#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date

Findings and Recommendations: Situational Awareness and Information Sharing

<table>
<tr><td colspan="6" style="background-color:yellow">Finding 1: Dispatch of fire and police resources escalated throughout the evening and night, and all resources were committed before the dispatch centers realized this was a major response. This led to resources being committed piecemeal, and neither fire nor police department leadership had the opportunity to fully develop a command and control structure to manage information and their limited resources.</td></tr>
</table>

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
1.A	Develop clear triggers to activate the City EOC and DOCs earlier based on hazard levels and the percentage of critical City resources committed (including fire, police, water department, and transportation and public works resources) to ensure senior leaders are cognizant of increasing emergency levels and remain at the strategic level for direction and management of the emergency.	In Progress: The City has triggers for winter storms for the EOC and DOCs. Staff continue to work on improving and updating those triggers for all hazards for the EOC and DOCs, including fire weather.	Emergency Preparedness Fire/Police/ Water/TPW	Neil Bregman	August 2019

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
Finding 2: All operational Fire Department leadership were in the field supporting tactical operations, and there was a lack of trained fire operational personnel in the EOC, resulting in critical information not being provided to the EOC.					
2.A	Identify SRFD administrative staff (i.e. Administrative Chief, Fire Marshal, or a light-duty line officer) to have primary and secondary responsibility to report to the EOC.	COMPLETED: SRFD has designated a Battalion Chief to fill this role. In addition, the Fire Marshal and Fire Prevention staff are assigned as back-ups.	Fire	Scott Westrope	COMPLETED
2.B	Identify an auxiliary or retired firefighter to coordinate EOC firefighting functions.	In Progress: HR and CAO are working to make sure a proper policy is in place to use public safety retirees. Staff may need to bring proposed policy changes to Council for approval regarding the use of annuitants and other minor issues.	Fire Police CAO CMO HR	Scott Westrope	August 2019
2.C	Identify the fire information needed by EOC leadership to make informed decisions and manage resources and establish a system to provide that information.	In Progress: EM and Fire have been meeting to discuss available information resources and to incorporate those into City systems. Staff are also working to get a CAD feed directly into the EOC software which can be plotted on a map.	Fire/Emergency Preparedness	Neil Bregman Scott Westrope	August 2019

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date

Finding 3: During the first 36 hours of the fires, City leadership did not gain a complete understanding of the full scope of the emergency.					
3.A	Develop an information collection plan for different hazards so departments supporting response operations understand the type of information that is needed, who is to collect it, and to whom they are to send the information.	In Progress: The EOC has a playbook that includes an information collection plan model. It needs to be further developed at the EOC level and then DOC level. There are also some new reports using the EOC software for the field to help with this.	Fire/Emergency Preparedness	Neil Bregman	July 2020
3.B	Train and require all field crews to submit reports on critical observations made during field operations (roads blocked, trees down, fires, signs out, etc.) to assist with developing situational awareness.	In Progress: Staff have started developing a system that uses the new City EOC software's mobile app for this reporting function. Staff will also be meeting with DOCs and working on coordination and training at the field level.	Fire/Emergency Preparedness	Neil Bregman	September 2020
3.C	Ensure field teams and DOCs are providing appropriate information to the EOC to help build situational awareness.	See above	Fire/Emergency Preparedness	Neil Bregman	September 2020
3.D	Research and acquire an emergency management software system. Require every department to build the new EOC management system into everyday operations. Customize the system so that what the departments track on a daily basis (such as work assignments of crews, locations of outages, status of systems and facilities) are tracked through the EOC management system. This will ensure that the system is used on a daily basis and thoroughly	COMPLETED

The City purchased an emergency management software system called DLAN in 2018. | Fire/Emergency Preparedness | Neil Bregman | COMPLETED |

