



COVID-19 OPERATIONAL ADJUSTMENT PLAN (OAP)

SAN JOSÉ OFFICE OF EMERGENCY MANAGEMENT

RECOMMENDATION	RESPONSIBLE PARTY	TOTAL VALUE	WSJF SCORE	DUE DATE	STATUS
6.5 Provide just-in-time training or “cheat sheets” to staff on viscodes they should be using, what the viscodes mean or link to, budget approval process, etc.		34	34		
8.2 Provide training sessions on newly automated 213RR form system in order to alleviate any potential staff difficulties.		34	34		
4.2 Continue maintaining clear avenues of communication between leadership/management and staff. The use of townhalls could be expanded to provide opportunities to disseminate information while also answering questions and addressing concerns.		18	18		
4.4 Maintain an ongoing message of the mission with all City staff. Promote a unity of purpose and spirit of camaraderie for those responding in the EOC as well other City staff. Consider recognizing successes, however small or large, in an effort to show movement towards meeting the organization’s mission and inspire the continued unity of response efforts.		18	18		
4.26 Provide ongoing communication and support to staff deployed on the ground clarifying priorities and establishing timelines for feedback and/or action on raised concerns. Even if response to an issue is not a priority, ensuring timely follow-up for re-evaluating when action will be taken can demonstrate support.		16	16		
5.9 For future EOC Activation that appear as though they will extend past 48 hours both the Recovery and Finance Sections of the EOC should increase coordination, at the onset of the incident to avoid duplication of workstreams.		16	16		

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4.8 Increase messaging on the services and resources available to support staff safety and wellbeing. This could include leadership informing staff of workshops or employee assistance program benefits, mass distribution of promotional material, or the inclusion of reminders on regular communication with all staff.		14	14		
4.23 Identify ways to provide emotional and psychological support services during work hours. This could be breaks for counseling, weekly informal stress management opportunities for all staff, regular group/team support sessions, etc.		12	12		
3.9 Develop MOUs with community-based organizations to continue alterations of public messaging to better meet the cultural context of vulnerable and at-risk populations.		34	11.33		
4.24 Include information and details on safety and personnel responsibilities in employee communication. Clarify for staff the responsibilities of city safety versus county responsibility.		11	11		
6.4 Increase the level and frequency of communication regarding changes to systems with staff, including information on why systems are currently in place		11	11		
2.7 Following the finalization of the OAR and OAP, EOC leaders should discuss and document the most critical lessons they have learned with specific regards to leading large teams through uncertain circumstances while striving to maintain unity of focus on a common mission. These findings can be presented to City Council and make findings available to the public in the capacity they see fit.		10	10		

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<p>3.3 Conduct a gap analysis of community demographics, engaging with the public and special interest groups to discover if there are any additional languages that it may be appropriate for the city to translate Flash Reports, social media posts, emergency notification posts, and “influencer” videos into.</p> <p>3.4 Hold virtual or teleconference-based town halls with community-based organization members that represent these foreign language speakers to analyze what other types of messaging or community outreach efforts may be impactful on their community moving forward. Codify these processes and, if feasible, implement them moving forward throughout the COVID-19 response.</p>		10	10		
<p>2.6 The City should advocate for a meeting with CADRE and representatives from the current roster of CBOs that it has worked alongside during COVID-19 to promote ongoing collaboration before, during, and after the City’s EOC activations and to establish partnership criteria, capability statements, and a pre-vetted list of CBOs the City can call upon during future disasters.</p> <p>5.11 Create a pre-vetted NPO and CBO partner organization list and establish MOUs with these organization in an effort to have the City be able to rapidly coordinate with non-profit organizations and community-based organizations in the event of another food insecurity emergency.</p>		27	9		
<p>4.1 Consider developing virtual strategies for staff to “be there” for their colleagues when they cannot physically be together. Using programs such as Microsoft Teams, Slack, Zoom, etc. to build a virtual support system can address the challenge of being unable to connect regularly and naturally when teams work remotely.</p>		9	9		

