

**THE WRITTEN RESPONSE FROM THE EXECUTIVE DIRECTOR OF
THE OFFICE OF EMERGENCY SERVICES**



Gavin Newsom
Mayor

CITY AND COUNTY OF SAN FRANCISCO
**Office of Emergency Services
& Homeland Security**



Annemarie Conroy
Executive Director

May 11, 2006

Mr. Harvey Rose
Board of Supervisors, Budget Analyst Office
1390 Market St., Suite 1025
San Francisco, CA 94102

Re: Response to May 8, 2006 Final Draft of Management Audit

Dear Mr. Rose:

Thank you for the opportunity to address the final draft of the Management Audit of the Office of Emergency Services dated May 8, 2006. As the Budget Analyst has acknowledged in the report, there has been a great deal of progress and achievement in the Office of Emergency Services and Homeland Security in the past 18 months. We enjoyed working with your team and providing them with insight to the complex and challenging world of emergency management and Homeland Security programs. There are many helpful recommendations in the audit and we have addressed them individually in the attached document.

In addition, we want to thank the Budget Analyst for recognizing the many accomplishments amid the "difficult context... to implement and coordinate emergency services in San Francisco." We also want to thank the Budget Analyst for recognizing the dramatic changes in the level of emergency preparedness: "Local, regional, and state officials have stated that over the past two years, the Office of Emergency Services has created a sea change in the level of emergency preparedness activity in the City and in the region." This statement is also supported by the attached letters from regional partners, the Governor's Office of Homeland Security, the Governor's Office of Emergency Services and the State Seismic Safety Commission.

Further, the personal recognition of the Director by the Budget Analyst is greatly appreciated: "With the appointment of the current Director, however, the Office of Emergency Services has become more active, initiating and completing many noteworthy initiatives." The recognition that the office has implemented the majority of the recommendations in the 2003 Civil Grand Jury Report "*It's a Catastrophe: The State of Emergency Planning in San Francisco*" is likewise appreciated.

It should be noted that the 2005 Civil Grand Jury interviewed OES/HS staff, reviewed the work of the office and issued a Continuity Report stating:

Substantial improvements have been made at the Office of Emergency Services (OES). The Mayor named a new Director. The OES has used the 2002/03 report as guidance to improve emergency preparedness for the City and County of San Francisco.

The CGJ is pleased to conclude that, based on the observed changes within OES, the state of emergency planning and preparedness in San Francisco is no longer a 'catastrophe.' The OES is doing an admirable job, given its current federal resources and the limited amount of space at the current location. The OES has developed a comprehensive plan for dealing with numerous emergencies and disasters. Regular emergency drills are conducted within the City, as well as with surrounding communities. Also, programs are being developed with surrounding communities to share resources, equipment and supplies for disaster coordination.

Examples of OES actions that address the implementation of recommendations

1. The OES has created and made available to all city officials an integrated and comprehensive emergency plan for the City and County of San Francisco.
2. The OES continues to educate the public, elected officials and City employees on their duties and responsibilities, in case of an emergency.
3. The Mayor has convened the Disaster Council on a regular basis.
4. The City and OES conduct emergency drills on a regular basis.
5. OES has a new website (www.72hours.org) for information related to emergency preparedness.
6. The City and OES have been meeting with neighboring municipalities and conducting drills to evaluate their mutual aid plan.
7. The City has a new modern siren system that not only alerts, but also can be used as an outdoor emergency broadcast system. (See Attached Report from the 2005 Civil Grand Jury).

Finally, we are grateful for the verbal recognition on several occasions by the audit team of our incredibly talented and hard working staff as well as for the written statement that the office has focused "on hiring knowledgeable, experienced staff members to lead projects and on pooling expertise in the office." As the result of a high energy, high intensity and high achieving group of talented staff members, the level of activity and work product is unprecedented. This recognition is also apparent in the attached letters from local, state and federal partners, as well as the American Red Cross and other non-profit and business organizations.

Rebuilding and Revitalizing a City Agency and Making Disaster Planning a Top Priority

Current Net General Fund Support to OES/HS is \$337,804

The rebuilding and revitalization of emergency management and disaster planning in our city has not been an easy task. The OES/HS office was allowed to atrophy over the past decade to a sleepy office with 4 funded positions. Although we are a city at risk for earthquakes and terrorism, the current net General Fund contribution to emergency management is \$337,804. To be more clear, our General Fund budget is \$658,939, of which \$133,287 is an offset to the General Fund from EMPG grants. Additionally, \$187,848 is for DTIS and the support for the Emergency Operations Center, a citywide asset. This lack of funding is acknowledged by the Budget Analyst in Section 4 of the report in table 4.1. It clearly shows that General Fund support has been cut in half from \$1,206,802 in FY 2002/2003 to \$658,939 in FY 2005/2006.

This lack of funding and support for emergency preparedness left San Francisco in a precarious situation. For example, the city's Emergency Operations Plan had not been updated in over a decade and important annexes and plans covering issues from Care and Shelter to Terrorism were not in place.

Immediate Action on and Creation of Infrastructure for Homeland Security Program was Required

In assuming the leadership at OES/HS, it was noted that the UASI grant program was severely understaffed and San Francisco, like other cities, faced the possibility of forfeiting Homeland Security allocations as grant deadlines approached. After several meetings with Federal officials, San Francisco's strong advocacy resulted in extensions to the 2003 and 2004 grants for San Francisco and other Urban Areas. Urban Areas had not yet built the infrastructure to implement the UASI programs, and new and changing guidelines and requirements by DHS were creating significant challenges. San Francisco was publicly recognized by DHS officials for the successful advocacy on behalf of California's UASI coalition to allow jurisdictions to extend their compliance period to better plan their programs and realign their strategies to the new federal priorities.

Capable, Experienced Staffing Added through UASI Grants

Through the UASI grant program, OES/HS has been able to add staff to help bring San Francisco into an era where preparedness is a top priority. For the first time, OES/HS has persons with extensive background in law enforcement, fire services, medical and public health (including EMS) and transit. In addition, OES/HS has brought together experienced and seasoned team members that have expertise in earthquake planning, care and shelter operations and mass feeding, logistics, weapons of mass destruction, military operations, volunteer management, public outreach and preparedness, Red Cross operations, and communications.

OES/HS has benefited greatly from the UASI program. However, Table 4.5 is not reflective of the actual funding for OES/HS activities, as it includes other budgets for

other departments such as the Unified School District and Medical Examiner as indicated by the asterisk. A more accurate table is provided which reflects OES/HS direct funding at 9%, not 19% of UASI funding.

UASI Funding by Department

Department	Total Allocation FY 2001-2005	Percent of Total Allocation FY 2001-2005
Fire Department	\$12,290,864	20.1%
Police Department	\$10,141,264	16.6%
Office of Emergency Services - Regional	\$9,063,102	14.8%
Department of Public Health	\$7,563,062	12.4%
Office of Emergency Services	\$5,508,105	9.0%
Department of Telecommunications and Information Systems	\$3,466,847	5.7%
Office of Emergency Services - DTIS	\$2,778,533	4.5%
Sheriff's Department	\$2,567,721	4.2%
Office of Emergency Services - ESCRT	\$2,172,385	3.5%
ECD	\$1,799,397	2.9%
Port	\$1,100,000	1.8%
Department of Public Works	\$780,675	1.3%
Office of Emergency Services - Other Department (Fire, ME, DPT, MTA)	\$1,045,965	1.7%
MUNI	\$500,909	0.8%
Airport	\$126,908	0.2%
Public Utilities Commission	\$110,376	0.2%
Medical Examiner	\$96,461	0.2%
Rec & Park	\$100,000	0.2%

Major Accomplishments Over 18 Months

As acknowledged by the Budget Analyst, in an 18 month period, OES/HS has accomplished many significant tasks, introduced new programs, created strong and valuable partnerships with local, regional, state and federal partners in response and recovery, and overhauled emergency plans. These efforts include:

Created a new all hazards Emergency Operations Plan for the first time in a decade

The all hazards Emergency Operations Plan Part 1 serves as the foundation for emergency response in San Francisco. For the first time since 1996, this document was updated – a monumental task completed within a year. The new plan lays out how to respond to all hazards in or affecting San Francisco, including earthquakes.

In addition, OES/HS has drafted Part 2 of the all hazards Emergency Operations Plan – a document that never existed before. The all hazards Emergency Operations Plan Part 2 is the nuts-and-bolts guide to the functioning of the Emergency Operations Center, which will become partially or fully active in any large-scale emergency. It outlines roles and responsibilities of the various branches of the EOC, including planning and intelligence, operations and logistics.

Led the Application Process for 2006 Bay Area UASI funding

After the federal Department of Homeland Security announced that for the 2006 grant year the three previously separate Urban Areas of San Francisco, Oakland and San Jose (and the 10 Bay Area counties) were being consolidated into one Bay Area Super UASI, OES/HS acted quickly to use its leadership position to bring all parties to the table. Working with the Governor's Office of Homeland Security and the federal Department of Homeland Security, OES/HS developed a governance structure for the new group, and served as its chair. This effort required over 40 meetings during a one-month period between January-February 2006, with participation from 208 representatives from 134 different federal, state, regional, local and non-governmental agencies. The Bay Area Super UASI submitted a \$332.2 million grant application in February.

Leading the development of a new Regional Emergency Coordination Plan

San Francisco recognized the need to plan for a catastrophic event on a regional basis. The RECP, which includes the Governor's Office of Emergency Services, the 10 Bay Area Counties, and the cities of Oakland, San Jose, and San Francisco, represents the first time this region has come together to engage in a comprehensive emergency planning process. While the RECP had been in the planning stages for months prior to Hurricane Katrina, it has become even more significant with the increased national focus on the need for a regional approach to emergency preparedness.

Highlights of the RECP include:

- Inventory of resource assets – federal, state, and local – and mechanisms for deployment
- Coordination of transportation and emergency medical resources
- Coordination of fire, hazardous materials, and search and rescue resources
- Regional planning for care and shelter services
- 90 Day Recovery Plan

Created a New Care and Shelter Plan and Database

For the first time, the City's new Care and Shelter Plan addresses how to accommodate up to 40,000 people who may become displaced by a disaster. As a key part of this process, we created an online database of possible shelter sites in all San Francisco neighborhoods. We're conducting a comprehensive survey of sites such as schools, recreation centers, congregations, neighborhood centers and convention or large meeting facilities. The information contained in the searchable database includes floor plans and accessibility for the disabled. This important planning tool will help to identify how and where we can provide shelter to San Franciscans in advance of a disaster.

The development of the site assessment tool and subsequent evaluations of the potential shelter sites included key recommendations from the Mayor's Office on Disability. The Director of the Mayor's Office on Disability states "the database is unique compared to past efforts in that it provides a comprehensive assessment about the level of ADA compliance at each potential shelter site" and "MOD greatly appreciates that the database prominently identifies the level of accessibility for people with disabilities at each site." (See attached letter.)

Created the City's First Community Disaster Plan

OES/HS has begun a pilot program to help San Francisco communities develop their own disaster plans. Beginning in Supervisorial District 5, and in conjunction with the Office of Supervisor Ross Mirkarimi, the Mayor's Office of Neighborhood Services and SF 5 Together, the program is designed to empower communities to work with city agencies to develop emergency response plans that are tailored to their unique needs. The Community Disaster Plan suggests forming an Emergency Preparedness Committee to coordinate neighborhood disaster preparedness efforts. Other key elements include identifying resources such as recreation centers, congregations, and neighborhood associations that can help support implementation of the plan, and outlining how residents can work together to improve their capacity to shelter safely in place for at least 72-hours post disaster. This project will be applicable to entire districts, neighborhoods, or residential communities such as condominium and apartment complexes. The pilot program is expected to expand to other districts later this year.

Complied with requirements of Federal Disaster Mitigation Act of 2000 (DMA 2000)

DMA 2000 requires that cities, counties, and special districts have a Local Hazard Mitigation Plan to be eligible to receive FEMA pre-disaster or post-disaster hazard mitigation funds. OES/HS developed a comprehensive mitigation annex for San Francisco with over 300 strategies as part of the Multi-jurisdictional Local Hazard Mitigation Plan sponsored by the Association of Bay Area Governments (ABAG). The San Francisco annex to the plan was approved by resolution of the Board of Supervisors and signed by the Mayor, then submitted to the Governor's Office of Emergency Services and FEMA for approval. Following FEMA approval of the plan in March 2005, San Francisco applied for and received funding for two pre-disaster mitigation projects in FY 2005.

Established San Francisco as a Storm Ready Community

OES/HS applied for and received recognition from the National Weather Service as a Storm Ready community. San Francisco was one of the first major cities in the nation to receive this designation. The program is designed to help communities better prepare for and mitigate effects of extreme weather-related events, focusing on the communication and safety skills needed to save lives and property. It provides a close partnership with, and direct assistance from, the National Weather Service before and during an event. The National Weather Service has approved our new Severe Weather annex. Becoming a Storm Ready Community is also a required process for becoming a Tsunami Ready community, which OES/HS is currently working on and will be the first major city with that designation. The National Weather Service follows a strict process of evaluating a community for this designation, including enhanced communication and notification systems, community training as "storm spotters", and training for emergency communications dispatchers.

Conducted and funded regular exercises and training

Over the past 2 years, exercises and training have increased substantially. OES/HS conducts monthly exercises at our Emergency Operations Center and larger-scale exercises on a regular basis. A tabletop exercise based on the London and Madrid transit bombings was attended by 120 emergency personnel from the region including the Mayor, key department heads, FBI, federal and state Homeland Security personnel, and the National Guard. OES/HS also held a field exercise based on the transit bombing scenario last October and participated in the statewide Golden Guardian exercise last November. Other exercise scenarios include an anthrax outbreak, catastrophic earthquake, a terror attack on a ferry (which was held at the Port of San Francisco) and a gas main leak with explosion resulting in evacuations and mass casualties. OES/HS has also provided funding for extensive training, including: terrorism awareness training for

4,000 public safety personnel; structural collapse training for Fire Department personnel; incident command training for public safety and health command staff; and CBRNE-related training for Police Department personnel.

Developed the Disaster Service Worker Training Program and Identification System.

Under state and local law, all 26,000 City employees are disaster service workers – meaning they can be called upon to assist in any way during a major disaster. Last year, in conjunction with the Department of Human Resources, OES/HS began to develop a training program and new Disaster Service Worker identification system for all city workers – both of which had never existed before. Over the last six months, more than 400 City employees have received this training. In addition, DHR and OES/HS are developing a “skills-tracking” computer program – which will identify language skills, medical skills, and special training – to help strategically and effectively deploy employees during an emergency event. We expect to expand the program to train hundreds of employees over the coming year (pending funding and personnel).

Investing in critical equipment and communications.

Major improvements have been made to the City’s emergency radio communications system. Funding has been provided for protective equipment for first responders for CBRNE (Chemical, Biological, Radiological, Nuclear, and Explosive) types of events.

Critical Infrastructure Protection.

In conjunction with the Department of Homeland Security, OES/HS and other key City agencies, as a task force, have coordinated public and private sector entities in a collaborative effort to identify and assess critical infrastructure / key asset vulnerabilities. Based on those assessments, the team has sought methods and means to mitigate those vulnerabilities. To date, the team has conducted fifteen individual Buffer Zone Protection Plans (BZPPs) and fifteen Vulnerability Reduction Purchasing Plans (VRPPs).

Created an innovative and interactive new website – www.72hours.org.

72hours.org helps San Franciscans plan for emergencies such as earthquake, fire, severe storms, power outages, and acts of terrorism. The website is available in English, Spanish and Chinese. We’ve launched public education campaigns using bus and shelter ads and street banners to encourage people to visit the website and get prepared. We’ve designed new multilingual brochures with the same content as the website. Since last September, the site has had more than 302,000 unique visitors. Recently, the site has won a Webby Award. The City of Chicago has emulated the web site and other cities and jurisdictions, including Sonoma, Boston, Annapolis, and San Diego, have contacted OES/HS with an interest in adopting the web site. In the month of April alone, the web site received over 40,000 visitors, doubling the visits from the previous month.

Developed a Community Outreach Program and Ad Campaign

OES/HS regularly presents preparedness information at venues including street fairs, town halls and community meetings. Each year during Fleet Week, we hold an earthquake preparedness fair at Marina Green that attracts thousands of people. In the fall of 2005, we launched a unique ad campaign that encouraged San Franciscans to think about what items they need in order to be prepared for an emergency. The theme of the ads, which appeared on MUNI buses and bus shelters, was “Nice to Have”/“Need to Have,” juxtaposing items such as water and wine; sushi and a can of tuna; a battery-operated toy monkey and a flashlight with batteries.

The latest campaign, launched in mid-April, centers around the centennial of the 1906 earthquake. The campaign consists of five designs in English, Chinese and Spanish and reminds citizens that in a major disaster, it might be three days before vital services are restored. The ads appear on 134 MUNI buses, 30 bus shelters and on 2,000 bus interior placards and will run through June.

1906 Earthquake and Fire Centennial

In preparation for the anniversary of the 1906 Earthquake and Fire, Mayor Newsom through the Office of Protocol launched a campaign to “commemorate, educate and celebrate.” This campaign, under the auspices of *SF Rising*, brought together a diverse group of City departments, public and private groups and emergency management experts to ensure that the celebration of the survival of San Francisco included a clear message of personal preparedness. OES/HS led the educational initiative, including distribution of educational materials at Lotta’s Fountain and the SFFD Parade. OES/HS supported the San Francisco Fire Department Historical Society 1906 Expo by coordinating the educational component, soliciting the participation of a variety of emergency preparedness experts from around the Bay Area. OES/HS provided an interactive booth, highlighting the *72hours.org* web site, and offering materials and subject matter expertise to visitors.

Through the *SF Rising* committee, OES/HS worked with the San Francisco Chronicle, which distributed 100,000 OES/HS preparedness brochures to all subscribers in the Sunday newspaper. Further, OES/HS partnered with Walgreens stores in promoting personal preparedness. Through a cooperative effort, and using the theme of the *72hours.org* web site, displays were placed in 180 Northern California Walgreens stores highlighting items that could be purchased to prepare a home disaster kit. A tri-fold brochure was designed in the form of a shopping list that could be used to identify items for a kit. 45,000 shopping list brochures have been distributed at Walgreens stores. (See attached letter.) Additionally, OES/HS participated in multiple Centennial events across the City, distributing over 20,000 preparedness brochures and 6,000 emergency whistles.

Collaboration with USGS and Others to Produce “Putting Down Roots in Earthquake Country,” a Comprehensive Guide to Citizen Preparedness

Beginning in the summer of 2005, a team of subject matter experts brought together by the US Geological Survey undertook a project to develop a single, comprehensive guide to earthquake risk and preparedness in the Bay Area. OES/HS joined experts from the American Red Cross, the Association of Bay Area Governments, the Earthquake Engineering Institute, the California Geological Survey, the California Earthquake Authority and the US Department of Homeland Security in the development of this handbook. In addition to distribution by the San Francisco Chronicle, OES/HS along with our partners have distributed thousands of brochures since its 2005 release.

Creating New Notification System for Emergency Personnel and Public (Roam Secure Alert Network) – to be implemented in 2006.

In order to provide up-to-the minute information and instructions to emergency personnel and the public in an emergency situation, OES/HS will be implementing the Roam Secure program. This text-based emergency notification system can be a valuable tool in recalling first responders and in providing vital information to the public. This program also includes capabilities for reaching the disabled community. Text messaging has proven to be a reliable means of communication, especially when other systems are down, as was the case after 9/11 and Hurricane Katrina. This state of the art program allows citizens to tailor the type of warnings and alerts they want to receive by neighborhoods, by schools impacted or all of San Francisco. OES/HS is adapting a best practice in the National Capital Region, where 48,000 residents have signed up to receive alerts.

Created the City’s Departmental Operations Center Program.

OES/HS has assisted the various City departments that have a role in disaster response in establishing Departmental Operations Centers. The DOCs serve as the department’s response headquarters during a major emergency. This effort is aimed at ensuring the consistency of equipment and operational functions. Some of the departments and agencies OES/HS has assessed include: Public Health, Fire, Police, Treasure Island Development Authority, SF Unified School District, Recreation and Park Department, Port of SF, Medical Examiner, and MUNI. OES/HS will be facilitating the purchase of equipment to improve the efficiency and function of the DOCs.

Engaged in substantial outreach to non-first responder and smaller City offices and departments on disaster planning issues.

These departments include the Mayor’s Office of Neighborhood Services, the Mayor’s Office of Disability, Medical Examiner, Animal Care and Control, Purchasing Division of the Office of Contract Administration, Controller’s Office, Department of

Telecommunications and Information Services, Small Business Commission, and Administrative Services. While these departments may not be traditional “first-responders,” OES/HS has recognized the importance of including their input and expertise into the City’s emergency planning process. (See attached letters from City agencies.)

Created excellent working relationships with our state and federal partners in response

By engaging in significant outreach, OES/HS has built close working relationships with agencies such as the Governor’s Office of Emergency Services, the Governor’s Office of Homeland Security, the Federal Department of Homeland Security, FEMA Region IX, US-EPA, and the Army Corps of Engineers. In the post-Katrina world, it is clearer than ever that these relationships are extremely important. In a major emergency, it will be invaluable to have already established lines of communication and working relationships between the local, state and federal levels. (See attached letters.)

Strengthening work with nonprofit and business community

OES/HS enjoys a strong relationship with nonprofit groups such as the Collaborating Agencies Responding to Disasters (CARD), the American Red Cross, and members of the Citizen Corps Council. (See attached letters from CARD, American Red Cross, Volunteer Center and others.)

Working with Hospitals for Emergency Response

OES/HS, in collaboration with the San Francisco Department of Public Health, works closely with all CCSF hospitals in coordinating response and preparedness activities. Through the use of UASI funds, standardized equipment has been purchased, including a patient tracking system for all hospitals and the emergency communications dispatch center. Hospitals are closely involved with exercise development and execution, ensuring that the goals and objectives of the healthcare community are addressed in these efforts. OES/HS attends the monthly Hospital Council Emergency Preparedness Task Force, a network of health care providers and stakeholders from throughout public and private entities in San Francisco. (See attached letter from Hospital Council.)

***OES/HS is a Leader in the Region, the State and Nation;
Katrina Highlighted the Importance of Close Working Relationships with
Regional, State and Federal Partners***

Experts agree that San Francisco’s Regional Approach and Citizen Preparedness Programs are the Lessons Learned from Katrina for Local Government

A recent article in the *San Francisco Chronicle*, "House Panel Rips Administration on Katrina Response; Bay Area Concern: Feds Can't Respond Quickly to Big Quake," looked at lessons learned from Hurricane Katrina. In addressing the value of regional planning, James Jay Carafano of the Heritage Foundation in Washington stated: "A bottoms up approach is Number 1, and a strong regional approach is Number Two". This same article featured local expert Mary Comerio, author of "Disaster Hits Home" stating preparation is key: "I cannot stress local, personal preparedness preparations enough". The article goes on to cite www.72hours.org and the NERT program as examples of San Francisco doing things right. (See attached article.)

San Francisco is way ahead of the curve in having invested time and effort in collaborating with our regional partners and developing the Regional Emergency Coordination Plan. In addition OES/HS has developed an extensive outreach effort in public preparedness which has been nationally recognized as a best practice.

A National Leader Establishing Best Practices

OES/HS has established itself as a leader in the region, the state and the nation. As mentioned in the above list of accomplishments, the Regional Emergency Coordination Plan is a model for the region, state and nation. As set forth in a recent letter from the Governor's Office of Emergency Services:

From a regional perspective, your leadership through collaboration with the UASI cities and Bay Region core counties was critical in development of the Regional Emergency Coordination Plan program. As you know, this is a landmark effort that is providing a model for regional planning, preparedness and coordination of response for the State as well as the Nation. You successfully brought together the region's ten counties and three UASI cities to collaborate with California OES in addressing our collective needs for a plan to integrate an all hazards approach to regional preparedness, response, recovery and reconstruction. As is now evident, as we observe the recovery efforts along the Gulf Coast, an essential element of the Regional Plan is establishing a regional process to address business and community recovery.

In addition, this leadership was recently acknowledged in a letter from the Department of Homeland Security:

The Bay Area was the first in the nation which was formally required to undertake a regional approach and form a collaborative effort between San Francisco, San Jose, and Oakland. The progress made on the strategy...could not have been possible without your efforts and staff contributions.

San Francisco has been a national leader among Urban Areas. OES/HS has established relationships throughout the state and country on issues impacting the urban areas in homeland security and emergency planning. OES/HS led the efforts to successfully lobby to preserve the UASI program in Washington, DC. According to a report from the City's lobbyist:

We mounted, with OES/HS taking the lead, a successful effort to organize California's nine UASI areas, together with the State of California, UASI areas nationwide creating the High-Threat City Joint Working Group on Homeland Security, and high threat states, to highlight the program's importance and the significant regional work of the UASIs, particularly San Francisco's model ten county regional plan. (See attached report.)

OES/HS is part of a seven member working group with the Washington, DC-based Council for Excellence in Government and New York, Boston, Chicago, Los Angeles, Miami-Dade, and Washington, DC. This group works together to share best practices and to collectively provide direct input to senior DHS officials on policy, plans and programs. These relationships are invaluable. For example, as a result of these working relationships, following the first London transit bombing, San Francisco was able to immediately contact East Coast counterparts to determine what actions they were taking and benefit from the time change to implement similar precautions prior to the local morning commute.

A New Day for San Francisco -- Collaboration with Regional Partners

OES/HS has established new and genuine relationships with our partners throughout the Bay Area. Most notably, the close working relationship with Marin County, San Mateo County and Alameda County will aid our city in times of crisis and disaster. Both Marin County and San Mateo County have recently testified before the Board of Supervisors indicating the extraordinary efforts OES/HS has made in the last two years in the area of preparedness and in engaging our partners in the region.

We will be calling upon our close neighbors for assistance in many areas and these relationships are critical to our survival and recovery in the wake of a disaster. As stated by the Marin County Manager of Emergency Services:

Beginning two years ago, your office – while undertaking all of its own missions and assignments – stepped up and provided much needed leadership which has had a profoundly positive impact on local and regional disaster preparedness. San Francisco OES/HS is the recognized spirit and practical driving force behind the current development of the San Francisco Bay Area Regional Emergency Coordination Plan (RECP)...In the aftermath of Hurricane Katrina, the nation is

seeking leadership and innovation in providing effective emergency management to large regions – San Francisco OES/HS is delivering that in full.

...San Francisco now has neighbors that are much more capable and better integrated with your city's emergency response plans. (See attached letter.)

OES/HS Recognized for Best Practices in Citizen Education and Preparedness

In fact, San Francisco has now become internationally recognized for outreach efforts with the recent *Webby Award* for www.72hours.org. The City of Chicago has emulated the website and other cities and jurisdictions are directly linking to this award winning website.

The Homeland Security Strategy Review Board recognized the OES/HS strategic plan for its strong emphasis on citizen involvement and education, citing the website and other preparedness and education activities as best practices and potential models to help other states and urban areas improve their strategies. (See attached letter). Recently, the State Seismic Safety Commission recognized San Francisco's outreach efforts and expects to include these efforts in the Commission's earthquake mitigation strategy plan entitled the *California Earthquake Loss Reduction Plan*. (See attached letter.)

As a result of the significant public preparedness efforts in San Francisco, the Director was asked to participate on a national Advisory Board and Working Group for the Emergency Managers Accreditation Program (EMAP). This group was tasked with drafting accreditation standards for public outreach and education.

Placing the Audit in Perspective: 18 Months of Significant Accomplishment; Audit Began 8 Months Into Full Staffing; Many Challenges Still Ahead

Despite the tremendous successes, there are still many challenges that lie ahead for the City of San Francisco in its preparedness efforts. The past 18 months has been focused on bringing San Francisco out of a decade of neglect for disaster preparedness. It was only in April 2005 that full staffing was available to take on the substantial challenges of disaster preparedness and homeland security programs. (See attached staffing chart). This intensive effort of an incredible and dedicated staff has truly made San Francisco a far more prepared city.

The audit identifies areas of proposed improvements. We have responded to each recommendation and this detailed response is attached to this letter. The audit findings should be placed in context and perspective. The City is only 18 months into the rebuilding and revitalization of a robust preparedness effort for San Francisco and the

region. We agree with the majority of recommendations as they are recognized by all parties as the next steps in rebuilding the city's OES/HS office and improving the City's overall preparedness efforts.

However, there are some areas which require comment and response at the outset. These particular areas require review of the audit report in the context of overall emergency management and homeland security programs in the country. The report must be also be reviewed with the backdrop and understanding of the larger picture amongst our peers in the region, state and country.

Grants & Unspent Monies

All Urban Areas face the same challenges in spending and reimbursement

We appreciate the fact that the Budget Analyst has acknowledged that other Urban Areas face the same challenges on spending and reimbursements: "Other jurisdictions in California have a similar expenditure and encumbrance pattern as does San Francisco..." San Francisco cannot be evaluated in a vacuum when all Urban Areas are grappling with this vexing problem throughout the country. As noted by the Budget Analyst: "The Federal government has consistently informed San Francisco of grant awards several months into the grant year, delaying the Office of Emergency Services' ability to expend the federal and State grant funds." Although extensions have been granted, changing initiatives from the federal government create an ever-evolving program which needs constant realignment and adjustment to the national priorities.

The City of Los Angeles as well as the County of Los Angeles have identified the same challenges to the Budget Analyst in conversations and emails with these jurisdictions.

As set forth in the table below, San Francisco is consistent with peers around the country, particularly Los Angeles:

SAN FRANCISCO UASI

Grant	Grant Amount	Expended	Encumbered	Balance	Percent Expended & Encumbered	Percent not Expended & Encumbered	Reimbursed	Percent Reimbursed
03 UASI PT1	\$ 10,349,000	\$ 7,270,032	\$ 2,204,745	\$ 874,223	92%	8%	\$ 6,010,414	58%
03 UASI PT2	\$ 18,152,311	\$ 10,137,835	\$ 3,200,500	\$ 4,813,976	73%	27%	\$ 6,412,532	35%
04 UASI	\$ 26,325,036	\$ 4,474,024	\$ 11,124,297	\$ 10,726,715	59%	41%	\$ 2,165,162	8%
05 UASI	\$ 12,382,105	\$ 588,161	\$ 1,350,894	\$ 10,443,050	16%	84%	\$ -	0%
	\$ 67,208,452	\$ 22,470,052	\$ 17,880,436	\$ 26,857,964	60%	40%	\$ 14,588,108	22%

LOS ANGELES UASI

Grant	Grant Amount	Expended	Encumbered	Balance	Percent Expended & Encumbered	Percent not Expended & Encumbered	Reimbursed	Percent Reimbursed
03 UASII	\$ 12,422,000	\$ 9,579,808	\$ 2,447,818	\$ 394,374	97%	3%	\$ 7,309,603	59%
03 UASIII	\$ 18,874,838	\$ 8,787,178	\$ 3,963,390	\$ 6,124,270	68%	32%	\$ 7,363,575	39%
04 UASI	\$ 28,101,720	\$ 10,641,958	\$ 12,490,340	\$ 4,969,422	82%	18%	\$ 7,931,897	28%
05 UASI	\$ 55,944,662	\$ 1,423,112	\$ 17,608,814	\$ 36,912,736	34%	66%	\$ -	0%
	\$115,343,220	\$ 30,432,056	\$ 36,510,362	\$ 48,400,802	58%	42%	\$ 22,605,075	20%

Examples are abundant showing that Urban Areas are struggling with these programs. According to the *Washington Post*, Washington DC has \$120 million unspent from the 2002 to 2004 grant cycles (“Area Still Unprepared for Terror Attacks, Senate Panel is Told,” March 30, 2006). Another recent article in the *Boston Herald* shows that Boston has spent only \$1.1 million of the \$24.75 million in 2004 Homeland Security (“HUB Jeopardizes Terror Cash; Safety Needs Unmet as Fed \$\$ May Be Lost,” March 16, 2006). (See attached articles.)

San Francisco Implemented Measures to Streamline Purchasing and Hiring; OES/HS Regularly Meets with Departments to Monitor Programs and Expenditure Rate; New Workshops Planned

In September of 2004, the Mayor met with all departments who were in any way involved with UASI grants, including all relevant departments as recipients of UASI funding and all those departments that would play a role in moving the program through city government channels. This included Office of Contract Administration, Human Resources, the Controller, the City Attorney and Human Rights Commission.

As a direct result of this meeting, DHR created new index codes to allow immediate hiring into the grant positions. Meetings were held with the City Attorney to review grant guidelines and align federal requirements with city requirements in order to streamline the process and facilitate purchasing and contracting provisions. A major workshop was held and presentations were made for all departments and their fiscal agents and grant managers. In addition, the Office of Contract Administration appointed liaisons from their office to specifically handle UASI purchases and contracts. In addition, a special code was instituted to give Homeland Security/UASI funded items a high priority.

In addition, the Grant Unit members meet regularly with the departments to assist in the UASI program. Every two weeks, the UASI Steering Committee meets to discuss items and the Grant Unit is present to assist in any way. An individual grant manager is assigned to each of the large departments to facilitate programs and needs.

In order to expedite purchasing and spending, the Grant Unit will hold workshops to facilitate spending and reimbursements.

Aggressive Spending Program Ahead

In April, OES/HS sent a letter to all major departments with UASI funding stating the upcoming deadlines were approaching and that spending plans would be needed. The Grant Unit has been aggressively reminding departments of their responsibility to meet the deadlines and following up on detailed spending plans.

A recent directive from the Mayor calls upon the departments to produce detailed spending plans and to monitor such plans through SFStat. In addition, those departments

not showing dramatic improvement in moving forward may be subject to the reallocation of funds pending a citywide RFQ process for other eligible projects that can be completed within the grant performance period. (See attached Mayor's Directive.)

A Reimbursement Program Requires Vigilance to Protect the General Fund

The homeland security program is a reimbursement program. If a department does not follow the grant guidance and expends general fund monies on a large purchase or other programs, the federal government will reject a claim for reimbursement, leaving the General Fund liable for the unexpected expense. In a program the size of UASI, significant controls must be in place to ensure the General Fund is protected from errant expenditures by departments.

In establishing the grant unit, a top level, experienced financial officer was brought in to establish substantial controls and tracking of the grants. This person was the former city Budget Director, CFO for the District Attorney and the Assessor prior to service with OES/HS. The first order of business was to rectify languishing reimbursements and provide financial controls for the program. This was all done in concert with the City Controller. In addition, the grant unit is held in high regard by the Governor's Office of Homeland Security and the federal Department of Homeland Security. The grant unit has been recognized by the Governor's Office of Homeland Security for the assistance and collaboration in redesigning reporting tools and creating processes to improve efficiency and enhanced accountability. (See attached letter from the Governor's Office of Homeland Security.)