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	understood by the users when needed during emergencies.				
Finding 4: There was a critical lack of situational awareness caused by gaps in information flow between the City EOC, County EOC, Unified Command and CAL FIRE.					
4.A	Develop checklists to prompt senior officials to contact external agencies and organizations for information and updates during developing situations. Link checklist implementation to hazard levels or activity.	In Progress: SRFD has made significant changes in policy and training for contacting and communicating with their public safety partners and counterparts. Additionally, the City is better prepared to coordinate with all its stakeholders and partners in times of crisis. Staff are also developing communication exercises, checklists and procedures for connecting elected officials.	Fire/Emergency Preparedness CMO	Neil Bregman Scott Westrope	July 2020
4.B	Establish communication and coordination with all area EOCs as they are activated and identify information that various EOCs need to share among themselves.	In Progress: The City and County have made significant progress in this area. Staff now have weekly and incident based County-wide situational briefings/calls and continue to work with the County on how both agencies better share information and coordinate. The County is hiring more staff to help with this process too.	Fire/Emergency Preparedness	Neil Bregman	Continuous Improvement Process
4.C	Identify and train liaison officers to deploy to critical nodes, including any established ICP/UCPs, the County EOC, and others as	COMPLETED: A City liaison officer is assigned to the County EOC.	Fire/Emergency Preparedness	Neil Bregman	COMPLETED

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	necessary, to share and get critical information.				
4.D	Incorporate initial and sustained communication procedures in the EOC guidebooks and position guides.	In Progress: The EOC has a playbook which includes checklists and procedures for communicating/sharing information at various points in an operation. These are constantly being evaluated and updated as staff run exercises or from lessons learned from real world events. Staff will continue to train on making these parts of the City's process.	Fire/Emergency Preparedness	Neil Bregman	Continuous Improvement Process
Finding 5: **The City EOC did not produce regular situation reports.**					
5.A	Utilize a "Planning P" or similar process matrix and develop EOC Situation Report templates to guide the swift and practical development and distribution of situation reports, IAPs, and other incident management documents.	In Progress: The EOC does use the Planning P, writes IAPs and has situational report forms. Staff will continue to develop more Planning P and EOC playbook processes, trainings, exercises and documentation to enhance the City's reporting and procedures for better situational awareness.	Fire/Emergency Preparedness	Neil Bregman	Continuous Improvement Process
Finding 6: **Organizations reported not receiving necessary information in a timely manner from the City EOC.**					

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
6.A	Develop a once-daily senior leader update template, which can be used to provide the City leadership with critical information.	In Progress: A system for doing this was developed in October 2017. Staff will continue to refine daily briefing templates and schedules. The PIO has developed EOC standard operating procedures for this item. Staff are always looking for ways to improve or incorporate best practices.	CMO	Sean McGlynn Adriane Mertens	Continuous Improvement Process
6.B	Produce a once-per shift update brief and have it play constantly on monitors throughout City offices to keep all departments and employees informed about the ongoing emergency.	In Progress: Staff continue to look at methods for keeping all City staff informed and updated using various tools.	CMO	Sean McGlynn Adriane Mertens	July 2020
Finding 7: City Council members felt like they had to search for information through sources other than City officials.					
7.A	Assign a liaison officer to specifically communicate with Councilmembers.	COMPLETED: The lead EOC PIO acts as the liaison or will designate a member of PIO team.	CMO	Sean McGlynn Adriane Mertens	COMPLETED
Finding 8: The City of Santa Rosa undertook an impressive effort to provide emergency alerts and warning to the community. These systems were administered by the City's Emergency Preparedness Coordinator (EPC), which placed a great burden on the use of the EPC's time, with no back up identified.					
8.A	Revise the City's policies, procedures, and systems used to provide emergency alerts, warnings, and notifications to the community, and increase the number of Departments and staff	COMPLETED: Staff have trained Fire and Police personnel to activate all the City's alert and warning systems.	Fire/Emergency Preparedness CMO	Tony Gossner Neil Bregman Sean McGlynn	Continuous Improvement Process