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4.5 Continue regular briefings to help staff focus on the shared objectives and encourage discussions, troubleshooting, and support between EOC branches.		9	9		
4.9 Leverage relationships with partners and Subject Matter Experts to identify suggestions for an internal Responder Safety & Health program to advise employee wellness practices. Identify risk areas for extreme fatigue and mitigative measures for prolonged exposure for incident management and response.		9	9		
4.13 Conduct an annual training for Executive Leadership on how to monitor the health and wellbeing of staff. Included how to identify when staff are stressed, referral information, and opportunities to build team support systems.		9	9		
4.14 Mental illness and substance abuse disorders can be exacerbated during times of disaster. Providing a supportive work environment and encouraging continued access to confidential psychological services outside of the COVID-19 response can enhance the abilities of employees with these conditions and address common barriers for help-seeking behavior.		9	9		
3.7 Create public messaging standard operating procedures for potential future public health emergencies in order to more quickly develop, approve, and disseminate accurate information to the public.		26	8.67		
4.25 Continue maintaining a sufficient stock of PPE and sanitations supplies to avoid potential future delays when resources are needed.		39	7.8		

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5.7 Review and emphasize the Food and Necessities community points of distribution (CPODs). Ensure the facilities accommodate populations with AFN, are easily accessible by public transit, and are large enough to accommodate public health guidance associated with pandemics (e.g., social distancing).		39	7.8		
6.7 Develop systems and policies for determining if/what resources can be made available to nonprofit organizations fulfilling key services in the community.		22	7.33		
7.4 Complete the development of the San José Disaster Housing Plan for future responses.		35	7		
3.5 Continue to implement the hot spot program post COVID-19 to increase the connectivity of all community members.		32	6.4		
3.6 Determine if the City intends to continue to pay hotspot internet fees past the first of the year, and if not, how the City will collect the hotspots following their plan's expiration. Begin developing public information efforts surrounding the use/discontinued use of hotspots as to ease the public transition away from city-provided internet.		32	6.4		
2.9 To promote connectedness across the EOC organization, EOC leadership should continue to conduct and maintain regular Town Hall Meetings specifically focused on staff morale and mental health.		6	6		
4.3 Continue demonstrating gratitude and encouragement to staff through positive messaging and actions.		6	6		

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4.7 Consider implementing a staff survey similar to what was used within the Logistics Branch to identify concerns and needs of employees. It could further evaluate staff's familiarity with available mental health support programs and resources, assess which programs and policies were perceived as helpful, and identify additional ways EOC Leadership could support staff and assist with stress management.		6	6		
7.7 The City should identify and support the development of a trained, permanent AFN Coordinator in the City Manager's Office, who can represent the City as a liaison to the AFN community and can consistently invest into a strong and mutually respected working relationship.	City Manager's Office	47	5.88		
3.8 Establish vendor pools for transcreation or interpretation of public messaging in each of the five languages rather than conducting direct translations to ensure messaging is culturally relevant.		29	5.8		
2.2 The City should hold an additional hot wash for EOC leaders to discuss the internal barriers to community-focused emergency operations that were experienced during initial and continued COVID-19 response. The group should seek to identify any inefficiencies that adversely affect the EOC's ability to swiftly and effectively respond to and recover from disasters and address the community's most pressing needs.		11	5.5		
3.1 Formally codify and establish the Language Access Unit as a critical and necessary part of the EOC structure for all future activations requiring major crisis communications efforts. Also, the City should identify and support the development of a permanent Language Access Coordinator.		42	5.25		

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2.1 The City should launch a short satisfaction survey to collect feedback from those who have received support through the VLAC with the aim of making immediate modifications and enhancement to the process.		10	5		
2.10 EOC leadership should convene with Branch and Section leads on the necessary components surrounding EOC staff briefings and check ins. EOC leadership should convey the importance of these briefings and check in on EOC staff members' mental health as the response continues. Once these topics are discussed, the expectations should be documented and disseminated for consistent execution.		9	4.5		
4.17 Work with managers to examine employee duties and responsibilities to identify those falling outside of the normal scope of work. Work with unions, human resources, and other applicable representatives to identify opportunities to recognize and incentivize employees going above their regular position. This could include financial compensation or alternative supplements such as position title changes, support for education or professional growth opportunities, etc.		9	4.5		
5.5 Use the momentum created by the COVID-19 response to formally codify these partnerships with non-profit organizations, Community based organizations, private companies, and the Food and Necessities Branch through Memorandum of Understanding (MOUs) to quickly and adequately respond to food insecurity crises should they arise in the future.		22	4.4		
5.13 Capitalize on the collaboration and relationships built with non-profit organizations and CBOs during the COVID-19 response and continue to convene regularly with these organizations following the downturn of COVID-19 to foster a deeper partnership with the city and sustain built relationships.		22	4.4		