Financial Controls are in Place

OES/HS has internal controls to successfully manage the homeland security grant program. OES/HS follows standard policies and procedures established by the Controller's Office pertaining to the tracking and recording of transactions. OES/HS has instructed all departments receiving Homeland Security funds to follow these policies and procedures, but it is the Grants Division's responsibility to monitor these expenditures. In addition, OES/HS follows rigorous pre-audit procedures:

- All requisitions are in the approval path of the Grants Division Chief.
- Departments must forward copies of all Purchase Orders, invoices, packing slips and payment records.
- All payroll records are maintained by the departments while supplying OES/HS with copies of Controller Labor Distribution Reports and sign-in sheets.
- OES/HS also maintains these detailed ledgers divided by department and then by Index Code and Sub-object.
- Before seeking reimbursement, all documents must be in order and accounted for.

Additionally, OES/HS has worked closely with both state and federal representatives to ensure that our practices are fiscally sound. During monitoring visits of September and December of 2004 and July of 2005, representatives of both the California Office of Emergency Services and the federal Department of Homeland Security found the management of the grants unit to be satisfactory. During the Single Audit recently conducted by Macias Gini, there were no findings for OES/HS. Moreover, the style in which OES/HS maintains its files was recently mentioned in "Promising Grants Management Practices- A Compendium of Promising Grants Management Practices Across the United States" published by the Department of Homeland Security.

Communication and Coordination with Departments and Stakeholders

The coordination of many city departments is never an easy task. As the Budget Analyst recognizes, communications "is a two way street." Over the past 18 months, OES/HS has been open and receptive to creating committee structures that work well. We have changed structures to accommodate positive feedback. In a recent memo from the Department of Public Health, the coordination and facilitation of city departments was highlighted:

The bi-weekly Homeland Security Steering Committee meetings at OES ...have proved very useful in communicating the status of the grant activity, exercise planning and upcoming training opportunities... These meetings also give departments the chance to interact with our counterparts in other agencies and to share best practices.

As recognized by the Budget Analyst, the federal government and UASI programs are a constantly changing landscape.

Inclusion of All City Departments Beyond Traditional First Responders on a Regular Basis – Large and Small

In addition, we enjoy positive relationships with our city partners. We have included departments in planning, training and exercises that, while having a significant role in disaster response and recovery, had never been included and fully embraced by OES/HS before, such as the Department of Human Resources, Department of Telecommunications and Information Systems, the Port, Animal Care and Control, the Health Department, the Medical Examiner, and Department of Parking and Traffic.

For example, OES/HS has a close working relationship with Animal Care and Control as set forth in the attached letter:

The Department of Animal Care and Control started working on our Disaster Plans many years ago and it is only recently, since you took over the leadership, that animals and animal related issues have been taken more seriously. This not only

has energized our agency, but also made an immediate shift in our thinking and planning about how to best address the issues of these animals in case of disaster... Your office helped us create a training manual the collaboration with our office helped OES/HS to create the City's first ever Animal Care and Shelter plan. (See attached letter.)

The above example is indicative of the outreach and close working relationships with so many departments such as the Port of San Francisco. OES/HS has worked extensively with Port staff on a number of initiatives, trainings and security needs:

We recognize that the Port is but a small department of the City but nevertheless, your office has included and supported the Port as a vital participant in the overall fabric of the City. See attached letter from the Port of San Francisco enumerating the many coordinated efforts between the two entities. (See attached letter.)

The Department of Human Resources has partnered with OES/HS on a variety of programs as outlined above such as the new credentialing system, the Disaster Worker Training and volunteer management efforts. Other examples include the work with the Medical Examiner's Office highlighted in the attached letter, including trainings, assistance in acquiring essential equipment for mass fatality response, and emphasizing the "continued warm mutually supportive relationship between our offices". (See attached letter).

Inclusion of the Housing Authority

OES/HS has worked with the Housing Authority in order to develop an outreach and education campaign for residents. The Administrator of the San Francisco Housing Authority stated:

The multi-lingual information that your staff provided about how to be prepared for at least 72 hours has been extremely valuable to resident and building managers alike. (See attached letter.)

Inclusion of Nonprofits and Partners in Disaster on a Regular Basis

We also enjoy excellent working relationships with our community partners. We work regularly with the Salvation Army, CARD (Collaborating Agencies Responding to Disaster), and our other non-profit partners such as the Interfaith Council. As noted in the letter from the Interfaith Council, we are working in partnership to bring 200 congregations together to assist them in preparing their congregations for disaster.

There is an especially close relationship with CARD, which meets with OES on a monthly basis. This group is comprised of the San Francisco Food Bank, Aging & Adult Services, the American Red Cross, the San Francisco Junior League, the Salvation Army,

United Way, the Hearing Society, the San Francisco Interfaith Council, and Glide Memorial. CARD has recognized this strong relationship in the attached letter: “all my involvement with SF OES has been beneficial and inspiring – the workers are dedicated and tireless; they are always there to help us with our mission.”

There is a similarly close relationship with the American Red Cross:

Under your leadership and that of Mayor Gavin Newsom there has been continual improvement in our collaboration and practices...

I have been personally pleased with the restart of the quarterly meetings of the Disaster Council. Those meetings have gone a long way toward giving us confidence that when there is an emergency in San Francisco, we will not be strangers. We have developed rich conversations and relationships with the key leaders that will be crucial when an emergency demands we work together...

We consider the Office of Emergency Services & Homeland Security to be staffed by leaders who understand the community. Your team works well with diverse parts of our community and is respected throughout the region. (See attached letter.)

In addition, Citizen Corps is chaired by OES/HS and meets quarterly. Citizen Corps is comprised of First Republic Bank, CARD, Red Cross, City College, RSVP, Department of Aging and Adult Services, BART, the Safety Network, Auxiliary Communication Services, DPW, NERT, ECD, Junior League, SF Interfaith Council, the Volunteer Center, Salvation Army, Chinatown Public Health, Tzu Chi Buddhist, DPH, Helplink/United Way, SFPUC, CMP Media LLC, USF, SAFE, DBI, Macy's, SFUSD, and DHS Citizen Corp.

Inclusion of Needs of the Disabled Community

The unique issues as well as resources of the disabled community in San Francisco have been at the forefront of planning in OES/HS. An emergency planner from OES/HS has been designated as the point of contact for the Mayor's Office on Disability (MOD), attending monthly meetings, serving as a disaster preparedness subject matter expert and in developing educational materials and programs. The Director of the MOD stated:

...under your administration, we have received more attention to disability issues than under any previous director. (See attached letter.)

OES/HS has provided support to the Disability Disaster Preparedness Committee in addressing needs of the disability community. OES/HS created a training guide entitled *Tips for Assisting People with Disabilities in Disaster Shelters*. The Director of MOD

states “this guide is a distillation of voluminous materials, emphasizing the most critical issues for emergency shelter staff.”

The Disability Disaster Preparedness Committee has worked with OES/HS in the classification of accessible disaster shelter sites, broadening the criteria that would be used to distinguish what constitutes a fully accessible emergency shelter. The expertise offered by the Committee has been a crucial link in identifying over 40,000 potential shelter beds in the CCSF.

OES/HS is also working with the Mayor’s Office on Disability to pull together a working group to develop a plan for ensuring that those persons requiring personal care assistance at shelter sites continue to receive these services. OES/HS will continue this partnership exploring ways to ensure the needs as well as the capabilities of the disabled community are incorporated into planning and response activities.

Inclusion of the Business Community: Large and Small

OES/HS works closely with members of the business community through education, outreach and planning. The President of the Building Owners and Managers Association of San Francisco (BOMA) stated:

In my opinion, your leadership of San Francisco’s Office of Emergency Services and Homeland Security has done much to streamline operations and improve both internal and external communications. (See attached letter.)

Organizations such as BOMA have participated in exercises conducted under the auspices of OES/HS. OES/HS is an active supporter of SF Ready since its creation in 1998. The mission of SF Ready is to “encourage and promote emergency preparedness and business recovery planning in the San Francisco business community,” as stated by its co-founder. OES/HS assists in the development of the curricula for the roundtable discussions and each year invites participation by business leaders through the distribution of a letter of invitation to the Chamber of Commerce mailing lists.

In October 2005, OES/HS joined with the Fisherman’s Wharf Merchants Association to conduct a seminar on disaster preparedness. The group’s president stated:

Largely as a result of OES’s participation and leadership, the Fisherman’s Wharf area now has: an Emergency Preparedness Committee, provided a two day NERT training course... established a Disaster Staging Area and Command Center... [and] currently sell Personal Emergency Preparedness Kits at each monthly membership luncheon. (See attached letter.)

Strategic Planning & Prior Workplans

OES/HS Strategic Plan is Federally Approved and San Francisco Specific

OES/HS agrees with the audit statement that "Strategic planning, including setting goals, objectives, and performance measures is an essential responsibility of an organization's senior management, which helps to direct programmatic efforts appropriately, accomplish results, ensure accountability, and properly manage financial resources." In fact OES/HS, in cooperation with Fire, Police, Health, & Sheriff and our regional UASI partners, prepared a multi-year strategic plan that includes 10 goals, 41 objectives and 128 local projects to implement the goals and objectives. The Governor's Office of Homeland Security and the Federal Department of Homeland Security have approved the OES/HS Strategic Plan.

The 128 projects identified in the plan are the San Francisco specific, measurable implementation steps for achieving the preparedness objectives in the strategic plan. For example, under the objective "Ensure that the CBRNE materials are rapidly detected, identified, and safely managed," our plan has prioritized the following implementation steps:

- develop CBRNE appendices to Terrorism Annex
- assist Port to develop SOP's for detection
- develop response protocols for the local Bio-Watch program
- assist MTA to develop detection SOP's
- recommend and purchase CBRNE equipment through the equipment committee
- develop response annex for USPS Bio Detection System (Evans St. facility)

Prior 2004 Workplan 85% Complete

The new strategic plan does build on the work of prior administrations. OES/HS has completed 85% of the implementation steps in the 2004 work plan. The remaining 15% of tasks are either unclear or no longer relevant. The current OES/HS strategic plan incorporates almost all of the goals, objectives, and implementation steps in the 2004 work plan document referenced in the audit. The current strategic plan is a much more comprehensive plan with better defined goals and objectives that more completely addresses the City's preparedness needs. The 2004 work plan actually shows how much work was needed to simply address the type of findings that were contained in the 2003 Grand Jury report.

OES/HS Pursuing Federally Accepted Capabilities Based Planning

Consistent with Presidential Directive #8, OES/HS currently utilizes an assessment system called Capabilities Based Planning. It is defined as "planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice." DHS has identified 37 "Target Capabilities" that are necessary to perform all of the tasks that

would be required at any level of government to respond to a major event. DHS has prepared a "Universal Task List" that describes all of the tasks that would need to be performed at all levels of government. This system is now in common use throughout the country for emergency management planning. San Francisco OES/HS uses this system to conduct capability assessments and to prioritize and implement preparedness projects at the local level. OES/HS will be conducting a new round of assessments of the City's emergency services capabilities and use the identified gaps in capabilities to prioritize preparedness efforts consistent with the strategic plan.

As identified in the audit, OES/HS does make use of after action reports to evaluate performance and prepare improvement plans. OES/HS also measures completion of the implementation steps contained in the OES/HS Strategic Plan as benchmarks to evaluate progress for achieving preparedness goals. Completion of each of the 128 implementation steps leads to achievement of the objectives associated with each goal.

A New and Robust Strategic Planning Effort for 2006

OES/HS will conduct a new and robust strategic planning effort as recommended in the Audit. OES/HS will also develop new performance benchmarks to evaluate the City's emergency preparedness efforts.

Overall Emergency Plans: Peer Review – Experts Agree San Francisco Plans are “Functional, Detailed and Well-Structured”

The Audit states that OES/HS "...plans are poorly organized, inconsistent and do not provide adequate San Francisco-specific information." It is a fact the Office of Emergency Services was not able to develop or efficiently maintain the City's disaster plans prior to the current administration. Under this administration, OES/HS completely revised EOP I and EOP II, the City's base emergency plans. The Office also developed the following new plans: Tsunami, Severe Weather, Terrorism, Care and Shelter, Animal Care and Shelter, Communications, Operation Return, Community Disaster Preparedness and Mitigation. Several Departments with specialized functional responsibilities have also prepared plans that have been annexed to the EOP such as: City Emergency Drinking Water Alternatives, EMS Multi-Casualty Incident Policy, and Debris Management. The Office has also reviewed and revised or adopted other preparedness plans that contain best practices and local applicability such as: Donations Management, Spontaneous Volunteer Management, and Recovery Operations.

OES/HS welcomes a comparison of its emergency response plans to other jurisdictions. In fact, this office collaborates with other jurisdictions to ensure that best planning practices are incorporated into new emergency plans. OES/HS is confident that its plans meet or exceed reasonable standards as determined by a comparison with its regional partners or other comparable cities. OES/HS does not believe that an evaluation of its plans based on the Emergency Management Accreditation Program (EMAP) guidelines,

frequently cited in the Audit, is an effective evaluation tool. OES/HS believes a peer review by recognized, experienced local, state, and federal emergency management professionals is a valid assessment tool. OES/HS recognizes the value of comparison with the EMAP guidelines, but believe it is premature to use this as a benchmark for an agency that is not actively seeking accreditation.

EMAP is not a federal standard. Rather, EMAP is a voluntary assessment and accreditation process for emergency management programs. The Disaster Council adopted a resolution on EMAP in January 2004 based on an incorrect recommendation by a previous OES/HS director that the federal government would "most likely adopt EMAP standards as a baseline measurement for future Homeland Security grant programs." In fact, the federal government has not required adoption of EMAP. In addition, the EMAP website states that "EMAP standards are scalable, but they are not easy." OES/HS has made improvements in each of the 15 program areas identified by EMAP. Only eight states and only one major U.S. city, Jacksonville, has received accreditation. While the Los Angeles Director of Emergency Preparedness is the President of EMAP, Los Angeles is not participating in the EMAP accreditation process. OES/HS supports participation in EMAP and will continue to move towards full implementation of standards, pending availability of staffing and funds. EMAP compliance is a long-term goal for OES/HS.

OES/HS has conducted a valid peer review of its emergency response plans. The Office hired an outside consulting agency, URS Corporation, to conduct a thorough review of its base plans (EOP I & II) and 18 supporting plans including all of those listed above. URS had the plans evaluated by nine outside experts with local, state, and federal emergency management experience. The team included individuals who have experience in California as well as experts from other parts of the United States. A complete copy of the assessment by the URS team and the qualifications of the team members are attached. In summary, the team's findings are as follows:

- "EOP I is functional, detailed, and well-structured..."
- "EOP II is well-organized and contains in-depth, step by step guidance on carrying out specific functions."
- "EOP is consistent with SEMS and NIMS"
- "EOP demonstrates effective collaboration with the wide range of city departments that have a role to play during emergency response..."
- "While the EOP cannot anticipate the adequacy of support from others, it effectively describes the mechanisms for assessing needs and shortfalls and for requesting assistance through SEMS and the mutual aid system."

- “In general, the annexes effectively provide guidance and considerations for specific functions and hazards.”
- “the earthquake plan would be an unprecedented effort to develop in-depth planning considerations specific to the occurrence of an earthquake and would enhance the city’s use of the EOP for an earthquake response.”

Earthquake Planning

The Audit implies that there has been a lack of attention to Earthquake Preparedness. In Section 3, the Audit states “For example, while the Office of Emergency Services has increased the number of preparedness activities, the Office of Emergency Services did not begin production of an earthquake plan until January of 2006.” It is important to understand that San Francisco could not begin development of an earthquake annex until it had completed a foundation including updated base emergency operations plans and functional annexes to support earthquake response. When a major quake strikes, the City will need to perform functions such as providing care and shelter, including care for animals, returning employees to the City, ensuring redundant communications capabilities, mobilizing disaster service workers, providing emergency drinking water and increasing community disaster preparedness and mitigation. OES/HS ensured that San Francisco had emergency plans that would enable it to effectively respond and recover from an earthquake by developing robust emergency operation plans and annexes that provided all of the details and checklists necessary to carry out emergency functions no matter what the hazard.

According to the URS Corporation report:

URS understands that SF OES&HS is currently developing an earthquake response plan that will include planning considerations for a range of earthquake scenarios. In general, a jurisdiction’s EOP should be applicable regardless of the type of event, and San Francisco’s EOP already meets this requirement. Through our review of plans for other Bay Area jurisdictions under the Regional Emergency Coordination Plan project and our experience elsewhere in the country, URS has found that, while several communities have earthquake-specific checklists, a separate earthquake plan is uncommon. Part 2 of the EOP already contains specific descriptions of functions that would be applicable for an earthquake. However, the earthquake plan would be an unprecedented effort to develop in-depth planning considerations specific to the occurrence of an earthquake and would enhance the city’s use of the EOP for an earthquake response. (See attached report from URS Corporation.)

The OES/HS earthquake project began with a review of all the available scientific information from agencies including ABAG, US Geological Survey, Earthquake

Engineering Research Institute, FEMA, the DBI CAPSS project and others. In addition, a review has been completed of the after action reports from other recent large, urban earthquakes including Loma Prieta, Kobe Japan, and the Northridge Earthquake. This research determined that the response to the impact of an earthquake varies considerably based on the size of the quake. As a result, planning is being undertaken to create a scaled response based on three different scenarios. The plan is well underway and City agencies are providing the department specific information necessary to complete the project.

Rich Eisner, Director of the Governor's Office of Emergency Services Coastal Region II and an acknowledged national expert on earthquake preparedness has made the following statement regarding the OES/HS earthquake planning project in an attached letter.

I have also observed significant progress in improving San Francisco's readiness for disaster response and the increased capability of your professional staff. During the past two years, you have effectively used available resources to address pre-disaster mitigation and community education activities, to expand your professional staff and make progress on specific planning elements. Of particular note is your office's development this year of an Earthquake Annex to your response plan as an enhancement above and beyond the State required "all hazards" response plan. The Earthquake Annex is an innovative and ambitious effort that I hope will serve as a model for other California jurisdictions.

The audit also states that: "the majority of training in 2004 and 2005 focused on terrorism scenarios and public safety personnel. Of the 8,310 people who received training from 2004 to May 2006...0.2 percent received earthquake response training." This statement is based on a very narrow definition of earthquake related training. The audit goes on to state that, "The Office of Emergency Services now coordinates both City-wide trainings, such as Disaster Service Worker and National Incident Management System training, and department-specific training, like Emergency Structural Collapse Rescue Team training for Fire Fighters," and, "In 2006, trainings have focused on incident management." Clearly these programs are providing City employees with the training necessary to respond to an earthquake: including how to manage the incident, how to rescue people from collapsed buildings, and how non-safety personnel can support the City's response as disaster service workers. The audit also did not address the fact that City Departments with a major response role are conducting earthquake related training on a frequent basis such as: firefighting, crowd control, treatment of traumatic injuries, and patient care during multi-casualty incidents, and so forth. The City devotes considerable resources towards earthquake preparedness including conducting a major earthquake exercise on an annual basis.

The City also commits significant resources to earthquake preparedness through its mitigation efforts. These include: public preparedness programs like *72hours.org*, community disaster planning, multi-hazard mitigation planning, submission for seismic

Generally, the mid-term planning process addresses interim housing, utility restoration, restoration of transit infrastructure and logistical support for mass care and shelter operations. This type of planning is not local in nature, but requires working with State utilities, FEMA, Metropolitan Transportation Commission, Army Corps of Engineers, Governor's Office of Emergency Services, the Red Cross and other regional partners to address coordinating a relief effort what will primarily be provided by non-city agencies. The San Francisco Public Utilities Commission has participated in the utilities planning workshops. Public Works, Human Services, and other City Departments will be participating in the Recovery Workgroups specific to their discipline.

Financial Recovery – Reimbursements, Federal Assistance Programs; Local Recovery Annex to Dovetail with Regional Plan

As acknowledged in the audit, "...the Controller's Office, in cooperation with the Office of Emergency Services, has developed cost recovery protocols, built and tested redundant financial systems, trained City personnel on cost recovery protocols, and conducted exercises to test those protocols." When the RECP Recovery Plan is complete (projected August 2006), establishing the appropriate foundation for local planning, OES/HS will convene additional City departments to address any gaps in the RECP Recovery Plan through development of a local Recovery Annex. This local Recovery Annex will dovetail with the regional Recovery Plan.

Long Term Recovery

Phase 3 Long-term Recovery planning is in the OES/HS work plan, however we have prioritized completing the foundation plans and annexes that must be in place to support the recovery planning. In Fall 2006, OES/HS will convene a Recovery Management Task Force composed of representatives from public, private, and non-profit agencies to estimate the type and magnitude of recovery activities that will be needed and to establish broad policy guidelines regarding issues such as what City infrastructure should be rebuilt first, which landmarks to save, and which environmental areas should be protected as recommended in the Audit.

Long term recovery focuses on major policy decisions that need to be made in the aftermath of a major event – such as whether to rebuild in areas subject to the same hazard, preservation of neighborhoods and their character, zoning, planning, economic recovery, and long term housing solutions. This type of effort is recognized by the Budget Analyst as a long term goal for the City as a whole.

Training and Exercises

We are aware that prior to 2004 exercises were sporadic and often times uncoordinated. Since then, OES has ramped up its exercise program by adding a full time exercise design

planner and the creation of an exercise design team, whose membership is open to every department within the City and County.

Under the guidance of the OES/HS, exercises have increased in numbers and become more streamlined and efficient. OES/HS has planned, participated, and conducted 29 city wide exercises since 2004 and participated in and been instrumental in the planning of 12 regional exercises since 2004. These exercises have been a combination of natural as well as manmade disasters.

Furthermore, OES/HS holds monthly table top exercises and has made every effort to include all stakeholder departments in the planning and participation of these exercises. OES/HS will continue to expand its efforts to include all appropriate City departments and organizations in the planning and participation in all its activities.

As a result of the grant guidelines, training in 2004 and 2005 focused primarily on WMD and terrorism scenarios. However, OES/HS has tried to make trainings and exercises “dual purpose” and include skills development equally applicable to natural disasters, such as communications, structural collapse, mass casualty incidents and the incident command system.

Staffing

As grant funding reductions threaten to eliminate key positions in emergency management, the city should never again allow such an important function in our local government to languish and atrophy. The grants have provided the City an opportunity to start anew, building a staff of professionals with emergency management, law, fire, medical, planning and logistics gained from around the City and throughout the U.S.

Our staff members have had real life experience working the front lines of emergency services in San Francisco and working as part of response teams for the most notable disasters of our recent history including Loma Prieta, Hurricane Iniki, Hurricane Andrew, and the disaster in the forefront of our memory: Hurricanes Katrina and Rita. Our staff has “been there and done that” – gaining knowledge under the most adverse of conditions imaginable. We have been able to leverage this experience as we develop our plans.

The Budget Analyst criticized the use of part time, retired public safety personnel, stating that it limited our ability to operate efficiently. As we evolve, we are moving away from this staffing model. However, it is critical to recognize that there were valid reasons behind this initial staffing structure. We were able to retain expertise from the fire and police departments that would have been otherwise lost. One of our part time staffers was in charge of the “bomb squad” and one of the original developers of the Metropolitan Medical Task Force. Another was a Battalion Chief with the San Francisco Fire Department and is an ICS expert – with real life experience applying the system during complex incidents. Still yet another was the founder of the Hazardous Materials Team in

the San Francisco Fire Department. The challenges associated with part time scheduling are a small price to pay for the knowledge and experience these individuals bring to the organization.

Moving into the future requires careful thought and consideration as to how OES/HS will operate and be supported by the City. Reducing staff in the office risks not only the loss of momentum, but indeed the loss of all we have gained through the use of grant funds. We look to other jurisdictions for guidance, capitalizing on their best practices. We have developed a staffing model that will not only ensure the continuation of our successes, but increase the depth and breadth of emergency management expertise throughout the City departments. The proposal is currently under review by the Mayor's Office.

Qualifications of Director & Attendance at Naval Postgraduate School

Qualifications

Pursuant to the Administrative Code, the Mayor of San Francisco is the Commander of Emergency Services. In fact, Section 7.7 of the Administrative Code leaves the evaluation of the expert qualifications for Director of Emergency Services to the discretion of the Mayor. Section 7.7 of the Code further describes the management functions of the Director of Emergency Services. These include: the development and management of an emergency plan for the City, coordination of protective and relief efforts, training of personnel connected therewith and operation and implementation of emergency plans and activities as well as coordinating myriad departments in the area of emergency management as well as maintaining contacts with the state and other entities in the region in the area of emergency management.

The Director meets and exceeds the duties of the OES Director. In addition, the Director brings unique qualifications to the position. Most notably, bringing a knowledge of public safety departments and knowledge of city government and its many functions, as well as the proven ability to coordinate disparate agencies to solve complex problems.

- The Director served on the Board of Supervisors, including Vice Chair of the Public Safety Committee, authored the "full force" Charter amendment to require full staffing of the Police Department and worked on the seismic upgrades and improvements to firehouses.
- Served as a Police Commissioner, Fire Commissioner and member of the County Transportation Authority.
- The Director was recently selected by DHS officials to participate on the national review committee for the 2006 UASI Homeland Security grants.
- The Director was recognized for her efforts in citizen preparedness, and was selected to serve on the EMAP Advisory Board and Working Group Committee to develop standards for citizen preparedness and awareness.

- The Director was also selected as one of seven national leaders (New York, Chicago, Los Angeles, Miami-Dade, Boston, San Francisco, Washington, DC) to participate in the Council for Excellence in Government's Emergency Managers Forum which works directly with DHS providing input on programs and policies.
- The Director also serves as the chair of the 2006 UASI Approval Authority, overseeing the grant application and coordination of the three major cities and 10 counties comprising the new Bay Area UASI.
- The Director also led the delegation of the nine Urban Areas in the State of California to Washington DC, successfully lobbying to prevent the termination of the UASI program and funding to high risk, high threat urban areas.
- The Director has extensive and established community contacts throughout the City, and the ability to bring together business and merchant groups (large and small), citizens and community groups, non-profits and other stakeholders and organizations for disaster preparedness.
- The Director was named one of the 15 "Most Influential Women in Bay Area Government" by *San Francisco Business Times* for 2005 and 2006.
- The current OES/HS Director has extensive management experience involving the coordination of various departments on complex issues, including the Treasure Island Development Authority where the Director oversaw:
 - successful seismic upgrades to the 1000 housing units,
 - long term plans for the seismic stability of Treasure Island and strengthening of the seawalls, working with geotechnical experts on a regular basis
 - coordination of environmental cleanup issues and the myriad agencies involved at the local, state and federal level in dealing with hazardous materials removal and protection of the public
 - coordinated major departments for utilities upgrades and maintenance, utility and wastewater treatment disruptions, installation of generators and protection of backup power supply, construction projects, storm issues, fire safety and mitigation projects
 - establishment of transportation system
 - establishment and maintenance of emergency services to the Island, including police, fire and medical support, and upgrades to emergency communications.
 - This project required daily coordination of major departments for both the interim and long-term operations of the Island.
 - This position also required regular interface and coordination with state and federal agencies, regional partners and elected officials at all levels.
- As an attorney, the Director has excellent analytical skills that are needed for the immense and complicated UASI program, national initiatives and overall understanding of the Homeland Security field.

The substantial accomplishments listed in this document, as well as those recognized by the Budget Analyst in the report, are proof that the Director has the ability to perform in the position. In addition, the attached letters from local, regional, state and federal partners, business organizations and nonprofit partners, as well as other city agencies attesting to the dramatic changes at OES/HS over the past 18 months should be sufficient evidence of capable leadership.

Participation in Naval Postgraduate School Program

The Director was selected as one of 30 persons by DHS to attend the Naval Postgraduate School program for senior local, state, federal and military officials. This program is not “on the job training” but is a highly competitive, prestigious national program.

The purpose of the NPS program is to facilitate government leaders in gaining the analytical skills and substantive expertise to prevent, deter, and respond to terrorist attacks and to bridge gaps in interagency and civil-military cooperation. This is accomplished by bringing together a diverse range of senior officials to share perspectives and lay the foundation for long-term Homeland Security collaboration. DHS selects the participants on the basis of their proven expertise in Homeland Security-related fields, objectively-measured leadership potential, and demonstrated academic skill and achievement. The program is designed to encourage the sharing of information across all disciplines associated with Homeland Security; as such, the program enrolls military officers and federal officials in concert with local and state officials.

Although the program does require in-residence participation, all study and other projects are performed by the Director on her own free time. The report draft misrepresents that the 660 hours of study beyond the in-residence portion of the program are compensated by the City. In fact, they are not.

As a demonstration of the value of the Director’s participation in the NPS program, the April 19th exercise for senior policy advisors and department heads was the result of this relationship between NPS, DHS and San Francisco. National subject matter experts were made available for free to San Francisco’s Mayor, members of the Board of Supervisors and top leaders in a scenario-based exercise involving radiological dispersal devices, risk communications, pandemic flu and bioterrorism, as well as other catastrophic events. These pre-established relationships with military leaders and subject matters experts is invaluable to our City as we plan and practice for a major event.

Conclusion

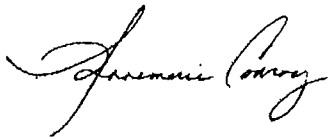
OES/HS would like to thank the Budget Analyst staff for their willingness to learn about emergency management and the complexities of homeland security programs, Presidential Directives, federal strategies, and the ever-evolving UASI program. It has been a pleasure working with the team members, as they were willing to listen to

divergent viewpoints and to conduct a meaningful review of the first draft of the audit, during which significant clarification occurred. Although the give and take of an audit process can be difficult, we are looking forward to implementing the vast majority of the recommendations in the audit and continuing to work with the team in a cooperative and productive manner.

OES/HS has made significant strides in emergency management in San Francisco. As a result of these efforts, OES/HS has been recognized as a leader in the region, state and federal levels. As we all know, rebuilding and revitalizing emergency planning efforts in the City has been a long, tough road for the past 18 months. We have much to show for these efforts including the development of recognized best practices. With a dynamic and highly qualified team, we expect equally substantial accomplishments in the year ahead, as there is still much work to be done together.

Thank you again for your recommendations.

Sincerely,

A handwritten signature in cursive script, appearing to read "Annemarie Conroy".

Annemarie Conroy

OES/HS Response to Recommendations

Section 1: Legislative Authority

1.1 The Mayor should appoint to the Disaster Council representatives of civic, business, labor, veterans, professional, or other organizations that have an official emergency responsibility.

OES/HS Response **Agree.** The Mayor has invited the following non-governmental organizations to join the Disaster Council: Collaborative Agencies Responding to Disaster, Volunteer Center of San Francisco, Salvation Army, Building Owners and Managers Association, the San Francisco Chamber of Commerce, Hospital Council, Labor Council and SF Foundation.

OES/HS Comments The audit report states that "Without significant inclusion in the City's Emergency Operations Plan I, or representation on the Disaster Council of private parties who are knowledgeable about emergency planning in the private sector, it will be difficult, if not impossible, for the City to insure that the emergency resources from the private sector are adequately included and coordinated in the event of an emergency (pg. 17)." This is factually incorrect. OES/HS works closely with numerous non-governmental organizations on emergency planning for San Francisco, and has found it more effective to do so outside of the Disaster Council.

1.2 As Secretary of the Disaster Council, the Director of the Office of Emergency Services should provide sufficient advance notice to all of the Disaster Council representatives regarding upcoming meeting dates, times, location, and agendas for each Disaster Council meeting.

OES/HS Response **Agree.** OES/HS shall send out agenda packets to all Disaster Council members at least 72 hours before each formal meeting of the Disaster Council. Agenda packets shall include the meeting agenda, as well as any relevant background materials for agenda items. Meeting agendas shall also specify whether agenda items are "Discussion Items" or "Action Items."

OES/HS Comments OES/HS has already sent a "save the date" notice for the next meeting scheduled for June 5.

1.3 The Disaster Council should review each City emergency plan, annex, mutual-aid agreement or report and should determine which plans, annex, agreements, and reports to forward to the Board of Supervisors for public hearing and implementation.

OES/HS Response **Partially agree.** OES/HS shall report on each newly completed emergency plan, annex, or other related report at each quarterly Disaster Council meeting. OES/HS shall make recommendations to the Disaster Council for formal adoption of these documents, as well as recommendations on which plans, if any, should be forwarded to the Board of Supervisors for public hearing and implementation.

OES/HS Comments No additional comments.

1.4 **The Disaster Council should be convened to review the existing composition, purpose, role and responsibilities of the Disaster Council, in accordance with the City's Administrative Code. The Disaster Council should then determine whether these requirements are appropriate relative to the ongoing needs of the City. If necessary, the Disaster Council should recommend changes to the City's Administrative Code which should be forwarded to the Board of Supervisors for consideration.**

OES/HS Response **Partially agree.** OES/HS shall include in the next scheduled meeting of the Disaster Council a review of the current function of the Disaster Council, and its relationship to the daily disaster planning functions performed by OES/HS. This discussion will allow OES/HS to clarify the current role of the Disaster Council and how it relates to overall City emergency preparedness planning, as well as receive input from Disaster Council members.

OES/HS Comments However, the audit report notes that "over the last five years the Disaster Council has not been the primary decision making body for prioritizing emergency funding and related disaster activities." OES/HS notes that the Disaster Council has no legal role in determining distribution of the City's homeland security grant funds. Rather, that decision making authority is strictly defined by federal regulations, which stipulate that the heads of the Police, Fire, Sheriff, and Public Health Departments are the lead decision makers for homeland security grant allocations. In San Francisco, this process is appropriately convened and managed by OES/HS. The Disaster Council was formed in 1939 and the current structure reflects the changes in Emergency Management in the ensuing 67 years. However, OES/HS will continue to report to the Disaster Council on the status of homeland security grant allocations as part of the agenda for the Disaster Council's quarterly meetings.

Section 2: Communications and Coordination

2.1 **The Office of Emergency Services senior management should work closely with the Manager of the Public Safety Division to ensure that the current committee structure comprehensively yet efficiently address all of the Office of Emergency Services meeting needs and that all Office of Emergency Services staff are familiar with the new structure and activities.**

OES/HS **Response** **Agree.** This is already in progress, as indicated to the Budget Analyst during the exit conference and diagrammed on the committee structure chart provided at that time.

OES/HS **Comments** All organizational changes result in a predictable pattern of human behavior which has been studied by management science experts and is widely supported in professional literature. It was anticipated that a certain amount of internal and external confusion would be encountered with the organizational changes implemented, however that was viewed as less disruptive than continuing with a flawed committee structure. As we move forward the issues noted by the auditors are subsiding and we continue to practice change management and address both staff and stakeholder concerns as they arise. We are confident that our ongoing efforts to improve the OES/HS organizational structure and improve communication will result in a better prepared City.

2.2 **The Office of Emergency Services management should conduct weekly staff meetings to disseminate management and organizational changes, and update projects, activities and the status and staff person assigned to each.**

OES/HS **Response** **Agree.** Currently hold weekly senior staff meetings, weekly division meetings, and monthly all staff meetings.

