of supporting the base level of emergency response operations. This facility is equipped with the following: ²

- | | |
|--|--|
| • Laptops | • Personnel lists |
| • Wifi capability/passwords | • Generator |
| • VOIP phones and cell phone chargers | • Resource tracking materials |
| • Color coded ICS forms for each section | • Color coded vests for each section |
| • White boards | • Dry erase city maps |
| • Dry erase status boards (Evacuation, Shelter/Facility, etc.) | • Televisions (capable of broadcasting media and PC display) |
| • Bin for each section with office supplies and section-specific forms, contact lists, and other resources | |

While the primary EOC has the fundamental equipment and resources to function during an emergency, it is recommended that the City of Emeryville continue to improve the EOC based on the recommendations identified in the *City of Emeryville EOC Requirements Report, 2017* in order to ensure more adequate support of sustained emergency operations. Also, once identified, ensure that the alternate EOC facility is equipped with the baseline equipment and resources necessary to function as an EOC.

Recommendation(s):

1. Continue to improve the EOC according the recommendations identified in the *City of Emeryville EOC Requirements Report, 2017*.
2. Identify a location for the alternate EOC and equip it with the resources necessary to function in this capacity.

² List is not comprehensive



3. Reflect the updated alternate EOC location in future versions of the EOP.
4. Review the contents of each EOC section bin with the EOC staff members responsible for each function. Update information, resources, and listed procedures to reflect current practices.
5. Consider obtaining a CalEOC account through the California Governor's Office of Emergency Services (Cal OES) for incorporation into the EOC. If trained to by EOC staff, this system would help streamline information sharing and resource requesting within the City as well as up to the Alameda County EOC.

12.2 *The Emergency Management Program has established and tested procedures for activation, operation, and deactivation of primary and alternate facilities. (EMAP 4.12.2)*

Reference:

- City of Emeryville EOP (2014), Section 5.4: EOC Activation

Analysis: Sections 5.4 and 5.8 of the EOP outline the general process for activating and demobilizing the EOC. In order to better facilitate EOC activation and deactivation, it is recommended that these procedures be expanded upon, trained to, and tested.

Recommendation(s):

1. Develop specific procedures for the activation and deactivation of the primary and alternate EOC facilities. Information could include checklists for setup/takedown, diagrams, staff registration/sign-out procedures and materials, EOC staffing lists, EOC contact information (phone numbers, email addresses), and contact information for key officials.
2. Conduct functional exercises that test the activation, operation, and deactivation of the primary and alternate EOC.



13. TRAINING

13.1 *The Emergency Management Program has a training program that includes the assessment, development, and implementation of appropriate training for key public officials, emergency management/response personnel, decision makers, and the public. Training is based on a training needs assessment, internal and external requirements and mandates (i.e. NIMS and SEMS) and addresses deficiencies identified in the corrective action process. (EMAP 4.13, HSPD-5)*

Reference:

- City of Emeryville EOP (2014), Section 5.8: Staff Training

Analysis: Section 5.8 of the EOP designates the Human Resources Department as responsible for coordinating training required under NIMS and SEMS regulations, department SOPs, and the EOP. However, the City of Emeryville does not currently have a set training program. Emergency management training programs must consider both professional development for emergency management staff and also training for personnel from other disciplines on plans and procedures. Conducting a needs assessment and gap analysis as well as identifying local, state, or federal training requirements provides a basis for developing a program.

Recommendation(s): N/A

1. Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.
2. Consider including the following training opportunities in the Multi-Year Training and Exercise Plan:
 - a. Emergency Operations Plan Overview for City Staff and Emergency Management Staff
 - b. EOC Section Training for Emergency Management Staff
 - c. ICS Training for City Staff and Emergency Management Staff (Independent Study Courses, City-Hosted Courses, State/Federal-Hosted Courses)
 - d. Community “Get Ready” training
 - e. 52 week, 10-minute exercise snippets to be delivered weekly
 - f. At the monthly department head meeting, conduct a one hour emergency response training



14. EXERCISES

14.1 *The Emergency Management Program has a documented exercise program that tests emergency personnel, plans, policies, procedures, equipment, and facilities of the Emergency Management Program. A process for identifying and tracking corrective actions resulting from exercises and real world events has been established. (EMAP 4.14)*

Reference:

- Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017), 4-2.08 (c)(1)

Analysis: Currently the City of Emeryville does not have a documented exercise program that tests their emergency management system. The update to the City of Emeryville Municipal Code underscores the importance of an exercise program in stating the necessity that “the City of Emeryville Emergency Operations Plan is exercised in a regular and timely manner. Exercises improve emergency preparedness by providing a way of validating plans and procedures in a no fault environment. They can help clarify roles and responsibilities, improve interagency coordination, and identify opportunities for improvement in plans, resources, and processes. It is recommended that a formal exercise program be developed for the City utilizing the framework of the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP).

Recommendation(s):

1. Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.
2. Develop, conduct, and evaluate exercises based on the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidance.
3. Following exercises or real-world events, develop HSEEP-compliant After Action Reports that identify improvement areas and corrective actions.
4. Maintain a comprehensive list of corrective actions and their status in a Citywide Master Improvement Plan.



15. PUBLIC INFORMATION AND EDUCATION

15.1 *The Emergency Management Program has a documented plan and/or procedure for its public information function that includes the capability of participating in a joint information system. (EMAP 4.15, HSPD-5)*

Reference:

- City of Emeryville EOP (2014), Section 6.2.3 Public Information Officer

Analysis: Section 6.2.3 of the EOP identifies the function and responsibilities of the Public Information Officer, including the establishment of a Joint Information Center (JIC) if needed. In order to better prepare for the management and distribution of public information during an emergency, it would be useful to expand on the current information by developing a separate public information plan or annex.

Recommendation(s):

1. Develop a public information plan or annex that includes the following elements:
 - a. Procedures to support a joint information system and center.
 - b. A central contact facility for the media.
 - c. Pre-scripted information bulletins.
 - d. A procedure for coordinating and clearing information for release.
 - e. Information about communicating with special needs populations.
 - f. Protective measure guidelines.

15.2 *The Emergency Management Program provides for information and education to the public concerning threats to life, safety, and property. These activities include information about specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised. (EMAP 4.15.5)*

Reference:

- City of Emeryville Website > Residents > Disaster Preparedness

Analysis: The City of Emeryville is active in engaging its residents in emergency preparedness by providing information at community events and hosting preparedness information on the City website. The City frequently hosts a booth at community events where preparedness guide books and preparedness training information is distributed. They also hosted a Disaster Preparedness Fair in October 2016.

The Disaster Preparedness page on the City website contains information for residents about developing a disaster supply kit, signing up for emergency alert notifications, creating a disaster plan, and receiving emergency response training (CERT and Personal Emergency Preparedness [PEP]). However, the CERT program is not active at the moment and needs to be re-implemented. The webpage also provides information about citywide emergency planning efforts and earthquake hazard information.



Recommendation(s):

1. Re-establish the City of Emeryville CERT program.



ACRONYMS

The following acronyms were used in this report.