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	positions that are authorized and trained to activate and launch messaging systems.	This is an evolving area with changing technologies, best practices and methodologies. Staff continue to work with the County on a multi-nodal alert and waring system and program. The County is hiring 2 FTEs - a Community Alert and Warning Program Manager and Coordinator- to assist with developing these systems and their activation.	SRPD		
Finding 9: Many issues raised in this report require regional solutions.					
9.A	The City should review the entire preparedness, response, recovery and mitigation cycle and determine the need to create a Joint Powers Authority (JPA) with the County of Sonoma and other appropriate jurisdictions ensuring overlapping roles, responsibilities, and requirements are clearly delineated.	In Progress: The City continues to work with the County and the other cities to review the current emergency council format to make recommendations regarding revisions, including a proposal to create a JPA.	CMO CAO	Sean McGlynn Sue Gallagher	January 2020
9.B	Through a county-wide JPA, ensure inclusion of all partner agencies (including Voluntary Agencies Active in Disaster [VOAD], not-for-profits and community-based organizations) that have pre-determined emergency roles and/or agreements with the City or County, and ensure roles, responsibilities, and duties are coordinated through the City or County EOC as appropriate.	In Progress: The City continues to work with the County and the other Cities to review the current emergency council format to make recommendations regarding revisions, including a proposal to create a JPA.	CMO CAO	Sean McGlynn Sue Gallagher	January 2020

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
9.C	Work with local government emergency managers and administrators in Sonoma County to request and support funding to establish the emergency call center function in the regional 2-1-1 center. While the City has a new Call Center manager within the EOC structure, this is seen as a temporary solution for this vital emergency function.	In Progress: United Way has recently taken over 2-1-1. Staff continue to work with 2-1-1 and the County to structure a regional system. There may be future budget requests made around this item so that the City can partner appropriately.	CMO	Sean McGlynn	July 2020
Area for Improvement 2: Organization, Staffing, and Training					
Finding 10: The City's emergency preparedness coordinator function is understaffed for daily responsibilities.					
10.A	Due to the increased threat of losses due to the large number of people living in the woodland-urban interface, increase full-time staffing to support the City's Emergency Preparedness Coordinator.	In Progress: The structure for this is being developed and will be brought forward as part of the FY 19/20 budget conversation with Council. It should be noted that many of the target dates which go well into 2020 or later would likely be moved up if the City's Emergency Preparedness Coordinator is given additional staff to assist in completing these missions. The County is hiring an additional 5-7 FTEs to meet all the new tasks, needs and improvements they have recognized.	CMO Fire	Sean McGlynn Tony Gossner	*Unfunded: will be discussed in budget cycle* July 2019
10.B	Consider training and utilizing volunteers with relevant skills, as well as paid interns to help support the full-time functions of the Emergency	In Progress: The structure for this and how it would be managed is being developed and will be brought	Fire/Emergency Preparedness	Neil Bregman	*Unfunded: will be discussed in budget*

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	Preparedness Coordinator and other full-time staff that might be hired.	forward as part of the FY 19/20 budget conversation with Council.			*cycle* July 2019
Finding 11 (incorrectly titled finding 9): Senior City personnel (City Manager, department directors and deputies) were used to fill EOC staff roles rather than providing overall direction for the City.					
11.A	Assign and train personnel below the director level to function as EOC Section Chiefs and Branch Directors.	In Progress: The City is assessing its EOC and DOC staffing structure to evaluate who is the best fit for each position. Staff will be working on a new staffing plan for all levels.	Fire/Emergency Preparedness CMO HR All Dep't Heads	Neil Bregman Sean McGlynn Amy Reeve	April 2020
11.B	Develop a policy group structure that includes appropriate officials.	In Progress: Staff will be meeting with Council and Exec Staff to develop a Policy Group and then trainings on how Council fits into the City's emergency structure. Staff are evaluating several Policy Group membership options.	CMO	Sean McGlynn	September 2019
11.C	Develop position descriptions for the policy group.	In Progress: Position descriptions are being developed in conjunction with the proposed Policy Group structure.	CMO	Sean McGlynn	September 2019