OES/HS **Comments** Regarding the Budget Analysts concerns about a Training Coordinator announcing incorrect information at a Disaster Forum, it should noted that 1.) the management present at the meeting corrected the inaccuracies at the time of the meeting and; 2.) California has yet to issue final guidance on NIMS training requirements, so the issue of who had to attend was very much unknown at that time. As information became more available we have followed the example of our regional partners and defined who needs to attend along similar lines. This guidance was issued by OES/HS once the determination was made and was not, in fact, a correction of misinformation but rather an issuance of new information aimed at relieving some of the burden on City departments and bringing the City into alignment with regional partners' standards. This information was provided to the Budget Analysts in both written and verbal form during the exit conference

yet was inexplicably omitted from the final report.

2.3 The Office of Emergency Services should work with all City departments and establish on-going relations with the private and non-profit sectors to begin to collaboratively develop plans and to participate in exercises and training.

OES/HS Response **Agree.** OES/HS already in compliance. We regularly work with numerous departments and non-governmental organizations. These lists were provided to the Auditors.

OES/HS Comments OES/HS recognizes the criticality of including all elements of City government, the private and non-profit sectors. To that end we routinely work with:

- City Administration (Controller, Risk Manager, Purchaser, etc)
- Public safety agencies (Police, Fire, Sheriff, DPT)
- Health and Hospitals (DPH, Hospital Council, EMS Agency)
- Transportation organizations (MTA, BART, Port, etc)
- Public Infrastructure (DPW, DBI, Waste Management)
- NGOs (SF CARD, Red Cross, Salvation Army, Volunteer Center, etc)
- Business (BOMA, Bank of America, Merchant associations, etc.)

This list is far from complete, representing the tip of the iceberg. Every day our staff works with agencies and organizations across the City and Bay Area. As new opportunities arise to increase integration of emergency preparedness in departments, agencies and organizations we welcome new allies to our efforts to constantly improve disaster preparedness.

2.4 The Office of Emergency Services should create, maintain, and distribute a master contact list, that contains Office of Emergency Services committee assignment(s), City department, particular expertise, telephone numbers, fax numbers, and email addresses, which can be sorted by City departments, committee assignments, etc. Such information should be distributed to all Office of Emergency Services staff and City departments. In addition, this list should contain contact information for the Office of Emergency Services' Federal, State, and regional partners and should be updated on a regular, at least annually, basis.

- OES/HS Response** **Agree.** OES/HS has compiled a master contact list and provided a copy to the Budget Analyst. We will continue to refine and expand the contact list to create a comprehensive contact resource. This recommendation was addressed in Mayor's Executive Directive 06-01.
- OES/HS Comments** The master contact list has been distributed and will be updated on a regular basis. This master list should not be confused with the master list of emergency contact numbers for Federal, state, and regional partners that has been and continues to be maintained by OES/HS. This Office has a master list of emergency contact numbers for both personnel and agencies that would play a role during an activation and in addition maintains emergency contact numbers in the OES/HS Duty Officer manual, the Send Word Now electronic notification system, and the EOC Message Center.
- 2.5** **The Office of Emergency Services senior management should direct all Office of Emergency Services meeting chairs to consistently provide advance notice of meetings including agendas and objectives, if applicable, to record and distribute minutes from each meeting to interested parties, and to follow-up on questions, issues, and concerns raised in meetings.**
- OES/HS Response** **Agree.** OES/HS policy is that agendas will be sent one week prior to committee meetings and appropriate minutes or other documentation of events created and distributed.
- OES/HS Comments** No additional comments.
- 2.6** **The Office of Emergency Services should request that the Board of Supervisors approve a change in the official name of the Office of Emergency Services to the Office of Emergency Services and Homeland Security as part of the FY 2006-2007 budget process.**
- OES/HS Response** **Disagree.** OES/HS provided the Budget Analyst with a letter from the City Attorney's Office supporting the fact that the name change was within the purview of the Mayor and did not require approval from the Board of Supervisors.
- OES/HS Comments** No additional comments.
- 2.7** **The Office of Emergency Services management should carefully review the historical documents at the Office of Emergency Services to build on the positive endeavors of the**

previous Office of Emergency Services administration, including the development of work plans, a master list of organizations, training and exercise plans, and After Action Reports.

OES/HS Response **Agree.** OES/HS has reviewed these documents and determined that the majority of still applicable projects have been completed or are underway and the past After Action Reports validate current concerns regarding incident command capabilities.

OES/HS Comments OES/HS staff conducted a study of past documents and found that previous After Action Reports were inconsistent in language, making it difficult to determine what exactly went right, what needed improvement and what the plan was to correct it. Prior work plans lined out tasks and goals, but did not include actions to address areas of improvement based on After Action Reports. Given the vagaries of the language, one issue was clear: the challenges of yesterday were largely the same as the challenges of today, which are being addressed through planning, training, and exercises in a systematic and organized fashion.

Section 3: Strategic Planning

3.1 Senior management of the Office of Emergency Services should conduct a robust strategic planning process. This process should include appropriate stakeholders, such as the Mayor and members of the Board of Supervisors, leaders of City departments, and private and non-profit organizations. The Office of Emergency Services should utilize any resources produced by previous administrations in carrying out this process. The strategic plan should address and prioritize planning, response, mitigation, and recovery activities based on the risk and capabilities assessment, as well as organizational goals and capacity. The Office of Emergency Services should review plans from other jurisdictions to help guide this process.

OES/HS Response **Agree.** OES/HS will work with the Controller's office to develop performance measurements, baseline data and objectives. To improve the strategic plan we will be retaining a consulting firm to assist in the development of long range goals and objectives. This recommendation was addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS in cooperation with Fire, Police, Health, & Sheriff has prepared a strategic plan. This plan incorporates and improves upon the efforts of previous administrations. The OES/HS Strategic Plan is a multi-year plan that includes 10 goals, 41 objectives and 128 projects to implement the goals and objectives. The OES/HS

Strategic Plan has been approved by the State Office of Homeland Security and the Federal Department of Homeland Security. The OES/HS Strategic Plan lists 128 discreet implementation steps to achieve the preparedness objectives in the strategic plan. For example, under the objective "ensure that the CBRNE materials are rapidly detected, identified, and safely managed," our plan has prioritized the following implementation steps: develop CBRNE appendices to Terrorism Annex, assist Port to develop SOP's for detection, develop response protocols for the Bio-Watch program, assist MTA to develop detection SOP's, recommend and purchase CBRNE equipment through the equipment committee (utilizing capability based planning to prioritize purchases), develop response annex for USPS BDS. This example shows that the current implementation steps are San Francisco specific and present discreet projects that can be measured.

3.2 Senior management of the Office of Emergency Services should move forward with a thorough assessment of the City's emergency services capabilities. The Office of Emergency Services should use the identified gaps in capabilities to help prioritize efforts, such as training, within the strategic plan.

OES/HS Response **Agree.** OES/HS will conduct a new round of assessments of the City's emergency services capabilities and use the identified gaps in capabilities to prioritize preparedness efforts consistent with the strategic plan. This recommendation was addressed in Mayor's Executive Directive 06-01.

OES/HS Comments Consistent with Presidential Directive #8, OES/HS currently utilizes an assessment system called Capabilities Based Planning. It is defined as "planning, under uncertainty, to provide capabilities suitable for a wide range of threats and hazards while working within an economic framework that necessitates prioritization and choice." The Federal Department of Homeland Security has identified 37 "Target Capabilities" that are necessary to perform all of the tasks that would be required at any level of government to respond to a major event. The Federal Department of Homeland Security has prepared a "Universal Task List" that describes all of the tasks that would need to be performed at all levels of government. This system is now in common use throughout the country for emergency management planning. San Francisco OES/HS does utilize this system to conduct capability assessments and to prioritize and implement preparedness projects at the local level.

3.3 Senior management of the Office of Emergency Services

should establish appropriate performance measures. The Office of Emergency Services should seek help in this effort from the Controller's Office, as appropriate, as the City's lead agency for performance measure development. The Office of Emergency Services should use any existing tools, such as After Action Reports, as a foundation for these measures.

OES/HS Response **Agree.** OES/HS will work with Controller to implement. This recommendation was addressed in Mayor's Executive Directive 06-01.

OES/HS Comments As identified in the audit, OES/HS does make use of after action reports to evaluate performance and prepare improvement plans. OES/HS also measures completion of the implementation steps contained in the OES/HS Strategic Plan as benchmarks to evaluate progress for achieving preparedness goals. Completion of each of the 128 implementation steps leads to achievement of the objectives associated with each goal.

3.4 **The Office of Emergency Services should participate in the SFStat process. As part of its participation, the Office of Emergency Services should establish performance measures to help hold other City departments accountable for carrying out emergency preparedness activities.**

OES/HS Response **Agree.** OES/HS will work with Controller to implement. This recommendation was addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

3.5 **The Office of Emergency Services and the Mayor should annually request the Board of Supervisors hold a hearing on the state of the City's disaster preparedness. At minimum, the Office of Emergency Services should report on (a) the grants for which the Office of Emergency Services has applied, (b) the grants the Office of Emergency Services has received, (c) the amount of grant funds expended, (d) the amount of General Funds claimed and received for reimbursement, (e) current emergency services goals, (f) progress toward current emergency services goals, (g) information on the implementation of each of the recommendations contained in this management audit, (h) other City departments' ability to implement protocols during exercises and emergency events, (i) the status of all basic, functional, hazard-specific and City Department Emergency Plans, including which plans are out-**

f-date.

OES/HS Response **Agree.** Board of Supervisor's hearing requested on April 19, 2006. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS plans to prepare an annual presentation for submission to the Board that will include, at a minimum, all of the information recommended by the audit.

3.6 **The Office of Emergency Services should move forward with a self-evaluation of the Office and the state of the City's emergency services using the Emergency Management Accreditation Program standards. The Director of the Office of Emergency Services should use the results of this assessment to help direct current and future emergency services efforts...**

OES/HS Response **Agree.** OES/HS will conduct an EMAP self-assessment as the first step toward EMAP accreditation. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments EMAP is a voluntary assessment and accreditation process for emergency management programs. The Disaster Council adopted a resolution on EMAP in January 2004 based on an incorrect recommendation by a previous OES/HS director that the federal government would "most likely adopt EMAP standards as a baseline measurement for future Homeland Security grant programs." In fact, the federal government has not required adoption of EMAP. In addition, the EMAP website states that EMAP standards are scalable, but they are not easy." OES/HS has made improvements in each of the 15 program areas identified by EMAP. Only eight states and one US city, Jacksonville Florida, have received accreditation. While the Los Angeles OES/HS director is the President of EMAP, L.A. is not participating in the EMAP accreditation process. OES/HS supports participation in EMAP and will continue to move towards full implementation of EMAP standards, pending availability of staffing and funds. EMAP compliance is a long-term goal for OES/HS.

Grants and Budget

Section 4: Grants
4.1 **The Office of Emergency Services should increase its rate of Federal and State grant spending and should expend as much of the remaining balance of grants funds as appropriate and possible before the Federal or State grant deadlines. This could include City department overtime costs that are eligible for reimbursement.**

OES/HS **Agree.** The rate of spending continues to increase. OES/HS will require departments to submit monthly expenditure reports; re

Response Departments will include UASI and Homeland Security grant spending within their SFStat report to the Mayor. OES/HS Grants Managers will meet monthly with departments to verify and ensure departments are meeting their spending plans. This recommendation was addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

4.2 **Senior management of the Office of Emergency Services should develop a plan for sustained operations as part of, or in addition to, the strategic planning process and plan development as recommended in Section 3 of this report. The sustainability plan should identify how the Office will maintain its emergency preparedness efforts as Federal and State grant funding decreases. The sustainability plan should specifically address, but not be limited to: staffing, equipment maintenance and replacement, and on-going training needs. The process of writing the sustainability plan should mirror that of the strategic plan, to include City stakeholders and policy makers.**

OES/HS Response **Agree.** OES/HS will continue to work closely with City stakeholders and policy makers to revise and update a sustainability plan. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

4.3 **The Office of Emergency Services should provide expenditure deadlines to City departments to encourage the rate of expenditures in the City.**

OES/HS Response **Agree.** OES/HS is working with departments to develop spending plans and expenditure deadlines. OES/HS will monitor and verify expenditure rates and spending deadlines at their monthly meetings with departments. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

4.4 **The Office of Emergency Services should immediately survey each City department regarding their specific emergency needs, such as preparing and updating their City Department Emergency Plan, equipping their Department Operations Center, and emergency training and exercises.**

OES/HS Response **Agree.** OES/HS will work with departments to identify emergency preparedness needs and assist with implementation. Departments will cooperate with OES/HS efforts at the direction of the Mayor. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

4.5 **Having implemented recommendation 4.3 and 4.4, the Office of Emergency Services should reallocate unexpended grant funds that are past City deadlines to support prioritized needs prior to the State's reallocation of funds in September of 2006, and prior to the expiration of the grants on December 31, 2006.**

OES/HS Response **Agree.** OES/HS will issue a Request for Qualifications to every city department in order to qualify projects that are deemed eligible for grant funding. Pre-qualified projects shall be placed on a priority list to be used in the event any grant funds become available for reallocation. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

4.6 **The Office of Emergency Services should re-allocate funds to support broader emergency response capabilities, consistent with the findings and recommendations made in this section. If this re-allocation requires that the Office of Emergency Services realign grant objectives, the Office of Emergency Services should work to do this.**

OES/HS Response **Agree.** OES/HS will pre-qualify projects based on federal and state grant guidelines, the federally approved Bay Area Urban Area Security Initiative Strategy, timeline for completion of the project, and project specifications. In the event any grant funds become available for reallocation, OES/HS will request approval from the State for reallocation of funds for pre-qualified projects. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

Section 5: Financial Management

5.1 **The Grants Division of the Office of Emergency Services should immediately claim all reimbursement-eligible expenditures. If needed, the Office of Emergency Services should seek help from the Controller's Office through work**

order positions.

OES/HS
Response **Agree.** The Grants Division currently follows the Controller's policy and submits quarterly, but will move forward to submit claims for reimbursement-eligible expenditures on a monthly basis. The Grants Division has already started meeting with departments to reiterate the documents needed to support claims for reimbursement and will conduct a workshop for all departments. The Grants Division has submitted a request for additional resources. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments No additional comments.

5.2 **The Grants Division of the Office of Emergency Services should develop and follow clear financial policies and procedures to ensure expedited reimbursement for future expenditures. In doing so, the Grants Division of the Office of Emergency Services should claim reimbursement-eligible expenditures as frequently as possible, but at least more frequently than a quarterly basis.**

OES/HS
Response **Agree.** OES/HS will add more staff to Grant Unit to allow monthly claims to be filed. Requests have been made for additional staff. The Grants Division will conduct a workshop as described above. The Mayor issued a directive to departments to require them to submit the appropriate documentation for reimbursement. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments No additional comments.

5.3 **The Grants Division of the Office of Emergency Services should implement policies and procedures for claiming advanced reimbursement on appropriate encumbered funds as appropriate.**

OES/HS
Response **Partially agree.** The Grants Division will investigate the practicality of implementing policies and procedures for claiming advanced reimbursement. The Office of Grant Operations strongly encourages recipients to draw down funds as close to expenditure as possible to avoid accruing interest. With the addition of staff to the Grants Division to allow for monthly claims to be filed, it may be more practical to focus on seeking reimbursements as frequently as possible. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments No additional comments.

Comments

5.4 The Grants Division of the Office of Emergency Services should develop and distribute clear financial policies and procedures for City departments to use in tracking homeland security grants activity to ensure the City maximizes the security of possible reimbursements to the General Fund. These policies and procedures must go beyond providing the guidelines issued by the grantor. In doing so, the Office of Emergency Services should work with City departments to ensure a sufficient level of familiarity with the grants exists at various departments.

OES/HS Response Agree. OES/HS will update and revise our written financial policies and procedures and provide training at a Grants Management workshop recommendation addressed in Mayor's Executive Staff. The 06-01.

OES/HS Comments Directive 06-01. OES/HS will provide additional guidance to departments, the while the policies or grant guidelines, conversations and impressions, any city presence of written approval, are inadequate for expenditure. In the absence of written approval, OES/HS staff may have regarding eligible expenditures.

5.5 The Grants Division of the Office of Emergency Services should identify all overtime costs associated with Yellow and Orange Alerts. The Office of Emergency Services should claim for reimbursement all of these costs for reimbursement. As part of this process, the Office of Emergency Services should also identify any other unrecognized General Fund expenditures eligible for reimbursement, and move to claim these expenditures as appropriate.

OES/HS Response Agree. The Grants Division of OES/HS will work with departments to identify at critical infrastructure sites incurred during periods of Homeland Security-declared Yellow and Orange Alerts. Overtime costs will be included on the list of prioritized pre-eligible projects. This recommendation addressed in Mayor's Executive Staff. Directive 06-01.

OES/HS Each grant has specific guidelines for allowable expenditures.

Comments

5.6 **The Grants Division of the Office of Emergency Services should develop improved internal controls to document what expenditure requests City departments have made, what requests the Office of Emergency Services accepts, what requests the Office rejects, and the rationale behind the decisions. These internal controls should also include policies and procedures for internal cost projections for activities such as training, exercises, and personnel.**

OES/HS **Agree.** OES/HS will update and revise our written policies and procedures and provide training at a Grants Management workshop for grants administrators, financial officers, and program staff.

OES/HS No additional comments.

Comments

Section 6: Emergency Planning

6.1 **The Planning Division of the Office of Emergency Services should maintain an up-to-date master list of all completed and planned emergency plans.**

OES/HS **Agree.** OES/HS will continue to maintain a master list of hazard-specific and functional annexes as compendiums to the Emergency Operations Plans Part 1 and 2. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS A list was provided to the Budget Analyst early in the audit process. An updated list was provided to the Budget Analysts during the exit interview process. The list of annexes and plans are and will remain dynamic and will therefore be updated as needed.

6.2 **The Planning Division of the Office of Emergency Services should ensure that copies of hazard-specific annexes for likely disasters identified *Emergency Operations Plan 1* are on-file in the Emergency Operations Center and easy to identify and locate. The Planning Division should also ensure that functional and City Department Emergency Plans are easy to identify and locate.**

OES/HS **Agree.** OES/HS will continue to maintain an easily accessible library of hazard and functional annexes within the Emergency operations Center and an electronic file within the office.

OES/HS Departmental plans as well as hazard specific and functional annexes are maintained in a library within the Emergency Operations Center for ready utilization in planning and response

activities, including exercises.

6.3 The Planning Division of Office of Emergency Services should complete its review of *Emergency Operations Plans 1 and 2*, ensuring that the documents are consistent and that City departments' roles and responsibilities are consistent in both documents.

OES/HS Response **Agree.** OES/HS is in the process of reviewing the recommended revisions.

OES/HS Comments All Emergency Operations Plans and annexes are placed on a two-year revision cycle. This includes internal review as well as departmental and subject matter expert review and comment. Emergency Operations Plans are dynamic documents and as such are subject to review and revision as needed, based on exercises, actual events, legislative changes, etc. Any recommended or necessary changes to the plans that may affect immediate response actions will be incorporated expeditiously. Those recommended revisions or comments that do not necessitate an immediate change to enhance or ensure a successful response will be incorporated into the revision cycle. OES/HS maintains a database of these recommendations. EOP Part 1 will begin its revision process this fall.

6.4 The Planning Division of the Office of Emergency Services should, in cooperation with the relevant City departments, identify the San Francisco-specific information, such as geographic areas and demographic populations at risk, that should be contained in functional and hazard-specific annexes. Further, the Planning Division of the Office of Emergency Services should, in cooperation with relevant City departments, modify existing functional and hazard-specific annexes to contain this information. Plans for operational activities should be based on this information.

OES/HS Response **Agree.** San Francisco specific information is currently included as a critical component of all annexes and plans.

OES/HS Comments EOP Part 1 identifies in Section 5 Hazard Identification the following events as posing the greatest risk to San Francisco: earthquake, fire, hazardous materials release, tsunami inundation, imminent or actual reservoir failure, civil disturbance, oil spills and terrorism. In addition, OES/HS has developed an annex template to be used in the development of all hazard and functional annexes. The template includes a section devoted to risk assessment. The following annexes clearly identify San Francisco specific risks and

social and demographic information: Care and Shelter (functional), Tsunami (hazard), Animal Care (functional), Operation Return (functional), Volunteer Management (functional), Severe Storm (hazard), and Mitigation. The Mass Casualty Annex, developed by the Department of Public Health as part of the EMS Section policy and procedure manual, clearly identifies the response resources available in San Francisco. OES/HS will continue to provide the annex template, containing the risk assessment section, to all departments with a responsibility for annex development (ex: Hazardous Materials Response Annex developed by the SFFD; Energy Emergency developed by PG&E).

6.5 **The Planning Division of the Office of Emergency Services should modify the *Department Emergency Plan Guidance* so that it requires City departments to describe how they will perform their department's normal function, as necessary, during a disaster, and will return to normal function following a disaster.**

OES/HS Response **Agree.** OES/HS will modify guidance documents and templates to ensure that departments consider recovery and continuity issues when developing departmental plans. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments The current departmental planning guidance document and technical assistance from OES/HS will be modified to include issues including identification of essential services, continuity of operations, recovery operations, alternate work sites and business resumption.

6.6 **The Planning Division of the Office of Emergency Services should review City Department Emergency Operations Plan to ensure that they conform to the Department Emergency Plan Guidance. Plans should not be considered complete until the Office of Emergency Services confirms they contain the information required by the Department Emergency Plan Guidance.**

OES/HS Response **Agree.** OES/HS will assign staff to review departmental plans and provide feedback to the authors.

OES/HS Comments The departmental planning template has been made available to all CCSF departments for use in the planning process. All CCSF departments have been contacted to request a revised copy of their departmental plans based on a two year revision cycle. Upon receipt of these plans, OES/HS will dedicate an emergency planner to review these plans to ensure necessary components are

addressed and are in a standardized format. Upon completion of the review, the planner will provide an assessment to the departments and offer guidance in plan revision and standardization.

6.7 The Disaster Council should work with Department Heads to determine which City departments, divisions, public facilities, and other entities should write a City Department Emergency Plan.

OES/HS Response **Agree.** OES/HS will recommend to Disaster Council for adoption. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS will comprise comprehensive list of CCSF departments with a role in disaster response preparedness and operations. This list will be presented to the Mayor's Disaster Council for formal adoption.

6.8 The Mayor should direct all relevant entities, as determined by the Disaster Council, to revise or write, by March 2007, a City Department Emergency Operations Plan based on the Department Emergency Plan Guidance, and should, every two years, direct all relevant entities, to update their City Department Emergency Plan.

OES/HS Response **Agree.** OES/HS is in compliance. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments Mayoral Directive issued addressing this recommendation.

6.9 The Planning Division of the Office of Emergency Services should, every two years, remind relevant City departments and divisions to update their City Department Emergency Plans and functional or hazard-specific plans and should provide the necessary technical assistance.

OES/HS Response **Agree.** OES/HS will establish a mechanism by which departments will receive notification that their plans need to be reviewed and modified as necessary. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments The departmental planning template has been made available to all CCSF departments for use in the planning process. All CCSF departments have been contacted to request a revised copy of their departmental plans based on a two-year revision cycle.

6.10 **The Office of Emergency Services should report on the status of functional, hazard-specific, and City Department Emergency Plans during the annual Board of Supervisors state of the City's disaster preparedness hearing.**

OES/HS Response **Agree.** OES/HS will work with the Board of Supervisors to calendar a presentation addressing the overall status of emergency preparedness in San Francisco, which will include a discussion on the issue of plans. This recommendation was addressed in part by the Mayor's request for a hearing and the Mayor's Executive Directive 06-01.

OES/HS Comments No additional comments.

6.11 **The Planning Division of the Office of Emergency Services should work with the District Five community to enhance the *Community Disaster Plan Supervisorial District Five Plan* by adding a district-specific risk assessment and description current community emergency preparedness activities. The Office of Emergency Services should perform on-going technical assistance to organizations participating in the community disaster planning project.**

OES/HS Response **Agree.** OES/HS will continue to work with District 5 and other communities on neighborhood disaster planning.

OES/HS Comments The purpose of the document, as stated in its introduction, is to go beyond the level of individual preparedness and help districts or neighborhoods prepare for a disaster. In fact, much of the document is spent outlining various levels of community preparedness and detailing the procedures or methods to reach each level. Moreover, this document is meant to help guide the disaster planning groups in District 5 to form their own response plan. In other words, it is ultimately up to the community as to how they implement the template. Therefore in some areas, the template is made to be general or generic with the assumption that the neighborhood preparedness committee will customize it to fit the unique needs of their neighborhood. This process has been and will continue to be a collaborative process between the Mayor's Office of Neighborhood Services, the community (in this example District 5), the CCSF Supervisor and his or her staff, community leaders and the OES/HS.

6.12 **The Office of Emergency Services should extend its Community Disaster Planning effort to the remaining**

Supervisory Districts in San Francisco. The majority of the work initiating the community planning should be contracted outside of the Office of Emergency Services, with the Office of Emergency Services to provide technical support for the planning after the initiation of the effort.

OES/HS Response **Agree.** OES/HS will prepare an RFQ for this project and determine if sufficient funding is available to complete this process across the City.

OES/HS Comments See comments to 6.11

Section 7: Pre-Disaster Hazard Mitigation

7.1 **The Office of Emergency Services, the Department of Building Inspection, the Department of Public Works, the Planning Department, and the Chief Administrator's Office should work together to develop a comprehensive, strategic approach to pre-disaster mitigation.**

OES/HS Response **Agree.** OES/HS and the CAO will convene a committee including DBI, DPW and other departments to complete this recommendation. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments The work of OES/HS requires extensive collaboration and coordination with CCSF departments, State and Federal agencies and other organizations. Mitigation planning documents were produced by OES/HS with input and participation from CCSF departments and private organizations. Efforts were focused on completing the Multi-Jurisdiction Hazard Mitigation Plan and the San Francisco Annex, meeting the deadline set by the Federal Emergency Management Agency (FEMA). Meeting that deadline for plan completion allowed the City to apply for federal pre-disaster mitigation funding, funding the City as never sought before. OES/HS has facilitated training workshops, planning meetings and the distribution of resource materials and grant application guidelines for two years to ensure that City agencies were able to participate in federal mitigation funding programs.

OES/HS currently devotes at least 15% of its available staff time to mitigation projects and activities. These activities include public preparedness, community outreach, distribution of preparedness materials, web site inquiries, liaison with private partners and community based organizations, assistance with mitigation grants, technical assistance with CCSF departments and community partners in mitigation strategies, development of care and shelter database and the Disaster Service Worker program.

7.2 The Office of Emergency Services should, in cooperation with other City departments, write a mitigation plan that contains comprehensive, city-wide hazard identification, including the probability each risk will occur, as well as a risk assessment and an impact analysis.

OES/HS Response Agree. OES/HS will work with other departments to develop a risk analysis driven hazard mitigation plan. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments The Mitigation Annex to the EOP is currently under revision and development and will include extensive hazard identification. The initial lists of the many hazards affecting San Francisco was done in conjunction with the Association of bay Area Governments in the regional planning process. The Mitigation Annex to the EOP was drafted with an initial list of many hazards and will continue to be reviewed and updated as part of a dynamic planning process.

7.3 The Office of Emergency Services should, in cooperation with other City departments, based on a complete hazard identification, risk assessment, and impact analysis, develop priorities and identify which risks and impacts the City should prepare for first.

OES/HS Response Agree. OES/HS prioritizes mitigation projects based upon identified risks and proceeds with efforts aimed at achieving maximum overall mitigation of those identified risks. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS did consider those hazards identified in the local plan as well as the regional plan developed by ABAG. These hazards have been addressed either by OES/HS or by CCSF departments who act as the lead agency for the response. Specifically, the hazards identified were earthquakes (annex currently in development by OES/HS with collaboration of other CCSF departments); Tsunami, with planning underway prior to the 2004 Indonesia Tsunami and released in early 2005; Severe Weather, also developed by OES/HS. Hazards identified by the plan also included reservoir failure, which is the purview of the PUC and civil disturbance for which the SFPD is the lead. As the mitigation planning continues and additional hazards identified, annexes may be developed to address these.

7.4 The Office of Emergency Services should, in cooperation with other City departments, based on the City's identified mitigation priorities, create and implement an action plan for

mitigating against identified impacts.

OES/HS Response **Agree.** OES/HS will develop a capital mitigation action plan. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments In the mitigation plan developed by the Association of Bay Area Governments for the region, a list of 325 mitigation strategies was developed via a lengthy and detailed collaborative process. The strategies provide a detailed picture of everything that could be done in the realm of mitigation within San Francisco, but it is not a road map for implementation. It is important to note that there is very little funding for any of the strategies, even the highest priority issues such as an extensive seismic assessment of our critical facilities. Actual retrofit costs of facilities (such as the Hall of Justice) are enormously expensive. There is much to be done citywide to make mitigation a priority and to identify sources of funding. This will require the collaborative efforts of many departments, not just OES/HS.

A key mitigation strategy is personal preparedness. By teaching citizens to prepare for 72 hours of self sustainment, by educating the public about home safety and promoting community involvement and volunteerism, the number of persons requiring essential city services following a disaster will be greatly decreased. The efforts of community outreach and education, the 72hours.org web site and the vast volume of web site "hits" is testament to the mitigation efforts achieved by education. The 72hours.org website recently received a "Webby" award for best government website.

Section 8: Emergency Response

8.1 **The Office of Emergency Services should work with City departments to develop outcome oriented performance measures that will measure City department's abilities to implement response protocols.**

OES/HS Response **Agree.** Based on exercise findings contained in the After Action Reports, OES/HS has completed a master improvement plan and is in the process of expanding the original document to better capture what needs to be done and who is responsible for completion. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments The After Action Reports of 2005 yielded several trends and issues that were consolidated into an improvement matrix that accompanied their release. Beginning with the After Action Report for the April, 2006 Functional Exercise this document is expanding to include more detailed information as to what needs to be done, when it's to be done by, and who's responsible to complete it. This will be utilized in developing a performance standard for SFStat.

8.2 The Office of Emergency Services should modernize and expand the City's Emergency Operations Center to facilitate a more effective response during an emergency.

OES/HS Response **Agree.** DPW has been working closely with OES/HS for the past several months to develop a project plan to complete this recommendation. Money is currently on reserve to fund the modernization project and will need to be released in order for OES/HS to comply.

OES/HS Comments This is an issue recognized by everyone, including the Mayor and will be critical to manage any major incident in the City. As such, we have communicated with other jurisdictions regarding best practices, sent staff to training regarding EOC function and design, and retained the assistance of DPW to develop detailed project plans and budgets. The money for this project was allocated as part of the 05 UASI grant, which was placed on reserve by the Board of Supervisors at the recommendation of the Budget Analyst. We are forwarding necessary information to the Budget Analyst for the release of those funds and look forward to moving from the planning phase to the implementation phase of this critical project once the Federal grant funds become available.

8.3 By August 1, 2006 the Department of Public of Works should conduct a walk-through of 1011 Turk Street to determine the feasibility of reconfiguring the space to accommodate both a modernized and expanded Emergency Operations Center and the anticipated on-going staff for the Office of Emergency Services. The Department of Public Works should be accompanied by staff from the Emergency Communications Department, the Office of Emergency Services, Real Estate, and the Budget Analyst's Office. If reconfiguration is possible, the Department of Public Works should prepare cost estimates for reconfiguring 1011 Turk Street to accommodate both the Emergency Operations Center and Office of Emergency Services staff. The Budget Analyst should review these estimates and should report to the Board of Supervisors as necessary.

OES/HS Response **Disagree.** OES/HS has already worked with DPW to develop a plan to modernize the EOC. 1011 Turk St cannot accommodate OES/HS staff, even if reduced in number.

OES/HS Comments In the report the Budget Analyst recommends that the cafeteria and weight room be eliminated and that space reconfigured for OES/HS staff. We disagree with that based on the following reasons:

1. That space, even if reconfigured, will not accommodate OES/HS staff, even if reduced, adequately.
2. The cost of properly modifying the space is likely to be equal to or exceed the cost of improvements necessary at our proposed office site.
3. In the event of an incident, the EOC will activate for long periods of time, 24 hours a day, 7 days a week. Personnel assigned to the EOC will require space to take breaks, eat and decompress. The cafeteria and weight room serve those purposes.
4. The weight room and cafeteria are used on a regular basis by ECD staff and eliminating them will likely require negotiations with their union as this will most likely constitute a change in working conditions.
5. As detailed in a response to the Budget Analyst by the CAO's Office, generic improvements at 25 Van Ness will be necessary for any future tenant.

8.4 The Office of Emergency Services should assess and, when appropriate, help other City departments improve the seismic safety of Department Emergency Operations Centers as part of its Department Emergency Operations Center enhancement project.

OES/HS Response **Disagree.** This is beyond our scope, as OES/HS does not have the resident expertise necessary to conduct seismic safety assessments. To do so will require hiring a structural engineer and necessary support staff to conduct the surveys and develop recommendations. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS has formed a DOC support working group that is looking at communications, equipment and training needs of departments and assisting with procurement of those items and services. Through this group we will assist other departments in making contact with DBI so that they may schedule seismic safety surveys at the departments' convenience and expense.

8.5 The Office of Emergency Services should equip all Department Emergency Operations Centers with the emergency supplies necessary to meet the City's 72 hour personal preparedness standard. In doing so, the Office of Emergency Services should have a plan for care and shelter of response personnel that meets the City's 72 hour personal preparedness standard.

OES/HS
Response **Agree.** OES/HS, through Logistics Working Group and City departments, will develop plan for providing support for City's emergency workers.

OES/HS
Comments Many of the Departmental Operating Centers are spaces that are converted to that purpose at the time of an incident. At all other times these spaces may be offices, conference rooms or break rooms – just to name a few examples. It is impractical to expect departments to store pallets of MREs and other emergency supplies in rooms that are being utilized on a daily basis. A better approach is to define a supply system through the Logistics Section by which cached emergency supplies will be delivered to departments during activation.

Section 9: Pre-Disaster Recovery Planning

9.1 **As required by the Mayor's January 9, 2004 Directive for Emergency Preparedness, the Office of Emergency Services should develop plans to mobilize key City departments such as Public Health, Human Services, and Building Inspection for Phase II recovery of critical infrastructure and services.**

OES/HS
Response **Agree.** OES/HS will continue to develop Phase II Recovery Plans with City Departments.

OES/HS
Comments The City's Emergency Operations Plan, Part 1 - Basic Plan (page 8-1) defines the three phases of recovery activities. Phase 1 is the "Initial Response days 1-7", Phase 2 is defined as "Mid-Term Planning Days 7-30" and "Phase 3, Long-term Reconstruction Day 30 - until completed." OES/HS has convened departments to do Phase 1 recovery planning. Phase 1: management of these recovery activities is addressed in the action checklists found in EOP Part II including: debris removal, restoration of transit services, building safety inspections, etc. The operations detailed in the EOP II checklists are expected to continue into the mid-term recovery period. Formal planning for additional mid-term recovery actions is taking place through the URS Corporation RECP Planning Project. The RECP project has begun to convene meetings with regional agencies and partners who will be responsible for Phase 2 recovery operations lasting up to 90 days. The 90 day period was selected to provide for the transition from Phase 1, to Phase 2, and into Phase 3. Generally, the mid-term planning process addresses interim housing, utility restoration, restoration of transit infrastructure, etc. This type of planning is not local in nature, but requires working with State utilities, FEMA, Metropolitan Transportation Commission, State agencies, etc. to address coordinating a relief effort what will primarily be provided by non-city agencies. Phase 3 Long-term Recovery planning is in the OES/HS workplan, however we have

prioritized completing the foundation plans and annex that must be in place to support the recovery planning. In Fall 2006, OES/HS will convene a Recovery Management Task Force composed of representatives from public, private, and non-profit agencies.