Acronym	Term
ABAG	Association of Bay Area Governments
BORP	Building Occupancy Resumption Program
Cal OES	California Governor's Office of Emergency Services
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
COG	Continuity of Government
COOP	Continuity of Operations Plan
C-POD	Commodity Point of Distribution
DMA 2000	Disaster Mitigation Act of 2000
DOC	Department Operations Center
EMAP	Emergency Management Accreditation Program
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
HSEEP	Homeland Security Exercise and Evaluation Program
HSIN	Homeland Security Information Network
HSPD-5	Homeland Security Presidential Directive 5
ICS	Incident Command System
LHMP	Local Hazard Mitigation Plan
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NIMS	National Incident Management System
PEP	Personal Emergency Preparedness
PPD-8	Presidential Policy Directive 8
SEMS	Standardized Emergency Management System
SOC	State Operations Center
THIRA	Threat and Hazard Identification and Risk Assessment



APPENDIX A. CITY OF EMERYVILLE EMERGENCY MANAGEMENT PROGRAM IMPROVEMENT PLAN

This Improvement Plan has been developed for the City of Emeryville as a result of the City of Emeryville Emergency Management Program Assessment conducted in May 2017. This Improvement Plan was filled out by City of Emeryville emergency management personnel and is intended to be referenced and updated frequently.

Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
1) Administration and Finance	1.1.1 Increase the amount staff hours and/or funding for the Emergency Services Coordinator position(s) so that more time can be dedicated to the management and growth of the City of Emeryville Emergency Management Program.	Increase the amount of general fund money dedicated to the emergency services coordinator position, with a long term goal of establishing a full time emergency services coordinator.	Police Chief, City Manager, Human Resources Director	June 2017	September 2017	High
	1.3.1 Develop procedures and/or checklists detailing the process for transitioning from daily financial operations to emergency operations and subsequently back again to daily operations.	Develop procedures and/or checklists detailing the process for transitioning from daily financial operations to emergency operations and subsequently back again to daily operations.	Finance Director and Accounting Manager	October 2017	March 2018	High
	1.3.2 Review contents of Finance Section Bin with Finance Section staff to ensure that forms and information are consistent with current practices.	Review contents of Finance Section Bin with Finance Section staff to ensure that forms and information are consistent with current practices.	Finance Director and Accounting Manager	October 2017	March 2018	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
2) Stakeholder Input	2.2.1 Consider including language in the Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) indicating the intervals in which the Disaster Council will meet. If there is to be no set interval, designate that they will meet “as appropriate.”	Included language in the Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) stating that the Disaster Council will meet as appropriate.	Emergency Services Coordinator	May 2017	June 2017-COMplete	N/A
3) Laws and Authorities	N/A	N/A	N/A	N/A	N/A	N/A
4) Hazard Identification	4.2.1 Conduct a consequence analysis of each hazard. Include results in either the Local Hazard Mitigation Plan or in hazard-specific plans that indicate specific impacts on the following: <ul style="list-style-type: none">-Public-Responders-Public Services-Property-Facilities-Infrastructure-Environment-Economy	Consequence analyses have been conducted in the following documents: Climate Action Plan 2.0, General Plan, and LHMP. Further analyses will be conducted on an ongoing basis and included in appropriate plans such as the Debris Management Plan. Information such as properties/values and public works-related contractors would be useful in determining the consequences of disasters on the city.	Emergency Services Coordinator and relevant partners	Ongoing	Ongoing	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
5) Hazard Mitigation	5.4.1 Continue to foster emergency management relationships with neighboring jurisdictions – especially those that share borders with the City – in order to ensure that prevention, mitigation, response, and recovery actions are complimentary.	Continue to participate in exercises, county and regional planning efforts, and multi-jurisdictional meetings (such as the Police Department Seconds-In-Command meetings).	Emergency Services Coordinator and Police Department	Ongoing	Ongoing	High
	5.6.1 Define the role of the Risk Management Analyst in the appropriate location (such as the City of Emeryville Municipal Code) or, if this role is fulfilled by the Emergency Services Coordinator, consider updating the Local Hazard Mitigation Plan to reflect this term.	Update the LHMP and EOP to reflect the term “Emergency Services Coordinator” instead of “Risk Management Analyst.”	Emergency Services Coordinator	June 2017	June 2018	Medium
	5.6.2 Consider publishing an annual report about mitigation success stories in community publications.	Information about disaster preparedness is currently found on the city website, city flyers, and via social media. These outlets will also be used to highlight mitigation success stories as they occur.	Emergency Services Coordinator	Ongoing	Ongoing	Low
	5.6.3 Establish an internal process for tracking, monitoring, and closing out mitigation projects.	Establish an internal process for tracking, monitoring, and closing out mitigation projects.	Emergency Services Coordinator	September 2017	Ongoing	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
6) Prevention	6.1.1 Develop plans, policies, and/or procedures that support incident prevention, such as a Critical Infrastructure Protection Plan (CIPP).	Develop a CIPP annex to the EOP through coordinated workgroup effort.	Emergency Services Coordinator	January 2018	January 2019	Medium
	6.1.2 Coordinate with neighboring jurisdictions to identify best practices and align prevention processes.	The Police Department will continue to coordinate with neighboring jurisdictions via the Police Department Seconds-In-Command meetings.	Police Department	Ongoing	Ongoing	Medium
	6.1.3 Develop and implement a program to train City of Emeryville employees to identify suspicious activities.	Use a variety of print, online, and onsite forums to train City of Emeryville employees on suspicious activities. Possible activities include putting together an online training, conducting a lunch and learn, and providing training at a public works tailgate.	Emergency Services Coordinator	June 2017	June 2018	Medium
	6.1.4 Acquire law enforcement surveillance programs, equipment, and/or incident monitoring systems, such as citywide cameras, unmanned aircraft, or incident management software.	Acquire law enforcement surveillance programs, equipment, and/or incident monitoring systems, such as citywide cameras, unmanned aircraft, or incident management software.	Police Department	September 2017	September 2018	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
7) Planning	7.1.1 Develop a COOP/COG plan.	Develop a COOP/COG plan.	Emergency Services Coordinator	January 2018	January 2019	Low
	7.1.2 Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.	Expand on the recovery information contained in the current EOP and develop a separate Recovery Plan as an annex to the EOP.	Emergency Services Coordinator	January 2018	January 2019	Medium
	7.2.4 Communications —It would be beneficial to pre-identify communications resources, procedures, and processes currently in place in a separate plan or annex, to include systems currently in use, protocols for inter- and intra-jurisdiction communication, and interoperability protocols.	Develop a Communications Plan as an annex to the EOP that identifies communications resources, procedures, and processes currently in place, such as EBRICS. This plan will include protocols for inter- and intra-jurisdiction communication and interoperability protocols.	Emergency Services Coordinator	April 2018	April 2019	Medium
	7.2.5 Critical Infrastructure and Key Resources — Identify critical infrastructure and key resources within the City, and determine the prioritization of and procedures for their restoration following a disaster.	Identify critical infrastructure and key resources within the City, and determine the prioritization of and procedures for their restoration following a disaster. Include this as an element of the Recovery Plan.	Emergency Services Coordinator	January 2018	January 2019	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	7.2.6 Damage Assessment – Include information about the Building Occupancy Resumption Program (BORP) and identify how this information will be received at the EOC.	Include information about the Building Occupancy Resumption Program (BORP) in the EOP and identify how this information will be received at the EOC.	Emergency Services Coordinator	June 2017	June 2018	Medium
	7.2.7 Debris Management – Identify the process in which the City will conduct debris management. Include identification of priority routes. Section 6.3.4c Public Works Unit states: “Refer to the Debris Management process and procedures found in Appendix-F,” which is a placeholder for this information.	Develop a Debris Management Plan.	Emergency Services Coordinator	April 2018	April 2019	Medium
	7.2.10 Donation Management – Donations management is briefly mentioned in Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist. It would benefit the City if more planning was conducted identifying the specific processes and procedures for managing donated goods. See section 9 recommendations for more detail.	Develop a Donations Management Plan.	Emergency Services Coordinator	September 2018	September 2019	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	7.2.20 Mass Care and Sheltering – Establish procedures for Commodity Point of Distribution (C-PODs) as part of the EOP or as a separate plan/annex. Include possible locations, available resources to support operations, MOUs/MOAs, and details for setting up, operating, and demobilizing a C-POD.	Establish procedures for Commodity Point of Distribution (C-PODs) as part of the EOP or as a separate plan/annex. Include possible locations, available resources to support operations, MOUs/MOAs, and details for setting up, operating, and demobilizing a C-POD.	Emergency Services Coordinator	August 2017	August 2018	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	<p>7.2.22 Population Protection (Evacuation and Shelter-in-Place) – EOP Section 6.3.3: Law Enforcement Branch (Emeryville PD) identifies that law enforcement is responsible for coordinating evacuation operations. Develop a mass evacuation plan that identifies the decision process for evacuation vs. sheltering-in-place, roles and responsibilities, evacuation routes, transportation requirements, evacuation points, and public notification/communications.</p> <p>Update plans to state that the responsibility of evacuation will be incident-specific, determined by the Operations Section Chief at the time of the incident.</p>	<p>Update plans to state that the responsibility of evacuation will be incident-specific, determined by the Operations Section Chief at the time of the incident.</p> <p>Develop an Evacuation Annex to the EOP.</p>	Emergency Services Coordinator	June 2017	June 2018	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	<p>7.2.23 Private Sector Coordination – Section 7.4: Participation of Volunteer and Private Agencies identifies volunteer and private agencies through their contribution to the mutual aid process. Foster public-private sector emergency management relationships by developing a program that encourages the private sector to assist with emergency response by pre-identifying resources, capabilities, and/or facilities. Utilize best practices from a similar program implemented in the City of Berkeley.</p> <p>As private sector partnerships develop, update the EOP with further information about engagement with external organizations, departments, and positions. Consider including a section in the EOP that details ongoing emergency preparedness engagement efforts between the City and the private sector.</p>	<p>Update the EOP with most current information about ongoing emergency preparedness engagement efforts between the City and the private sector.</p> <p>In order to continue foster public-private partnerships, conduct the following:</p> <ol style="list-style-type: none">1) Develop a lunch and learn program for private business partners to attend.2) Hold meetings with Pixar, FedEx, Wareham, and Stanford Health about partnering for emergency management resources/storage, etc.3) Revitalize the Security Coalition between Emeryville Police Department and security details of large Emeryville businesses.	Emergency Services Coordinator and Police Department	June 2017	Ongoing	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	7.2.24 Public Health and Medical – Section 5.5: Emergency Proclamations, Declaration of Health Emergency identifies that the Alameda County Public Health Officer has the authority to declare a local health emergency. Section 6.3.2: Fire and Rescue Branch (Alameda County Fire), designates that emergency medical information will be coordinated within the Emergency Medical Unit. It is recommended that additional information about how the City will coordinate public health and medical emergencies be included in the EOP, to include involved entities and roles/responsibilities. Note that in Section 6.3.5: Animal Care and Welfare Unit there is mention of coordinating with a “Medical/Health Branch Coordinator,” although this position is not reflected in the City EOC organization.	Update EOP according to recommendation.	Emergency Services Coordinator	June 2017	June 2018	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	7.2.29 Volunteer Management – Update the EOP with information about the City of Emeryville Volunteer Coordination Plan and associated resources.	Update the EOP with information about the City of Emeryville Volunteer Coordination Plan and associated resources.	Emergency Services Coordinator	June 2017	June 2018	Medium
	7.3.1 Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.	Develop a Recovery Plan.	Emergency Services Coordinator	January 2018	January 2019	Medium
	7.3.2 Ensure that the recovery plan identifies short- and long-term priorities that address how the City will restore critical functions, services, vital resources, facilities, programs and infrastructure to affected areas.	Ensure that these elements are accounted for in the Recovery plan.	Emergency Services Coordinator	January 2018	January 2019	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	7.4.1 Develop a City of Emeryville COOP Plan that identifies essential functions and describes how they will be continued and recovered in an emergency. Plan elements should include Essential Functions and Positions, procedures for protection/safeguarding of critical applications, identification of communication resources and vital records/databases, and any other information critical to the continued performance of essential functions.	Develop a COOP/COG plan.	Emergency Services Coordinator	January 2018	January 2019	Low
	7.5.1 Include Continuity of Government information in the COOP Plan.	Develop a COOP/COG plan.	Emergency Services Coordinator	January 2018	January 2019	Low
8) Incident Management	N/A	N/A	N/A	N/A	N/A	N/A
9) Resource Management and Logistics	9.1.1 Include a section in the EOP that clearly describes the resource request process from the agency (DOC) level up to the EOC through use of the ICS 213 RR (Resource Request) Form.	Include a section in the EOP that clearly describes the resource request process from the agency (DOC) level up to the EOC through use of the ICS 213 RR (Resource Request) Form.	Emergency Services Coordinator	June 2017	June 2018	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	9.1.2 Train EOC and DOC staff on the resource request process.	Train EOC and DOC staff on the resource request process.	Emergency Services Coordinator	October 2017	Ongoing	Medium
	9.1.3 Upon next EOP update, revise information about the process for requesting resources through the state (RIMS has been replaced with CalEOC).	Upon next EOP update, revise information about the process for requesting resources through the state (RIMS has been replaced with CalEOC).	Emergency Services Coordinator	June 2017	June 2018	Medium
	9.2.1 Develop a donations management plan as an annex to the EOP that addresses acceptance and management of donated goods, materials, services, financial resources, and facilities, whether solicited or unsolicited.	Develop a donations management plan as an annex to the EOP that addresses acceptance and management of donated goods, materials, services, financial resources, and facilities, whether solicited or unsolicited.	Emergency Services Coordinator	September 2018	September 2019	Medium
10) Mutual Aid	N/A	N/A	N/A	N/A	N/A	N/A
11) Communications and Warning	11.1.1 Update plans to reflect AC Alert as a mass notification tool. Include information regarding system procedures.	Include in EOP and Communications Plan.	Emergency Services Coordinator	April 2018	April 2019	Medium
	11.1.2 Train City staff on AC Alert protocols and procedures.	Train City staff on AC Alert protocols and procedures.	Emergency Services Coordinator	Ongoing	Ongoing	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	11.2.1 Develop and implement a procedure to test City notification, communication and/or warning systems on at set intervals.	Promote AC Alert within the community to get people signed up. Give flyers to PD to hand out, publish on NextDoor, Nixle, signs throughout the community, PD Facebook and website.	Emergency Services Coordinator and Police Department	Ongoing	Ongoing	High
12) Emergency Operations Center	12.1.1 Continue to improve the EOC according the recommendations identified in the City of Emeryville EOC Requirements Report, 2017.	Continue to improve the EOC according the recommendations identified in the City of Emeryville EOC Requirements Report, 2017.	Emergency Services Coordinator	Ongoing	Ongoing	High
	12.1.2 Identify a location for the alternate EOC and equip it with the resources necessary to function in this capacity.	Identify a location for the alternate EOC and equip it with the resources necessary to function in this capacity.	Emergency Services Coordinator	June 2017	June 2018	High
	12.1.3 Reflect the updated alternate EOC location in future versions of the EOP.	Reflect the updated alternate EOC location in future versions of the EOP.	Emergency Services Coordinator	June 2017	June 2018	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	12.1.4 Review the contents of each EOC section bin with the EOC staff members responsible for each function. Update information, resources, and listed procedures to reflect current practices. If possible, obtain electronic versions of relevant documents to be uploaded onto EOC laptops.	Review the contents of each EOC section bin with the EOC staff members responsible for each function. Update information, resources, and listed procedures to reflect current practices. If possible, obtain electronic versions of relevant documents to be uploaded onto EOC laptops.	Emergency Services Coordinator	October 2017	March 2018	Medium
	12.1.5 Consider obtaining a CalEOC account through the California Governor's Office of Emergency Services (Cal OES) for incorporation into the EOC. If trained to by EOC staff, this system would help streamline information sharing and resource requesting within the City as well as up to the Alameda County EOC.	If possible, obtain a CalEOC account through the California Governor's Office of Emergency Services (Cal OES) for incorporation into the EOC.	Emergency Services Coordinator	June 2017	June 2018	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	12.2.1 Develop specific procedures for the activation and deactivation of the primary and alternate EOC facilities. Information could include checklists for setup/takedown, diagrams, staff registration/sign-out procedures and materials, EOC staffing lists, EOC contact information (phone numbers, email addresses), and contact information for key officials.	Develop specific procedures for the activation and deactivation of the primary and alternate EOC facilities. Information could include checklists for setup/takedown, diagrams, staff registration/sign-out procedures and materials, EOC staffing lists, EOC contact information (phone numbers, email addresses), and contact information for key officials.	Emergency Services Coordinator	April 2017	April 2018	Medium
	12.2.2 Conduct functional exercises that test the activation, operation, and deactivation of the primary and alternate EOC.	Conduct functional exercises that test the activation, operation, and deactivation of the primary and alternate EOC.	Emergency Services Coordinator	2019	2019	Medium