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3.2 Maintain services of translators and interpreters vendor pool during non-activation periods to ensure that city information is reaching as many community members as possible as to establish stronger relationships with target vulnerable communities.		19	3.8		
5.8 Establish agreements with companies to procure and provide necessities for vulnerable populations in advance to emergency response, if possible, in order to avoid lack of availability or “price gouging” from providers.		19	3.8		
5.12 Allocate additional funding and resources for non-profit organizations that assist with food distribution and face collapse due to the sustained COVID-19 response and loss of donors as the city will face additional costs if local Non-profit organizations are forced to close.		19	3.8		
5.10 Ensure documentation liaisons are fully trained and equipped with proper technology and software to assist their branch/section in filling out the proper request forms, documentation, and invoices promptly and successfully in order to avoid duplication of roles and responsibilities.		11	3.67		
4.12 Create program and system to ensure training as disaster services workers for all City staff is conducted to provide information and preparedness planning and tools to enable City staff to develop contingency plans for dependent care to support City disaster response.		17	3.40		

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6.8 Explore additional opportunities to improve contracting with nonprofit organizations in order to streamline funding and resource requests. Consider surveying or discussing experiences with nonprofit applicants to capture lessons learned to refine documentation processes and procedures. For instance, pre-vetting or pre-approving nonprofit providers through Requests for Quotation or Memorandums of Understanding could result in a cadre of providers eligible for contracting when needed.		27	3.38		
5.3 Organize, at the downturn of the COVID-19 response, an opportunity to acknowledge and celebrate the immense accomplishments of the Food and Necessities Branch and their ability to help the City of San José’s most vulnerable populations.		3	3		
5.4 Organize an event thanking healthcare workers, city staff active in the COVID-19 response, and community partners who supported the City of San José throughout COVID-19 response.					
5.14 Take time to recognize the hard work performed by non-profit organizations and community based organizations in helping to not only feed vulnerable populations, but to also clean up trash, help cloth the homeless population, provide medical care to those in need, amongst other “unseen” tasks.		3	3		
8.3 Send flash reports to the County, state, and federal government to exemplify how funding is being utilized and how beneficial this assistance is to the City’s operations.		3	3		
1.3 The City should continue to design and conduct trainings and exercises that build proficiency among City employees for serving in this cross-functional and interdisciplinary capacity within the EOC.		21	2.63		

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4.11 Assist in determining which services and programs are essential while empowering management and staff to prioritize responsibilities. This may include: Having executive leadership discussing with City Council the need to identify essential programs and prioritize staff involvement. Assessing which programs are expecting staff to run at 100% in addition to their response positions, encouraging more realistic expectations, and/or supplementing these program's staff when possible.		34	2.62		
5.6 Anticipate the need for commodity resources early in the onset of a public health crisis and create and/or codify plans, partnerships, and agreements to ensure that these items can be obtained quickly, and food distribution sites can double as sites for distribution of daily necessities.		12	2.4		
1.10 The City should develop EOC orientation messaging, dispatch instructions, and other materials to include short videos that can be utilized as just-in-time training for new EOC recruits.		11	2.2		
1.2 The City should continue to formalize the cross-functional and interdisciplinary group as a permanent element of the EOC, ensuring staff are trained and rotated into the group to promote continuity and diverse perspectives.		17	2.13		
6.2 Perform a review of employee experiences with SimpliGov to identify what worked well and what could be improved. This could include exploring system capabilities with the manufacturer for potential improvements such as consolidating like items to feed into the procurement process, pre-generating approval flow so forms can be automatically directed to the appropriate people or creating outputs that better reflect the amount of equipment and supplies that have been used during the COVID-19 response.		4	2		