9.2 As required by Emergency Operations Plan 1, the Office of Emergency Services should produce a Recovery Annex that contains “detailed procedures, forms and checklists for use in specifying recovery phase operations.” This annex should pertain to Phase II mid-term recovery.

OES/HS Response **Agree.** OES/HS has already addressed several Phase II Recovery planning issues and will complete an annex as recommended.

OES/HS Comments City Departments are participating in the RECP Phase II planning effort. Recovery planning from a catastrophic event will not be isolated to San Francisco but will impact the entire Bay Area region, and therefore substantial midterm recovery planning must occur at this level. Most mid-term recovery efforts require substantial coordination with outside supporting agencies such as major utilities, FEMA, MTC, Red Cross, State agencies, etc. When this project is complete, establishing the appropriate foundation for local planning; OES/HS will convene City departments to address any gaps in the RECP Recovery Plan through development of a local Recovery Annex.

9.3 The Disaster Council should decide which City department should take the lead in Phase III long-term reconstruction planning and should direct this City department to, as required by the Community Safety Element, establish an inter-departmental group to develop a Recovery Plan, guide long-term recovery, manage reconstruction activities, and to provide coordination among recovery activities. The Phase III Recovery plan should address long-term reconstruction.

OES/HS Response **Partially agree.** OES/HS agrees with the Audit statement that “Phase III will require high-level, inter-departmental policy decisions that require input from elected officials...” This process will also require input from business and community groups.

OES/HS Comments OES/HS plans to convene the Recovery Management Task Force as described in the EOP to begin long-term recovery planning in the Fall of 2006.

Section 10: Emergency Management Training

10.1 The Training workgroup should complete the training plan currently underway. The plan should include a formal, documented training program that includes a training needs

assessment, curriculum, course evaluations, and training records, as suggested by the Emergency Management Accreditation Program. Furthermore, the plan should be founded on the risk and capabilities assessment conducted as part of the strategic planning process.

OES/HS Response **Agree.** OES/HS in compliance and will continue to work with Departments on City-wide training plan.

OES/HS Comments No additional comments.

10.2 **As allowed by the relevant grants, the Office of Emergency Services should evaluate the training needs of and develop appropriate training for support departments and elected officials. These training should be included in the training program currently under development. At a minimum, the Office of Emergency Services should organize an IS-700 National Incident Management System: An Introduction training for elected officials, including the Mayor and the members of the Board of Supervisors.**

OES/HS Response **Agree.** OES/HS will expand efforts to include elected officials. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS will include required training for elected officials in the training plan currently under development.

10.3 **The Office of Emergency Services should develop performance measures that evaluate emergency responders' ability to perform Federal target capabilities and should pre- and post-test training participants.**

OES/HS Response **Agree.** In compliance with this recommendation, we will conduct an annual assessment of the City's capabilities and work with the Controller to develop performance measures. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS has conducted capabilities assessments and will do an annual assessment

Section 11: Emergency Management Exercises

11.1 **The Office of Emergency Services, in cooperation with the Exercise Design Group, should design objectives that exercise the capabilities of the Mayor and the members of the Board of Supervisors, particularly as related to the Policy Group.**

OES/HS Response **Agree.** OES/HS will expand efforts to include elected officials in exercises, as appropriate. This recommendation addressed in

Mayor's Executive Directive 06-01.

OES/HS
Comments OES/HS conducted a training exercise for the Mayor and the Policy Group on April 19, 2006 and will offer activities to prepare the Mayor, Policy Group and Board of Supervisors for Golden Guardian 2006 and include objectives in that exercise, which is currently scheduled for November 2006.

11.2 **The Office of Emergency Services, in cooperation with the Exercise Design Group, should design and conduct exercises that test response functions, such as use of communications equipment. The exercises should test the ability of responders to perform the function in isolation, not as part of a response to a scenario.**

OES/HS
Response **Agree.** It is already current practice to conduct a communications test prior to every exercise and OES/HS will create additional exercises to test field performance of first responders. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments It should be noted that each department conducts training on a regular basis for their personnel that focuses on their field of expertise. Acknowledging that some topics, such as using the 800MHz radios for mutual aid, are not routinely covered by departmental training, we will organize exercises focusing on disaster or emergency management specific issues.

11.3 **Prior to conducting each exercise, the Office of Emergency Services should, in cooperation with the Exercise Design Group, provide necessary training, allow sufficient time for responders to practice skills learned at training, and should test equipment to ensure that it is operable.**

OES/HS
Response **Agree.** OES/HS already in compliance, but will expand efforts to ensure that responders have sufficient time to practice skills learned at training, and should test equipment to ensure that it is operable. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments The discussion in the Budget Analyst report surrounding this recommendation was the incident management software known as E-Team. They alleged that we did not provide training or practice opportunities prior to using the software at the April exercise and that we did not test functionality of equipment. This is not correct. E-Team training was offered on several occasions prior to the exercise and departments were encouraged to send their personnel as a new version of the software was being released. In fact, over the past 18 months, and even during the prior administration, there

have been ample opportunities for personnel to receive E-Team training. Regarding equipment, OES/HS staff ensured that every computer terminal was logged onto E-Team prior to commencement of exercise play. We will acknowledge, however, that E-Team software requires regular practice in order to maintain proficiency. To that end, we will integrate E-Team into more training, workshops, and exercises to further personnel exposure to the product and improve their ability to utilize this valuable tool.

11.4 **Following each tabletop, functional, and full-scale exercise, the Office of Emergency Services, in cooperation with the Exercise Design Group, should promptly produce and distribute an After Action Report and a Corrective Action Report/Improvement Plan. Specifically, the Office of Emergency Services and participating City departments should identify corrective actions to strengthen identified areas of weakness and should assign responsibility and a completion date for each action. These documents should be prepared and submitted to all participants in accordance with Homeland Security Exercise and Evaluation Program and grant guidelines.**

OES/HS Response **Agree.** OES/HS in compliance. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments OES/HS completes After Action Reports and Improvement Plans after each formal exercise following a well defined process that allows for departmental vetting prior to release and distribution.

11.5 **Following informal exercises, the Office of Emergency Services should distribute a synopsis of identified problems, lessons learned, and best practices.**

OES/HS Response **Agree.** OES/HS will begin distributing a summary of informal exercises along with lessons learned and best practices in May 2006. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS Comments No additional comment.

11.6 **Following corrective action, City Departments tasked with making improvements should report back on their progress in a public forum so that all departments can be aware of changes and improvements City-wide.**

OES/HS Response **Agree.** We are in the process of developing a master improvement plan that will provide a performance measure input to SFStat. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments After Action Reports and Improvement Plans are sensitive documents protected from public distribution for operations security reasons. However, we will work with the public safety departments to determine a way in which to utilize a master improvement plan as a performance measure in SFStat that will allow elected officials and the public to track general activity in improvement of specific departments without compromising security.

11.7 **The Office of Emergency Services should develop a system, such as performance measures, for making City departments accountable for improvement. To increase accountability, the Office of Emergency Services should report on these performance measures during the annual Board of Supervisors state of disaster preparedness hearing.**

OES/HS
Response **Agree.** OES/HS will work with other departments to develop performance measures, such as the master improvement plan discussed above, that provide transparency to the public while protecting sensitive information. This recommendation addressed in Mayor's Executive Directive 06-01.

OES/HS
Comments No additional comments.

Section 12: Emergency Management Equipment

12.1 **The Office of Emergency Services should work with the Controller, the Department of Contracts Administration, and other City departments to establish and implement procedures to identify all emergency-related equipment resources available in the City, and reconcile existing equipment inventory lists to ensure the City has a comprehensive and single consolidated equipment inventory.**

OES/HS
Response **Agree.** OES/HS will comply and has already begun process of creating an integrated list.

OES/HS
Comments OES/HS has prepared a template for the Logistics Workgroup for City agencies to create a single consolidated list of all emergency-related resources. The master list template is consistent with FEMA resource typing guidelines, which will avoid the problems of Katrina and facilitate state and federal mutual aid. The OES/HS grant unit is providing information on all homeland security grant purchased equipment as part of this effort. OES/HS, through the RECP, is creating a similar, though higher level, resource inventory list of local, state, and federal resources that would be readily available through the mutual aid system in an emergency.

12.2 **The Office of Emergency Services should update the City's equipment priority list to identify what equipment needs have been met, prioritize the remaining needs, and add equipment items to or eliminate equipment items from the equipment list based on the City's current assets and capabilities.**

OES/HS **Agree.** OES/HS will comply and has already begun process of
Response creating an integrated list. This recommendation addressed in
Mayor's Executive Directive 06-01.

OES/HS OES/HS is creating an updated equipment list and will utilize its
Comments capability assessment and stakeholder input to determine and
prioritize the City's needs for emergency equipment.

12.3 **The Office of Emergency Services should maintain and regularly update a list of all emergency-related equipment available in the City and provide the list to City departments as appropriate.**

OES/HS **Agree.** OES/HS will comply and has already begun process of
Response creating an integrated list.

OES/HS No additional comments.
Comments

Section 13: Management, Organization, and Staffing

13.1 **The Office of Emergency Services senior management should develop detailed staffing plans, based on their strategic planning effort, which identify and prioritize each project, list project tasks, estimate the amount of time required to complete each task, and calculate the number of hours and full-time equivalent positions needed to complete each project.**

OES/HS **Agree.** OES/HS is in the process of developing a comprehensive
Response plan and submit it to the Mayor's Office.

OES/HS No additional comments.
Comments

13.2 **The Office of Emergency Services management should evaluate whether using part-time personnel is an effective and efficient management and employment strategy to accomplish ongoing full-time responsibilities.**

OES/HS **Agree.** OES/HS is in compliance and has reduced use of part time
Response personnel

OES/HS OES/HS /HS still believes there is value in hiring part-time

Comments personnel as allowed under City regulations to provide unique subject matter expertise. OES/HS part-time employees have included experts in hazardous materials, explosive ordinance, and military intelligence.

13.3 **Until December 31, 2006, by which the current Urban Area Security Initiative grant funds are scheduled to expire, the Office of Emergency Services should retain its existing grants management staff and request additional work order accounting positions and support through the Controller's Office to expedite the grants reimbursement claims processing.**

OES/HS Response **Agree.** OES/HS submitted a request to the Mayor's Office for additional staff to expedite the grants reimbursement claims processing.

OES/HS Comments No additional comments.

13.4 **Beginning on January 1, 2007, the Office of Emergency Services should reorganize the entire Grants Division commensurate with the level of grant funds received, with a focus on reducing the number of managers in this Division. Assuming grant funding is sufficient to support the same level of staff support, at a minimum, two Manager III positions should be eliminated. The salary savings from eliminating these two positions should be used to fund three new lower-level Grants Associate or Grants Finance Associate positions to perform routine journal entries, check invoices, and process grant documents, under the supervision of the remaining two Grants Managers.**

OES/HS Response **Partially Agree.** OES/HS will reorganize the Grants Division commensurate with the workload defined by the strategic plan.

OES/HS Comments No additional comments.

13.5 **The Mayor should eliminate the position of Director of the Office of Emergency Services after management responsibilities diminish following reductions in grant funding, staffing, and activities or upon the completion of the current Director's tenure. The Director of the Emergency Communications Department should assume responsibility for all emergency services in the City.**

OES/HS **No Response.**

Response

OES/HS No additional comments.

Comments

13.6

The Department of Human Resources should establish specific policies and guidelines regarding the amount of time that City employees may spend attending conferences, classes, or other outside training and professional development activities, while continuing to receive full compensation from the City. This past year the Department of Human Resources created a Workforce Development Unit to provide increased coordination and opportunities for additional training and professional development within the City's workforce. As part of these efforts, this Workforce Development Unit should be directed to address this recommendation.

OES/HS **No response.** OES/HS defers to the Department of Human Resources.

Response

OES/HS No additional comments.

Comments



Executive Directive 06-01
May 10, 2006

By virtue of the power and authority vested in me by Section 3.100 of the San Francisco Charter to provide administration and oversight of all departments and governmental units in the executive branch of the City and County of San Francisco, I do hereby issue this Executive Directive to become effective immediately.

The Office of Emergency Services and Homeland Security (OES/HS) is the City department charged with coordinating emergency preparedness and response. In doing so, OES/HS works closely with City Departments to coordinate training and exercise efforts, initiate special programs intended to enhance the City's preparedness, and manage a myriad of Federal and state grants.

Since 2004, OES/HS has significantly increased the City's level and quality of emergency planning and preparedness; in many instances has developed models for other jurisdictions to emulate. OES/HS has updated the City's Emergency Operations Plan for the first time in ten years, led the creation of a regional emergency response plan, significantly increased the number and size of training exercises, updated the Citywide siren system, created a new Disaster Service Worker Program, implemented innovative public outreach campaigns such as www.72hours.org, created new outreach opportunities with the housing authority, created a pilot program for community disaster planning in District 5, and developed new plans for responses to tsunami, terrorism, severe weather, animal care and shelter and other threats.

To further the City's emergency planning efforts, this Executive Directive identifies 19 action items for OES/HS and City departments to focus their efforts on in order to ensure that emergency preparedness continues to receive the highest priority in this administration and be addressed in a comprehensive citywide manner.

1. **COORDINATION**

1.1. The Mayor's Office of Policy shall convene an interdepartmental working group with OES/HS and key emergency preparedness Department Heads and/or Disaster Preparedness Coordinators. This group will meet on a regular basis to ensure that the mandates outlined in this Executive Directive are implemented in a timely and expeditious manner. The first meeting of the working group shall commence by May 12th, 2006 and continue meeting until all of the mandates outlined in this Executive Directive have been implemented.

1.2. Each City department shall appoint a Disaster Preparedness Coordinator to be responsible for coordination of emergency preparedness activities in their respective departments. The Disaster Preparedness Coordinator shall be either the Department Head or a senior departmental staff member who reports directly to the Department Head. Departments will notify the Mayor and OES/HS of their appointee along with contact information in writing by May 19, 2006. The Mayor shall review all Department appointments to the position of Disaster Preparedness Coordinator, after their submission to OES/HS.

2. **PLANNING**

2.1 OES/HS shall build upon current strategic planning efforts to provide a timeline for completing an updated strategic plan for emergency preparedness and homeland security activities, including the long-term vision for adoption of voluntary Emergency Management Accreditation Program (EMAP) standards and compliance with the National Incident Management System (NIMS).

2.2. OES/HS, in conjunction with the Departmental Preparedness Coordinators, shall develop a survey of all Departments to ascertain priority needs for equipment, training, exercises, and planning, related to homeland security and disaster preparedness. The survey and compilation of data shall be completed by September 30, 2006.

2.3. All Departments shall update their departmental emergency plans on a bi-annual basis, beginning with the first update due March 1st, 2007, and thereafter provide an update on a bi-annual basis. OES/HS has created a template for emergency plans and has assigned a staff liaison to work with all departments to ensure that departmental emergency plans are up to date and complete. Departmental plans must include a section on the status of the Department's Operations Center, plans for emergency supplies, storage and sustainability, as well as continuity of operations.

2.4. All Departments shall, on a quarterly basis, certify to OES/HS that they have an updated activation and recall list of personnel to be called upon during a disaster, beginning July 1, 2006.

2.5. The City Administrator and OES/HS shall convene a interdepartmental taskforce consisting of DBI, Planning, DPW and GSA to review the status of the Community Safety Element of the City's General Plan, and update the plan with relevant seismic and building information. This group shall begin regularly scheduled meetings by July, 2006.

3. **GRANT FUNDING**

3.1. OES/HS shall host a mandatory Grant Funding and Reimbursement seminar for all departments who have currently received, or would like to receive, UASI and Homeland security funding. All Departments receiving or seeking federal or state homeland security grant funds shall participate. The Disaster Preparedness Coordinator, departmental grants manager and/or fiscal officer should attend the seminar for an update and training on grant requirements, projected spending deadlines, documentation and procedures for reimbursement and reporting. This seminar shall be developed in cooperation with departments and be held on or before June 15, 2006.

3.2. Each Department shall submit to OES/HS by June 30, 2006 a detailed spending plan for current allocations of homeland security grant funds. This plan shall be utilized by the department as a baseline to track expenditures and verify that spendout rates are proceeding as planned.

3.3. Each Department receiving Urban Areas Security Initiative (UASI) or Homeland Security Funds managed by OES/HS shall submit to OES/HS a monthly grant encumbrance and expenditure report on the financial status of funds that have been allocated to their department. OES/HS shall ensure that departments have an appropriate, standardized template to account for the status of funds. The monthly financial tracking report shall be submitted beginning June 30, 2006 to OES/HS and will also be incorporated into the quarterly SFStat report sent by each department to the Mayor and Controller.

3.4. By June 15, 2006, OES/HS shall issue a Request for Qualifications (RFQ) to every city department in order to qualify projects that are deemed eligible for grant funding. OES/HS shall issue guidance to all departments including eligibility criteria, grant objectives, timelines and project specifications. Pre-qualified programs and projects shall be placed on a priority list to be utilized in the event that any grant funds become available for reallocation.

3.5. OES/HS shall distribute Federal guidelines regarding the approved expenditures of overtime costs associated with Code Yellow and Code Orange alerts. Public Safety Departments shall identify and keep record of all allowable overtime costs that may be eligible for reimbursement by UASI funds. This guidance shall be promulgated and reviewed at the Grant Funding and Reimbursement seminar to be held on or before June 15, 2006.

4. **TRAINING AND EXERCISES**

4.1. All appropriate public safety and emergency response departments shall utilize the Incident Command System (ICS) when responding to an emergency. Each department shall issue a departmental directive, general order, or policy to codify this directive. Disaster Preparedness Coordinators shall

certify which departmental personnel have completed training on ICS and ensure that all required departmental staff attends future ICS trainings. Departments should submit their certified list to OES/HS by September 30, 2006.

4.2. OES/HS, in conjunction with Disaster Preparedness Coordinators shall develop specifications, level of staff, and the depth of departmental learning that is targeted to meet the objectives of each training and exercise.

4.3. OES/HS shall plan for at least two trainings and/or exercises per year that include the participation of City Elected Officials, and other appropriate Department Heads.

4.4 Department Heads shall certify that all relevant departmental personnel are compliant with the National Incident Management System (NIMS) by August 15, 2006; and provide a list to OES/HS. OES/HS shall work with departments to determine which department staff should be NIMS compliant, and to what level. Departments shall provide this list to OES/HS on an annual basis, on or before August 15 of each subsequent year.

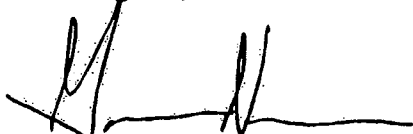
4.5 OES/HS shall produce After Action Reports (AARs) in accordance with Homeland Security Exercise and Evaluation program guidelines for all major exercises. OES/HS shall coordinate with departments to develop appropriate improvement plans and corrective actions. Corrective actions and other follow-up items shall be reported on by relevant departments at SFStat meetings.

5. **REPORTING**

5.1. The Controller's Office shall work with OES/HS to review appropriate performance benchmarks and reporting requirements that should be tracked and monitored. This shall include grant expenditures, progress on improvement plans, and required mandates listed in this directive.

5.2. Beginning in 2006, OES/HS shall make an annual presentation to the Mayor and Board of Supervisors on the status of emergency planning in San Francisco. This presentation shall be in conjunction with the hearing called for by the Mayor to meet the requirements of Administrative Code Section 7.19.

Warm regards,



Gavin Newsom
Mayor

House panel rips administration on Katrina response; BAY AREA CONCERN: Feds can't respond quickly to big quake THE SAN FRANCISCO CHRONICLE (California) February 16, 2006 Thursday

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San Francisco Chronicle

THE SAN FRANCISCO CHRONICLE (California)

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HEADLINE: House panel rips administration on Katrina response;
BAY AREA CONCERN: Feds can't respond quickly to big quake

BYLINE: Edward Epstein, Chronicle Washington Bureau

DATELINE: Washington

BODY:

The scathing congressional report released Wednesday ostensibly was about Hurricane Katrina and its watery aftermath, but it also raises questions about the prospect of a catastrophic Bay Area earthquake, a disaster that experts say looms as a definite "when," not an "if."

The Federal Emergency Management Agency forecast in early 2001 that the three big disasters most likely to hit the country were a terrorist attack, a flood in New Orleans and a major Bay Area quake. With the first two having come true, the question now is how prepared residents and local, state and federal governments are for the inevitable big quake.

"If this is what happens when we have advance warning," the special House committee said on Page 18 of its 530-page report about Katrina, "we shudder to imagine the consequences when we do not. Four and a half years after 9/11, America is still not ready for prime time."

To experts, a major lesson from the government's response to the Gulf Coast hurricane is one that Bay Area officials have repeated over the years: For the first 72 hours after a major quake, don't count on outside help of any kind.

"If there's a big disaster, and you're waiting for a guy at a desk in Washington to make a decision -- you can count on dying," said James Jay Carafano of the Heritage Foundation in Washington. "The bigger a potential disaster, the more the local community should plan on its own response."

Mary Comerio, an architecture professor at UC Berkeley and an expert in disaster recovery, agreed. She said that for the first post-quake 72 hours, preparation is key.

"I cannot stress local, personal preparations enough," said Comerio, author of "Disaster Hits Home."

San Francisco, for example, has created www.72hours.org, which helps residents create an earthquake survival kit and a survival plan. The Web site encourages residents to volunteer to help police and firefighters in the event of a disaster and to join the Neighborhood Emergency Response Team in which people learn how to help themselves and their neighbors in a major emergency.

Building such programs is key to preventing panic among residents in a disaster and in helping agencies do their work, Carafano said. "A bottoms-up approach is No. 1, and a strong regional approach is No. 2," he said.

The third key is for local and state governments to press the federal government "to do its job," he said. "Tell us what capacity you're going to bring in during the first 72 hours."

The House committee's report released Wednesday criticized federal authorities for a confused and delayed response to the hurricane and flooding that devastated the New Orleans area and coastal Mississippi. Since Katrina, FEMA's leaders have promised that next time -- whether it's a hurricane or a quake -- the disaster-response agency's performance will improve.

Department of **Homeland** Security Secretary Michael Chertoff outlined changes Monday in the agency, including creation of specialized emergency response teams, an upgrading of aid logistics to get supplies in quicker and to the right place and improvement in management at the agency's 10 regional offices, including Region IX headquarters in downtown Oakland.

Comerio expressed skepticism that the federal emergency agency can make such changes.

The agency's "staff has been eviscerated" under President Bush, she said, and cuts have been mirrored in the state and local emergency-services agencies.

"The good news is that California and the Bay Area have increasingly sophisticated groups of emergency planners ... and is incredibly well-versed in how to handle conditions after disasters," she said.

What's important for Californians to remember, the experts added, is that their local and state first responders will try to help them in the hours after disaster strikes. The federal government comes later and under current rules only after the state requests aid and the president declares an emergency or a major disaster.

The Bay Area's representatives in Congress have been active in trying to improve joint planning. Sen. Barbara Boxer, D-Calif., has written Chertoff a few times asking to see the federal government's plan for handling a major quake.

He answered this week, saying federal emergency officials are conferring with their California counterparts, following the state's revision of its disaster response plan.

Chertoff said he has asked interim FEMA Director David Paulison "to provide me a more specific summary and review of California's catastrophic earthquake preparedness and response planning."

He said he expects that report by mid-April and will share it with Boxer.

Boxer found little comfort in Chertoff's response, said Natalie Ravitz, her spokeswoman.

"There is nothing in this letter that gives Senator Boxer any comfort that a catastrophic earthquake in California would be handled any better than Katrina. We just hope and pray

that the earthquakes will wait until DHS finishes all their bureaucracy," she said.

House Democratic leader Nancy Pelosi of San Francisco said the Bush administration's slighting of the emergency agency is part of a broader pattern of shortchanging **homeland** security, including not enough money to help first responders across the country buy communications equipment so they can talk with one another, improve anti-terrorist screening of cargo on ships and planes, and secure nuclear and chemical plants.

"I would be concerned as an American in any part of the country about a natural disaster or a terrorist attack," Pelosi said.


While the special House committee's report, which a few House Democrats helped draft despite Pelosi's call for a boycott of its proceeding, doesn't spell out a program of reforms, some members said they want to push ahead with changes that could affect California in the event of a big quake.

"We shouldn't just file a report and walk away," said Rep. Chip Pickering, R-Miss. "We need to start work on comprehensive disaster reform."

GRAPHIC: PHOTO

Michael Chertoff, **homeland** security head, said an earthquake preparedness study will be ready by mid-April. / Stephen Crowley / New York Times

LOAD-DATE: February 16, 2006

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Area Still Unprepared for Terror Attacks, Senate Panel Is Told The Washington Post March 30, 2006 Thursday

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HEADLINE: Area Still Unprepared for Terror Attacks, Senate Panel Is Told

BYLINE: Eric M. Weiss, Washington Post Staff Writer

BODY:

Nearly five years after the Sept. 11, 2001, terrorist attacks, the Washington region still lacks a strategic plan to guide preparations for any future attacks or to effectively spend hundreds of millions of **homeland** security dollars, federal and local officials told a U.S. Senate panel yesterday.

The lack of a comprehensive regionwide communication system was repeatedly cited by senators as a case of poor planning and coordination. For example, Prince George's County does not have radios that are fully compatible with neighboring jurisdictions.

An oversight panel for the Senate Committee on **Homeland** Security and Governmental Affairs took emergency response officials from the District, Maryland, Virginia and the federal government to task for bureaucratic foot-dragging and a lack of agreement on a long-term plan for protecting millions of residents in the region.

"What do we have today? What's in place today?" asked Sen. John W. Warner (R-Va.).

Local **homeland** security officials did not give a definitive answer. Since the Sept. 11 attacks, they said, strategies have been developed that make the region better prepared to deal with attacks, but they realize that more needs to be done.

"That's not too good after all these years, I have to tell you," Warner said.

Senators questioned why the Capital Region **Homeland** Security Strategic Plan has not been completed. The plan was promised last September but will not be available until August at the earliest, officials said. The plan would establish goals and priorities for enhancing disaster response and for efficiently spending federal preparedness dollars.

"Six months since the proposed release date, the region has yet to release a final version of the strategic plan. This is unacceptable," said Sen. George V. Voinovich (R-Ohio), chairman of the subcommittee on oversight, which held the hearing.

Yesterday was not the first time that lawmakers expressed frustration over the pace and progress of emergency planning in the region. Although the Washington area is designated as high-risk, last year it had not spent \$120 million of the federal anti-terrorism grants it received from 2002 to 2004. Officials said yesterday they have boosted the spending rate.

Warner and other senators said the poor federal response to Hurricane Katrina and the confusion and lack of communication when a small plane violated the District's airspace in May underscored the need for effective regional coordination.

Edward D. Reiskin, the District's deputy mayor for public safety and justice, assured the panel that local jurisdictions are prepared to respond to individual emergencies.

"If a big, bad thing happens, we have a response plan," he said after the hearing. "That's not at all what is the issue here. It's about strategic planning and about what is the vision."

Thomas Lockwood, the DHS director for the capital region, said leaders are working hard to come up with a consensus plan. But he said the effort is hampered by fragmented authority among the region's 12 jurisdictions, two states and the District of Columbia, all three branches of the federal government, more than 2,000 nonprofit organizations and numerous regional business and civic groups. Nearly three dozen police departments operate in the District alone.

Lockwood said regional officials are making slow but steady progress on crafting the plan.

"The consensus process around the details takes much longer to do," he said, but "if you do it right, it's going to last."

Lockwood and Reiskin, along with Robert P. Crouch, Virginia's preparedness director, and Dennis R. Schrader, Maryland's **homeland** security director, said much has been accomplished in recent months.

They said enhanced cooperation with military and aviation officials has dramatically improved responses to airspace incursions. Also, additional gear has been purchased so that firefighters in the region could continue functioning if their original gear became contaminated. In addition, the region has developed an area-wide electronic surveillance system for early detection of epidemics and a plan for dealing with large numbers of casualties.

Officials are working on a secure, compatible communication network that would link local officials in an emergency. There is also a cache of 1,250 compatible radios that could be distributed to Prince George's or other jurisdictions during an incident.

But a detailed strategic plan is still vital, experts said. The problems encountered during the Katrina disaster highlighted the need for detailed evacuation plans, especially when many jurisdictions and agencies are involved.

In testimony yesterday, William O. Jenkins Jr., director of **homeland** security issues for the Government Accountability Office, was asked whether local officials can really know whether they are adequately prepared without such a plan.

"In a word, no," he said.

LOAD-DATE: March 30, 2006

HUB JEOPARDIZES TERROR CASH; Safety needs unmet as fed \$\$ may be lost The Boston Herald March 16, 2006 Thursday

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March 16, 2006 Thursday
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HEADLINE: HUB JEOPARDIZES TERROR CASH;
Safety needs unmet as fed \$\$ may be lost

BYLINE: By DAVE WEDGE

BODY:

The city of Boston - a launching point of the horrific Sept. 11 attacks - has dragged its feet spending millions in federal anti-terror dollars, while public safety agencies yearn for new equipment to protect the harbor and other key locations from disaster.

State records show Boston has spent only \$1.1 million of the \$24.75 million in 2004 **Homeland** Security money, leaving more than \$23 million unused, some of which the city could lose when a two-year spending deadline expires May 31. The money can be used to train and equip firefighters and police, improve communications systems and stockpile supplies in case of a terror attack or disaster.

Boston officials dispute the state's numbers, saying \$7.8 million has been spent and that \$10.1 million is in the pipeline, awaiting delivery of services from vendors. Another \$3 million is ``committed to projects," said the city's **Homeland** Security czar, Carlo Boccia.

While millions are tied up in red tape in Boston, the city's Fire Department remains without a fire boat to protect the harbor or respond to a potential catastrophic attack on an LNG tanker. The city has allocated \$10 million for the boat but the project has yet to be put out to bid, according to a high-ranking fire official.

The official also said the Fire Department has no dedicated hazardous material response team and is woefully underequipped for a chemical or biological attack.

Boccia said that the city will apply for an extension to keep unspent money but **Homeland** Security officials say such requests could be rejected.

``We have recently begun denying extensions," said federal Department of **Homeland** Security spokesman Marc Short. ``At this point, a few years down the road (from Sept. 11, 2001), we believe the systems should be worked out and (officials) should be able to better prioritize their use of these funds. We're not going to be as liberal in the future."

Short said many cities and states have fallen behind in spending federal money, often because of hefty demand on emergency equipment manufacturers and security-related companies in the wake of 9/11 and Hurricane Katrina. DHS has allocated \$11 billion to state governments over the past five years.

``The demand upon the vendors has increased and that has created a backlog. The vendors are having a hard time keeping up with that," Short said.

Boccia said money has been used on training and exercises, evacuation planning, brochures, communication upgrades and video surveillance equipment. Just yesterday, Mayor Thomas M. Menino announced \$170,000 in neighborhood grants for ``emergency preparedness."

GRAPHIC: Spend it or lose it

According to state records, the state has more than \$2.84 million in unused federal **Homeland** Security money from 2004 that could be forfeited May 31.

Here is a breakdown by region:

Region Allocation Spent Balance

Central \$4.415m \$4.388m \$27,471

Metro Boston \$24.755m \$1.165m \$23.59m

Northeast \$6.5m \$4.14m \$2.35m

Southeast \$7.74m \$6.5m \$1.23m


Western \$3.82m \$2.6m \$1.23m

Source: State Executive Office of Public Safety

Boston officials dispute the state's numbers. City officials say \$7.8 million has been spent, \$10.1 million is awaiting payment to vendors and an additional \$3 million is committed to projects.

Source: Boston **Homeland** Security office; Staff graphic

LOAD-DATE: March 16, 2006

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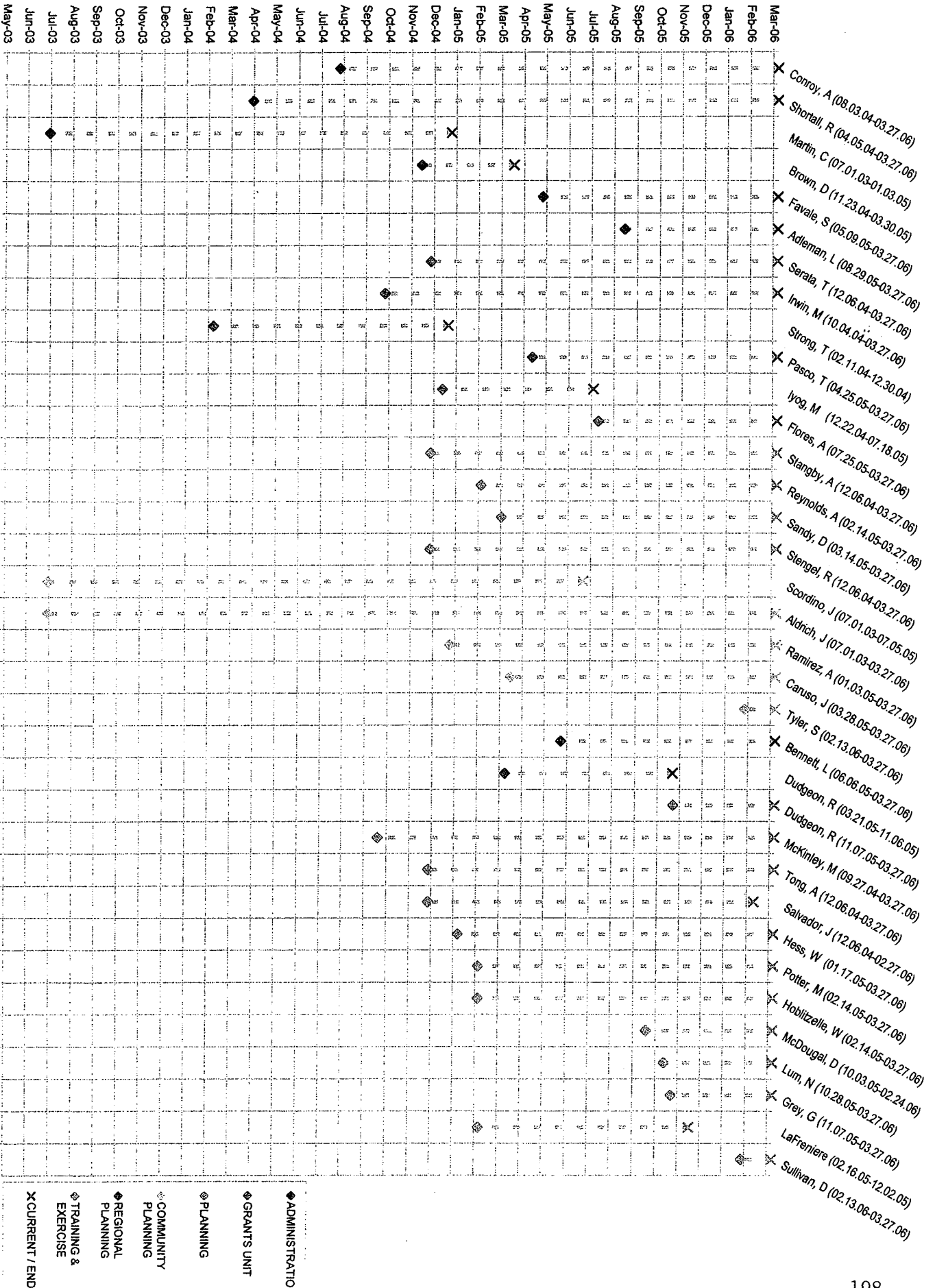


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EMPLOYMENT TIMELINE



**A Report of the 2004-05 Civil Grand Jury
For the City and County of San Francisco**

Continuity Report

Released: June 2005

Pursuant to State law, reports of the Civil Grand Jury do not identify the names or identifying information about individuals who provided information to the Civil Grand Jury.