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
11.D	Conduct training for the policy group and include the group in exercises.	In Progress: Staff will be meeting with Council to have trainings and exercises that integrate a Policy Group and Council's role in the City's emergency structure.	CMO Fire/Emergency Preparedness	Sean McGlynn Adriane Mertens Neil Bregman	September 2019
Finding 12: City staff required about 45 minutes to establish the EOC from a "cold" status.					
12.A	Review the main hazards for the City and develop triggers that require the EOC to be taken from a "cold" status to a "warm" status (EOC set up and ready to occupy).	In Progress: The City has triggers for winter storms for the EOC and DOCs. Staff continue to work on improving and updating those triggers for all hazards for the EOC and DOCs, including fire weather.	Fire/Emergency Preparedness Fire/Police/ Water/TPW	Neil Bregman	August 2019
12.B	Develop and adopt a policy that ensures the availability of the EOC facility for an appropriate number of days each year for use during drills and exercises.	COMPLETED: The City makes the use of the UFO for all EOC functions a priority.	Fire/Emergency Preparedness/ CMO Water		COMPLETED
12.C	Research the appropriate size and cost of a full-time, stand-alone EOC and investigate different methods to fund the project, including federal and state grants.	In Progress: The City continues to evaluate its assets and infrastructure to see how a hot EOC might be made feasible in the future.	Fire/Emergency Preparedness	Neil Bregman	July 2020
12.D	Create policy that requires notification, at minimum, to EPC of unusual events.	In Progress: The City continues to evaluate methods for sharing information and notifying appropriate staff about unusual events and critical incidents.	Fire/Emergency Preparedness SRPD	Neil Bregman Scott Westrope	Continuous Improvement Process

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date

Finding 13: Ensure a clear understanding of roles for councilmembers.					
13.A	While the Mayor and Council do not have a formal role in directing or managing the City's response/recovery activities, the key roles elected officials fulfill during emergency situations should be acknowledged. City Management and EOC leadership should significantly improve communications and engagement with the Mayor and Council during major emergencies, and better leverage the broad capabilities of their staffs and their strong neighborhood networks, without violating key provisions of the Charter.	In Progress: Staff will be meeting with Council to run exercises that help to guide development of a Policy Group and then additional trainings to help reinforce how Council fits into the City's emergency structure. This project will also lead to an updated communication matrix outlining baselines for when to inform Council. This was vastly improved through the October 2017 incident where the PIO was a liaison to council and provided briefings.	CMO

Fire/Emergency Preparedness | Sean McGlynn Adriane Mertens

Neil Bregman | September 2019 |
| 13.B | City Management should work with the Mayor and Council and seek to create an inventory of organizations and individuals to support emergency preparedness, response, and communication efforts. City Management can engage the staff annually to update the inventory. In addition, they should seek informal collaborations with elected officials in the area of soliciting donations, disseminating information to residents through their social networks, and assisting in developing volunteer activities. | In Progress: The City's Communications & Intergovernmental Relations Officer, the Ad-Hoc Committee, CMO and Emergency Preparedness Coordinator all have engaged with various NGOs, VOAD and other community groups to help with this effort. Staff will continue to work with the Mayor on Council for the best ways to keep this information up to date. | CMO

Fire/Emergency Preparedness | Sean McGlynn Adriane Mertens

Neil Bregman | Continuous Improvement Process |
| 13.C | The City Manager should proactively work to establish communication protocols with the Mayor and Council, so they have the most timely information before and during disasters. Now is the time to work with Council on | In Progress: Staff will be meeting with the Mayor and Council to run exercises that help to guide development of a Policy Group and activation protocols, followed by trainings on how Council fits into the | CMO