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6.1 Determine if all employees working from home have the necessary resources to fulfill their responsibilities without personal costs and fill any outstanding technological or equipment needs. Participants indicated that staff could feel abandoned when they are expected to pay for work equipment/supplies on their own		9	1.8		
7.6 Create an appendix for the Disaster Housing Plan that includes how to establish a FEMA trailer complex and write guidelines for proper set up, maintenance, and demobilization of program.		23	1.77		
5.2 Develop a Food and Necessities annex to the city Emergency Operations Plan and codify the best practices implemented during COVID-19, such as the GIS tool and feeding distribution dashboard.		8	1.6		
6.3 Document successful financial and human resource processes to provide guidance for future activations. This could include how to incorporate emergency information into regular City systems and reports, the current workflow system, tips on deploying new processes in the midst of a disaster, etc.		7	1.4		
1.4 The City should establish a means by which to formalize the Continuity of Operations Plan (COOP) and acknowledge the and celebrate the hard work and unity of effort that was required to produce a COOP-like plan during COVID-19.		18	1.38		
1.5 The City should establish a COOP program that routinely updates the formalized COOP and facilitates training within EOC departments on what happens if the COOP would need to be activated.		18	1.38		

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7.3 Create a plan to extend and expand childcare services and programs past Fall 2020 and into 2021, in an effort to continue assisting parents that need to work and provide children with an adequate environment for virtual learning.		26	1.24		
6.6 Evaluate and update policies and procedures around procuring materials and resources that may be needed in an emergency. Ensure they are straightforward and provide clear guidelines/checklists. Consider having these protocols approved by Council so they can be enacted quickly in an emergency.		14	1.08		
7.5 Communicate with Cal OES regarding the information they need to provide when supplying jurisdictions with FEMA trailers for proper use.		14	1.08		
2.8 The City should facilitate a short workshop with department heads exploring ways to seamlessly carry forward EOC-specific practices and structures into normal business operations.		21	1		
2.12 EOC leadership should task the appropriate team member(s) with developing a virtual status board for each Branch and Section of the EOC. At any time, EOC staff members should be able to look at the virtual status board of any organizational element to gain an understanding of its role within the organization, the current initiatives and/or priority projects it is managing, and any potentially helpful tools/resources it has already developed that can be used as a resource. The virtual status board should also enable the staff member to upload a short video in an effort to help introduce EOC staff members to one another.		3	1		

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5.15 Foster a relationship with Santa Clara County food distribution staff in manner that mirrors the City and County agreements that Homeless Support Services had established prior to COVID-19 response. This would include creating a joint task force and creating a liaison position to actively work with the county.		12	0.92		
2.3 Continue developing MYTEP to include scenarios such as pandemic, and production and development of online/virtual training for onboarding purposes for personnel who have not previously received trainings.		7	0.88		
1.8 The City should evaluate how staffing plans were developed for COVID-19; an unusually long-lasting emergency. Establish a staffing process that “deepens the bench” and a program that selects and trains people for the proper positions in collaboration with other departments. 1.9 The City should refine the documented lessons learned and best practices from the COVID-19 EOC staffing approach and codify them as a repeatable strategy should the City need to rapidly scale up the EOC organization in the future when there are known EOC training and/or experience gaps among City staff.		5	0.63		

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<p>4.21 Further build out position depth. This can include:</p> <ul style="list-style-type: none"> Encouraging managers to work with staff to identify individuals who can fill their roles to reduce the reluctance of taking time out of the office. Pairing two people to provide weekly rotating shifts for one position within the EOC. Having a partner to share the stress and shoulder the responsibility of the position can help reduce the workload, provide an emotional boost, and promote camaraderie. Developing 3-month rotation schedules and/or contracting with a nonprofit organizations or for-profit business to fill positions. 		5	0.63		
<p>4.6 Continue implementing risk reduction strategies to promote responder health. Review jurisdictional risk assessments to determine increased COVID-19 risks to staff safety and health and identify resources to address these risks (e.g., COVID-19 cloth masks and air quality precautions, donning and doffing in hot or cold temperatures).</p>		12	0.57		
<p>2.5 The City should advocate for a meeting with the County of Santa Clara and Cal OES to review the working relationships across each SEMS level and to collaboratively devise a mutual aid strategy for wide-spread disasters impacting the Santa Clara OA.</p>		10	0.48		