Departments and agencies identified in the report must respond to the Presiding Judge of the Superior Court within the number of days specified, with a copy sent to the Board of the Supervisors. As to each finding of the Grand Jury, the response must either (1) agree with the finding, or (2) disagree with it, wholly or partially, and explain why. Further as to each recommendation made by the Grand Jury, the responding party must report either (1) that the recommendation has been implemented, with a summary explanation of how it was; (2) the recommendation has not been implemented, but will be implemented in the future, with a timeframe for implementation; (3) the recommendation requires further analysis, with an explanation of the scope of that analysis and a timeframe for the officer or agency head to be prepared to discuss it (less than six months from the release of this Report); or (4) the recommendation will not be implemented because it is not warranted or reasonable, with an explanation of why that is. (Cal. Penal Code, Sec. 933, 933.05)

SUMMARY OF RECOMMENDATIONS

Part II

1. The Mayor's Office should develop a standardized protocol that comports with PC 933.05 for responding to Grand Jury reports.
2. The Mayor's Office should require all City departments, offices, and agencies to use such a standardized protocol in their responses.

Part III

1. The Controller should provide to the Mayor and the Board of Supervisors an on-going annual status report of the agreed-to-be implemented CGJ recommendations. Each agreed-to-be implemented recommendation should be reported on, until the respondent indicates it is fully implemented or abandoned because it is no longer reasonable or warranted. Such a report should include suggestions of ways to (a) accelerate the implementation of the open items or (b) revise the implementation of the recommendation, if need be, based on changed circumstances. The Controller's annual status report should be submitted to the Mayor and the Board in sufficient time to allow for budgetary consideration for each upcoming fiscal year.
2. The Board of Supervisors should hold an annual hearing on all outstanding CGJ recommendations, where implementation is pending.

Part IV

1. The Planning Department should prepare a Work Plan that identifies steps the Department will take to complete the implementation of the agreed-upon recommendations of the 2001/02 Civil Grand Jury report on Billboard Code Enforcement. Such a response should include the number of additional temporary and/or regular staff members required to carry out its implementation, the needed additional software capability to increase productivity in enforcing the plan, timelines for completing each plan element, and potential sources for funding the plan.
2. In order to ensure that the Planning Department can commence implementation of the Work Plan, including elimination of the billboard code enforcement backlogs, the Planning Department should request and receive "start up" monies for adequate temporary additional staffing to complete the assignment.
3. In order to limit the amount of "start up" funding needed before the billboard code enforcement program can become self-sustaining, we suggest the following: The Board of Supervisors research major urban communities in California and elsewhere to identify "best practice" legislation to be used for collecting fees and penalties in matters of enforcement of illegal billboard signs. That information should be the basis for replacing or amending Planning Code Section 610 to enable the Planning Department to collect disincentive penalties from violators of the Billboard Ordinance. The legislation should have a fourfold purpose: to create an economic disincentive for future violations, to provide revenue for helping make billboard enforcement self-sustaining, to enhance other city revenues indirectly, and to eliminate non-permitted billboards.
4. The Board of Supervisors should review the progress, including projected timelines, of the Department of Building Inspection's Information Technology Exchange Project. Without such simultaneous tracking and coordinated action, it will be very difficult for the CPD enforcement staff to proceed as expeditiously as planned. The interface of information technology is essential for identifying targeted properties and billboards needing attention.
5. The Mayor, using SFStat and the Board President, using the Government Audit and Oversight Committee, should review the Planning Director's Report semi-annually for progress in meeting the program milestones and timelines, identified in the approved Work Plan.

project unto itself. It
forts of each CGJ are
on-going monitoring of
ndations of each year's CGJ

INTRODUCTION

A continuity report of each Civil Grand Jury (CGJ) is an independent plety of that information is
decides what work of prior GGJs it will spotlight. To assure that the effiness of departments whose
maximized, we have attempted to make a case for institutionalizing the he management of
local government's progress in implementing all agreed-upon recommesed.
and keeping a spotlight on the results.

Presently, other than a one-year status report by the Controller, the entire cases implementation has
no longer tracked annually. As a result, the public may have little aware ations can do a great deal
efforts have been successful. Likewise, the public is unable to identify t,cal government. We will
departments whose efforts at implementation have stalled, failed, or cea,ve forward the

We have focused our attention on past CGJ recommendations. We four d Enforcement study,
agreed with a majority of the recommendations. However, in numerous
not occurred. Successful implementation of all agreed-upon recommendr queries. When it comes
to restore much needed public confidence and trust in the workings of l,staff will be able to
demonstrate the need for on-going monitoring and the opportunity to m,ain dealing with all code
implementation of stalled agreed-upon recommendations. The Billboar
found in the 2001/02 CGJ report, provides such an opportunity.

We have been very impressed by staff personnel who have answered ou
to billboard code enforcement, a topic we explored in depth, we believe, lved in code enforcement
implement a micro model that can be employed on a more macro scale, f inter-agency
enforcement complaints and infractions. ology.

Under the current leadership, local government may be ready for change, ment Audit and Oversight
ountable for meeting

- Steps are under way to improve staff productivity. Departments invc services so that
are currently investigating ways of creating an improved exchange ovided.
information, by upgrading computer software and information techn
- The Mayor and Board President have created SFStat and the Govern, increased levels of service
Committee, respectively. This enables them to hold management acc, eadequate resources are
agreed-upon targeted performance objectives.
- Steps are being taken to quantify the true costs of providing specific
appropriate user fees can be charged to pay for the services being pr, ns to be tested, with very

However, recognition is long overdue that every new commitment for ir
or new programs has a cost that requires additional resources. Unless ad
available, departments should be careful not to over-commit. he erosion of trust and

Approval of the GGJ's new recommendations will enable our assumptio
little downside risk on the part of the city. Success should help counter t
confidence in the workings of our local government.

BACKGROUND

CGJs have historically stirred public discussion on sensitive issues leading to creative innovations and new ideas. This has helped local government break gridlock and make needed adjustments to practices that better serve the public. Bringing hidden or obfuscated matters of public concern into a sustained spotlight may be the single most important contribution the grand jury makes. However, the work of the CGJ is only as effective as government's willingness to implement its agreed-upon recommendations. To this end, effective government may well depend on the follow-up deemed necessary to insure that the CGJ's agreed-upon recommendations are, in fact, implemented.

Our review of prior CGJ Continuity Reports has shown that there has been a marked increase in interest, in recent years, in such a follow-up. This interest has been generated, in part, by the recognition that many recommendations take time and budget adjustments to fully implement. Consequently, many recommendations are not implemented during the year following the issuance of the CGJ report. Since there is no systematic follow-up beyond the one-year status report, it is difficult to determine the status of prior recommendations.

Past CGJs have done their best to provide information about the status of outstanding recommendations. However, these efforts have been selective in terms of what follow-up is deemed "important." Moreover, a prior attempt at providing an institutional review of all CGJ recommendations has not come to fruition.¹ Consequently the "current" status of any given previous recommendation is obscured. We believe that this does not serve the interests of CGJ, the City agencies that agreed to implement the recommendations, or the general public. With these comments as an overview, we present this year's Continuity Report.

This report is comprised of four parts. Part I is a "traditional continuity report," in which we monitored a sampling of prior CGJ reports that are still in the process of being implemented. Typically, in the past, a newly constituted CGJ updates in a "continuity report", the status of selected recommendations made by previous CGJs.² Part I of this report continues to do that. After reviewing various reports of past CGJs, we conducted interviews with a sampling of respondents to determine the status of implementation of agreed-upon recommendations.

Part II assesses City agencies' compliance with Penal Code Section 933.05 in their responses to the CGJ findings and recommendations. We illustrate, from among the agency responses over the past half-decade, a few of those we found legally inadequate. We documented and highlighted this inadequacy by quoting verbatim illustrative recommendations and the agencies' responses thereto. Our purpose is to encourage future statutory compliance by the respondents and make it easier for compliance to be tracked.

¹ A Report of the 2001-2002 Civil Grand Jury for the City and County of San Francisco, "Continuity Report (Released June 2002), Attachment 1.

² See, e.g. SFCGJ "Continuity Report" (June 2002). The report notes as follows: "A cherished tenet of a Civil Grand Jury has been that a jury may choose for study whatever it deems best, seeking advice from individuals and groups, but, in the ultimate choices, free of pressure from anyone. This freedom to choose, and thereby to ignore the work of its predecessors, may result in a failure to assure that previous CGJ work is completed. For the institution of CGJ to engender faith among the recipients of its recommendations - and to generate interest in and respect for its annual reports -there must be the assurance that CGJ recognizes the worth of the efforts of previous juries." Id. at p. 1

In our review of various past responses to CGJ recommendations, we observed that often either the exact words of the response or the spirit of the response is to “agree” with the recommendation. We note that the Penal Code only asks the respondent for “agreement or disagreement” with regard to findings and why, but not with regard to recommendations. As we discuss below, the verbiage that must accompany a response to recommendations focuses on the issue of “implementation.” It is clearly spelled out, in the Penal Code. However, for the purpose of this report, we have made an assumption: that in instances where either the words or the spirit of the response has been “to agree with the recommendation”, we consider this a representation that the respondent will implement the recommendation. For us to assume that “agree” means that the respondent does not intend to implement would mean that those respondents were evading and obfuscating the mandates of the Penal Code. We refer to these recommendations as “agreed-upon”.

Part III identifies agreed-upon recommendations where implementation has been either abandoned, or delayed. We have selected a sampling of these recommendations and focused our analysis on why they were still not implemented.

Part IV provides a detailed case study of one department’s unsuccessful attempts at implementing a CGJ’s prior recommendations. We analyzed funding, legal, and information technology obstacles, affecting ultimate implementation. We made updated findings and new recommendations to overcome these obstacles.

PART I: TRADITIONAL CONTINUITY STATUS REPORTS

The Investigative Process

CGJs have issued “Continuity Reports” that have reported on the status of recommendations made by previous CGJs.³ The 2004/2005 CGJ continues this tradition. A summary of City agency responses was compiled from the Controller's Annual Reports on the Status of Implementation of the Recommendations of prior CGJs. We selected three previously issued reports wherein agencies agreed to implement the CGJ’s recommendations for follow-up. Some of the recommendations could not be implemented immediately because they required additional funding. Others required staff reorganization or reallocation of duties and responsibilities that took time to implement. Our follow-up found that two of the three reports received significant attention from the agencies. The remaining report received little, if any, attention. Because our sampling was so small, we cannot draw any general conclusions as to the extent recommendations agreed-to-be implemented, are in fact implemented. We leave that discussion for Section III of this report.

³ See, e.g. Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury” (August 30, 2004) at pp. 231-236, and Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury” (July 10, 2003) at pp. 131-138.

Status Report: Tolerating Truancy- Inviting Failure: The San Francisco Unified School District (SFUSD) Fails to Enforce School Attendance (CGJ 2002/03)

All required responses were submitted and the Board of Supervisors held a hearing on this report in 2003. A substantial amount of progress on these recommendations has since been made. The CGJ met with officials of the SFUSD and reviewed numerous documents provided by the District. The District has conducted a comprehensive overhaul in its process of monitoring and addressing truancy in San Francisco.

Examples of SFUSD actions that address the implementation of recommendations

1. The SFUSD now has a Supervisor of Attendance whose responsibility is to supervise and coordinate attendance enforcement.
2. The SFUSD has standardized all truancy procedures.
3. The SFUSD has established Student Attendance Review Teams and Student Attendance Review Boards.
4. The SFUSD is aggressively seeking reimbursement from the State for truancy notices sent to students.
5. The SFUSD has been working with the S.F. District Attorney's Office to find alternatives to juvenile hall for habitual truants.
6. The SFUSD issues awards to students who maintain good or perfect attendance records.

Status Report: It's a Catastrophe: The State of Emergency Planning in San Francisco (CGJ 2002/03)

Substantial improvements have been made at the Office of Emergency Services (OES). The Mayor named a new Director. The OES has used the 2002/03 report as guidance to improve emergency preparedness, for the City and County of San Francisco.

The CGJ is pleased to conclude that, based on the observed changes within OES, the state of emergency planning and preparedness in San Francisco is no longer a "catastrophe." The OES is doing an admirable job, given its current federal resources and the limited amount of space at the current location. The OES has developed a comprehensive plan for dealing with numerous emergencies and disasters. Regular emergency drills are conducted within the City, as well as with surrounding communities. Also, programs are being developed with surrounding communities to share resources, equipment, and supplies for disaster coordination.

Examples of OES actions that address the implementation of recommendations

1. The OES has created and made available to all city officials an integrated and comprehensive emergency plan for the City and County of San Francisco.
1. The OES continues to educate the public, elected officials, and City employees on their duties and responsibilities, in case of an emergency.
2. The City and County have convened the Disaster Council on a regular basis.⁴
3. The City and OES conduct emergency drills on a regular basis.

⁴ The Disaster Council is chaired by the Mayor and includes members of the Board of Supervisors, City Department Heads, and non-profit partners in disaster preparedness. The Council adopted the current emergency plan January 11, 2005.

4. OES has a new web site (www.72hours.org) for information related to emergency preparedness.
5. The City and OES have been meeting with neighboring municipalities and conducting drills to evaluate their mutual aid plans.
6. The City has a new modern siren system that not only alerts, but also can be used as an outdoor emergency broadcast system.

Status Report: Preferential Treatment in a Department Marked by Political Pressures and a Leadership Void: CGJ Report on the Management of the Department of Building Inspection (CGJ 2002/03)

The above referenced report made 16 specific recommendations. Of these, the Department of Building Inspection (DBI) disagreed with five and indicated they would not be implemented. Nine of the recommendations either had been or would be implemented, at the time of the Controller's report. In two instances, DBI did not understand the recommendation and therefore, could not respond properly.⁵

Examples of CGJ recommendations not yet implemented

1. *Develop a bar-coding system to track permits and plans.* Despite DBI's assurance that it was "in the process of implementing bar code technology prior to the Grand Jury inquiry," such a system still is not in place.
2. *Purchase equipment to allow DBI inspectors to remotely enter data from the field.* Despite DBI's "intent to put out formal requests for information and vendor identification by the end of this year [2003]," no such requests have been made.
3. *Implement a Code of Professional Conduct.* While such a code was finally adopted in January 2005, there was no evidence that DBI personnel were made aware of it (other than posting the code on bulletin boards), or the consequences for violation.
4. *Conduct random secondary field inspections.* Management has indicated that while some inspections are taking place, there is no standardized process in place.
5. *Development of a "strategic plan."* To date, no such plan has been developed. DBI now claims that necessary plans were in place, at the time of the 2002/03 CGJ report.

PART II: COMPLIANCE WITH PENAL CODE SECTION 933.05

Background

A review of the past six years of CGJ responses finds that in many instances the City's responses are lacking compliance with the statutory mandate. Upon the submission of a final report by the CGJ, the identified respondents have 60 to 90 days in which to respond to the report.⁶ The Penal Code requires that, as to each **finding**, the responding party "**shall** indicate one of the following: (1) the respondent agrees with the finding or (2) the respondent disagrees wholly or partially with the finding, in which case the respondent **shall** specify the portion of the finding that is in dispute

⁵ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury" (August 30, 2004) at pp.173-200.

⁶ Penal Code Section 933(c)

and shall include an explanation of the reasons thereof” (emphasis added).⁷ Moreover, as to each **recommendation**, the statute requires the following:

"[T]he responding person or entity **shall** report one of the following actions:

(1) The recommendation has been implemented, with a summary of the implemented action.

(2) The recommendation has not yet been implemented, but will be implemented in the future, with an anticipated timeframe for implementation.

(3) The recommendation requires further analysis, with an explanation and the scope and parameters of any analysis or study; and a timeframe for the matter to be prepared for discussion by the officer or head of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.

(4) The recommendation will not be implemented because it is not warranted or it is not reasonable, with an explanation thereof”(emphasis added).⁸

Our review finds a lack of compliance with the statutory mandates relating to responding to CGJ recommendations. Respondents, for the most part, have a tendency to respond to the recommendations as if they were responding to findings. That is, the majority of responses are in the “agree” or “disagree” format instead of compliance with the statutory “implemented” or “not implemented” requirement. Initially, this does not appear to be a significant departure. However, upon closer examination, what is lacking almost entirely from the nearly 500 responses that were examined was a timeframe in which wholly, or partially “agreed-upon” recommendations would be implemented.

Additionally, where respondents state that the recommendation requires further analysis, rarely do they describe the “scope and parameters” of that analysis, or comply with the six-month timeframe, within which to complete it. Finally, even when the respondents state that they will not implement the recommendation, in a significant number of instances, they fail to state in what way the recommendation is either not reasonable or not warranted. In our review, we often had to speculate or infer why the recommendation could not be implemented.

Examples of “agreed-upon recommendations” with no timeframe for implementation

POLICE DEPARTMENT

Recommendation (June 2000):

“Decibel levels should be standardized for all clubs and based upon up-to-date engineering criteria.”

Response (October 2000):

“Concerning the development of new noise regulations-the Police Department is moving forward with a redraft of the current ‘noise’ ordinances.”⁹

⁷ Penal Code Section 933.05(a)

⁸ Penal Code Section 933.05(b)

⁹ Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 1999-2000 San Francisco Civil Grand Jury” (July 31, 2001) at p.13.

PUBLIC HEALTH DEPARTMENT

Recommendation (June 2000):

“The CGJ recommends the Public Health Department approach major software producers for their expertise and assistance in upgrading its computer system since a highly efficient and sophisticated computer system like Kaiser's and that of many neighborhood pharmacies would make dispensing medication more efficient.”

Response (September 2000):

“Since we will be working with a professional pharmaceutical benefit management organization, we will have access to a ‘highly efficient and sophisticated computer system,’ at no cost to the City.”¹⁰

MUNICIPAL RAILWAY

Recommendation (June 2000):

“The mayor, who has the power to hire and who can influence his or her appointed commissioners to fire department heads, has the ultimate responsibility for controlling overtime abuses. The cycle of overtime use, abuses and pension enhancement can be broken if the mayor exerts leadership by letting department heads know it is City policy that the need for overtime is an extraordinary event and is to be kept to a minimum. It should be the City's goal to have appropriate staffing to fill the justifiable employee needs of the City, to budget for appropriate staffing, and to seek to reduce overtime as a way of life for City employees.”

Response (January 2001):

“We agree that overtime controls at Muni need to be strengthened and that we need to decrease our overall use of overtime. We have recently made a number of improvements to our performance in this area. However, controlling our overtime usage while striving to meet the level of service required by our riders and the service standards mandated under Proposition E, the Muni Charter amendment that was approved by voters in 1999, represents a significant challenge for our organization and we continue to focus our efforts toward meeting that goal.”¹¹

OFFICE OF CONTRACT ADMINISTRATION

Recommendation (June 2001):

“The CGJ recommends that Purchasing should receive a draft of all professional services contracts before they are sent to the supplier for signature. Earlier input should be sought from Purchasing on larger or unusual contracts.”

Response (May 2002):

“We agree with this recommendation. We would recommend that departmental personnel contact OSA's proposed PSC Unit prior to drafting a PSC to: 1) identify other departments with similar PSCs to coordinate and share information; 2) ascertain and/or verify a proposed contractor's status and filings; and 3) ensure consistency with established PSC policies and procedures.”¹²

¹⁰ Id. at p.53.

¹¹ Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 1999-2000 San Francisco Civil Grand Jury” (July 31, 2001) at pp. 200-201.

¹² Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury” (July 10, 2003) at p. 25.

Example where the respondent states “further analysis is required,” with no explanation of the scope and parameters of the analysis or time frame

MAYOR’S OFFICE OF EMERGENCY SERVICES

Recommendation (June 2003):

“MOES or the agency given overall security responsibility should conduct a vulnerability assessment of all City properties and identify any additional security measures that are necessary.”

Response (August 2003):

“This recommendation will require further analysis as it is based on Recommendation 6a.” [The latter being rejected by the respondent.]¹³

Examples of where no clear explanation of whether the recommendation will be implemented or not, and if not, why it is unwarranted or unreasonable.

DEPARTMENT OF ELECTIONS

Recommendation (June 2001):

“The CGJ recommends that the Department of Elections review secrecy envelope provisions to ensure ballot privacy for the Eagle system ballots.”

Response (August 2001):

“Each and every polling place is supplied with secrecy envelopes. Voters may keep their ballot in the envelope to maximize privacy until they enter the ballot in the Eagle. However, because the Eagle was new to voters and poll workers in the November and December elections, poll workers were instructed to have one of their colleagues stationed at the Eagle to assist voters and ensure the functioning of the machine. Poll workers are always instructed to ensure the greatest degree of privacy possible.”¹⁴

OFFICE OF CONTRACT ADMINISTRATION

Recommendation (June 2002):

“Purchasing should receive a draft of all professional services contracts before they are sent to the supplier for signature. Earlier input should be sought from Purchasing on larger or unusual contracts.”

Response (May 2003):

“One of the goals of the CGJ report is to increase efficiency and reduce inefficiency. Prior to your audit report published in April 2003, OCA has taken a lead role in oversight of the contracting process by issuing a Checklist for Professional Services Contracts, P-500, as well as a Checklist for Professional Services Contracts for Individual, P-501. These checklists were designed to lead the departments early in the process of drafting the contracts and lead the departments to comply with all City's rules and regulations. They include guidelines to comply with regulations implemented by Civil Service Commission, Human Rights Commission, City

¹³ Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury” (August 30, 2004) at pp. 112 and 110, respectively.

¹⁴ Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2000-2001 San Francisco Civil Grand Jury” (August 1, 2002) at p. 25.

Attorney, and OCA itself. In essence, through this process, OCA has been involved in the early stages of preparing Professional Services contracts.”¹⁵

Examples of where no response was provided

OFFICE OF THE SHERIFF

Recommendation 1e (June 2004):

“Grievance forms should be placed by the inmate in a locked box or other secure location.”

Response (September 2004):

None

Recommendation 1f (June 2004):

“A history of grievance against a deputy should be maintained and forwarded when the deputy moves to another facility.”

Response (September 2004):

None

Recommendation 1g (June 2004):

“The grievance form should be simplified.”

Response (September 2004):

None¹⁶

While we are not wed to the concept of form over substance, we are concerned by the frequency of non-compliance with the statutory mandates of Penal Code Section 933.05. To this end, it is up to each governmental respondent to insure that it is fully aware of its legal obligations and to discharge them in a responsible and meaningful way. In order to facilitate full compliance with Penal Code Section 933.05 governmental respondents may want to consider using a standardized protocol when responding to CGJ reports.¹⁷

2004/05 CGJ FINDINGS AND RECOMMENDATIONS

Findings

A significant number of responses to CGJ reports are not in compliance with the legal requirements of Penal Code Section 933.05.

Required responses: Mayor’s Office (60 days), and Office of the Controller (60 days)

¹⁵ Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury” (July 10, 2003) at pp. 25-26.

¹⁶ Letter from Sheriff to Civil Grand Jury dated September 21, 2004, Ref: 04-086.

¹⁷ There is precedent in recommending that governmental entities be more responsive to CGJ reports. The 2000-2001 CGJ recommended “the Board of Supervisors develop a change in its ‘Rules of Order’ . . . regarding methods by which to provide written responses to CGJ reports.” That CGJ also recommended that the Board change its rules “to ensure that required hearings are held regarding CGJ reports.” A Report of the 2000-2001 Civil Grand Jury for the City and County of San Francisco, “Continuity Report” (Released June 2004) pp. 3-4. Moreover, as used herein, the term “protocol” may take a variety of different formats. We leave it to the Mayor’s Office to select the type that is most reasonable and effective. We have provided one such sample (Appendix A).

Recommendations

1. The Mayor's Office should develop a standardized protocol that comports with PC 933.05 for responding to CGJ reports.
Required response: Mayor's Office (60 days)
2. The Mayor's Office should require all City departments, offices, and agencies to use such a standardized protocol in their responses.
Required response: Mayor's Office (60 days)

PART III: RECOMMENDATIONS: DELAYED OR ABANDONED

Background

Section 2.10 of the San Francisco Administrative Code authorizes the Controller's Office to report annually to the Board of Supervisors, on the status of the implementation of the recommendations of the previous year's CGJ reports. In its report, the Controller's Audit Division summarizes the findings and recommendations of the previous year's reports, the responses to those recommendations, and the then current status of the implementation of those recommendations.¹⁸

As noted previously, since many of the recommendations that departments agree to implement do not have estimated timeframes associated with them, it is difficult to monitor their completion. Historically, the Controller's reports have been limited to reporting the actions that City agencies have undertaken during the past year. The Controller conducts no additional follow-up beyond the one-year "snapshot." In fact, since it appears that most of the "agreed-to-be-implemented" recommendations had not been implemented at the time of the Controller's report, it is hard to know when, if ever, the recommendations are implemented. For example, our review of the Controller's July 31, 2001 report to the Board of Supervisors found that of the 43, 1999/2000 CGJ recommendations agreed-to-be-implemented by respondents, only twelve, or less than 28% had been implemented, at the time of the report.

As noted by the California Grand Jury Association, "[l]ack of continuity widens the crack between the outgoing and incoming grand juries, and accountability has a way of slipping through that crack and disappearing forever if Responses are not followed up. Entire grand jury reports have been known simply to vanish, and no one is the wiser for it."¹⁹ To get a sense of whether this lack of systematic follow-up is problematic, we selected a sampling of prior CGJ reports covering the years 1999 to 2003. We selected reports with recommendations that were, in our opinion, relatively straightforward and did not appear to involve significant departmental changes. To our surprise, we found in each report at least one recommendation that had either been abandoned or was still not implemented. Set forth below, are examples of the lack of implementation or abandonment of agreed-upon recommendations.

¹⁸ See, e.g., Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury" (August 30, 2004) at cover letter and preface.

¹⁹ California Grand Jurors Association, "Grand Juror Training Manual" (July & August 2004) Ch. 5, at p. 12.

MAYOR'S OFFICE ON DISABILITY

Recommendation (April 2002):

Maintain a complete complaint log of ADA complaints

Response (May 2002):

A "new database for uniform tracking of ADA complaints" will be created.²⁰

Status of implementation (December 2004):

Two years after a new database for tracking ADA complaints was promised, there has been no progress towards developing such a database. The Office now considers the recommendation low priority.

PLANNING DEPARTMENT

Recommendation (April 2002):

Conduct a Citywide count and permit history of every existing billboard sign.

Response (May 2002):

I strongly agree with the need for this inventory. The Code Enforcement staff is trying to design a survey in part using interns not paid with City funds.²¹

Status of implementation (December 2004):

Despite verbal assurances that the Planning Department is "trying," no significant progress has been made towards conducting a comprehensive inventory of existing billboards.

Staffing vacancies were frozen over the past year and funding was not available to provide personnel to take on extra duties. The Planning Department's current priority is to catch up on cleaning up its permit backlog as well as addressing other Planning Commission priorities of higher order. The timeline for implementation remains uncertain.

DEPARTMENT OF ELECTIONS

Recommendation (May 2003):

Consolidate the operations of the Department of Elections into a single site.

Response (June 2004):

Agrees with the recommendation. However, implementation requires the assistance from other City agencies, i.e., Department of Administrative Services.²²

Status of implementation (December 2004):

No progress towards implementation, to date. A reassessment of the recommendation has been made and unless consolidation would result in maintaining operations in City Hall, it is in the best interest of operations not move out of City Hall. Consolidating certain operations other than those that traditionally occur at City Hall is still under consideration.

OFFICE OF THE SHERIFF

Recommendation (June 2000):

Ventilation at the County jails should be corrected.

Response (October 2000):

²⁰ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2000-2001 San Francisco Civil Grand Jury" (August 1, 2002) at p. 21

²¹ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury" (July 10, 2003) at p. 44.

²² Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury" (August 30, 2004) at pp. 24-25.

The Sheriff would like to see this recommendation implemented immediately. The Hall of Justice, where the jail is located, is maintained by the Department of Public Works (DPW), which has placed a low priority on the item.²³

Status of implementation (December 2004):

While improvement to the ventilation system has still not been done, DPW is requesting funds for this improvement in the FY 2005-2006 budget.

PUBLIC UTILITIES COMMISSION

Recommendation (June 2000):

Consideration should be given to installing an electronic-operated system to open and close valves that control the amount of water released at O'Shaughnessy Dam.

Response (October 2000):

A project is already underway to automate Valves #3 and #5 this fall. The other valves are scheduled for automation over the next 2 years.

Status of implementation (December 2004):

The Commission only automated the three valves that "tend to be used. The others are used so rarely that automating them is not a priority at this time."²⁴

We are not the first to find that City agencies have not implemented agreed-upon recommendations, in a timely manner. In its Continuity Report issued in June 2002, the CGJ identified three items as meriting detailed follow-up and additional investigation: the Sheriff's Department's jail phone system, the Department of Elections, and Special Assistants. Of the four specific recommendations that were followed up, only one was fully implemented.²⁵ The 2003 Continuity Report reviewed all the reports issued by the 2001/02 CGJ as well as a sampling of other reports from prior years. While the 2003 Continuity Report noted that, in many instances, agencies had fully implemented the recommendations agreed upon, it also found numerous instances where they had not. In closing, the 2003 CGJ implored the following CGJ

"to continue to be vigilant about prior years' reports and responses required, and ensure that departments and agencies responsible for responding to the Reports . . . actually implement the changes and improvements they agree to initiate. Only in this way can we all be better assured that our commitment and hard work will result in positive changes and outcomes for the people of San Francisco."²⁶

Finally, the findings in the June 2004 CGJ Continuity Report mirror a similar conclusion. While some of the previously agreed-upon recommendations have been carried out, there were many that are still outstanding.²⁷

²³ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 1999-2000 San Francisco Civil Grand Jury" (July 31, 2001) at p. 213.

²⁴ SFPUC letter to SF CGJ, November 12, 2004, at p.2.

²⁵ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury" (July 10, 2003) at pp. 131-138.

²⁶ Office of the Controller, Financial Audits, "Board of Supervisors: Status of the Implementation of the Recommendations of the 2002-2003 San Francisco Civil Grand Jury" (August 30, 2004) at p. 215

²⁷ A Report of the 2003-2004 Civil Grand Jury for the City and County of San Francisco, "Continuity Report," (Released June 2004) at p. 2-4.

Given the sheer volume of prior CGJ reports and recommendations, it is beyond the scope of this report to assess exactly the extent of the failure of City agencies to implement recommendations, previously agreed upon. Suffice it to say, without a mechanism in place to allow for systematic follow-up, the concerns raised by the California Grand Jurors Association cited above, may well become a truism.²⁸ Without a method for following the progress of City agencies in implementing agreed-upon recommendations, CGJ reports may be forgotten as soon as the headlines die down.

We note that past CGJs have issued reports that received significant press and publicity. Some of the recommendations in those reports were not ripe for implementation until some uncertain later date. Even where the respondent agreed to implement all the recommendations of the report, the public had no certain assurance that implementation would come to fruition, since there is no effective ongoing monitoring of implementation. Experience has shown that relying solely on the agency does not ensure implementation. Moreover, future CGJs are limited in what they can do to compel agencies to fulfill their prior promises. Therefore we need a more effective on-going monitoring procedure to follow-up on the status of prior agreed to be implemented CGJ recommendations.

It is our opinion that the “governmental oversight function” of the CGJ is best served if City agencies are held accountable for the implementation of recommendations with which they have agreed. Moreover, only through a comprehensive and systematic review will the spotlight continue to shine on those recommendations that are still outstanding and continue to merit implementation. Such a review can help focus on the obstacles to implementation, be they financial, managerial, legal, or otherwise. For those recommendations that are no longer reasonable or warranted due to changed circumstances, that fact should be reported and the effort dropped. We make no value judgments in this section of the report about the merits of whether City agencies should or should not implement previously agreed-upon recommendations. We simply point out that there are a significant number of outstanding recommendations that have not been implemented and that there is currently no effective mechanism in place that would allow anyone to track the extent of the non-implementation and the reasons why.

2004/05 CGJ FINDINGS AND RECOMMENDATIONS

Findings

1. There are a number of previously agreed-to-be-implemented CGJ recommendations that City agencies have not yet implemented.
Required responses: Mayor’s Office (60 days), and Office of the Controller (60 days)
2. After the first year's Controller's Report, there is no systemic follow-up that enables the public or City management to have a clear picture of the status of whether previously agreed-to-be-implemented CGJ recommendations have, in fact, been implemented.

²⁸ Some would argue that there already is a system in place and that is the “continuity function” of the Civil Grand Jury. Our experience has shown, however, that such a “system” is inadequate at best. It is unrealistic to expect the CGJ to monitor every recommendation that agencies have agreed to implement.

Required responses: Mayor's Office (60 days), Office of the Controller (60 days), and Board of Supervisors (90 days)

Recommendations

1. The Controller should provide to the Mayor and the Board of Supervisors an on-going annual status report of the agreed-to-be-implemented CGJ recommendations. Each agree-to-be implemented recommendation should be reported on, until the respondent indicates it is fully implemented or abandoned because it is no longer reasonable or warranted. Such a report should include suggestions of ways to (a) accelerate the implementation of the open items or (b) revise the implementation of the recommendation, if need be, based on changed circumstances. The Controller's annual status report should be submitted to the Mayor and the Board in sufficient time to allow for budgetary consideration for each upcoming fiscal year. Required responses: Office of the Controller (60 days), Board of Supervisors (90 days), and Mayor's Office (60 days)
2. The Board of Supervisors should hold an annual hearing on all outstanding recommendations, where implementation is pending.
Required response: Board of Supervisors (90 days)

PART IV: AN OPPORTUNITY FOR MOVING STALLED IMPLEMENTATION FORWARD

Background

The 2001/02 CGJ issued a report entitled "Outdoor Advertising Signs (Billboard) Enforcement." The report came on the heels of an 80% voter approval of a ballot measure requiring the City to get "tougher" on illegal billboard advertisement. The report found, among other things, that:

"Code enforcement of signs without permits and illegally altered signs was insufficient during the decade of the 1990s due to Department budget and staffing shortages, and to the more lax nature of previous planning codes and city laws. Over the same period new technology evolved, making the installation of very large wall signs faster and cheaper, and the colors more vivid and eye catching. Combined with the hot economy, this spawned a proliferation of new billboards, an undetermined percentage of which are without valid permits. The Board of Supervisors passed legislation, effective June 2001, giving added strength and incentive to the Planning Department for billboard regulation."²⁹

In addition to the CGJ report, the City's Budget Analyst issued a critical report as well, concluding that:

²⁹ A Report of the 2001-2002 Civil Grand Jury for the City and County of San Francisco, "Outdoor Advertising Sign (Billboard) Enforcement" (Released April 2002) at pp. 1-2.