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
13) Training	13.1.1 Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.	Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.	Emergency Services Coordinator and Alameda County Fire Department	June 2017	Ongoing	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	<p>13.1.2 Consider including the following training opportunities in the Multi-Year Training and Exercise Plan:</p> <ul style="list-style-type: none">-Emergency Operations Plan Overview for City Staff and Emergency Management Staff- EOC Section Training for Emergency Management Staff- ICS Training for City Staff and Emergency Management Staff (Independent Study Courses, City-Hosted Courses, State/Federal-Hosted Courses)-Community “Get Ready” training-52 week, 10-minute exercise snippets to be delivered weekly-At the monthly department head meeting, conduct a one hour emergency response training	<p>Consider including the following training opportunities in the Multi-Year Training and Exercise Plan:</p> <ul style="list-style-type: none">-Emergency Operations Plan Overview for City Staff and Emergency Management Staff- EOC Section Training for Emergency Management Staff- ICS Training for City Staff and Emergency Management Staff (Independent Study Courses, City-Hosted Courses, State/Federal-Hosted Courses)-Community “Get Ready” training- 52 week, 10-minute exercise snippets to be delivered weekly-At the monthly department head meeting, conduct a one hour emergency response training	Emergency Services Coordinator and Police Department	June 2017	Ongoing	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
14) Exercises	14.1.1 Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.	Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.	Emergency Services Coordinator and Alameda County Fire Department	June 2017	Ongoing	High
	14.1.2 Develop, conduct, and evaluate exercises based on the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidance.	Develop, conduct, and evaluate exercises based on the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidance.	Emergency Services Coordinator and Alameda County Fire Department	June 2018	Ongoing	Medium
	14.1.3 Following exercises or real-world events, develop HSEEP-compliant After Action Reports that identify improvement areas and corrective actions.	Following exercises or real-world events, develop HSEEP-compliant After Action Reports that identify improvement areas and corrective actions.	Emergency Services Coordinator	June 2017	Ongoing	High



Standard	Recommendation	Action	Responsible Party	Start Date	End Date	Priority (High, Medium, Low)
	14.1.4 Maintain a comprehensive list of corrective actions and their status in a Citywide Master Improvement Plan.	Maintain a comprehensive list of corrective actions and their status in a Citywide Master Improvement Plan.	Emergency Services Coordinator	June 2017	Ongoing	High
15) Public Information and Education	15.1.1 Develop a public information plan or annex that includes the following elements: <ul style="list-style-type: none">- Procedures to support a joint information system and center- A central contact facility for the media- Pre-scripted information bulletins- A procedure for coordinating and clearing information for release- Information about communicating with special needs populations- Protective measure guidelines	Develop a Public Information Plan as an annex to the EOP.	Emergency Services Coordinator	April 2018	April 2019	Medium
	15.1.2 Re-establish the City of Emeryville CERT program.	The CERT program will be re-established once the municipal code update is codified.	Emergency Services Coordinator	June 2017	June 2018	Medium



APPENDIX B. CITY OF EMERYVILLE EMERGENCY MANAGEMENT PROGRAM ASSESSMENT TOOL

ITEM #	STANDARD	AUTHORITY	ADDRESSED?	REFERENCE	ASSESSMENT	RECOMMENDATION(S)
1	ADMINISTRATION & FINANCE					
1.1	There is a designated organization (agency, department, or office) within the jurisdiction to administer the Emergency Management Program on behalf of the jurisdiction.	EMAP 3.2.1	Yes – upon finalization of update	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) City of Emeryville EOP (2014)	4-2.08 (c)(1): Assistant Director of Emergency Services and Emergency Services Coordinator under the supervision of the Director of Emergency Services and with the assistance of other personnel will: “Develop emergency plans and maintain the emergency programs in a constant state of readiness for this jurisdiction.” Section 1.9: Plan Development and Maintenance states that “Human Resources is responsible for the development and maintenance of the Emergency Operations Plan.”	1. Increase the amount staff hours and/or funding for the Emergency Services Coordinator position(s) so that more time can be dedicated to the management and growth of the City of Emeryville Emergency Management Program.
1.2	There is an appointed emergency management coordinator empowered to execute the program on behalf of the jurisdiction.	EMAP 3.2.2	Yes – upon finalization of update	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) City of Emeryville EOP (2014)	4-2.07(a): There is hereby created the Office of Director of Emergency Services. The City Manager shall be the Director of Emergency Services. Section 1.8: City of Emeryville’s Emergency Management Organization “The City Manager will direct the emergency management organization, serving as the Director of Emergency Services. The Director of Emergency Services is responsible for implementing the EOP through the efforts of the City’s Emergency Operations Center.”	N/A
1.3	The Emergency Management Program has financial and administrative procedures in place for use before, during, and after an emergency.	EMAP 4.1.1	Yes	City of Emeryville EOP (2014) City of Emeryville Municipal Code City of Emeryville EOC: Finance Section Bin	Section 6.6: Finance/Admin Section defines roles and responsibilities for the Finance Section Chief, Time/Cost Unit, Purchasing Unit, and Compensation and Claims Unit during an emergency. Title 3: Finance, Chapter 6. Purchasing System 3-6 identifies procedures for the City purchasing system. 3-6.02(c)(4) provides an emergency exemption to the procedure: “In the event of an emergency situation...the purchasing officer may expend any sum required in the emergency without complying with the procedures called for in this chapter.” Finance Section Bin includes forms needed to implement financial procedures during an emergency.	1. Develop procedures and/or checklists detailing the process for transitioning from daily financial operations to emergency operations and subsequently back again to daily operations. 2. Review contents of Finance Section Bin with Finance Section staff to ensure that forms and information are consistent with current practices.