Fire/Emergency Preparedness | Sean McGlynn Adriane Mertens

Neil Bregman | September 2019 |

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	developing/updating these protocols. They should be reviewed every year with the Council in a public meeting. Consider using Council study sessions to focus on the topic.	City's emergency structure. This project will also lead to an updated communication matrix outlining baselines for when to inform Council. This training may come as a study session or in smaller groups.			
13.D	City Management should engage the Council on regional, state, and federal policy issues related to emergency management. When appropriate, ask the Mayor and Council to advocate via formal communication with county, state, and federal levels of government. Explore opportunities for the Council to participate in emergency management-related issues and legislation at state and federal level, including asking them to testify before committees and subcommittees.	COMPLETED: The City and County work closely with consultants and state and federal lobbyist teams to track important emergency management issues and legislation. Additionally, staff frequently accompany Council to meetings with state and federal legislators and government agencies to advocate for local needs on numerous issues connected to emergency management, resiliency and recovery.	CMO	Sean McGlynn Adriane Mertens	COMPLETED
13.E	Develop an emergency preparedness training plan for elected officials or leverage the League of California Cities, the National League of Cities, or other sources for Conferences and trainings.	In Progress: Staff are already developing training and exercises that cover this area, and plan to meet with the Mayor and Council in a study session or smaller groups to go over them.	Fire/Emergency Preparedness CMO	Neil Bregman Sean McGlynn Adriane Mertens	September 2019
Finding 14: Current staffing levels in the EOC and DOCs are inadequate for large-scale disasters and there is no Citywide staffing plan that includes moving personnel between departments to fill shortages.					
14.A	Conduct a bottom to top disaster staffing review based on requirements outlined in City ordinances, the City's Emergency Operations	In Progress: The City is evaluating its EOC and DOC staffing structure to evaluate who is the best fit for each position while balancing other	Fire/Emergency Preparedness CMO	Neil Bregman Sean McGlynn	April 2020

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	Plan, and experiences gained during the fires. Define three EOC and DOC staffing levels (medium, large, and catastrophic) by actual or potential impacts. Identify needed positions and whether they have to be City employees or can be filled through mutual aid, reserve personnel, or trained volunteers.	City needs for continuity of government and operations.	HR All Dep't Heads	Amy Reeve	
14.B	Develop a Citywide plan to move personnel between departments, as needed during disasters, to ensure that people are appropriately and effectively assigned.	In Progress: The City is evaluating its DSW staffing structure to evaluate who is the best fit for each position while balancing other City needs for continuity of government and operations.	Fire/Emergency Preparedness CMO HR All Dep't Heads	Neil Bregman Sean McGlynn Amy Reeve	April 2020
14.C	Explore alternative staffing solutions during disasters (e.g., developing programs for reserve employees or a disaster volunteer corps, using retired City employees, etc.).	In Progress: The City is evaluating all potential staffing structures and models that will make the City effective during an emergency.	Fire/Emergency Preparedness CMO HR All Dep't Heads	Neil Bregman Sean McGlynn Amy Reeve	April 2020
Finding 15: During the second activation of the EOC/Water DOC to address the storm drain concerns, the Water Department delayed requesting EOC staff support through mutual aid. It did, however, request and utilize technical experts from other local water departments to assist during the investigation and repair of the water system contamination.					
15.A	The Water Department's plans should be modified to recommend the immediate use of mutual aid to provide staff augmentation at the EOC for long-	COMPLETED: The Water Department has developed a document that identifies particular	Water	Jennifer Burke Joe Schiavone	COMPLETED

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	term activations.	trigger points for EOC and DOC activation. These trigger points are specific to the nature of the particular event and include activation points for Flooding, Water Quality, Landslides, Discharge, System Repairs, Power Outages, Earthquakes, Security Threats, Sewer Backups, Hazardous Spills, and Fires.		Joe Schwall	
Finding 16: The City does not have a sufficient training and exercise program. Although the EPC conducts trainings throughout the year, there is no requirement or system to track what training was conducted and who attended the training. Additionally, full scale exercises have not been conducted in adherence to the City's Emergency Operations Plan, which states: "The City follows the best practices of the Homeland Security Exercise and Evaluation Program (HSEEP), including the building block concept of seminars, small-scale tabletop exercises, functional exercises, and full- scale exercises." (Paragraph 8.1.3.)					
16.A	Establish a formal emergency preparedness training policy, including a list of required training courses, required staff participants, annual refresher training, and a training calendar.	In Progress: The City's Emergency Preparedness Coordinator and HR are working on policy language for making trainings and exercises mandatory, including identifying which staff need what trainings based on their job position.	Fire/Emergency Preparedness CMO HR All Dep't Heads	Neil Bregman Sean McGlynn Amy Reeve	January 2020: Policy will be in place for mandatory training January 2021: Lists of trainings by position and curriculum for each
16.B	Track training and exercise attendance and develop accountability procedures for attending required training and exercises.	In Progress: The City's Emergency Preparedness Coordinator and HR are working on	Fire/Emergency Preparedness CMO	Neil Bregman Sean McGlynn	January 2020