“The Enforcement Unit of the Planning Department is insufficiently staffed to effectively manage the Planning Code enforcement workloads of new cases, servicing the current caseload of approximately 732 cases, and bringing a measure of control to the existing approximately 3,350 inactive complaint cases. We estimate the Enforcement Unit would need an additional four planners and additional vehicles for at least a two-year period in order to achieve control of its existing workloads and new cases.”³⁰

Yet, despite these two critical reports, the Department has done little since to request sufficient staff to address code enforcement generally and billboard enforcement specifically. Even now, management acknowledges that its new budget request of one more planner is inadequate to deal with the ever-mounting backlog of code violation complaints.³¹

The CGJ report made seven specific recommendations, all of which were agreed-upon by the then Planning Director. After three years, the Department has not taken any steps toward implementation on four of the recommendations. The specific recommendations and their current status are set forth below.

Recommendation 1:

“Additional funds could be generated for enforcement by requiring annual renewal of permits and by inspection of existing billboard signs, with a yearly charge per sign. This would facilitate and pay for discovering sites without permits, illegally altered sites, and illegal new installations.”³²

Response (May 2002):

“Your recommendations are very important to implementation of the March 2002 ballot measure banning all new general advertising billboard construction and the June 2001 statute strengthening code enforcement for illegal general advertising. My code enforcement staff is already working with the City Attorney and Board of Supervisors to draft such legislation. I understand there is similar legislation being developed in the City of Los Angeles.”³³

Status of Implementation (December 2004):

Not implemented because there has been no legislation as yet presented to the Board of Supervisors.

Recommendation 2a:

“Assign a separate and distinct numerical designation to all existing, active, legal outdoor advertising sign permits (to distinguish them from all other sign permits) for entry into the computer system. Flag each for automatic periodic site reviews by CPD.”³⁴

³⁰ San Francisco Budget Analyst Report “The Management Audit of the San Francisco Planning Department (June 2002) at p. 167.

³¹ The backlog of code enforcement cases has risen from 735 in the spring of 2002 to 2,668 by Feb 2005.

³² Office of the Controller, Financial Audits, “Board of Supervisors: Status of the Implementation of the Recommendations of the 2001-2002 San Francisco Civil Grand Jury” (July 10, 2003) at p.42.

³³ Id. at p 43.

³⁴ Ibid.

Response (May 2002):

“The Planning Department Information Services staff continues to work closely with the Department of Building Inspection staff to improve coordination of data and tracking permits.”

Status of Implementation (December 2004):

Nothing has been or will be done until pending work to integrate Department of Building Inspection and Planning Permit Tracking systems is completed. No timeline for that to occur.”³⁵

Recommendation 2b:

“Conduct a city-wide count and permit history of every existing billboard sign. Many of the originally grandfathered [sic] signs (prior to 1966) have no permits on file. Researching ownership (which may have changed repeatedly over time); checking the existence of permits or verifying legal status with other evidence, such as dated photos; and entering this information into the database, under the applicable numerical code, would allow staff a way to monitor continued use and to eliminate billboards without permits in a timely manner.”³⁶

Response (May 2002):

“I strongly agree with the need for this inventory. The Code Enforcement staff is trying to design a survey in part using interns, not paid with City funds. Workload of the existing six-person code enforcement staff, which has one unfilled Planner/Code Enforcer position presently frozen, makes this a very challenging task. There is an increasing backlog of other types of planning code enforcement complaints.”³⁷

Status of Implementation (December 2004):

Nothing has been done.

Recommendation 3:

“The Planning Director should hire a temporary staff person . . . with special expertise to conduct a city-wide survey of all extant billboards . . . to enter the information into the electronic database described in Recommendation 2a. Under the direction of a professional who has knowledge of San Francisco’s billboard history, collegiate Urban Planning interns who are periodically invited to train in the CPD might assist with the accurate, professional completion of such an effort at minimum cost to the City.”³⁸

Response (May 2002):

“I agree this is very desirable and hope that enactment of annual renewal fees would facilitate feasibility of funding such a position.”³⁹

Status of Implementation (December 2004):

No progress made, since no funding for position was available.

In fairness to the Planning Department, it has recently suffered from significant vacancies. Of the approximately 140 FTE positions, 21 are still vacant. The Planning Department intends to fill these positions within the next four months. However, this will only have a minor impact on the issue of billboard code enforcement, since in the Planning Department’s current budget, it has

³⁵ Ibid.

³⁶ Id. at p. 44

³⁷ Ibid.

³⁸ Ibid.

³⁹ Id. at p. 45

requested only one FTE Planner/Code Enforcer. One staff person will, at best, slow the rate of increase in the backlog of outstanding complaints of all types of planning code violations. It is expected that this will have little, if any, impact on the billboard code enforcement backlog, given Planning Departmental priorities. Planning Department correspondence indicates that adding two additional staff dedicated to billboard code enforcement for about three years, would provide adequate staffing to eliminate the growing billboard code enforcement backlog. It should also be noted that given the overall services that the Planning Department is expected to deliver, and the limited staff with which to provide those services, billboard code enforcement is a relatively low Planning Departmental priority.

We investigated and analyzed the identifiable obstacles impeding implementation of agreed-upon recommendations by the Planning Department. They were lack of funding, lack of adequate enforcement laws, and insufficient information technology.

Lack of Funding

A primary obstacle to implementation of billboard enforcement is management's lack of pursuit of funding for implementation of the voter-adopted proposition. This is especially puzzling because, unlike other line items in the budget, code enforcement of all types should be self-sustaining. Fees and penalties should be able to cover all the costs of staffing a comprehensive code enforcement program.

We reviewed the last seven annual budgets, submitted by the Planning Department. We found that while the code enforcement program was reintroduced in the goals and objectives of the Planning Department, in the late 1990's, the request for funding fell short of the amount needed to achieve effective enforcement. A desirable level was to involve 6 FTE Planner/Enforcers at a cost of approximately \$624,000 per year.⁴⁰ Only in 2001/02 and 2002/03 was there a request for that much staff.⁴¹ A review of Planning Departmental budgets from 1999 to the present appears to reveal that management was counting on the collection of monies from the enforcement process to fund the majority of the positions. However, we find no documentation that such fees and penalties ever materialized. The enforcement envisioned covered nine categories, with billboard code enforcement being only one of them. The lack of adequate resources being committed to code enforcement generally, and billboard enforcement specifically, has meant ever-increasing backlogs of complaints of all types.

The Planning Director has indicated his priority goal is to restore the public's confidence and trust in the Planning Department. To accomplish this will require a larger and more energetic code enforcement effort than currently exists.

Unfortunately, the 2005/06 Planning Department's budget submittal reveals that adequate personnel needed to implement general code enforcement or billboard code enforcement, in particular, once again are not being requested.⁴² Therefore, unless resources can be identified to

⁴⁰ See discussion in San Francisco Budget Analyst Report "The Management Audit of the San Francisco Planning Department (June 2002) at p. 31.

⁴¹ See Appendix 3.

⁴² San Francisco Planning Department "The 2005-2006 Proposed Work Program and Budget" (March 2005) It is recognized that given the demands for services and the staff available to provide those services it is understandable

cover the startup costs of billboard code enforcement, non-permitted billboards will continue to proliferate and it is questionable whether the Planning Department's improved stature and effectiveness, in the eyes of a public, will be realized. If the funding issue is not resolved, history shows us the lack of code enforcement will cause further flouting of the law.

Inadequate Enforcement Laws

In 2002/03, the Planning Department requested dedicated cost-recovery legislation, as a way to specifically fund its billboard enforcement program. This resulted in an ordinance, amending the San Francisco Planning Code. The purpose of Section 610 is as follows:

- a. "Substantially increase the penalties for violation of regulations governing General Advertising Signs."
- b. "By amending Article XIII of the San Francisco Code to add Section 10.100-166, establish a Planning Code Enforcement Fund."
- c. "Authorize that the administrative penalties and fees collected, relating to commercial signs, be placed in a Sign Enforcement Fund, with the use restricted to sign regulation enforcement."⁴³

Planning Code Section 610 has an elaborate scheme for "administrative penalties assessed against Responsible Parties" in amounts ranging from \$1000 to \$2500 per day. However, that very same legislation and the City Attorney and Planning Department's interpretation of it, undermines funding for enforcement. Section 610(b)(1) of the Ordinance provides that "penalties and fees shall not accrue for 15 days after the date of the notice required in Subsection (b)(1) above and during the pendency of any request for reconsideration . . . and for a five day period after the Director's final decision has been mailed or hand delivered to the Responsible Party". This Section has been interpreted to allow violation of the sign ordinance without penalty if the violator is ultimately willing to abate the violation. Moreover, a violator who avails himself of an appeal hearing challenging the legality of the City's notice, and subsequently loses his appeal, can nonetheless cure the violation, within the 15-day grace period, and thereby have the penalty provision waived.⁴⁴ Two of the rationales behind such an interpretation are (1) the need to provide "due process" to alleged violators and (2) the primary purpose of the Ordinance is to remove illegal billboards, not to punish the violator or collect revenue for the City.⁴⁵

In order to insure enhanced code enforcement, a way must be found to secure dedicated funds to cover the costs of such effort. Additional monies are not likely to be provided to the Planning Department through the normal budgetary process. Therefore, fines and penalties must play a larger role in funding enforcement. The City does not even collect the fees to which they are

why billboard enforcement is a low Departmental priority. We point out, however, that billboard enforcement should essentially be a financially, self-supporting enterprise. We found little that the Department has done to position itself so that it can perform aggressive enforcement and collect sufficient fines and penalties to support "revenue neutral" enforcement.

⁴³ San Francisco Planning Code, Section 610.

⁴⁴ The losing party would only be obligated for the nominal cost of the administrative hearing, a sum that usually does not exceed \$1000.

⁴⁵ We find the due process argument puzzling. While we recognize a party's right to challenge an allegation of wrongdoing before fines can actually be imposed, we see no logical purpose for not fining the violator, *ab initio*, once due process rights have been exhausted and the violator has lost.

entitled.⁴⁶ This would require a reinterpretation of the existing Ordinance or the drafting of an amendment to the existing ordinance that makes violators more fiscally responsible. If such amendment is drafted, it should at a minimum require the violator, after losing an appeal, to pay for fines and penalties covering the violation period as well as disgorging any income received from the illegal billboard from the time of notice to him. Specific code enforcement laws are the result of communities reacting to the behavior on the part of some that is antithetical to the general interest of the many. However, the laws are only as effective as the will of the people to abide by them. Fiscal disincentives are needed if we want to tip the result in favor of the many rather than the few. In their absence, there is little, if any, incentive to abide by the law.

Insufficient Information Technology

In order to carry out code enforcement duties as efficiently as possible it becomes important for the Planning Department to have the most up-to-date information possible. The problem of information transfer, in terms of code enforcement, is complicated because there are a number of City agencies involved in establishing and using the data base upon which the enforcement program is based.⁴⁷ In the past, what has been lacking is a uniform way of transferring information amongst those various agencies. This would appear to make enforcement that much more difficult.

Recently, the Department of Building Inspection and the Planning Department have started to identify the computer upgrading that is needed to facilitate the sharing of information. The Planning Department must have, in one place, all the needed information to identify code infractions that can be accessed quickly by the various departments requiring information. Within the next few months, specifications to purchase the needed software and additional hardware will be ready to be put out to bid. The results of this effort will commence in November 2005 and should start to be in place within the next 15-18 months.

2004/05 CGJ FINDINGS AND RECOMMENDATIONS

Findings

1. The ordinance, amending San Francisco Planning Code Section 610, has had unintended consequences. According to the present interpretation of Section 610, the violator is allowed to remedy an adjudicated violation without penalty. Consequently, no funds have been generated, through fees or penalties, to pay for billboard code enforcement.

⁴⁶ San Francisco Budget Analyst Report "The Management Audit of the San Francisco Planning Department (June 2002), cover letter to Supervisor McGoldrick from Budget Analyst at p. 5.

⁴⁷ The following City Agencies all have some role in code enforcement: OES, Health Department, Fire Department, Police Department, Public Works, DBI, and CPD.

2. Presently, thousands of reported code violations have accumulated. From June 2004 to February 2005 the number increased by 438. Two new sign violations were reported for every billboard enforcement case that was closed, during the period.
3. Code enforcement requires the integration of databases at least between Department of Building Inspection and the Planning Department. In addition, there must be a coordinated use of personnel resources between the two departments. This necessitates seamless software capability and a broad exchange of information. Billboard code enforcement will continue to be limited and violations will fall further behind, unless there is a marked improvement in the required information flow and technology integration.
4. DBI, working with Planning Department management, is spearheading an analysis of how all the contributing departments can coordinate their computer systems and information exchange to maximize their effectiveness. The analysis is an essential first step in elimination of a barrier impeding the involved departments' performances.
5. In the past three years, implementation of four of the seven agreed-upon recommendations, identified in the billboard sign report of the 2001/02 Grand Jury, have yet to be started.
6. Lack of funding for the staff to carry out the work is an oft-repeated excuse for lack of action. Until budget constraints are loosened or the Planning Department identifies and procures a dedicated funding source to enable billboard code enforcement to pay for itself, increased staffing to reduce a buildup in sign code enforcement backlogs will remain minimal.
7. The budget request for 2005/06, submitted by the Planning Department management, is inadequate for billboard enforcement or other code enforcement actions to reduce the current backlog for the coming year. At best, with only one additional FTE, the department might reduce the rate of growth of the list of still-to-be-acted-upon code complaints of all types.

Required responses: Planning Department (1 through 7) (60 days)

Recommendations

1. The Planning Department should prepare a Work Plan that identifies steps the Planning Department will take to complete the implementation of the agreed-upon recommendations of the 2001/02 Civil Grand Jury report on Billboard Code Enforcement. Such a response should include the number of additional temporary and/or regular staff members required to carry out its implementation, the needed additional software capability to increase productivity in enforcing the plan, timelines for completing each plan element, and potential sources for funding the plan.

Required responses: Planning Department (60 days), Department of Building Inspection (60 days)

2. In order to ensure that the Planning Department can commence implementation of the Work Plan, including elimination of the billboard code enforcement backlogs, the Department should request and receive "start up" monies for adequate temporary additional staffing to complete the assignment.

Required responses: Planning Department (60 days), Mayor's Office (60 days), and Board of Supervisors (90 days).

3. In order to limit the amount of "start up" funding needed before the billboard code enforcement program can become self-sustaining, we suggest the following: The Board of Supervisors research major urban communities in California and elsewhere to identify "best practice" legislation to be used for collecting fees and penalties in matters of enforcement of illegal billboard signs. That information should be the basis for replacing or amending Planning Code Section 610 to enable the Planning Department to collect disincentive penalties from violators of the Billboard Ordinance. The legislation should have a fourfold purpose: to create an economic disincentive for future violations, to provide revenue for helping make billboard enforcement self-sustaining, to enhance other city revenues indirectly⁴⁸, and to eliminate non-permitted billboards.

Required response: Board of Supervisors (90 days)

4. The Board of Supervisors should review the progress, including projected timelines, of the Department of Building Inspection's Information Technology Exchange Project. Without such simultaneous tracking and coordinated action, it will be very difficult for the CPD enforcement staff to proceed as expeditiously as planned. The interface of information technology is essential for identifying targeted properties and billboards needing attention.

Required responses: Board of Supervisors (90 days), Department of Building Inspection (60 days), and Planning Department (60 days)

5. The Mayor, using SFStat and the Board President, using the Government Audit and Oversight Committee, should review the Planning Director's Report semi-annually for progress in meeting the program milestones and timelines, identified in the approved Work Plan.

Required responses: Mayor's Office (60 days) and Board of Supervisors (90 days)

⁴⁸ In addition to charging an annual permit fee for all legal billboards, properties, with additional post-Prop 13 billboards, should be reviewed by the Tax Assessor to determine whether such improvements warrant a revised assessment of their present property taxes. After all, billboard income can have a significant impact on the income generation of commercial buildings. Such improvements should affect the value of the building and the city should be compensated accordingly.

SOURCES OF INFORMATION

Interviews

1. San Francisco Unified School District Management Staff
2. Office of Emergency Planning Management
3. Planning Department Management
4. Office of the Mayor Staff
5. Controller's Office Auditing and Budget Personnel
6. "San Francisco Beautiful" Directors and Staff
7. Budget Analyst Staff
8. City Attorneys
9. The Department of Elections Management and Staff
10. Medical Examiners Office Staff
11. Sheriff's Department Management and Staff
12. Office of Contract Administration Management and Staff

Documents

1. San Francisco Unified School District
 - a. Student Attendance comparison sheet for 2003-2004 and 2004-2005.
 - b. School Health Programs Department (Tips and Activities)
 - c. Pupil Services Organization Chart (meeting schedule)
 - d. SFUSD Flow Chart of Procedures for Truancy Prevention
 - e. Parent's Verification of Absences (English, Chinese, and Spanish)
 - f. SFUSD 2003-2004 Notification of Truancy Count
 - g. Comparison of 2003-2004 and 2004-2005 Referrals to the Dropout Prevention Office
 - h. Four Truancy Letters (English, Chinese, Spanish)
 - i. Mandated Cost by Schools for 2003-2004
 - j. School Attendance Review Team (Matrix sheet)
 - k. Sample of Merit Award Presented to Schools for
 - l. Increased Percent of Students Present as Compared to 2003-2004
2. Office of Emergency Planning
 - a. Emergency Operations Plan, Part I: Basic Plan
 - b. San Francisco's Earthquake Risk
 - c. San Francisco and Homeland Security, Office of emergency Services
3. Planning Department: Budget Proposals 1999-2005
4. Office of the Controller: Status of Implementation of Recommendations of CGJ Reports from 1997-2003
5. Prior CGJ Reports 1997-2004
6. Management Audit of San Francisco Planning Department – June 2002
7. Code Enforcement Statutes
8. DBI Report Correspondence
9. Prop G of the Voters Pamphlet – March 2002

GLOSSARY OF ACRONYMS AND TERMS

ADA- American with Disabilities Act
CGJ – CGJ
DPW – Department of Public Works
OES – Office of Emergency Services
FTE – Full Time Equivalent (Staff)
MOES – Mayor’s Office of Emergency Services
OCA – Office of Contract Administration
PSC – Personal Service Contracts
CPD – City Planning Department
DBI – Department of Building Inspection

APPENDIX A

Exhibit H Response to Grand Jury Reports

Response to Grand Jury Reports

Report Title: [TITLE]

Report Date: [DATE]

Response by: _____ Title: _____

FINDINGS

I (we) agree with findings numbered: _____

I (we) disagree wholly or partially with the findings numbered: _____

(Attach a statement specifying any portions of the findings that are disputed; include an explanation of the reasons therefor.)

RECOMMENDATIONS

Recommendations numbered _____ have been implemented. (Attach a summary describing the implemented actions)

Recommendations numbered _____ have not yet been implemented, but will be implemented in the future. (Attach a time frame for the implementation)

Recommendations numbered _____ require further analysis. (Attach an explanation and the scope and parameters of an analysis or study, and a time frame for the matter to be prepared for discussion by the officer or director of the agency or department being investigated or reviewed, including the governing body of the public agency when applicable. This timeframe shall not exceed six months from the date of publication of the grand jury report.)

Recommendations numbered _____ Will not be implemented because they are not warranted or are not reasonable. (Attach an explanation)

Date: _____ Signed: _____

Number of pages attached: _____

nv 9/24/2004

Source: Mendocino County Grand Jury, "Rules of Procedure for the Production and Publication of the 2004-2005 Grand Jury Report." (9/24/2004).

APPENDIX B

Year of Work Plan	Findings from Work Plan	Budgeted Amount (if specified)	Funding Source (if specified)
1999/2000	Work with neighborhood groups to focus implementation of enforcement program on specific neighborhood issues and on commission actions.	\$198,000	\$28,000 from fees
2000/2001	Work with neighborhood groups to focus implementation of enforcement program on specific neighborhood issues and on commission actions.	\$389,000	\$267,000 from fees
2000/2001	Special Projects – Prepare legislation for neighborhood based and citywide zoning amendments including such quality of life zoning controls as limiting general advertising signs, etc.	The amount of dollars is unknown because the item has been bundled with others in the overall work plan.	From General Fund
2000/2001	Provide Computer Support Services – Upgrade the network infrastructure to further decrease reliance on Building Inspection Department network, thereby increasing performance and improving reliability by March 2001.	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	All from fees
2001/2002	Enhance Department enforcement program, a fully dedicated enforcement team with necessary support resources and equipment, including a devoted vehicle, to allow field investigation.	\$624,000	\$457,000 from fees
2002/2003	Continue Department Enforcement Program, a fully dedicated enforcement team with necessary support resources, including a devoted vehicle, to allow field investigations. Work with Board of Supervisors, City Attorney, and Mayor's Office to prepare and enact cost recovery legislation for code enforcement activities.	\$644,000	\$457,000 from fees
2002/2003	Facilitate the public's access to Department information and data as required by the Sunshine Ordinance (Prop G).	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	All from fees
2002/2003	Develop customized software application to ensure compliance with Measure G, the Sunshine Ordinance and to enhance public and media access to data requested under this ordinance and track these activities.	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	All from fees
2003-2004	Maintain Department Enforcement Program at reduced staff level.	\$476,000	All from fees
2003-2004	Facilitate the public's access to Department information and data as required by the Sunshine Ordinance (Prop G).	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	All from fees
2003-2004	Develop customized software application to ensure compliance with Measure G, the Sunshine Ordinance and to enhance public and media access to data requested under this ordinance and track these activities.	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	All from fees
2004/2005	Maintain Department Enforcement Program at reduced staff level. Conduct hearings with Administrative Law Judges.	\$402,376 (4.29 FTEs)	Percentage from fees - unspecified
2004/2005	Facilitate the public's access to Department information and data as required by the Sunshine Ordinance (Prop G).	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	
2005/2006	Maintain Department Enforcement Program at reduced staff level. Conduct hearings with Administrative Law Judges.	\$521,832 (5.29 FTEs)	Percentage from fees - unspecified
2005/2006	Participate in department efforts to integrate the Case tracking database with DBI's Permit Tracking System.	The amount of dollars is unknown because the item has been bundled with others in the overall work plan	Percentage from fees - unspecified

Index of Letters to Office of Emergency Services and Homeland Security

Author	Title	Agency
Richard Eisner	Regional Administrator	Coastal Region, Governor's Office of Emergency Services
Matthew Bettenhausen	Director	Governor's Office of Homeland Security
Richard McCarthy	Executive Director	CA Seismic Safety Commission
Christopher Godley	Manager of Emergency Services	Marin County Sheriff Office of Emergency Services
Susan F. Newton	Homeland Security Program Coordinator	City of Oakland
Christopher Barkley	Project Manager	URS Corporation
Vicki Hennessy	Chief Deputy Sheriff	CCSF Office of the Sheriff
Anne Kronenberg	Deputy Director	Department of Public Health
Susan Mizner	Director	Mayor's Office on Disability
Carl Friedman	Director	Animal Care and Control
Greg Suhr	Deputy Chief- SFPD	SF Public Utilities Commission Homeland Security
Amy Lee	Acting Director	Department of Building Inspection
Belinda Jeffries	Administrator	SF Housing Authority
Daniel Homsey	Director	Mayor's Office of Neighborhood Services
Amy Hart, M.D.	Chief Medical Examiner	Office of the Medical Examiner
Monique Moyer	Executive Director	Port of San Francisco
Sylvia Harper	Enforcement Director	Department of Parking and Traffic
Kathleen Brown	Deputy Director	Animal Care and Control Department
Eve O'Toole	Washington, D.C. Lobbyist for SF	
John Power	Executive Director	The Volunteer Center
Susan Garritson, RN, DNS, MBA	Bioterrorism Coordinator	UCSF/Hospital Council
Harold W. Brooks	CEO	American Red Cross- Bay Area Chapter
Alessa Adamo	Coordinator	San Francisco CARD
Daniel Stevens	CA Preparedness Officer	Department of Homeland Security
Mary Clare Bennett	Co-founder	SF Ready
Rev. James DeLange	Chair and Executive Vice-Chair	San Francisco Interfaith Council
Rita Semel		Building Owners and Managers Association
Marc Intermaggio	Executive Vice President	
Jeanne Perkins	EQ and Hazards Program Manager	Association of Bay Area Governments
Patricia Breslin	Executive Director	Hotel Council of San Francisco
Pamela Matsuda	Program Director	San Francisco SAFE
Rodney A. Fong	President	Fisherman's Wharf Merchants Association
David Devencenzi	District Manager	Walgreens



COASTAL REGION
GOVERNOR'S OFFICE OF EMERGENCY SERVICES
1300 Clay Street, suite 400
Oakland, California 94612
510-286-0895
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28 April 2006

Ms. Annemarie Conroy, Executive Director
Office of Emergency Services and Homeland Security
City and County of San Francisco
1011 Turk Street, Room 101
San Francisco, California 94102

Dear Annemarie:

I am writing to express my appreciation and that of the Governor's Office of Emergency Services for the leadership you and your staff have provided in advancing emergency preparedness in the Coastal Region; and to acknowledge the achievements you have made during your tenure as Executive Director in San Francisco.

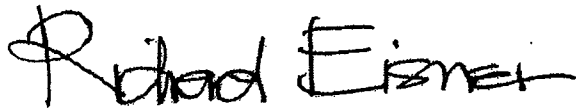
From a regional perspective, your leadership through collaboration with the UASI cities and Bay Region core counties was critical in development of the Regional Emergency Coordination Plan program. As you know, this is a landmark effort that is providing a model for regional planning, preparedness and coordination of response for the State as well as the Nation. You successfully brought together the region's ten counties and three UASI cities to collaborate with California OES in addressing our collective needs for a plan to integrate an all hazards approach to regional preparedness, response, recovery and reconstruction. As is now evident, as we observe the recovery efforts along the Gulf Coast, an essential element of the Regional Plan is establishing a regional process to address business and community recovery.

I have also observed significant progress in improving San Francisco's readiness for disaster response and the increased capability of your professional staff. During the past two years, you have effectively used available resources to address pre-disaster mitigation and community education activities, to expand your professional staff and make progress on specific planning elements. Of particular note is your office's development this year of an Earthquake Annex to your response plan as an enhancement above and beyond the State required "all hazards" response plan. The Earthquake Annex is an innovative and ambitious effort that I hope will serve as a model for other California jurisdictions.

In the coming year, as the State of California addresses the changes necessary to fully comply with the National Incident Management System (NIMS), there will be a need for additions to your plans. However, your current plans are fully compliant with SEMS and meet current federal and state requirements. I look forward to working with San Francisco to maintain their compliance with NIMS when the State SEMS/NIMS guidance is available later this year.

Finally, I wish to commend the City and County of San Francisco for its continuing leadership and commitment to emergency preparedness for your community and the Coastal Region. You continue to set the standard for cooperative metropolitan regional partnerships that will ensure the success of emergency management in the Bay Region.

Sincerely,

A handwritten signature in black ink that reads "Richard Eisner". The signature is written in a cursive, slightly slanted style.

RICHARD K. EISNER, FAIA
Regional Administrator



OFFICE OF HOMELAND SECURITY

May 8, 2006

Honorable Gavin Newsom
Mayor, City and County of San Francisco
1 Carlton B. Goodlett Way
San Francisco, CA 94102

Dear Mayor Newsom:

Thank you for the opportunity to participate in the policy level exercise on April 19, 2006, with key decision makers in your City and with our state and federal partners. These discussions are essential to advance planning and effective response and I greatly appreciate your leadership in making San Francisco and California safer. You should also know that I thoroughly enjoyed the celebration on the morning of the 18th and the stories of the survivors of the 1906 earthquake and fire. We can only hope that we live so long and remain in such spry and mentally sharp conditions!

This is also a good opportunity to compliment the work of your Office of Emergency Services and Homeland Security. It has been both my personal and professional pleasure to work with your Director, Annemarie Conroy. She is an outstanding leader and administrator. San Francisco's outreach and relationship building efforts in the past year have been important for the Bay Area. Director Conroy has been an essential partner with our office, the U.S. Department of Homeland Security and our other federal friends. She is forceful advocate for the homeland security issues facing California and all our urban areas.

It has also come to my attention that an August 2005 letter from my office concerning the FY 2005 grant awards is mistakenly creating the perception that San Francisco's homeland security grant funds are at risk or in imminent jeopardy. The letter in question, the "Notification of Sub-grantee Application Award," was transmitted to all 98 successful applicants for homeland security grant funds in fiscal year 2005. The purpose of the paragraph is to inform sub-grantees of the review period which begins 120 days prior to the end of the sub-grantee performance period. The letter states:

IMPORTANT NOTE: For FY 2005, sub-grantees will have a performance period 90 days shorter than the federal performance period. Further, 120 days prior to the end of the sub-grantee performance period, any unexpended funds

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Mayor Gavin Newsom
May 8, 2006
Page 2

may be re-directed to other needs across the State. OHS will notify any sub-grantee, in writing, where unexpended balances may be re-directed. The transfer of redirected funding will take place no less than 15 days after the date of the notification letter.”

This paragraph is part of our standard grant language and the purpose of the review period is to allow my office sufficient time to review and identify projects that may be experiencing difficulties and provide additional assistance as appropriate.

As you know, the federal government currently consumes nearly a year from federal appropriation to the making of the grant allocations and awards to the states and urban areas. This lengthy federal process has often resulted in the need to extend the performance period to account for these delays and to recognize the complex and time-consuming planning, approval and procurement cycles local governments may face. The institutionalization by our office of advance strategic planning and strategy implementation reporting is expected to improve this process in California for FY 06 and beyond.

I want to personally assure you that our Grants Division works very closely with your San Francisco OES/HS team. Because of the delays inherent in the federal allocation and state sub-allocation process, we are still early in the FY 05 grant process and we have no indications or reason to believe that these grant allocations to San Francisco (both SHSGP and UASI) will need to be redirected by the State of California.

Our office understands the fact that these grant programs are difficult to administer and that federal guidelines are constantly changing. As such, we are working with all urban areas on the issues of spending and reimbursements. Recall as well that the federal government has made these grants on a “reimbursement” basis, meaning states and locals must first purchase and pay for investments before we can even draw down on the federal grant funds.

This past year, we have worked to improve the system and reimbursement rates and it is important to acknowledge the work of San Francisco’s grant unit. Your grant staff members have provided tremendous assistance to our Grants Division by participating in working groups that redesigned and developed tools and systems to streamline the grant processes from beginning to end. These collaborative efforts have saved time, improved efficiency and enhanced accountability.

Mayor Gavin Newsom

May 8, 2006

Page 3

Thank you again for your support and cooperation with our office. This is truly a team effort and we appreciate the outstanding work you have provided in San Francisco and the greater Bay Area. We look forward to a successful full-scale exercise with you in November as part of the statewide Golden Guardian exercise program.

If you need additional information, please do not hesitate to contact me. I look forward to meeting with you again soon.

With best regards,



Matthew R. Bettenhausen
Director

SEISMIC SAFETY COMMISSION

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AMENITO, CA 95833
(916) 263-5506
(916) 263-0594 FAX
INTERNET: www.seismic.ca.gov



May 2, 2006

Ms. Annemarie Conroy
Executive Director
City and County of San Francisco
Office of Emergency Services
1011 Turk Street, Rm 101
San Francisco, CA 94102

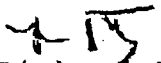
Dear Ms. Conroy:

On behalf of the California Seismic Safety Commission, I would like to thank you for presenting the City and County of San Francisco's emergency preparedness and mitigation planning programs to the Commission on April 17, 2006. As the host city for our meeting, your leadoff presentation illustrated the challenges local governments face to establish mitigation education and outreach programs not only in the Bay Area but also throughout the entire State.

As you were made aware during your presentation, the Commission views education and outreach programs as vital to implementing the State's overall earthquake mitigation activities. All of the education and outreach examples you discussed fall within the Commission's earthquake mitigation strategic plan entitled the *California Earthquake Loss Reduction Plan*. We would be very interested in including your program successes within our annual *Progress Report for the California Earthquake Loss Reduction Plan*.

Again, thank you for updating the Commission on your offices outreach and education mitigation programs.

Sincerely,


Richard J. McCarthy
Executive Director



Marin County Sheriff Office of Emergency Services

3501 Civic Center Drive #266, San Rafael, CA 94903-4189

(415) 499-6584 FAX (415) 499-7450

www.co.marin.ca.us/disaster

oes@co.marin.ca.us

May 5, 2006

Annemarie Conroy, Director
City and County of San Francisco
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Director Conroy,

In the nearly five years since 9/11, the discipline of emergency management has been heavily impacted with state and federal requirements, increased public and government scrutiny/expectations, and massive shifts in professional practice. While most emergency management programs in California have struggled to simply maintain existing programs and capabilities, the San Francisco Office of Emergency Services and Homeland Security (OES&HS) has been almost unique in its ability to aggressively move forward across several fronts.

In the last two years, San Francisco OES&HS has made extraordinary progress in transforming itself into a forceful and progressive emergency management organization. During this period, your office has been able to recruit and field an extremely talented and dedicated expanded staff, develop increased influence in city government, and enhance day-to-day business operations. You have been able to take several significant steps forward in addressing internal preparedness efforts including emergency planning, training, exercising, and even the completion of the city's siren system. In the area of public education, your efforts in developing the www.72hours.org web site is a truly innovative achievement and has set a standard for the entire Bay Area to follow.

Although these are in themselves notable accomplishments, I would like to commend your office on two projects of critical importance for not only San Francisco residents but also for all the seven million residents of the Bay Area. Beginning two years ago, your office – while undertaking all of its own missions and assignments – stepped up and provided much needed leadership which has had a profoundly positive impact on local and regional disaster preparedness.

San Francisco OES&HS is the recognized spirit and practical driving force behind the current development of the San Francisco Bay Regional Emergency Coordination Plan (RECP). This plan makes real many of the concepts that had never been fully addressed since the implementation of the California Standardized Emergency Management System program in 1994. Not only will this plan provide for more effective emergency response coordination, the planning process has also greatly enhanced the regional outlook for many other emergency management programs including interoperable communications, consolidated training, and direct first responder coordination. This plan will serve not only as a model for California but also for the nation. In the aftermath of Hurricane Katrina, the nation is seeking leadership and innovation in providing effective emergency management to large regions - San Francisco OES&HS is delivering that in full.