ITEM #	STANDARD	AUTHORITY	ADDRESSED?	REFERENCE	ASSESSMENT	RECOMMENDATION(S)
2	STAKEHOLDER INPUT					
2.1	There is a documented, ongoing process utilizing one or more committees that provides for coordinated input by Emergency Management Program stakeholders in the preparation, implementation, evaluation, and revision of the program.	EMAP 3.3.1 California Government Code 8610-8614	Yes – upon finalization of update	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017)	4-2.05 Disaster Council Creation and Membership states: “The City of Emeryville Disaster Council is hereby created and the City Council for the City of Emeryville shall serve as the Disaster Council. The Mayor shall be chair of the Disaster Council, and the Vice Mayor shall be vice chair of the Disaster Council.”	N/A
2.2	The advisory committee(s) shall meet with a frequency determined by the Emergency Management Program coordinator to provide for regular input.	EMAP 3.3.2	No	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017)	No meeting frequency has been designated.	Consider including language in the Draft City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017) indicating the intervals in which the Disaster Council will meet. If there is to be no set interval, designate that they will meet “as appropriate.”
3	LAWS AND AUTHORITIES					
3.1	The Emergency Management Program has legal statutes and regulations establishing authority for development and maintenance of the program.	EMAP 4.2	Yes – upon finalization of update	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017)	Title 4 Public Safety, Chapter 2. Emergency Plans details the legal authority for the Emergency Management Program.	N/A
4	HAZARD IDENTIFICATION					
4.1	The Emergency Management program identifies the natural and human-caused hazards that potentially impact the jurisdiction, and assesses the risk and vulnerability of people, property, the environment, and its own operations from these hazards.	EMAP 4.3.1 DMA 2000	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017) Alameda County Office of Emergency Services THIRA	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017), Sections 2 and 4 identify hazards to the City of Emeryville and provide an assessment of the risks from these hazards. Alameda County OES submitted a THIRA for the entire county which included Cities in their report.	N/A



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4.2	The Emergency Management program has conducted a consequence analysis for identified hazards to consider the impact on the public; responders; continuity of operations including continued delivery of services; property, facilities, and infrastructure; the environment; the economic condition of the jurisdiction, and public confidence in the jurisdiction's governance.	EMAP 4.3.2 DMA 2000	No	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	No consequence analysis has been conducted.	2. Conduct a consequence analysis of each hazard. Include results in either the Local Hazard Mitigation Plan or in hazard-specific plans that indicate specific impacts on the following: <ul style="list-style-type: none">a. Publicb. Respondersc. Public Servicesd. Propertye. Facilitiesf. Infrastructureg. Environmenth. Economy
5	HAZARD MITIGATION					
5.1	The Emergency Management Program is based on the natural and human-caused hazards identified by the Emergency Management program and the risk and consequences of those hazards, and has developed and implemented a mitigation program to eliminate hazards or mitigate the effects of hazards that cannot be reasonably prevented.	EMAP 4.4.1 EMAP 4.4.5 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	The hazard mitigation program for the City of Emeryville is documented in the Draft Local Hazard Mitigation Plan (2017), Section 1.1: Executive Summary . The purpose of the plan is to "identify and evaluate all potential natural and man-made hazards which may affect the City of Emeryville and to present mitigation strategies that the City can take to address the hazards identified."	N/A
5.2	The mitigation program identifies ongoing opportunities and tracks repetitive loss.	EMAP 4.4.1 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	The plan identifies numerous ongoing mitigation opportunities, and addresses repetitive loss in Section 6: Floods Probability - "Due to the geographical location of the City of Emeryville, there are currently no identifiable residential, commercial, or institutional properties that have experienced repetitive losses related to flooding within any 10-year period since 1987. Estimated risk for flooding in the City occur in 100- and 500- year flood events."	N/A
5.3	The Emergency Management program implements mitigation projects according to a plan that sets priorities based upon loss reduction.	EMAP 4.4.1 EMAP 4.4.5 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	Section 3.3: Mitigation Actions identifies 44 mitigation actions that were prioritized based on feasibility, social benefits, economic benefits, environmental improvements and community objectives.	N/A
5.4	The mitigation plan for the jurisdiction is developed through formal planning processes involving Emergency Management program stakeholders and establishes interim and long-term strategies, goals, objectives, and actions to reduce risk to the hazards identified. The mitigation program includes participation in applicable jurisdictional, inter-	EMAP 4.4.2 EMAP 4.4.5 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	As documented in the Acknowledgements page, the City of Emeryville Local Hazard Mitigation Plan Update Planning Team includes key members of City departments as well as two community members. Also represented in the plan update as Institutional Key Partner Representatives are stakeholders from neighboring cities, regional organizations, and private sector organizations.	2. Continue to foster emergency management relationships with neighboring jurisdictions – especially those that share borders with the City – in order to ensure that prevention, mitigation, response, and recovery actions are complimentary.



ITEM #	STANDARD	AUTHORITY	ADDRESSED?	REFERENCE	ASSESSMENT	RECOMMENDATION(S)
	jurisdictional and multi-jurisdictional mitigation efforts.				In the planning process and development of the LHMP, the City of Emeryville used Mitigation Plans and best practices from the LHMPs for Alameda, Berkeley, Oakland, and ABAG.	
5.5	The Emergency Management program adopts and promotes the efforts of codes and ordinances intended for safety and sustainability purposes (such as building codes, fire codes, and land-use ordinances) which, as a result of their implementation, help to mitigate impacts from hazards.	EMAP 4.4.3 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	Section 3.4: Federal, State, and Local Ordinances and Regulations identifies all codes and ordinances applicable to the mitigating disasters in the City of Emeryville.	N/A
5.6	The Emergency Management program implements a process to monitor overall progress of the mitigation strategies, document completed initiatives, and resulting reduction or limitation of hazard impact in the jurisdiction.	EMAP 4.4.4 44 CFR 201.6	Yes – upon finalization of draft plan	DRAFT City of Emeryville – Local Hazard Mitigation Plan (2017)	Section 1.1: Executive Summary identifies that the plan will be monitored, evaluated, and updated every five years by the City of Emeryville’s Risk Management Analyst. The Risk Management Analyst will also periodically engage with stakeholders and update the public through social media posts in order to maintain awareness of plan implementation progress.	<ol style="list-style-type: none">1. Define the role of the Risk Management Analyst in the appropriate location (such as the City of Emeryville Municipal Code) or, if this role is fulfilled by the Emergency Services Coordinator, consider updating the Local Hazard Mitigation Plan to reflect this term.2. Consider publishing an annual report about mitigation success stories in community publications.3. Establish an internal process for tracking, monitoring, and closing out mitigation projects.
6	PREVENTION					
6.1	The Emergency Management program encompasses prevention responsibilities, processes, policies and procedures. Prevention incidents are commonly implemented by a law enforcement agency.	EMAP 4.5	Partially	Interview with City of Emeryville Chief of Police	The Emergency Management Program currently utilizes public warning systems (AC Alert and Nixle) and a “See Something, Say Something” campaign in support of incident prevention.	<ol style="list-style-type: none">1. Develop plans, policies, and/or procedures that support incident prevention, such as a Critical Infrastructure Protection Plan (CIPP).2. Coordinate with neighboring jurisdictions to identify best practices and align prevention processes.3. Develop and implement a program to train City of Emeryville employees to identify suspicious activities.4. Acquire law enforcement surveillance programs, equipment, and/or incident monitoring systems, such as citywide cameras, unmanned aircraft, or incident management software.