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
		creating a tracking system, metrics and dashboards for accountability.	HR All Dep't Heads	Amy Reeve	
16.C	Create a Multi-Year Exercise Plan and adhere to the schedule.	Once a formal training and exercise program/curriculum has been established an annual calendar and schedule will be published.	Fire/Emergency Preparedness	Neil Bregman	January 2021
16.D	Establish a policy for mandatory exercises for assigned personnel.	In Progress: The City's Emergency Preparedness Coordinator and HR are working on policy updates to make exercises mandatory.	Fire/Emergency Preparedness CMO HR	Neil Bregman Sean McGlynn Amy Reeve	January 2020
Finding 17: Activation of EOC staff was difficult due to some staff not identifying the 866 prefix as an EOC recall phone number; some phone numbers were wrong; and some phone lines were down. Additionally, some departments had difficulty reaching their personnel, either because there was nobody assigned to make notifications or because there was no current list of department emergency personnel and/or updated contact information.					
17.A	Train City staff on EOC recall procedures, including recognizing the area code of the phone number for the recall system (866) and adding the number to cell phone contact lists.	COMPLETED	Fire/Emergency Preparedness	Neil Bregman	COMPLETED
17.B	Require semi-annual updates to the EOC recall list and all departmental phone rosters.	COMPLETED	Fire/Emergency Preparedness	Neil Bregman	COMPLETED
17.C	Require phone lists and rosters to include primary and back-up phone numbers for each employee.	COMPLETED The City has fixed this issue through the purchase of a new notification	Fire/Emergency Preparedness	Neil Bregman	COMPLETED

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
		system and implementing notification policies for all emergency employees.			
Area for Improvement 3: Water System					
Finding 18: The extreme heat of the fire melted plastic pipes and plastic components in water meters releasing chemicals which, in addition to smoke, soot and ash, entered the water system and caused contamination in the water supply.					
18.A	The Water Department should document the benzene contamination incident and share this information with the American Water Works Association with the potential for updated standards, practices, and materials regarding water quality following intense fires.	The Water Department has developed five Technical Memorandums that summarize the contamination event, provide a detailed analysis of what caused the water contamination, the City's approach to resolving the contamination and restoring the system, a case study on the field investigations that were undertaken during the investigation, and a justification of the water sampling methodology that was used to support the City's findings. These documents have been shared with FEMA, CalOES, DDW, and the EPA. The Water Department has provided multiple presentations at AWWA, ACWA, WateReuse and other industry associations at meetings, conference and webinars. In addition, the City has provided information to the Paradise Irrigation District who has contracted with Purdue University to do a further	Water	Jennifer Burke Joe Schiavone Emma Walton	December 2019

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
		analysis of the contamination experienced as a result of the 2018 Camp Fire.			
18.B	Check water pipes for chemical contamination before approving them for use after a fire.	All public water services lines within 500-feet of a burned structure have been tested for contamination. All public water services lines with detectable levels of contamination of benzene (greater than 0.5 ppb) have been replaced	Water	Jennifer Burke Joe Schiavone Emma Walton	COMPLETED
Area for Improvement 4: Transition to Recovery and Long-term Recovery					
Finding 19: There are several alternative approaches to managing a recovery effort. Some develop a formal comprehensive recovery plan and form a separate office to implement it. Given the structural deficit it faced even before the fire and the impact of the incident on City finances, Santa Rosa is taking an alternative structured approach. The City has retained consultants to facilitate the challenging FEMA and Housing and Urban Development (HUD) recovery processes. They are working with Sonoma County's Recovery Officer. They have also worked to accelerate the rebuilding efforts through a separate office for zoning and permits for those impacted by the fires.					
19.A	Continue the ongoing recovery actions underway. Given the potential of a future major disaster (e.g., fire or earthquake) incorporate best practices and lessons learned from this event and recovery effort into a pre-disaster recovery plan or considering working on one jointly with Sonoma County.	In Progress: • As of 4/29/19 – 258 Homes have completed construction with another 1,500+ in rebuild process • Downtown Specific Plan Underway • Managing $62M in Public Assistance Projects • Master Plan for Coffey Neighborhood Park complete	All	Sean McGlynn	December 2024