I would also congratulate you and your staff on the administration of the federal Urban Area Security Initiative (UASI) grant program. As with other massive federal Homeland Security grants, these are administratively challenging, yet your staff has demonstrated a great capability and dedication to getting these funds on the street as soon as humanly possible.

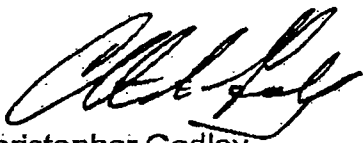
As a local partner of San Francisco's, this multi-year grant program has proven tremendously successful. Instead of simply allocating funds for each adjacent jurisdiction to purchase equipment that benefits them, your Deputy Director Rich Shortall has proven adept and successful in developing the larger, "big picture" outlook in allocating these funds. As a result, San Francisco now has neighbors that are much more capable and better integrated with your city's emergency response plans.

I especially wish to commend you and your staff on providing the leadership and vision for developing the UASI grant application for FY2006. With only a six week window, San Francisco OES&HS was able to identify and contact all of the stakeholders in the 10 Bay Area counties, coordinate meetings, develop strategies, solicit grant proposal, convene subject matter working groups to evaluate the proposals, work with state and federal agencies on grant application administrative requirements, develop a massive and well-prepared competitive application and all the while, maintain good communication with all the players involved. The majority of the success of this grant application is due to your efforts.

For this one project alone, I am nominating your office for an Emergency Management award from the California Emergency Services Association.

I salute your accomplishments and thank you for your leadership and vision. The City and County of San Francisco is fortunate to have you and your staff working to safeguard their lives, their communities and their future.

Sincerely,



Christopher Godley
Manager of Emergency Services

May 11, 2006

Ms. Annemarie Conroy
San Francisco Office of Emergency Services
And Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Annemarie:

I would like to thank you and the San Francisco Office of Emergency Services and Homeland Security for the leadership and guidance you have provided to your fellow UASI cities.

This year there were major changes in the 2006 grant process. Instead of waiting for chaos to erupt, your office set about contacting and organizing the UASI cities into a manageable governance group. Keeping the State of California's Governor's Office of Homeland Security informed of our intentions, your resourcefulness and control of the process led to an action plan that quickly moved forward. Thanks to your direction, tasks were completed and the 2006 deadline was met.

I am very proud of the regionalization and bridge building that has occurred between San Francisco, Oakland and San Jose under your leadership. You have led the charge to successfully combine three separate security strategies into one that blankets the entire Bay Area. Your office accepted the challenge and responsibility of developing a regional emergency coordination plan for the benefit of us all. You and your staff provide such an open and engaging environment that results can't help but be comprehensive and well-thought out.

I appreciate the coordination required to introduce us Northern California UASI cities with our counterparts in the south. It was your energy and passion about getting things done and keeping legislators informed that triggered our visit to Washington, DC. Thanks to your contacts and foresight, a statewide coalition of UASI representatives was provided the opportunity to explain regional programs and the necessity of continued funding to the policymakers.

The inclusive nature of working with your office has become so well-known, it is now expected. You've created an excellent reputation for an office of City government. I am truly looking forward to our continued relationship as we work through the regional grant projects.

With warm regards,

Susan F. Newton
Homeland Security Program Coordinator



March 31, 2006

Ms. Annemarie Conroy, Director
Office of Emergency Services & Homeland Security
City and County of San Francisco
1011 Turk Street
San Francisco, California 94102

Subject: Review of San Francisco Emergency Operations Plan and Annexes

Dear Ms. Conroy:

On behalf of the San Francisco Office of Emergency Services & Homeland Security (SF-OES&HS), URS Corporation has completed a review of San Francisco's Emergency Operations Plan (EOP) and accompanying annexes. This letter documents the results of our review.

To summarize, URS finds the EOP to be functional, detailed, and well-structured. It is consistent with state and Federal requirements for emergency operations plans and could be implemented effectively for a wide range of potential events. Combined with ongoing initiatives to increase the city's capabilities for specific functions and to conduct emergency response planning on a regional level, the EOP demonstrates the city's commitment to preparedness.

Plan Components

URS reviewed the following components of the EOP:

- Part 1: Basic Plan
- Part 2: Emergency Operations Center Plan
- Animal Care Appendix
- Care and Shelter Annex
- City Emergency Drinking Water Alternatives
- Community Disaster Plan Template
- Damage Assessment Annex
- Debris Management Annex
- Donations Management Appendix
- EMS Multi-Casualty Incident Policy
- Mitigation Annex
- Oil-Spill Prevention and Response Plan
- Operation Return Annex
- Communications
- Proposed North-South Priority Routes
- Recovery Operations
- Severe Weather Incident Annex
- Spontaneous Volunteer Management Plan
- Terrorist Incident Annex
- Tsunami Response Annex

Review Team

To accomplish the review of the EOP, URS assembled a team of experts in Federal, state, and

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local emergency management. The team included individuals who have experience in California as well as experts from other parts of the United States. Consequently, the review team approached the EOP from a variety of perspectives and was able to draw upon knowledge of systems and best practices locally and nationally. Participants in the review and a brief discussion of the qualifications of each are listed in Attachment 1, which is enclosed with this letter.

Scope of the Review

The review team considered the following:

- Consistency with California's Standardized Emergency Management System (SEMS). SEMS provides the framework for state and local government cooperation during emergencies and disasters in California, including provision of mutual aid under the state's Master Mutual Aid Agreement. Local governments in California must use SEMS to be eligible for funding of their response-related personnel costs under state disaster assistance programs.
- Consistency with the National Incident Management System (NIMS). NIMS provides a nationally applicable set of concepts, principles and terminology for incident command and multi-agency coordination during response to, and recovery from, emergencies and disasters. The U.S. Department of Homeland Security (DHS) developed NIMS under Homeland Security Presidential Directive 5, which was issued in 2003; and requires that all state and local governments develop systems that are consistent with NIMS as a condition for continued Federal emergency management and homeland security grant funding.
- Existence and adequacy of components generally required for an effective emergency operations plan, including:
 - Concept of operations for all phases of emergency management.
 - Authorities for emergency management and operations.
 - Description of the emergency management organization, roles and responsibilities of participants, and command-and-control functions.
 - Description of Emergency Operations Center functions.
 - Procedures for requesting and integrating mutual aid resources or other means for support when city resources cannot meet needs.
- Adequacy of plans or annexes for key functions, such as communications, mass care and shelter, health/medical response, and warnings/public information; and relevant hazard-specific annexes.
- Internal consistency of plan components.
- Validity of assumptions.
- Capability to meet increasing levels of incident intensity.

- Existence of any “fatal flaws” that would prevent effective implementation.

In addition to reviewing plan components, URS participated in meetings between SF-OES&HS and representatives of DHS that were held for the National Plan Review. DHS is using this review, which is being conducted for major cities across the U.S., to assess the adequacy of local plans for catastrophic events.

Results of the Review

As a result of the review of the EOP documents and participation in the National Plan Review meetings, URS concludes the following:

- The EOP is functional, detailed, and well-structured; and is generally based on a realistic set of assumptions. It does not contain “fatal flaws” and could be implemented effectively for a wide range of potential events, including earthquakes, tsunamis, and terrorist acts.
- Part 2 is well-organized and provides in-depth, step-by-step guidance on carrying out specific functions.
- The EOP is consistent with SEMS and NIMS.
- The EOP demonstrates effective collaboration with the wide range of city departments that have a role to play during emergency response; and provides for integration of these departments during emergency response operations.
- In response to a large event, such as a major earthquake, San Francisco may require assistance from surrounding jurisdictions or from the state and Federal governments. While the EOP cannot anticipate the adequacy of support from others, it effectively describes mechanisms for assessing needs and shortfalls and for requesting assistance through SEMS and the mutual aid system. Similarly, several functions, such as return of workers to the city and evacuation of city residents, would require cooperation with other jurisdictions. The effectiveness of these functions will be enhanced through the ongoing development of the Regional Emergency Coordination Plan and subsequent regional planning efforts.
- In general, the annexes effectively provide guidance and considerations for specific functions and hazards. The Terrorism and Community Disaster Plan annexes are well-prepared. It would be beneficial to revise several annexes so that they have consistent format, level of detail, and approach to operations. The current organization of the annexes does not undermine their usefulness as planning tools, but several would be more effective as functional documents. The Drinking Water Alternatives annex, produced by the San Francisco Public Utilities Commission, is a thorough treatment of the issues related to that topic; its utility could be enhanced if it were converted to a functional plan that includes operational aspects. The Recovery annex provides guidance that is consistent with materials published by the Governor’s Office of Emergency Services and is sufficient to guide

financial recovery through grant programs, but could be similarly enhanced by converting it to a functional document.

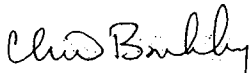
- URS understands that SF OES&HS is currently developing an earthquake response plan that will include planning considerations for a range of earthquake scenarios. In general, a jurisdiction's EOP should be applicable regardless of the type of event, and San Francisco's EOP already meets this requirement. Through our review of plans for other Bay Area jurisdictions under the Regional Emergency Coordination Plan project and our experience elsewhere in the country, URS has found that, while several communities have earthquake-specific checklists, a separate earthquake plan is uncommon. Part 2 of the EOP already contains specific descriptions of functions that would be applicable for an earthquake. However, the earthquake plan would be an unprecedented effort to develop in-depth planning considerations specific to the occurrence of an earthquake and would enhance the city's use of the EOP for an earthquake response.

During the National Plan Review, SF-OES&HS described several initiatives that will increase the city's response capabilities, particularly for a catastrophic event, including the development of the database for care and shelter sites and the implementation of a patient tracking system. URS assumes that SF-OES&HS will revise the EOP to reflect these upgrades to systems and procedures as they are completed, enhancing the applicability of the EOP to a catastrophic event. The discussions held during this review reinforce our assessment that the city continues to take effective steps towards increased preparedness, particularly compared with similarly sized jurisdictions elsewhere in the United States.

URS appreciates the opportunity to assist the City and County of San Francisco with this vitally important effort. As a resident of San Francisco, I am personally appreciative of the level of effort put forth by your office to develop the EOP and to raise the city's general level of preparedness. If you have questions, or if we can be of further assistance, please do not hesitate to contact me at (510) 874-1740.

Sincerely,

URS CORPORATION



Christopher M. Barkley
Project Manager

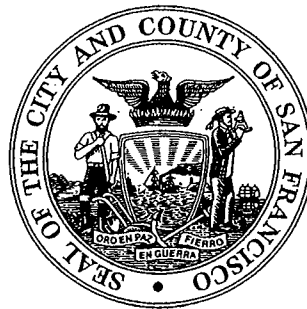
Enclosure

Attachment 1 – Review Team Participants

Name	Background
William Carwile	Former Federal Coordinating Officer (FCO) for the Federal Emergency Management Agency (FEMA) on flood, fire, typhoon, and hurricane disasters throughout the U.S. and its territories. FCO in Mississippi following Hurricane Katrina. Operations Section Chief for response to the World Trade Center attack. Served as Principal Federal Official for incidents of national significance and major national exercises. Over 35 years of military and emergency management experience, including 10 years with FEMA.
David Fukutomi	Former FCO for FEMA on flood, fire, typhoon, and hurricane disasters throughout the U.S. and its territories. FCO for one of three National Emergency Response teams and deputy FCO for the Salt Lake Winter Olympic Games. Infrastructure Branch Chief for Hurricane Katrina in Louisiana. Former recovery manager for the Governor's Office of Emergency Services. Over 12 years of emergency management experience.
Terry Gitlin, CEM	More than 17 years of emergency management experience in the Bay Area, including extensive experience with the Standardized Emergency Management System and the system of mutual aid. Former Director of Emergency Preparedness for Santa Clara County. Instructor at the California Specialized Training Institute.
Garrett Ingoglia	Lead analyst for preparation of the Bay Area Regional Emergency Coordination Plan. As a consultant to FEMA, supported Infrastructure and Human Services branches in responses to Hurricane Katrina, 2004 Florida hurricanes, and the World Trade Center attack. More than 5 years of emergency management experience.
Bill Johnson, RN, CEM	Former director of emergency management for Miami-Dade County, Florida. Oversaw design and relocation of the Emergency Operations Center and responses to hurricanes, and supported the national response to the World Trade Center attacks. Currently developing the comprehensive emergency management plan for Jacksonville/Duval County, Florida. As a registered nurse and paramedic/first responder, Mr. Johnson also has an extensive background in emergency medicine.
David Marx, REA, REHS	More than 24 years of planning, preparedness, and response experience at the local government level. Developed and coordinated the San Diego Hazardous Materials Emergency Response Program, one of the first in the nation. Assisted San Diego and Orange counties with development of Urban Area Security Initiative assessments/strategies and development and implementation of exercise programs.
Debby Steffen, CEM	More than 15 years of emergency management experience in California, including extensive support for the implementation and refinement of the Standardized Emergency Management System. Former director of the Office of Emergency Services for San Diego County; and former Southern Region Administrator for the Governor's Office of Emergency Services.
Carrie Wilson	More than 7 years of emergency management experience. Currently supports FEMA in the development of standards and metrics for the National Incident Management System implementation and compliance. Assisted the District of Columbia with development and updates to emergency management plans and supporting efforts to improve the city's preparedness, response, recovery and mitigation capabilities.
Larry Zensinger	More than 26 years of experience in multiple senior level and executive positions at FEMA and the Department of Homeland Security, including Director of the Recovery Division. Served in virtually every aspect of FEMA's response and recovery activities since its creation, including development of the Federal Response Plan, development of the national Urban Search and Rescue system, the Hazard Mitigation Grant Program, and the national system for the centralized processing of individual disaster claims.

City and County of San Francisco

OFFICE OF THE SHERIFF



Michael Hennessey
SHERIFF

(415) 554-7225

Annemarie Conroy
Director, Office of Emergency Service and Homeland Security
1011 Turk Street
San Francisco, CA 94102

April 24, 2006

RE: Audit Observations

Dear Annemarie,

I am writing this letter, at your request, to comment on some of the areas included in the recent draft audit by the Budget Analyst's office. Sheriff Hennessey has reviewed this letter and agrees with its contents. Prior to making those comments, I have taken this opportunity of putting my viewpoint in the context of my overall experience and my interaction with your office over the last six years. It is worthwhile to note that it is my observation, in the last 1 ½ years there has been more education, practical drills, solid planning, inclusion of City departments, partnering with surrounding counties and advancement of the City's emergency planning process than in the several years before that. The infusion of State and Federal funds along with the committed staff selected to accomplish the ever changing goals and objectives mandated by the government, have made this possible.

By way of introduction, I have been with the San Francisco Sheriff's Department for over 30 years. I have been the Sheriff's liaison to the Office of Emergency Services since 2000. I have been the Sheriff's representative on the Homeland Security Steering committee since its inception in 2003. At that time, the Mayor's Office of Criminal Justice (MOCJ) took the responsibility of contacting each of the four City agencies designated by the State as the departments responsible for approval of all Homeland Security grant requests. In this capacity, MOCJ personally visited each of the department heads and asked that they each identify a person in their administration who was of a high enough rank to report directly to the department head and who would also be invested with the authority to make decisions on behalf of the department head. The process began with many day-long meetings to comply with the grant requirements, to make recommendations regarding the reconstitution of the Office of Emergency Services and to put proper funding in place for each department for the federally mandated tasks. As might seem practical, the first emphasis was on preparing agencies for a response to a large terrorist event. This logically involved public safety agencies and the Health department.

In the ensuing years, there was a shift of grant management from MOCJ to OES with the appointment of Rich Shortall in March of 2003 as the interim Director of OES and Homeland

Security. When Mr. Shortall was in charge, the Federal and State governments began issuing a different set of priorities for each of the grant recipients. There was still an emphasis on response, but now they were beginning to allow money to be used for disasters other than those caused by terrorism.

In August of 2004, you were appointed as the Director of OES and Homeland Security. Mr. Shortall remained as your deputy director. In the meantime Public Health, the Fire Department and the Police Department had replaced their representatives to the Steering Committee. It is my recollection that you and Mr. Shortall worked with all City departments, including the Office of Contracts Administration and Purchasing as well as the Department of Human Resources to insure that City bureaucracy did not slow down the ability of your department to hire much needed staff and to expedite purchases required for response by all involved agencies. This attempt to speed up the wheels of city government was successful in that Purchasing assigned a staff person to each department. The hiring process was somewhat slower but you finally had most of your key staff in place by March of 2005.

In the meantime, you and your staff continued to meet with the Homeland Security Steering Committee and other department representatives regarding emergency preparedness, grant funding allocations, and the development of an extremely comprehensive City Emergency Plan. Many agencies attended meetings where the state and federally mandated strategies were defined and explained and they were asked to submit requests for funding that met the eligible criteria. Other departments, such as the Port and MTA were seeking grant funding that was available for their specific areas. Through the efforts of you and Mr. Shortall, the Department of Telecommunications and Information Sharing, the Port and the Recreation and Parks Department received funds. There were times your office had to remind members of the steering committee that their grant requested items were not eligible or were not a priority. There were times that your office had to work with the Steering Committee to reprioritize grant allocations based on changing priorities. I saw this as one of your roles that your office always attempted to perform in a fair and informed manner.

During your tenure, the State and Federal governments began issuing directives that significantly changed strategies and, in effect, reprioritized the Urban Area's efforts. This happened more than once and demanded a high degree of flexibility on the part of you and your staff. This also required flexibility on the part of all participating agencies. Paths that OES-HS and the Steering Committee had committed to were often times redirected, by the government, without much notice. As strategies were developed, according to plan and then changed, I (and others) had to adapt and make change requests for funds earmarked for our department. Recently, the direction changed again with the institution of competitive bidding for the 2006 Urban Area grant and the redefinition of the Urban Area.

So, as you can see, my assessment of the overall operation of the Office of Emergency Services and Homeland Security is on the whole a positive one. I am concerned that many of the examples provided in the draft report are given a weight that is out of proportion to their real impact on your office's ability to operate efficiently. While many are items that require improvement, not all appear to rise to a level that demands immediate attention. However, as in all business, whether private or government, there is room for improvement.

Some areas that you have asked me to comment on follow:

Coordination and Training/Communication

I believe that OES-HS has done a good job of communication, given the variety of entities, private, public, in City and County, outside the county, state level and federal level that they are tasked with. I agree with the draft report regarding the coordination of internal staff and feel compelled to point out that this was brought to the attention of Rich Shortall late in 2005 and he took immediate steps to rectify it with the appointment of Rob Dudgeon. I also believe that some of the examples cited in the draft report reflect staff members who relayed information on their own volition and that issue has since been addressed. OES has done a good job of coordinating training for each of the major departments. In addition they have worked with our department in coordinating training for the Medical Examiner's Office, the MTA, the Department of Parking and Traffic as well as the City College Campus Institutional Police.

OES Committee Structure is Constantly Changing and Confusing

This is true in that the committee structure has changed in response to priorities set by the state and federal government. The committee structure worked well at the inception. As the requirements for the grants changed and as the strategies changes and as staff became available at OES, the committee structure changed by necessity. The structure has recently changed for the better. Once again, when this was brought to the attention of the Deputy Director, steps were taken to reorganize and revitalize the committee structure. The observation in the report that some meetings lacked agendas and that there was no comprehensive schedule for meetings was a problem that needs to be better addressed by OES, but is not a severe problem that prevents the work from being accomplished.

Insufficient Advance Notice of Activities

In most of my experience there was plenty of advance notice for activities, i.e. drills, exercises, training and meetings, if OES had enough notice from the State. The problem I observed was that the staff from different agencies did not always relay information to their superiors in a timely fashion. Or if an agency had more than one staff member, attending different OES sponsored meetings, those staff members appeared not to communicate among themselves. This became apparent when significant members were missing from important meetings.

Opportunity to Be Involved

As stated earlier in this letter, the government began with response by public safety and health agencies as its number one priority. As the funds have become available, other departments have been invited to participate. If their requests were properly submitted, eligible for funding under the grant criteria or were prioritized by the Steering Committee and OES-HS to be funded, it occurred. Now the grant application process has changed and a full regional outreach has occurred that will benefit all City residents and those that commute from surrounding counties.

I hope I have covered these areas sufficiently. While my overall assessment of the performance of the Office of Emergency Services and Homeland Security is a positive one, there is room for improvement in areas noted above and in other areas. Many of these improvements can occur very easily. Your office's attempts to coordinate large autonomous agencies that are not used to working together are to be commended, but still require continuing efforts and support. In my experience, I have found your office to be evenhanded in your approach to each City agency and responsive to feedback. I look forward to continuing to work with you to address any deficiencies and move forward in insuring the safety of the City and County of San Francisco. And as we move forward, it is important for all of us to insure that the Office of Emergency Services and Homeland Security, as well as first responder agencies, are appropriately funded to sustain our emergency plan at a level that best serves the citizens of San Francisco when grant funding has diminished or disappeared.

Please let me know if you require any further information.

Sincerely,

A handwritten signature in black ink, appearing to read "Vicki Hennessy". The signature is written in a cursive, flowing style.

Vicki Hennessy
Chief Deputy Sheriff

Cc: Michael Hennessey, SHERIFF



Gavin Newsom
Mayor

Mitchell H. Katz, MD
Director of Health

April 24, 2006

To: AnneMarie Conroy, Director
Office of Emergency Services and Homeland Security

From: Anne Kronenberg, Deputy Director
Department of Public Health

RE: DPH Citywide Disaster Planning Efforts

DPH is a key emergency responder in the event of a natural or a man made catastrophic event. Health agencies around the country believe that we should have an equal seat at the table with traditional responders, police, fire and other law enforcement agencies. Unfortunately, most State, federal and even local governments do not concur with the importance of health being included in the policy-making decisions. We in San Francisco are very fortunate to have leadership that recognizes the role of health and considers our participation vital to the success of any operation. In fact, the Office of Emergency Services values this component of disaster preparedness so much that they hired a number of health professionals as key staff members. The quarterly "big four" meetings called by OES with the Sheriff, Chief of Police, Fire Chief and Director of Health have provided a template for the way we do disaster preparedness in San Francisco.

The bi-weekly Homeland Security Steering Committee meetings at OES (chaired by the Deputy Director) have proved very useful in communicating the status of grant activity, exercise planning and upcoming training opportunities. When questions arise about the admissibility of grant related purchases, the Deputy Director of OES has intervened to ensure that approvals are granted. These meetings also give departments the chance to interact with our counterparts in other agencies and to share best practices. For instance, the work the Fire Department has done in developing and equipping a state of the art Department Operation Center (DOC) has been shared at HS Steering, and now the Department of Public Health is using the specs developed by Fire to equip our own DOC. OES has also engaged with the City's regional partners and included them in planning activities. If a devastating event happens in San Francisco, we will be reliant upon the surrounding counties for support and help.

DPH has worked closely with the Hospital Council and pre-hospital EMS providers to improve overall coordination of medical emergency response. When planning for citywide and regional large-scale exercises, OES includes representatives from these agencies. This inclusive approach by OES shows a commitment to and an acknowledgement of the huge role that health will play in any disaster. Your office has been very involved with us in developing a mass prophylaxis

plan and even drafted RFQ's for the Health Department to hire consultants to work on these components of the plan.

It has been very valuable in the last year to activate the Emergency Operations Center (EOC) during drills and exercises allowing the Department Operations Centers (DOC's) to engage in real-time "play" resulting in an enhanced learning experience for staff at every level of the organization.

I have had the opportunity to work with OES since my first employment with the City and County of San Francisco in the late 1970's. During the 1990's and early part of this decade, OES languished, with only a few staff, policy makers uninterested in emergency preparedness, and a lack of leadership at the top. It is very fortunate for San Francisco and the surrounding region that Mayor Newsom is committed to emergency preparedness that federal grants have provided funding and staffing for planning efforts and that OES is empowered to coordinate all of these activities.

Mayor's Office on Disability



Gavin Newsom
Mayor
Susan Mizner
Director

May 3, 2006

Annemarie Conroy
Executive Director
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Annemarie,

This is a short letter of support to document our work together during the past year to strengthen disaster planning and response to persons with disabilities. I want to emphasize that under your administration, we have received more attention to disability issues than under any previous director. We are pleased to report that our work has included the following issues:

First, OES has provided crucial support to the Disability Disaster Preparedness Committee (DDPC), created by the Mayor's Disability Council created last year to address issues specific to the disability community in planning for a disaster. The Committee has met monthly since late last year. OES has had at least one staff member at most meetings, and has provided valuable information and substance to the discussions. Just as important, the OES staff has communicated the recommendations and conclusions from the committee, in order to inform OES's work and planning.

Among the developments from the DDPC, OES has created a training guide entitled "Tips for Assisting People with Disabilities in Disaster Shelters." This guide is a distillation of voluminous materials, emphasizing the most critical issues for emergency shelter staff to understand and digest quickly.

The DDPC has also worked with the OES in the classification of accessible shelter sites, reviewing and broadening the criteria that would be used to distinguish what constitutes a fully accessible emergency shelter. MOD staff is working with OES to monitor accessibility at sites, and to strategize as to how to make marginally accessible sites fully accessible. Both MOD and the DDPC will continue to work with OES to help identify other sites in the community with the potential to be used as shelters in a disaster.

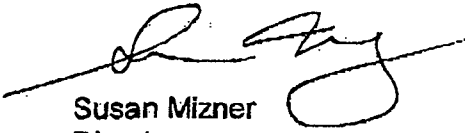
The Shelter Database that OES has developed in the last year lists 85 sites (schools, recreation centers, churches, etc.) for use as disaster shelters. The database is unique compared to past efforts in that it provides a comprehensive assessment about the level of ADA compliance at each potential shelter. While we work towards the goal that all shelters are fully accessible, MOD greatly appreciates that the database prominently identifies the level of accessibility for people with disabilities at each site.

OES is also working with the Mayor's Office on Disability to pull together a separate working group to develop a plan for ensuring that personal care assistance services are available at disaster shelters.

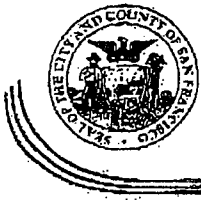
Finally, the Mayor's Office on Disability is pleased that OES has actively been pursuing Emergency Warning and Information Systems that will be accessible to all people in the area, especially people who are Deaf or hard of hearing. MOD identified this need early in our discussions, and OES has pursued this issue vigorously, and demonstrated a model text messaging system to the DDPC just last month.

We certainly value our present partnership and welcome future opportunities to collaborate on projects that will improve disaster preparedness and response for people with disabilities.

Sincerely,



Susan Mizner
Director
Mayor's Office on Disability



ANIMAL CARE AND CONTROL DEPARTMENT

CARL FRIEDMAN
DIRECTOR

**1200 15th STREET
SAN FRANCISCO
CALIFORNIA 94103**

(415) 554-6364

FAX (415) 554-9424

TDD (415) 554-9704

April 28, 2006

Annemarie Conroy
Director of O.E.S. & Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Ms. Conroy,

I want to take this opportunity to thank you for your commitment to fostering the relationship between the Department of Animal Care and Control and the Office of Emergency Services & Homeland Security.

The creation of disaster plans is no small task. The coordination between the many organizations involved requires major operational policies, procedures and training. Any planning, especially one with the breadth, scope and complexity as this, is a monumental undertaking.

The Department of Animal Care and Control started working on our Disaster Plans many years ago and it is only recently, since you took over the leadership, that animals and animal related issues have been taken more seriously. This not only has energized our agency, but also made an immediate shift in our thinking and planning about how to best address the issues of these animals in case of a disaster.

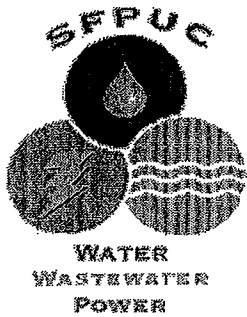
Your staff's participation in our disaster working group has been invaluable. As a result of your focused support, we have increased our awareness of emergency preparedness and response issues. Your office has helped us create a training manual for internal and external use. And, the collaboration with our office helped OES/HS to create the City's first-ever Animal Care and Shelter plan.

We both know that companion animals are more than pets, they are part of the family. I have seen individuals run into red-tagged buildings to retrieve their animals. Of course, this places them, and the rescuers that might have to follow them, in danger. We're pleased your office understands the importance of these issues.

When it comes to disaster preparedness, I am confident your department is on the right track and that all agencies involved will have the capability and ability to perform their duties competently and effectively.

Sincerely,

Carl Friedman
Director, San Francisco Animal Care and Control



SAN FRANCISCO PUBLIC UTILITIES COMMISSION

Office of the Director of PUC Homeland Security
1145 Market Street, 10th Floor, San Francisco, CA 94103
Tel.: (415) 551-2457 * Fax: (415) 551-4609 * Email: gsuhr@sfwater.org



May 3, 2006

GAVIN NEWSOM
MAYOR

RICHARD SKLAR
PRESIDENT

RYAN L. BROOKS
VICE PRESIDENT

E. DENNIS NORMANDY
ANN MOLLER CAEN
ADAM WERBACH

SUSAN LEAL
GENERAL MANAGER

Annemarie Conroy
Executive Director
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Re: Draft Budget Analyst Audit

Dear Annemarie:

I was recently copied on the factual correctness of couple of statements included the draft Budget Analyst audit of OES. As I am not certain what the Budget Analyst audit will suggest as to the working relationship between the PUC and OES I thought I would send you a letter to use as you like to demonstrate where your office stands with the PUC. I want to make it clear that, at least since my assignment over to the PUC, OES has always been open, accessible, and inclusive of the PUC. Some examples would include but are certainly not limited to: including the PUC in exercises, including the PUC in the drafting of the new Emergency Operations Plan, making certain the PUC was at the table(s) for the 2006 UASI grant process, as well as making the Buffer Zone Protection Program (BZPP) available for PUC critical infrastructure.

As you know, I am still a Deputy Chief for or in the San Francisco Police Department albeit assigned over to the PUC for infrastructure protection as of September of last year. Prior to my current assignment at PUC, I was Commander/Deputy Chief of the Field Operations Bureau responsible for Homeland Security and disaster planning issues. I always found your OES staff to be capable, approachable, and collaborative in their approach to disaster preparedness. Additionally, through my interactions with the Governor's Office of Homeland Security (OHS), I can tell you that OHS also thinks highly of your office and capable staff.

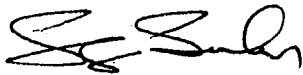
I say without any reservation that the progress your department has made in preparing this city for a disaster has been significant. There has been a positive transformation at OES. OES has become a department that "pushes" – on a daily, if not hourly, basis – for all departments to keep homeland security issues a priority and, it has been largely because of your insistence, that all departments continue to take disaster planning as seriously as they do. I know that your task is not an easy one. Major departments are so busy with their day-to-day mission and operations that it is difficult to make time for the "anything can happen scenarios" – and yet they do. It has been the vigilance and persistence of OES, bringing (and keeping) the various departments to the table that continues to move this city forward in this arena.

Letter to Annemarie Conroy, Executive Director
Office of Emergency Services and Homeland Security
Draft Budget Analyst Audit
May 3, 2006
Page 2

I personally appreciate PUC being included in the Disaster Council, the opportunities you provide the PUC to address drinking water issues with the other departments, and the inclusion of PUC in the earthquake exercise on April 19th. I attended the morning exercise as well as the high-level policy exercise designed by the Naval Postgraduate School and the federal Department of Homeland Security that afternoon. Both exercises were excellent. Under your leadership, there have been more exercises in the past 18 months than in the last several years combined, more training for first responders, and the city's ability to respond to major incidents has been greatly improved. I look forward to a continued positive working relationship with you and your staff.

Please stay the course and don't be discouraged by anything the Budget Analyst's Report may have to say. You are taking San Francisco's OES in the right direction and we (those of us that live/work and keep our families here in San Francisco) appreciate it.

Sincerely,



Deputy Chief Greg Suhr -SFPD
SFPUC Homeland Security



May 5, 2006

Ms. Annemarie Conroy
Office of Emergency Services and
Homeland Security
1011 Turk Street
San Francisco CA 94102

Dear Ms. Conroy:

I have briefly reviewed the recently issued audit of the Office of Emergency Services and wanted to clarify a few points. The Department of Building Inspection (DBI) emergency responsibilities are set forth under the Construction and Engineering Branch. As such, while we enjoy a cooperative and productive relationship, our primary relationship is with the Department of Public Works.

Notwithstanding, senior DBI staff have attended many trainings, seminars and meetings with the guidance of OES. These trainings have improved our knowledge and implementation of ATC 20-2 Inspections, National Incident Management Systems, and SIMS. In addition, OES' participation in several critical areas such as rebanding our radio communications and conducting a full evaluation of our Department's Operation Center was pivotal to our programs.

I appreciate your Department's continued support as we move forward with our Community Action Program for Seismic Safety (CAPSS). Your efforts to lobby and raise concerns on furthering the mitigation efforts of CAPSS at the Building Inspection Commission were critical to the Commission's decision to reinstate the contract. Our senior staff will continue to work with your senior staff and provide timely status reports. If you believe other items should be incorporated, please do not hesitate to contact me. Funding from OES is not necessary as this is covered through the Strong Motion Implementation Program.

I also want to thank you for supporting our request to participate in the Disaster Council and to continuing to partner with us as we work with other departments in addressing earthquake hazards and responses thereof. Thank you again.

Sincerely,

A handwritten signature in black ink, appearing to read "Amy Lee".

Amy Lee
Acting Director



SAN FRANCISCO HOUSING AUTHORITY
Office of Fair Housing & Resident Relations

1251 TURK STREET • SAN FRANCISCO, CALIFORNIA 94115

OFFICE (415) 345-0123 • FAX (415) 345-0122

www.sfha.org

May 8, 2006

Annemarie Conroy
Office of Emergency Services and Homeland Security
1011 Turk St.
San Francisco, CA 94102

Dear Ms. Conroy:

I want to thank you for your efforts to assist Housing Authority residents become prepared for a disaster. The Office of Emergency Services and Homeland Security's Personal Preparedness Project is helping the Housing Authority do just that.

Over the past several months, the Office of Emergency Services and Homeland Security has made emergency preparedness presentations to hundreds of seniors and disabled residents. The multi-lingual information that your staff provided about how to be prepared for at least 72 hours has been extremely valuable to residents and building managers alike. I look forward to the continuation of the project and to enhancing the level of preparedness in our community.

I know that your office places a high priority on personal preparedness, and I share your dedication to getting this message across to all San Franciscans. I also appreciate the fact that OES/HS recognizes the importance of including the Housing Authority in disaster preparedness activities and outreach. Thank you again for your efforts.

Sincerely,

Belinda Jeffries
Administrator

MAYOR'S OFFICE OF
NEIGHBORHOOD SERVICES



GAVIN NEWSOM
MAYOR

DANIEL HOMSEY
DIRECTOR

April 29, 2006

Annemarie Conroy
Executive Director
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Mrs. Conroy:

I would like to take this opportunity to acknowledge the exceptional work that the OES team has contributed to the Neighborhood Disaster Planning Project (NDPP) over the last 7 months.