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7	PLANNING					
7.1	<p>The Emergency Management Program has plans in place that describe emergency response; continuity of operations (COOP); continuity of government (COG); and recovery from emergencies or disasters.</p> <p>Each plan addresses the following elements:</p> <ul style="list-style-type: none">(1) purpose, scope and/or goals and objectives;(2) authority;(3) situation and assumptions;(4) functional roles and responsibilities for internal and external agencies, organizations, departments and positions;(5) logistics support and resource requirements necessary to implement plan;(6) concept of operations; and(7) plan maintenance.	EMAP 4.6.1 EMAP 4.6.2	Yes	City of Emeryville EOP (2014)	<p>The City of Emeryville EOP (2014) describes the process in which the City will respond to a disaster situation and identifies the key elements necessary to activate and operate the City EOC. The plan identifies:</p> <ul style="list-style-type: none">(1) purpose and scope;(2) authorities;(3) hazard analysis;(4) functional roles and responsibilities for internal and external agencies, organizations, departments and positions;(5) plan implementation logistics;(6) concept of operations; and(7) plan maintenance. <p>The EOP also provides a high-level overview of COOP, COG, and recovery operations.</p>	<ul style="list-style-type: none">3. Develop a COOP/COG plan.4. Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.
7.2	<p>The Emergency Operations Plan identifies and assigns specific areas of responsibility for performing functions in response to an emergency or disaster. Areas of responsibility address needs of the population at risk as defined by the City of Emeryville's Hazard identification and risk assessment, and include the following:</p> <ul style="list-style-type: none">(1) administration and finance;(2) agriculture and natural resources;(3) alert and notification;(4) communications;(5) critical infrastructure and key resource restoration;(6) damage assessment;(7) debris management;(8) detection and monitoring;(9) direction, control, and coordination;(10) donation management;(11) emergency public information;(12) energy and utilities services;(13) fatality management and mortuary services;(14) firefighting/fire protection;(15) hazardous materials;(16) human services (including food, water and commodities distribution);(17) incident and needs assessment;	EMAP 4.6.3	Partially	City of Emeryville EOP (2014)	<p>The EOP includes the following:</p> <ul style="list-style-type: none">(1) Administration and Finance –Section 6.6: Finance/Admin Section(3) Alert and Notification –Section 5.4: EOC Activation and Section 5.6: Notification and Alerts(4) Communications–Section 6.5.2 : Communications Unit(6) Damage Assessment – EOP Section 6.3.4b: Damage/Safety Assessment Unit(9) Direction, Control, and Coordination –Section 4: Incident Command System and Section 6: EOC Staffing(11) Emergency Public Information –Section 6.2.3: Public Information Officer(12) Energy and Utilities Services –Section 6.3.4a: Utilities Unit Group(13) Fatality Management and Mortuary Services – This is a function of Alameda County and not applicable to the City's EOP.(14) Firefighting/Fire Protection –Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)(15) Hazardous Materials –Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)(16) Human Services –Section 6.5.4: Care and Shelter Unit(17) Incident and Needs Assessment –Section 6.3.1: Operations Section Chief(18) Information Collection, Analysis, and Dissemination –Section 6.4: Planning/Intelligence Section(19) Law Enforcement –Section 6.3.3: Law Enforcement Branch (Emeryville PD)(20) Mass Care and Sheltering –Section 6.5.4: Care and Shelter Unit	<ul style="list-style-type: none">(4) Communications–It would be beneficial to pre-identify communications resources, procedures, and processes currently in place in a separate plan or annex, to include systems currently in use, protocols for inter- and intra-jurisdiction communication, and interoperability protocols.(5) Critical Infrastructure and Key Resources– Identify critical infrastructure and key resources within the City, and determine the prioritization of and procedures for their restoration following a disaster.(6) Damage Assessment – Include information about the Building Occupancy Resumption Program (BORP) and identify how this information will be received at the EOC.(7) Debris Management– Identify the process in which the City will conduct debris management. Include identification of priority routes. Section 6.3.4c Public Works Unit states: "Refer to the Debris Management process and procedures found in Appendix-F," however it is unclear whether this appendix exists.(10) Donation Management–Donations management is briefly mentioned in Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist. It would benefit the City if more



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	(18) information collection, analysis, and dissemination; (19) law enforcement; (20) mass care and sheltering; (21) mutual aid; (22) population protection (evacuation and shelter-in-place); (23) private sector coordination; (24) public health and medical; (25) public works and engineering; (26) resource management and logistics; (27) search and rescue; (28) transportation systems and resources; (29) volunteer management; and (30) warning.				<p>(21) Mutual Aid –Section 5.7:Resource Management, Mutual Aid Agreements and Section 7: Mutual Aid</p> <p>(22) Population Protection (Evacuation and Shelter-in-Place) –Section 6.3.3: Law Enforcement Branch (Emeryville PD) – Addresses evacuation only</p> <p>(23) Private Sector Coordination – Section 7.4: Participation of Volunteer and Private Agencies</p> <p>(24) Public Health and Medical – Section 5.5: Emergency Proclamations, Declaration of Health Emergency, and Section 6.3.2: Fire and Rescue Branch (Alameda County Fire), Emergency Medical Unit</p> <p>(25) Public Works and Engineering –Section 6.3.4: Public Works/Engineering Branch</p> <p>(26) Resource Management and Logistics –Section 5.7: Resource Management and Section 6.5: Logistics Section</p> <p>(27) Search and Rescue –Section 6.3.2: Fire and Rescue Branch (Alameda County Fire)</p> <p>(28) Transportation Systems and Resources –Section 6.5.6: Transportation Resources Unit</p> <p>(29) Volunteer Management – Section 7.4: Participation of Volunteer and Private Agencies</p> <p>(30) Warning – Section 5.6: Notifications and Alerts</p>	<p>planning was conducted identifying the specific processes and procedures for managing donated goods. See 9.2 recommendations for more detail.</p> <p>(20) Mass Care and Sheltering – Establish procedures for Commodity Point of Distribution (C-PODs) as part of the EOP or as a separate plan/annex. Include possible locations, available resources to support operations, MOUs/MOAs, and details for setting up, operating, and demobilizing a C-POD.</p> <p>(22) Population Protection (Evacuation and Shelter-in-Place) – EOP Section 6.3.3: Law Enforcement Branch (Emeryville PD) identifies that law enforcement is responsible for coordinating evacuation operations. It would be beneficial to further address evacuation by developing a mass evacuation plan, which would identify the decision process for evacuation vs. sheltering-in-place, roles and responsibilities, evacuation routes, transportation requirements, evacuation points, and public notification/communications. Update plans to state that the responsibility of evacuation will be incident-specific, determined by the Operations Section Chief at the time of the incident.</p> <p>(23) Private Sector Coordination – Section 7.4: Participation of Volunteer and Private Agencies identifies volunteer and private agencies through their contribution to the mutual aid process. Foster public-private sector emergency management relationships by developing a program that encourages the private sector to assist with emergency response by pre-identifying resources, capabilities, and/or facilities. Utilize best practices from a similar program implemented in the City of Berkeley. As private sector partnerships develop, update the EOP with further information about engagement with external organizations, departments, and positions. Consider including a section in the EOP that details ongoing emergency preparedness engagement efforts between the City and the private sector.</p>