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<p>4.15 More deeply assess perceptions of personnel and human resource policy implementation around leave and compensation. This could be done through large group feedback sessions, small team discussions, department-wide surveys, or anonymous comment submissions.</p> <p>4.22 Identify potential policy changes to support the use of vacation days for alternative staff support such as for education or professional development reimbursement.</p>		5	0.38		
<p>4.16 Evaluate the implementation administrative and respite leave policies to ensure it has been applied in fairly throughout the department. Determine if the policies are being promoted and utilized effectively or if they need to be adjusted to better meet the needs of staff.</p>		5	0.38		
<p>4.10 Consider working with management to identify employees who previously had proven their competencies but struggled with the disruptions and challenges caused by COVID-19. Conduct discussions with management and the impacted staff to examine what challenges they faced and determine how to re-engage staff and address raised concerns.</p>		7	0.33		

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<p>4.18 Enhance staff safety and health messaging by including information on the associated benefits of taking breaks and managing fatigue. Have senior leadership and executive team members mirror these behaviors and genuinely promote benefits to staff.</p> <p>4.19 Enhance policies that address fatigue including number of hours worked, overtime, requests for breaks, as well as creating a standard threshold for when staff are required to rotate out of the EOC. This can be done in collaboration with occupational safety experts and in consultation with labor unions.</p> <p>4.20 Monitor and limit staff work hours. Manage staff work weeks to include at least one day off. Continue work schedule flexibility and expand opportunities for staff to participate in occasional work from home days.</p>		6	0.29		
<p>5.1 Given that the Food and Necessities Branch was established within the EOC, the City of San José should determine a department for these capabilities to exist outside of an EOC activation and response. The City should engage in inter-departmental dialogue about the implications, opportunities, and risks associated with retaining and building upon its food and necessities distribution capability in order to decide if the program will continue as city-wide initiative.</p>		None	None		In process
<p>1.1 The City hired a consultant, Constant Associates, to lead a process of documenting best practices and lessons learned from this EOC leadership group to incorporate them into applicable response plans.</p>		None	None		Done

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<p>7.1 Establish agreement with large outdoor and/or small venues to use their facility as a testing center in the future should there be a resurgence of COVID-19 in the final months of 2020 or in 2021.</p> <p>7.2 Utilize large outdoor and/or small venues and best practices from initial COVID-19 activation testing centers discovered during this process to create a Point of Dispensing (POD) location upon FDA Approval and mass distribution of a COVID-19 vaccine.</p>		None	None		In process
<p>1.6 The City should engage all department heads in a process of building upon recent COOP efforts to ensure that department-specific plans are in place for supporting EOC activations in accordance with City Charter, Section 203.</p> <p>1.7 The City should determine the best strategy for promoting awareness of City Charter, Section 203 as part of its existing EOC training program and the City's new employee orientation program.</p>		None	None		
<p>8.1 Continue Homeless Support Services JDOC meetings and liaison placement to ensure that a strong relationship with Santa Clara County remains and have Homeless Support Services Branch act as an example for other EOC branches.</p>		None	None		
<p>2.11 EOC leadership should review the command and general staff organizational structure displayed in the City's EOP and devise a strategy for maintaining the integrity of the basic structure in accordance with ICS while scaling the organization's capacity for managing expansive staffing requirements. The strategy should be codified and documented in the City's EOP and other applicable operational doctrine. Further, the strategy should be incorporated into the City's training and exercise program.</p>		None	None		

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<p>2.4 EOC leaders should facilitate a city-wide process of devising a targeted, culturally appropriate, rapidly-deployable, and repeatable response strategy facing the specific communities and populations within the City that are the most vulnerable to the catastrophic impacts of disasters.</p>		None	None		