This initiative originally was submitted by community leaders in District 5 as way of translating the Citywide disaster preparedness plan to a block by block level. Upon meeting with the community and learning more about their goals, I immediately turned to the OES organization for support in making this effort a reality.

To say that the OES team was responsive would be an understatement. Individuals such as Rich Shortall and Rob Stengel immediately took proactive leadership roles in helping define the process, manage the outreach, and host the community meetings in the neighborhood.

The project's successful roll out and community response was so effective and strong, that the Mayor introduced the project officially at a Disaster Council Meeting earlier this year, lauding it as a key initiative in the City's efforts to help citizens prepare to succeed in the event of an emergency of any kind. In fact, since the inception of the initiative, several community members have pursued NERT training and Walgreens implemented an early strategic policy recommendation from the project and installed Disaster Preparedness Kiosks in all of its northern California Stores for the Earthquake Centennial.

Also the close coordination with Supervisor Ross Mirkarimi's office was a key component of this projects success to date, and the Supervisor has gone on record at several community meetings acknowledging the outstanding work of the Neighborhood Disaster Planning Project team and specifically OES's unique and critical contribution to the initiative's success.

In summary, this project symbolizes the kind of proactive professional conduct that citizens expect from government in helping them prepare for the inevitable. Specifically, many community members have gone out of their way at NDPP meeting debriefs to acknowledge the great work of the OES team and appreciate the value of their work on behalf of the City on a daily basis.

Keep up the great work and I look forward to taking NDPP to the other 10 districts in the coming years to come.

Sincerely,



Daniel Homsey

Director
Mayor's Office of Neighborhood Services



Gavin Newsom
Mayor

May 3, 2006

Ms. Annemarie Conroy, Executive Director
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Ms. Conroy:

Annemarie

I would like to take the opportunity to express my appreciation to you and the Office of Emergency Services for recognizing the role of the Office of the Chief Medical Examiner and including us in the numerous disaster response drills your office has coordinated. Additionally, you have provided sponsorship and training for me, the Medical Examiner's Administrator and Medical Examiner Investigators covering both the care and removal of deceased persons and appropriate personal protection protocols for our office in the event of a disaster in the City and County of San Francisco. The provided training has included exercises, events and techniques focusing on Weapons of Mass Destruction, Chemical Warfare, Earthquake Planning and Radiation Safety. You have also included us in the National Disaster Medical System Conference and provided the space and interface at the Emergency Operations Center Disaster Training Sessions. These classes have allowed my office to be better prepared to provide the high level of protection and safety that the citizens of San Francisco expect and deserve.

A little over a year ago, our Department recognized a need and requested funding for a Mobile Operations Center. This mobile unit would serve as a substitute in the event the Office of the Chief Medical Examiner, located at the Hall of Justice, was rendered unusable in a catastrophic event. This Mobile Operations Center would allow us to function in an emergency for the first 72 hours or longer, if necessary. Through the efforts of the Office of Emergency Services grant funding was made available and the building of the Mobile Disaster Unit is in progress.

The Office of Emergency Services has provided our office with state of the art radio equipment that will enable us to communicate, on the same frequency as the Police Department, Fire Department and the Communication Center in the event of a disaster as well as radiation detection devices to better protect our personnel during their response.

I again want to thank you for all the support you have given to the Office of the Chief Medical Examiner and assure you that you can look forward to the continued warm mutually supportive relationship between our offices.

Sincerely,

Amy P. Hart M.D.

Amy P. Hart, M.D.
Chief Medical Examiner

APH:hsh



April 25, 2006

Ms. AnneMarie Conroy
Executive Director
Office of Emergency Services and Homeland Security
City & County of San Francisco
1011 Turk Street
San Francisco, CA 94102

RE: Budget Analyst Report

Dear Director Conroy,

It has come to my attention that the draft Audit Report prepared by the Budget Analyst to the Board of Supervisors contains a statement as to the Port of San Francisco's experience with the Office of Emergency Services. We believe the statement to be incomplete and to construe a sense of dissatisfaction on the part of the Port. In fact, nothing could be further from the truth.

As you have heard me and several other Port staff attest, the Port is extremely pleased with the support and attention we have received from your office. We recognize that the Port is but a small department of the City but nevertheless, your Office has included and supported the Port as a vital participant in the overall fabric of the City. The services and support that the Office has provided, just in your tenure alone, include (but are not limited to) the following:

- 1) implementation, oversight and training of an emergency exercise at the Port within weeks of receiving a request for such from the Port;
- 2) recognition of the Port's significant need for additional security funds at our Pier 35 cruise ship terminal;
- 3) participation of valuable OES staff time in the selection of the Port's Director of Homeland Security;
- 4) participation of valuable OES staff time in the RFP solicitation and selection of consultants for the Port;
- 5) guidance and staff support in the re-writing of both the Port's Emergency Operations Plan and Security Plan; and
- 6) inclusion of the Port in all Citywide Disaster Council and all relevant citywide exercises.

The Port is not privy to the draft Audit Report. However, I am told that it contains the following language:

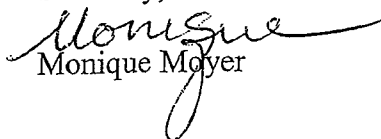
“The rapid growth in grant funding combined with the lack of strategic planning to set project and spending priorities has made management of the grant funds difficult. The complexity of evolving Federal grant guidance exacerbates this difficulty. While the Federal government has never retrospectively changed grant priorities, Office of Emergency Services officials stated they have shifted the focus of previously approved grant applications to mirror the priorities of subsequent grants. While the Office of Emergency Services has received Federal approval to make these changes retrospectively, they have created an unintended consequence of confusion among City departments. For example, officials from the Department of Public Health and the Recreation and Parks Department, among other City departments, stated that the Office of Emergency Services makes conflicting decisions regarding what projects are allowable. For instance, based on discussions with the Office of Emergency Services in late 2004, the Port intended to use Homeland Security grant funds to cover some, if not all, of a projected \$980,849 shortfall on the Port’s Pier 35 cruise terminal project. Under the impression that project costs would receive reimbursement, the Port put forward a supplemental appropriation of \$980,849 from the Port’s unappropriated fund balance (File 04-1583) and began work on the Pier 35 project. However, in 2005, the Office of Emergency Services notified Port officials that the Pier 35 project was ineligible to receive the Homeland Security grant funds, then provided different information again in early 2006, when Office of Emergency Services officials advised the Port that the Office of Emergency Services could provide Homeland Security grant funds for a Port fencing project after all.”

While the above statements regarding the Port’s Pier 35 project are not incorrect, the Port must share in the responsibility for what happened. We should have requested the grant documents and followed them directly. It does not seem reasonable to assume, as we did, that OES has sufficient staff resources to analyze and manage other City projects for which you have neither the responsibility nor the authority. In the future, the Port will take responsibility for managing grant compliance regardless of which City agency is the initial grantee.

In addition, it is relevant to note that OES continued to work with the Port and helped us to spend such money on other pressing, yet eligible, security needs. We were pleased by both OES’ recognition of our needs and your continued commitment to help guide us.

Please feel free to call me to discuss any of the above at 415/274-0401.

Sincerely,


Monique Moyer



Department of Parking & Traffic

A Division of the Municipal Transportation Agency

DPT

Annmarie Conroy
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

May 5, 2006

Dear Ms. Conroy,

I am writing to thank you for the continual work that you have done to build a positive and collaborative relationship with the Department of Parking and Traffic (DPT) Enforcement Division. Over the past 18 months, DPT and the Office of Emergency Services and Homeland Security (OES/HS) have worked closely on emergency preparedness matters for San Francisco.

As a SFPD Commander assigned to DPT, I know firsthand, the important role that DPT Enforcement Division plays in emergencies. Following any emergency or critical incident, the Parking Control Officers (PCOs) respond to the scene and set up fixed posts along the perimeters while conducting traffic control to assist emergency personnel and to safeguard the public from potential harm. During and following any critical event the PCOs also serve as the "eyes and ears" on the streets for the City. I am pleased that OES/HS has recognized these important roles and has included DPT Enforcement in many disaster preparedness and planning activities accordingly. DPT is now requested to regularly participate in the many disaster exercises that your office coordinates. We find these exercises informative, practical, and valuable training aides.

OES/HS has also consistently advocated for and supported DPT in procuring funding for us to have emergency equipment and for procuring outside training. For example, not only did your office secure homeland security grant funding to provide protective respiratory masks for the PCOs, you also hired an Industrial Hygienist and a nurse to qualify the PCOs in the use of the masks and for writing up the program for the masks. OES/HS also paid for 312 PCOs to take the WMD-AWR 160 POST certified training that the San Francisco Sheriff Department conducted. In addition, approximately 10 DPT Supervisors have been allowed to take the Incident Management and the Threat and Risk Assessment trainings paid for by your grant monies. This week, two of our training Supervisors are attending a 40 hour class in Alabama targeting Incident Command Post coordination. We are always kept apprised of and given the opportunity to attend future training that OES/HS offers.

I also want to personally thank you for the consideration and courtesy that has been shown by your staff toward DPT Enforcement Division. Your staff is very knowledgeable, accessible, and easy to work with. Any time that we have needed assistance with a particular issue concerning security, training or supplies and equipment, they have always been extremely helpful, accommodating and professional. Your ongoing support of DPT is appreciated.

Sincerely,

Commander Sylvia Harper
DPT Enforcement Director

Cc: Mr. Bond Yee, Acting Executive Director of DPT

From: Kat Brown/ADMSVC/SFGOV
To: Anne Reynolds/OES/ECDEPT/SFGOV@SFGOV

Date: Thursday, April 27, 2006 02:58PM
Subject: Animals in a Disaster

Hi, Anne,

Good event today! I was glad to be able to be there.

As you know, Animal Care & Control has been closely involved with OES since Anne Marie took leadership and you have come on the scene. Particularly notable is the shift that occurred in our early OES meetings to put animals on the radar at all when it comes to disaster planning. Some of the ways that focus has been manifest in the last 18 months are as follows:

Your office told us that as City Disaster Workers, we would be assigned to animal issues. This allowed us to solicit and recruit volunteers to be trained as animal disaster workers. Your networking helped us recruit many volunteers that worked in the exercise last year at St. Mary's.

You helped us devise a training manual that could be used internally and externally.

You advised us on the inclusion of an Animal Annex to the City disaster plan.

You authored that Annex with input from us.

You have advised us on the training that we need.

You offered to arrange for me to go to Houston to acquire hands-on training in animal sheltering after Hurricane Rita.

You have done a lot for the department and for animals in this community. We really appreciate you as well.

Kat

Kathleen Brown
Deputy Director, Animal Care & Control
1200 15th Street
San Francisco, CA 94103
(415) 554-9410 VM
(415) 554-9424 FAX

MEMORANDUM

TO: Annemarie Conroy
Cc: Julian Potter
Amiee Albertson
FROM: Eve O'Toole
DATE: May 8, 2006
SUBJECT: Federal FY 2006 Homeland Security Efforts

The following summarizes successful efforts we engaged in with the Office of Emergency Services & Homeland Security (OES/HS) in FY 2006 to preserve the Urban Area Security Initiative (UASI) program and maximize funding for the program. There were strong attempts in Congress to consolidate and eliminate the program through both the authorization and appropriations process. House and Senate Homeland Security Committee Chair-sponsored legislation and the Senate FY 2006 Homeland Security Appropriations bill proposed to consolidate and redirect UASI program funding.

We mounted, with OES/HS taking the lead, a successful effort to organize California's nine UASI areas, together with the State of California, UASI areas nationwide creating the High-Threat City Joint Working Group on Homeland Security, and high threat states, to highlight the program's importance and the significant regional work of the UASIs, particularly San Francisco's model ten county regional plan.

Efforts to undue the UASI program were unsuccessful and the program was preserved and funded at \$740 million. A major part of this effort included the introduction of bipartisan legislation by Senators Feinstein and Cornyn (R-TX), which focused on the City's homeland security priorities—preservation of the UASI program and directing homeland security dollars to be more equitably distributed based on risk and need rather than small-state minimums.

These efforts involved an OES/HS-organized California UASI Washington trip and numerous, ongoing meetings and negotiations with the Administration, key Congressional offices, and stakeholders, including:

- San Francisco's Congressional Delegation
- California Senators
- California Members on House Homeland Security Committee
- House Homeland Security Committee
- Senate Homeland Security Committee
- House Homeland Security Appropriations Committee
- Senate Homeland Security Appropriations Committee
- California Members on House Homeland Security Appropriations Committee
- Chairman of House Appropriations Committee
- Republican and Democratic Co-Chairs of the California Congressional Delegation
- Department of Homeland Security
- White House
- California Institute

the
volunteer
center

Serving San Francisco
and San Mateo Counties

T: 415.982.8999 | F: 415.982.0890
1675 California Street, San Francisco, CA 94109

April 27, 2006

Ms. Annemarie Conroy
Executive Director
Office of Emergency Services & Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Ms. Conroy,

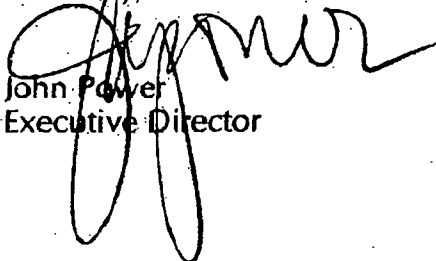
With all the recent attention drawn to disaster readiness in conjunction with the centennial of the 1906 Earthquake and Fire, it seems apropos to acknowledge our continued partnership and to let you know how much we value the longstanding and productive relationship The Volunteer Center has with the Office of Emergency Services (OES). As you know, together OES and The Volunteer Center share responsibility to implement a San Francisco Volunteer Plan for emergencies under an MOU in effect since August 1999. In fact, we feel that our current work together reaches beyond the basic requirements of that agreement to better prepare the City and community-based agencies to more effectively work with volunteers in a disaster.

In any sizeable disaster, we anticipate that there will be a large number of spontaneous, unaffiliated (emergent) volunteers wanting to be a part of the disaster response and relief effort. We appreciate the opportunity to be designated by OES as the primary clearinghouse in San Francisco to connect spontaneous volunteers with City departments or community organizations that need assistance in providing disaster relief services. The Volunteer Center is prepared to interview, screen, register and refer spontaneous volunteers as part of its response function.

During an activation, The Volunteer Center will work most closely with the Logistics Section within the Emergency Operations Center. As such, we look forward to our continued participation in the Logistics Planning Group that meets monthly and, as appropriate, all other working groups organized by OES.

Finally, I'd like to note the invaluable support and assistance provided by Amy Ramirez in your office. Amy has been a tremendous advocate on behalf of volunteer utilization in disaster relief and we continue to tap her extensive expertise on how to best involve spontaneous volunteers in a disaster.

Sincerely,



John Power
Executive Director

volunteer!

May 10, 2006

Ann Stangby RN, CEM
Chief, Disaster Preparedness Division
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Ann,

I am pleased to provide this information about efforts by the San Francisco Office of Emergency Services to coordinate with San Francisco hospitals for disaster and emergency preparedness.

In 2003 in response to grant requirements to allocate emergency preparedness funding between hospitals, San Francisco hospitals established an Emergency Preparedness Committee of the San Francisco Hospital Council. This committee has served to educate hospital safety managers about grant requirements, make decisions about funding distribution, understand and plan hospital emergency response capacity in San Francisco, and advocate for inclusion and coordination with other City programs.

As a result of an invitation from OES to the Hospital Council for representation at their monthly Disaster Forum meeting, I have been the Hospital Council representative and have participated for about the past two years. This inclusion of the healthcare sector is a new relationship and has, I believe, been beneficial for both sides to understand the unique perspectives and priorities for each group. I have personally enjoyed participating, learned a great deal about how City departments will respond in a disaster, and established a number of new contacts among other group members.

Hospital Council has, in turn, extended an invitation to OES to bring agenda items and participate in its monthly Emergency Preparedness committee. Additionally, I have periodically reported on OES issues to the Hospital Council.

Another recent OES effort to include hospital representation occurred in the scenario planning for the recent April earthquake drill. At times, hospital participation is hampered by scheduling demands of hospital staff who have other non-emergency preparedness job requirements. However, hospitals were welcome to join the planning process.

OES has also specifically considered healthcare workers in its planning for Operation Return and Operation Safe Return. This plan for transporting emergency response staff across the Bay in the event bridges and BART are not operational is absolutely critical to hospitals and an update on this plan had been specifically requested by all San Francisco hospital CEOs.

The emergency preparedness and planning environment in the past few years has been challenging, offering new resources as well as demands and opportunities for better coordination. Expectations have been raised and requests for linkages have increased as we all become more knowledgeable about the planning tasks that we face. Without a doubt, San Francisco hospitals and the Office of Emergency Services need to take every opportunity to continue to communicate and coordinate. We now have forums for this to occur and we need to re-dedicate ourselves to making good use of these venues. I am very confident that this will occur and that we will continue to build on the great start that has occurred.

Please let me know if I can offer any additional information.

Sincerely,

Susan Garritson, RN, DNS, MBA
UCSF Bioterrorism Coordinator



**American
Red Cross**

Bay Area Chapter

85 Second Street, 8th Floor
San Francisco, CA 94105
Phone: (415) 427-8106
Fax: (415) 427-8104

Harold W. Brooks

Chief Executive Officer

April 27, 2006

Ms. Annemarie Conroy
Executive Director
City and County of San Francisco
Office of Emergency Services & Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Annemarie:

Please accept this letter as our complete support of the Office of Emergency Services & Homeland Security by the American Red Cross Bay Area Chapter. You are our key partner in San Francisco. Our relationship is a longstanding one that has continued to improve with time. Under your leadership and that of Mayor Gavin Newsom there has been continual improvement in our collaboration and practices.

I have been personally pleased with the restart of the Quarterly meetings of the Disaster Council. Those meetings have gone a long way toward giving us confidence that when there is an emergency in San Francisco, we will not be strangers. We have developed rich conversations and relationships with the key leaders that will be crucial when an emergency demands we work together. It is always prudent to build trusting relationships in peaceful times. Reinstating these meetings has demonstrated great leadership.

Similarly the disaster drills, policy table tops, shelter exercises, disaster forums and so much more have been great for preparing our community to better withstand whatever comes our way.

When we had to prepare to respond to Hurricane Katrina's evacuees, your office provided great leadership and insight in convening a planning meeting with several faith based organizations and disaster response organizations, including Catholic Charities, Salvation Army to receive the clients from this unprecedented national catastrophe. Your team has continued to support and collaborate with the many agencies as we provide the long term recovery assistance needed by the many folks that have remained here in San Francisco.

We consider the Office of Emergency Services & Homeland Security to be staffed by leaders who understand the community. Your team works well with all the diverse parts of our community and is respected throughout the region. We are proud to call you our partner in serving the needs of the Bay Area.

Sincerely,

Harold W. Brooks

Alessa Adamo—Coordinator
SF CARD
Community Agencies Responding to Disaster
1675 California Street
San Francisco, CA 94109

April 28, 2006

Annemarie Conroy—Director
SF OES
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Ms. Conroy:

I would like to take this opportunity to commend SF OES for their support of SF CARD. SF CARD is a small agency with a big responsibility: to support the community based organizations in San Francisco who serve the vulnerable populations. We do that through site visits, training, and forming relationships. And San Francisco OES has been instrumental in the continued success of San Francisco CARD through the years.

Amy Ramirez is a valuable member of executive committee and has actively involved SF CARD in important disaster preparedness functions. She has been a vigorous advocate for our organization to the CBO's in the community. Rob Stengel and Jim Aldrich have also been active in SF CARD functions. Jim sits on the SF KARE committee with us, and Rob has been instrumental in helping to organize the upcoming faith conference at St. Mary's Cathedral. All my involvement with SF OES has been beneficial and inspiring—the workers are dedicated and tireless; they are always there to help us with our mission.

Thank you for your efforts to prepare the community for disasters. SF OES works on many levels, but I most appreciate the work you do in helping us prepare the most vulnerable populations for disaster.

Sincerely,

Alessa Adamo
SF CARD Coordinator



Homeland Security

April 27, 2006

Anne Marie Conroy
Executive Director
1011 Turk Street
San Francisco, CA 94102

Ms. Conroy:

The Bay Area Homeland Security Strategy was submitted on 11/4/2005 to the Department of Homeland Security (DHS), Office of Grants and Training (G&T). Pursuant to Homeland Security Presidential Directive 8, G&T established The Homeland Security Strategy Review Board to assist with the analysis of the Bay Area Strategy and assess the compliance of your goals and initiatives with the California State Strategy and the DHS national priorities. The Board was composed of representatives from offices within the Department of Homeland Security, the Department of Health and Human Services, the Food and Drug Administration, the United States Department of Agriculture, and peer reviewers from state agencies.

The Review Board commended the San Francisco Bay Urban Area Homeland Security Strategy for its strong emphasis on citizen involvement and education. In particular, the DHS Strategy Review Board identified the 72hours.org website, the development of the OES Reserve Corps, and the preparations for the 1906 earthquake centennial observance as potential models or best practices that other states and urban areas may find useful in their efforts to improve their strategies.

The Bay Area was the first in the nation which was formally required to undertake a regional approach and form a collaborative effort between San Francisco, San Jose, and Oakland. The progress made on the strategy represented in this submission could not have been possible without your efforts and staff contributions. It is important to realize that a strategy is a snap-shot in time intended to capture current goals and objectives, for this reason there will always be room for continued progress and development. I look forward to working with you as we provide additional guidance and support on ways to further implement the national priorities. Should there be any questions or concerns, please do not hesitate to contact me at Daniel.Stevens@DHS.GOV or 202-786-9747.

Regards,

A handwritten signature in black ink that reads "Daniel Stevens".

Daniel Stevens
U.S. Department of Homeland Security
Office of Grants of Training
California Preparedness Officer

April 27, 2006

Annemarie Conroy
San Francisco Office of Emergency Services & Homeland Security

Dear Annemarie,

It has been a pleasure to work with SF OES and its staff since 1998 to fulfill the SF Ready mission to "encourage and promote emergency preparedness and business recovery planning in the San Francisco business community". The collaborative effort of SF OES, the SF Chamber of Commerce, and numerous concerned businesses has allowed us to sustain the SF Ready roundtables for these many years.

Along with co-founders Stasha Wyskiel and Regina Phelps, I appreciate the support of OES in identifying presentation topics and speakers for our roundtables. And we are grateful for your annual authoring, printing on OES letterhead, and mailing of the letter of invitation to the entire SF Chamber of Commerce mailing list. We are particularly thrilled that for 2006 your office has assembled such a wonderful cast of speakers on topics of current interest to our private sector attendees.

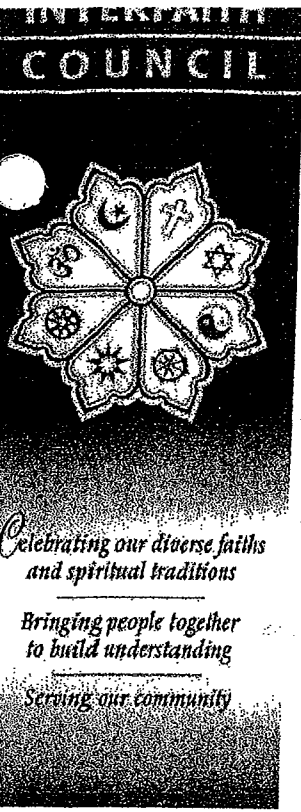
On behalf of the hundreds of San Francisco business leaders who have received the annual invitation letter and attended the bi-monthly SF Ready roundtable sessions over the years, I thank you for your willingness to reach out to the private sector in this way.

Thank you for your ongoing support and sponsorship of SF Ready, and I look forward to continuing our valuable partnership in the years to come.

Sincerely,



Mary Clare Bennett, Co-founder SF Ready
CMP Media LLC
Business Continuity Manager
600 Harrison St.
San Francisco, CA 94107
Phone: 415-947-6711 Email: mbennett@cmp.com



*Celebrating our diverse faiths and spiritual traditions,
the San Francisco Interfaith Council
brings people together to build understanding and serve our community.*

May 1, 2006

Ms. Annemarie Conroy, Executive Director
Office of Emergency Services and Homeland Security
City and County of San Francisco
1011 Turk Street
San Francisco, CA 94102

Dear Ms. Conroy,

We are writing to note the effort and work of the Office of Emergency Services in reaching out to the religious communities of San Francisco to recognize their important role in responding to disasters in our city.

Specifically, for more than a year, the OES has included representatives from the Interfaith Council in the Community Council, which meets quarterly. Also, the OES has been most supportive in providing technical assistance to update our database. They have helped us design a response form that is both useful to us and the OES in listing available congregational facilities and resources in the event of a disaster.

Most importantly, the OES has been instrumental in bringing together the San Francisco Interfaith Council, the Red Cross, the Fire Department, CARD, The San Francisco Foundation and others to plan a large citywide workshop to support local congregations in being prepared for a disaster. This workshop is scheduled for May 17 at St. Mary's Cathedral and is entitled "How to Prepare Your Congregation for Disaster." We anticipate that clergy and leadership from close to 200 congregations (churches, parishes, synagogues and mosques) will be in attendance.

Finally, we know that in any major disaster our religious communities will be among those first responders in helping both congregants and neighborhood residents with pastoral counseling, food, shelter and other basic human needs. We look forward to a continued collaboration with OES in supporting our faith community to be effective responders.

Sincerely,

Rev. James DeLange, Chair

Ms. Rita Semel, Executive Vice-Chair

Interfaith Center at The Presidio
Box 29055
San Francisco, CA 94129
info@sfinterfaith.org
Board of Directors:
James DeLange, Chair
Francis Lutheran Church
R. Semel, Executive Vice-Chair
Congregation Emanu-El
Frances Johns, Secretary
Presbyterian Church
Allen Goldblatt, Chief Financial Officer
Baha'i Community of San Francisco
Rakhar Hai
United Muslims of America
Amos Brown
First Baptist Church
Frances Tomquist
St. Mary's Cathedral (Episcopal)
Stephen Merriwether
Diocese of San Francisco
Chandru Desai
Sudhama Kumaris Center
Paul Chaffee
Interfaith Center at The Presidio
Gerald P. O'Rourke
Diocese of San Francisco
Douglas Fitch
St. Paul's Memorial United Methodist
Elizabeth Ekdale
St. Mark's Lutheran Church
John Oda
United Methodist Church
Marilyn Saner
Church of The Advent (Episcopal)
by Michaelson Porth
Community Relations Council
Mary Culp
First Presbyterian
St. Peacock
Lutheran Church



April 27, 2006

Anne Marie Conroy
Director, Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Anne Marie,

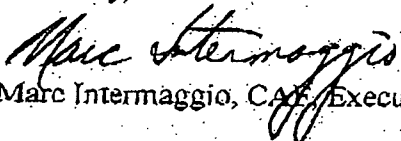
Reflecting on last week's commemorative events and educational sessions, I thought I'd just send a quick note to say how much BOMA appreciates the strong partnership we have with your office as we work together to address emergency preparedness issues for San Francisco. The nature of the challenges confronting us demands close collaboration between the public and private sector, and I think the working relationship we've developed has been very productive!

In my opinion, your leadership of San Francisco's Office of Emergency Services and Homeland Security has done much to streamline operations and improve both internal and external communications. I have appreciated the opportunity to work with many fine personnel within OES in a number of different areas, and in particular, we think our involvement in some of the preparedness exercises you've run has gone a long way to help us determine what we need to work on, in order to ensure the best possible readiness of our community to address potential critical incidents.

I also appreciate the fact that OES personnel regularly contribute to the meetings of BOMA's Preparedness Committee. Just yesterday, Jim Aldrich of your office briefed us on the status of the regional preparedness plan, and once it's completed, BOMA stands ready to assist in the implementation of that plan in whatever way you feel might be helpful. OES's support of our Preparedness Committee meetings and industry education programs has been invaluable as we continually strive to raise the level of awareness and the commitment of our citizens to take personal responsibility for the safety of themselves, their families, and their employees.

Thanks again for working with us... we look forward to continuing our close work together.

Sincerely,


Marc Intermaggio, CAE, Executive Vice President



May 4, 2006

Annemarie Conway
Executive Director
San Francisco Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Annemarie:

I wish to thank your staff and the rest of the departments in San Francisco for their past efforts in support of the 1906 anniversary and in working with ABAG on our Local Hazard Mitigation Plan process by attending countless meetings and commenting on various drafts of numerous reports and booklets. The efforts of Doug Sandy and Jim Aldrich of your staff, Ann Stangby both as a member of your staff and in her "prior" role in Health Services, as well as of Laurence Kornfield from the Department of Building Inspection, have been tireless and much appreciated. As you know, I truly believe that working together, the cities and counties of the Bay Area cannot be beat!

I also want to reiterate the offer that Henry Gardner, our Executive Director, made when you attended a meeting at ABAG a few weeks ago - we are willing to work with you in support of your efforts to develop a regional response plan for the region.

Sincerely,

Jeanne Perkins
Earthquake and Hazards Program Manager





May 11, 2006

Annmarie Conroy
Executive Director
Office of Emergency Services and Homeland Security
1011 Turk Street
San Francisco, CA 94102-3192

Dear Annmarie:

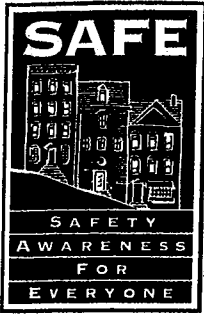
On behalf of the Hotel Council of San Francisco, I would like to thank you for your efforts this past year to inform and involve us in your plans to make San Francisco emergency ready. Your presentation last October to the Hotel Council gathering of over one hundred of our members did much to inspire confidence in the level of preparedness and security you are bringing to San Francisco. The feedback I received was filled with an energized awakening to what role our industry can take.

As the Executive Director of the Hotel Council of San Francisco, I have had the pleasure of serving on the Steering Committee for the 100th Anniversary Commemoration of the 1906 Earthquake with you and of being your guest at one of your Homeland Security Exercises. I have been increasingly impressed with the experience and skills as a creative problem solver that you bring to your office.

Again, on behalf of the Hotel Council of San Francisco, I want you to know that we recognize the importance of your efforts to ensure the safety of all of us should disaster hit our city and appreciate the open dialogue that you have initiated with us.

Sincerely,

Patricia Breslin
Executive Director



850 Bryant Street
San Francisco
California 94103

Phone:
(415) 673-SAFE
or
(415) 553-1984

Fax:
(415) 553-1967

May 9, 2006

Annemarie Conroy, Executive Director
Office of Emergency Services & Homeland Security
1011 Turk Street
San Francisco, CA 94102

Dear Annemarie,

Over the last ten years, San Francisco SAFE (Safety Awareness For Everyone) has worked collaboratively with the Office of Emergency Services to promote and provide emergency preparedness information and training to SAFE Neighborhood Watch groups, school aged children and neighborhood groups that utilize SAFE as a foundation for crime prevention and public safety organizing. OES has been and continues to be highly responsive to SAFE's requests for expert speakers and participation at SAFE sponsored safety fairs.

Highlights of SAFE's partnership with OES:

- 2001 – San Francisco Health & Safety Fair for Children (JoAnn Scordino)
- 2005 – Tenderloin Community Health & Safety Fair (Joe Caruso)
Vallejo Street Neighborhood Watch (Amy Ramirez)
- 2006 – Nob Hill Emergency Preparedness Resource Fair and Seminar (Joe Caruso)
Mount Davidson Manor SAFE Neighborhood Watch (Joe Caruso)
SAFE & SFPD Lunar New Year Public Safety Campaign (Amy Ramirez)
Civic Center Public Safety Forum – (Ann Stangby)


Scheduled events:

- Barbary Coast Association Safety and Preparedness Resource Fair (June 7, 2006)
- 6th Street Community Fair (June 10, 2006)

SAFE is a huge supporter of OES's Community Education component and will develop future crime prevention and emergency preparedness outreach opportunities with OES.

Please feel free to contact me at 553-1982 if you have any questions.

Sincerely,


Pamela Matsuda
Program Director

Attachments



FISHERMAN'S WHARF MERCHANTS ASSOCIATION
#2 AL SCOMA WAY/PIER 47
SAN FRANCISCO, CA 94133
(415) 674-7503 P
(415) 674-7719 F
FISHERMANSWHARF@SBCGLOBAL.NET

Annemarie Conroy
Executive Director
Office of Emergency Services & Homeland Security
1011 Turk Street
San Francisco CA 94102

May 11th 2006

Dear Ms. Conroy,

I wanted to share with you the cooperation between OES and the Fisherman's Wharf Merchants Association this past October 2005. The Fisherman's Wharf Community initiated a movement to educate and attempt to prepare its residents and neighbors.

The San Francisco Office of Emergency Services, along with other City agencies was instrumental in a full day Disaster Preparedness Seminar in October at the Hyatt at Fisherman's Wharf.

Largely as a result of OES's participation and leadership, the Fisherman's Wharf area now has:

An Emergency Preparedness Committee
Provided a two day NERT training course, with a second course scheduled for May 23rd and 24th 2006.

We have established a Disaster Staging area and Command Center.
And currently sell Personal Emergency Preparedness Kits at each Monthly Membership Luncheon.

I do hope that OES is in a position to provide service to all areas of San Francisco and that residents, merchants and the City of San Francisco continue to take the risk of Earthquake Disaster top of mind.

Regards,
Rodney A. Fong

President
Fisherman's Wharf Merchants Association
President/Owner
The Wax Museum at Fisherman's Wharf



May 11, 2006

David Devencenzi
Walgreen Company
District Manager, San Francisco West District
151 East 3rd Avenue
San Mateo, CA, 94401

Annemarie Conroy
Executive Director, San Francisco Office of Emergency Services & Homeland Security
1011 Turk Street
San Francisco, CA, 94102

Ms. Conroy,

I would like to take this opportunity to express my sincere gratitude to you and your staff in allowing Walgreens to partner with your office for April's Disaster Preparedness efforts. As you are well aware, Walgreens was the main destination for San Franciscans to purchase items for their home disaster preparedness kits. Your office provided us with tri-fold handouts that we made available to our customers. These handouts, in actuality, were checklists of items that we carry in our stores on a regular basis.

With a combination of your Office's expertise and Walgreen's past experience in providing emergency prescription and health care needs in such natural disasters as Katrina, we were able to come up with a program of in-store displays promoting how people can survive for 72 hours after a disaster strikes. In our meetings prior to the April event we were able to share ideas and expertise on what people need in such an emergency.

The assistance that your Office provided to Walgreens was invaluable in the weeks and months leading up to the month-long event. Your people helped arrange a press conference with Mayor Newsom in one of our stores to kick-off the 72hours.org event. Amy Ramirez and Laura Adelman were invaluable in our efforts in making this a very successful project.

So, in closing, I would again, like to thank both you and your energetic staff for partnering with Walgreens in this fine effort. If disaster ever does strike our City (and hopefully that will never happen), Walgreens will be there to help out in any way possible to help provide for the health care needs of its citizens.

Sincerely,

David Devencenzi