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						<p>(24) Public Health and Medical – Section 5.5: Emergency Proclamations, Declaration of Health Emergency identifies that the Alameda County Public Health Officer has the authority to declare a local health emergency. Section 6.3.2: Fire and Rescue Branch (Alameda County Fire), designates that emergency medical information will be coordinated within the Emergency Medical Unit. It is recommended that additional information about how the City will coordinate public health and medical emergencies be included in the EOP, to include involved entities and roles/responsibilities. Note that in Section 6.3.5: Animal Care and Welfare Unit there is mention of coordinating with a “Medical/Health Branch Coordinator,” although this position is not reflected in the City EOC organization.</p> <p>(29) Volunteer Management– Section 7.4: Participation of Volunteer and Private Agencies identifies volunteer organizations such as the American Red Cross, Salvation Army, Eden I&R, and the Community Emergency Response Team (CERT). Update the EOP with information about the City of Emeryville Volunteer Coordination Plan and associated resources.</p>
7.3	The recovery plan addresses short- and long-term recovery priorities and provides guidance for restoration of critical community functions, services, vital resources, facilities, programs, and infrastructure to the affected area.	EMAP 4.6.4	Yes	City of Emeryville EOP (2014)	Section 8: Recovery Operations of the EOP identifies basic elements of short-, medium- and long-term recovery operations, as well as information about disaster assistance programs.	<ol style="list-style-type: none">1. Expand on the recovery information contained in the current EOP and develop a separate recovery plan, which could be an annex to the EOP.2. Ensure that the recovery plan identifies short- and long-term priorities that address how the City will restore critical functions, services, vital resources, facilities, programs and infrastructure to affected areas.
7.4	The continuity of operations plan (COOP) identifies and describes how essential functions will be continued and recovered in an emergency or disaster. The plan identifies essential positions and lines of succession, and provides for the protection or safeguarding of critical resources and applications.	EMAP 4.6.5	Partially	City of Emeryville EOP (2014)	Section 5.10: Continuity of Operations sets forth the basic purpose of continuity planning and identifies the pre-established contract with Agility Recovery Resources, which will provide resources to the City as needed following a disaster.	<ol style="list-style-type: none">1. Develop a City of Emeryville COOP Plan that identifies essential functions and describes how they will be continued and recovered in an emergency. Plan elements should include Essential Functions and Positions, procedures for protection/safeguarding of critical applications, identification of communication resources and vital records/databases, and any other information critical to the continued performance of essential functions.



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7.5	The continuity of government (COG) plan identifies how the jurisdiction's constitutional responsibilities will be preserved, maintained, or reconstituted. The plan includes identification of succession of leadership, delegation of emergency authority, and command and control.	EMAP 4.6.6 California Government Code 8643	Yes	City of Emeryville EOP (2014), Section 5.9	Section 5.9: Continuity of Government identifies key staff necessary to maintain government operations, designated lines of succession, delegations of authority, and vital records protection.	1. Include Continuity of Government information in the COOP Plan.
8	INCIDENT MANAGEMENT					
8.1	The Emergency Management Program has an incident management system in place to analyze emergency situations and provide for clear and effective response and recovery. The system shall include but not be limited to the following concepts: modular organization, unified command, multi-agency coordination, span of control, common terminology, action planning process, comprehensive resource management, integrated communications and pre-designated facilities.	EMAP 4.7 California Government Code 8607(a) HSPD-5	Yes	City of Emeryville EOP (2014)	Section 1.6: Standardized Emergency Management System (SEMS) sets for the organizational structure required by the State of California. Section 1.7: National Incident Management System (NIMS) identifies the national mandate through Homeland Security Presidential Directive 5 (HSPD-5) for managing incidents.	N/A
9	RESOURCE MANAGEMENT AND LOGISTICS					
9.1	The Emergency Management Program has a resource management system that includes objectives and procedures that address the identification, location, acquisition, storage, maintenance and testing, timely distribution and accounting for services and materials to address the hazards identified by the program.	EMAP 4.8 HSPD-5	Yes	City of Emeryville EOP (2014)	Section 5.7: Resource Management identifies the process in which the City coordinates the management of emergency resources internally as well as externally with Alameda County, the REOC, and the state. Section 6.5: Logistics Section identifies the Logistics Section as responsible for providing facilities, services, resources, and other support services to emergency response agencies as well as needs internal to the EOC during an activation.	1. Include a section in the EOP that clearly describes the resource request process from the agency (DOC) level up to the EOC through use of the ICS 213 RR (Resource Request) Form. 2. Train EOC and DOC staff on the resource request process. 3. Upon next EOP update, revise information about the process for requesting resources through the state (RIMS has been replaced with CalEOC).
9.2	The Emergency Management Programs is capable of managing spontaneous volunteers and donations.	EMAP 4.8.6	Partially	City of Emeryville EOP (2014)	Donations management is briefly mentioned in Section 6.5.5: Supply Procurement/Tracking Unit Leader Checklist . Section 7.4: Participation of Volunteer and Private Agencies identifies volunteer organizations such as the American Red Cross, Salvation Army, Eden I&R, and the Community Emergency Response Team (CERT).	1. Develop a donations management plan as an annex to the EOP that addresses acceptance and management of donated goods, materials, services, financial resources, and facilities, whether solicited or unsolicited.
10	MUTUAL AID					