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
		• Engaged with the County on a series of initiatives, including: • Emergency Council reorganization • Evacuation and Emergency Alerting • Dashboards tracking both recovery and rebuild process			
Finding 20: A brief Citywide after action report (AAR) was submitted to the State as part of the Sonoma County Operational Area's AAR as required in California; however the City's Emergency Operations Plan states (p. 12) "…California requires any city and/or county proclaiming a local emergency … to complete and transmit an after action report (AAR) … within 90 days of the close of the incident period." The City did not submit a separate AAR and the EPC could not provide a copy of the County's submission. The City commissioned two independent after-action reports subsequently. The Water Department independently contracted its own detailed AAR following the fire and has implemented many of the recommendations.					
20.A	Assign personnel to an AAR team under the Situation Unit and train them in gathering data and compiling AAR information during each exercise and activation.	In Progress: AAR surveys were disseminated to all EOC staff while the City EOC was still activated in 2017. Staff continue to look for ways to make this part of the EOC operations and improve at gathering data from activations and exercises.	Fire/Emergency Preparedness	Neil Bregman	Continuous Improvement Process
20.B	The City should carefully consider the findings and recommendations of the Black and Veatch report, including the recommendation to study water pressure in Coffey Park during the fires.	In Progress: On March 21, 2019 the Water Department entered into a professional services agreement with Black and Veatch to expand on the recommendations of the initial analysis. This new scope of work includes a study of the water system's response in the Coffey Park area as well as the other recommendations identified in the	Water	Jennifer Burke Joe Schiavone Emma Walton	December 2019

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
		initial analysis.			
Area for Improvement 5: Fire Safety					
Finding 21: Water supply was intermittent during firefighting operations. A number of large-diameter water mains became free-flowing when the structures where they terminated were destroyed.					
21.A	Consider updating the building code to require facilities with large-diameter (10" and up) water mains to have automatic shut-off valves that activate when water pressure drops below safe levels as established by state and federal guidance/regulations.	In Progress: On March 21, 2019 the Water Department entered into a professional services agreement with Black and Veatch to expand on the recommendations of the initial analysis. As recommended in the initial analysis, this new scope of work includes a task to evaluate available technology for remote or automatic actuation of values for large fire suppression systems.	Water	Jennifer Burke Joe Schiavone Emma Walton	December 2019
Finding 22: Hospital staff were placed in a fire watch role on the roof of the building with extinguishers to put out spot fires started by embercast.					
22.A	Consider updating the building code to require critical infrastructure and large-capacity commercial structures (hospitals, nursing care facilities, hotels, etc.) to have sprinkler systems installed on their exterior roof surfaces to address fires started by embercast.	In Progress: Staff are evaluating scientific data and discussing at a County level for possible implementation during 2019 Code Adoption.	Fire/Emergency Preparedness	Scott Moon	January 2020
22.B	Ensure that private sector staff are trained and have proper tools and personal protective	In Progress: This can be verified during annual fire inspection of	Fire/Emergency Preparedness	Scott Moon	June 2020

#	Recommendations	Actions taken/Status	Departments Responsible	Department Point of Contact	Target Date
	equipment (PPE) to conduct fire watch operations when and where sprinkler systems are not installed or are non-operational.	facilities.			
Finding 23: At the time of the fires, Santa Rosa did not have any staff dedicated to support a citywide vegetation management program, which helps to mitigate fire hazards by reducing hazardous vegetation within the city.					
23.A	Wildfires do not respect municipal borders. Although the City should enhance their own vegetation management program, the full solution to this problem requires a regional solution. The City of Santa Rosa should consider working with Sonoma and North Bay region counties and municipalities on the development of a Joint Powers Authority (JPA) for emergency services associated, but not necessarily limited to, the types of wildfires experienced in California in the past two years. This issue is discussed in further detail in an appendix to this report. The Unified San Diego County Emergency Services Agreement could serve as a possible model or at least a starting point for such an authority; it is also included as an appendix.	In Progress: Staff are involved in ongoing discussions with Sonoma County and State representatives regarding measures that could be implemented within the City and surrounding County and State areas.	Fire/Emergency Preparedness	Scott Moon	June 2020