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10.1	The Emergency Management Program has the necessary agreements in place for sharing resources across jurisdictional lines as needed during response and recovery. Mutual Aid implementation processes are reflected in plans and/or procedures.	EMAP 4.9 California Government Code 8615-8619 California Disaster and Civil Defense Master Mutual Aid Agreement PPD-8	Yes	City of Emeryville EOP (2014)	Section 5.7: Resource Management, Mutual Aid Agreements identifies current mutual aid agreements in place. Section 7: Mutual Aid provides an overview of how the California statewide mutual aid systems operate within the Master Mutual Aid Agreement.	N/A
11	COMMUNICATIONS AND WARNING					
11.1	The Emergency Management Program has developed and maintains a plan to communicate emergency notifications and/or warnings internally and externally with emergency personnel, emergency management stakeholders, key decision makers, and the public potentially impacted by an actual or impending emergency, to include vulnerable populations. Communications systems have redundancy.	EMAP 4.10.1 EMAP 4.10.3 PPD-8 HSPD-5	Yes	City of Emeryville EOP (2014)	Section 5.6: Notifications and Alerts identifies Emeryville Dispatch as responsible for alerting and activating emergency response personnel and emergency management personnel of potential hazards or disasters. The Emergency Recall List details EOC staff and will be activated as required. This section also describes the systems the City uses to communicate with employees and the public (standard media, radio, city web page and social media, Code RED, and Nixle [by PD]). The City is currently in the process of implementing the Alameda County Mass Notification System, AC Alert, which can be used to warn or notify the public of impending or occurring incidents.	1. Update plans to reflect AC Alert as a mass notification tool. Include information regarding system procedures. 2. Train City staff on AC Alert protocols and procedures.
11.2	Notification, communication, and warning systems are regularly tested on an established schedule under operational conditions and results are documented and addressed.	EMAP 4.10.2 EMAP 4.10.4 EMAP 4.10.6	No	N/A	The City does not currently test these systems on a regular basis.	1. Develop and implement a procedure to test City notification, communication and/or warning systems on at set intervals.
12	EMERGENCY OPERATIONS CENTER (EOC)					
12.1	The Emergency Management Program has a primary and alternate Emergency Operations Center (EOC) capable of coordinating and supporting sustained response and recovery operations consistent with the program's risk assessment.	EMAP 4.12.1 HSPD-5	Partially	City of Emeryville EOP (2014) City of Emeryville EOC	Section 5.2: EOC Locations identifies the primary and alternate EOC locations. Based on an EOC site visit, the primary EOC is equipped with the following: <ul style="list-style-type: none">- Laptops- Wifi capability/passwords- VOIP phones and cell phone chargers- Color coded ICS forms for each section- White boards- Dry erase status boards (Evacuation, Shelter/Facility, etc.)	6. Continue to improve the EOC according the recommendations identified in the City of Emeryville EOC Requirements Report, 2017. 7. Identify a location for the alternate EOC and equip it with the resources necessary to function in this capacity. 8. Reflect the updated alternate EOC location in future versions of the EOP.



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					<ul style="list-style-type: none">- Bin for each section with office supplies and section-specific forms, contact lists, and other resources- Personnel lists- Generator- Resource tracking materials- Color coded vests for each section- Dry erase city maps- Televisions (capable of broadcasting media and PC display) <p>While the primary EOC has the fundamental equipment and resources to function during an emergency, several updates are recommended in order for more adequate support of sustained emergency operations.</p> <p>Once identified, ensure that the alternate EOC facility is equipped with the baseline equipment and resources necessary to function as an EOC.</p>	<p>9. Review the contents of each EOC section bin with the EOC staff members responsible for each function. Update information, resources, and listed procedures to reflect current practices. If possible, obtain electronic versions of relevant documents to be uploaded onto EOC laptops.</p> <p>10. Consider obtaining a CalEOC account through the California Governor's Office of Emergency Services (Cal OES) for incorporation into the EOC. If trained to by EOC staff, this system would help streamline information sharing and resource requesting within the City as well as up to the Alameda County EOC.</p>
12.2	The Emergency Management Program has established and tested procedures for activation, operation, and deactivation of primary and alternate facilities.	EMAP 4.12.2	Partially	City of Emeryville EOP (2014)	Section 5.4: EOC Activation outlines the general process for activating the EOC. Section 6.8: Demobilization Phase Checklist for All Units identifies the basic demobilization tasks to be completed by each EOC position.	<p>3. Develop specific procedures for the activation and deactivation of the primary and alternate EOC facilities. Information could include checklists for setup/takedown, diagrams, staff registration/sign-out procedures and materials, EOC staffing lists, EOC contact information (phone numbers, email addresses), and contact information for key officials.</p> <p>4. Conduct functional exercises that test the activation, operation, and deactivation of the primary and alternate EOC.</p>
13	TRAINING					
13.1	The Emergency Management Program has a training program that includes the assessment, development, and implementation of appropriate training for key public officials, emergency management/response personnel, decision makers, and the public. Training is based on a training needs assessment, internal and external requirements and mandates (i.e. NIMS and SEMS) and addresses deficiencies identified in the corrective action process.	EMAP 4.13 HSPD-5	Partially	City of Emeryville EOP (2014)	Section 5.8: Staff Training designates the Human Resources Department as responsible for coordinating training required under NIMS and SEMS regulations, department SOPs, and the EOP. Currently there is no specific training program that identifies a distinct process for training.	<p>1. Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities.</p> <p>2. Consider including the following training opportunities in the Multi-Year Training and Exercise Plan:</p> <ul style="list-style-type: none">a. Emergency Operations Plan Overview for City Staff and Emergency Management Staffb. EOC Section Training for Emergency Management Staff



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						c. ICS Training for City Staff and Emergency Management Staff (Independent Study Courses, City-Hosted Courses, State/Federal-Hosted Courses) d. Community “Get Ready” training
14	EXERCISES					
14.1	The Emergency Management Program has a documented exercise program that tests emergency personnel, plans, policies, procedures, equipment, and facilities of the Emergency Management Program. A process for identifying and tracking corrective actions resulting from exercises and real world events has been established.	EMAP 4.14	No	DRAFT City of Emeryville Municipal Code, Chapter 2 of Title 4 (2017)	4-2.08 (c)(1) states that the Assistant Director of Emergency Services and Emergency Services Coordinator under the supervision of the Director of Emergency Services and with the assistance of other personnel will: “Insure that the City of Emeryville Emergency Operations Plan is exercised in a regular and timely manner.” However, no formal exercise program is currently documented.	1. Develop a Multi-Year Training and Exercise Plan that identifies training and exercise priorities, recommended courses, and a schedule of known training and exercise dates. If possible, form a Training and Exercises Workgroup that meets annually to reassess priorities and schedule upcoming training and exercise opportunities. 2. Develop, conduct, and evaluate exercises based on the Federal Emergency Management Agency (FEMA) Homeland Security Exercise and Evaluation Program (HSEEP) guidance. 3. Following exercises or real-world events, develop HSEEP-compliant After Action Reports that identify improvement areas and corrective actions. 4. Maintain a comprehensive list of corrective actions and their status in a Citywide Master Improvement Plan.
15	PUBLIC INFORMATION AND EDUCATION					
15.1	The Emergency Management Program has a documented plan and/or procedure for its public information function that includes the capability of participating in a joint information system.	EMAP 4.15 HSPD-5	Yes	City of Emeryville EOP (2014)	Section 6.2.3 Public Information Officer identifies the function and responsibilities of the PIO.	1. Develop a public information plan or annex that includes the following elements: a. Procedures to support a joint information system and center. b. A central contact facility for the media. c. Pre-scripted information bulletins. d. A procedure for coordinating and clearing information for release. e. Information about communicating with special needs populations.



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						f. Protective measure guidelines.
15.2	The Emergency Management Program provides for information and education to the public concerning threats to life, safety, and property. These activities include information about specific threats, appropriate preparedness measures, and actions to mitigate the threats including protective actions. Public outreach activities are initiated to ensure that diverse populations are appropriately advised.	EMAP 4.15.5	Yes	City of Emeryville Website > Residents > Disaster Preparedness	<p>The City of Emeryville is active in engaging its residents in emergency preparedness by providing information at community events and hosting preparedness information on the City website. The City frequently hosts a booth at community events where preparedness guide books and preparedness training information is distributed. They also hosted a Disaster Preparedness Fair in October 2016.</p> <p>The Disaster Preparedness page on the City website contains information for residents about developing a disaster supply kit, signing up for emergency alert notifications, receiving emergency response training (CERT and Personal Emergency Preparedness [PEP]), and creating a disaster plan. The webpage also provides information about citywide emergency planning efforts and earthquake hazard information.</p>	2. Re-establish the City of Emeryville CERT program.