



OFFICE OF THE CITY ADMINISTRATOR

Naomi Kelly, City Administrator

**Lifelines Council
MEETING MINUTES
December 5, 2019
City Hall, Room 305
10:30AM-12:00PM**

Meeting #30

Co-Chairs

Naomi Kelly, City Administrator, City and County of San Francisco
Chris Barkley, AECOM, Private Sector Co-Chair

Represented Agencies

AECOM	San Francisco Office of Resilience & Capital Plng
ABAG/MTC	San Francisco Dept. of Emergency Management
Comcast	San Francisco International Airport
PEER	San Francisco Municipal Transport Agency
Wells Fargo	San Francisco Fire Department
PG&E	San Francisco Public Utilities Commission
Port of San Francisco	San Francisco Department of Public Works
San Francisco Mayor's Office	San Francisco City Administrator's Office

1. CALL TO ORDER

Chief Resilience Officer (Acting Co-Chair), Brian Strong called the meeting to order at 10:34am.

2. INTRODUCTIONS AND AGENDA REVIEW

Brian Strong facilitated introduction of all the participants. Brian discussed agenda topics, and encouraged a round table discussion to discuss the lessons learned from the various recent disasters. Public comment is also now welcome for the Draft Hazards and Climate Resilience Plan.

3. IMPROVING LIFELINE RESTORATION PERFORMANCE

Danielle Mieler presented the remaining initial draft findings from the Lifelines Restoration Project which included Water, Wastewater, Communication, Transit, Airport, Port and Fire Suppression. Emma Maack asked if there will be future discussions with PG&E, and other city agencies to prioritize assets. Danielle answered that transportation of workers, power needs and fuel were the three top concerns across all sectors. Strategies and overarching strategies are expected to be seen for the Lifelines Systems. If discussion with PG&E is desired, next steps will be discussed at the March meeting.

Peter Ohtaki asked if there were any similarities or lessons learned from Christchurch. What were the factors in their decision not to rebuild? Danielle answered that Christchurch was much more low density before the earthquake. Their downtown wasn't working for the city and this became an opportunity to reimagine their downtown. Coming out of the Tall Buildings study, one of the key issues is developing policies around cordoning damaged buildings. Downtown Christchurch was cordoned for a number of years since the earthquake, partly because so many vulnerable buildings could be damaged and needed to be demolished. If high rise buildings have significant damage and are subject to collapse, proper practice is to put a barrier around that building. If there are a number of buildings that need to be cordoned off, this would be a severe impact to our financial district. We're also addressing this in our Downtown Recovery Plan.

Laurie Johnson added much of the Christchurch redevelopment was driven by planning goals and also a couple of tall, much damaged buildings. With the aftershocks came the second event, which resulted in the collapse of several buildings, they became very cautious, and rather than cordoning individual buildings, the whole area was cordoned for a period of time because of the severity of the damage. Lifelines were damaged in the downtown but it was not a driving factor in redevelopment. There was definitely liquefaction damage, but not a red zone as for residential areas. It was assumed if it was economical viable to build downtown, then the cost to repair infrastructure was justifiable.

Louise Comfort asked, to ensure services, how were priorities set for interdependencies among the organization. Were they individual or a collaboration between agencies to identify the priorities? Danielle responded this project was primarily individual agencies and individual discussions. During the cross sector workshop last year, there was an opportunity to think about impacts on other agencies that may drive my own agency's restoration. Once we can really lay the picture of what the issues are, and what other restoration issues are, we can further that discussion.

Laurie Johnson mentioned that EBMUD has adopted principles from the Kobe restoration plan with mitigation prioritization. They have taken an entire map of their pipeline, and zig zagged their way through the entire territory with a majority of the population less than ½ mile distance from a hydrant. She thought this was really worth seeing and learning how and what methodology was used. Katie Miller said PUC is also focusing on hardening 50 miles of distribution pipe. Having a smaller network of both repairs and disinfections quicken the process to get it back to potable water as quickly as 3 to 7 days. PUC isn't ready to publish, it's still in the concept state. Brian Strong added that there is a co-water benefit with this Auxiliary Water Supply System. Using potable water to fight fires and using what's not needed to become drinking water. This is very different from other part of our auxiliary water system which is not potable and can never be drinking water. The Earthquake Safety Emergency Response bond will be on the ballot to help fund this in March which will help the population on the west side, many of them being single family homes, or areas with denser populations where people are potentially walking further to get water.

Elaine Forbes asked how this information can be accessed post event, also if there could be a toolkit or playbook that can be looked up easily for recovery, expectations and understanding what other departments are doing. Brian Strong said it's something we're working on as an office. Bijan Karimi offered to partner together to figure out a solution. Information is currently being gathered on Sharepoint and will be easily accessible at the EOC. Brian

Strong added that ORCP is also working on GIS mapping capability and making data available.

4. LESSONS LEARNED FROM RECENT DISASTERS

Danielle Mieler presented some photos from the recent disasters in the Bay Area and facilitated a discussion about how each organization learned or responded to the events. Danielle asked what lessons were learned and were there unexpected interdependencies. Also, how could the Lifelines Council fill in the gaps and address communication reliance on power and how can we address them going forward.

AT&T – Cammy Blackstone – Kinkaid Fire: no major network impacts from fire, areas of significant damage to facilities were previously evacuated, able to compensate in other areas by bringing in mobile facilities. PSPS: much larger scope than anticipated, difficult time, overall maintained 97% coverage for network, learned that better battery back-up and generators are needed in places of different jurisdiction and area. Wireline: systems were degraded with power outages, and with the past Kincaid Fires, only good for a few hours.

Comcast – Lee Ann Peling – need to educate people if power is out in the area where the power is coming from, your immediate area will be affected. deployed a lot of generators to the Fire and Police Department that needed them to get their services up and running, need more generators, but will never be enough, getting more fiber is more helpful and also, having enough fuel was an issue.

DEM – Maryellen Carroll – From a city perspective, PSPS impact was mostly on workforce and potentially on transportation. BART managed to keep trains and power running. Impact on SF was pretty low. PSPS has helped move the dial with some preparedness issues in the city, mostly dealing with employees who are affected by the areas. Able to map where employees live within affected area and reach out directly to employees which has never been done before. DEM opened up a shelter at St. Mary’s and communication was impacted in terms of statewide communication. This foreshadows the ability to get information from partners and mutual aid and situational awareness.

Bijan Karimi- with PSPS, there was the ability for continuity of operations and people were finally able to get behind the benefits of it. The fact that power was not down, was able to provide staffing and additional services for hospitals of over 60 patients.

BART – Jodi Traversero – became more prepared each time. Challenges were cascading impacts with escalators and elevators. Importance of communicating and coordinating across lines of business; overlaying ICS systems and the EOC, for example.

Laurie Johnson spoke about her personal experience with losing power for 48 hours. She mentioned how difficult it was to sustain herself for 48 hours, however the expectation is to be on your own for 72. Now it’s a decision between policy makers and whether PG&E will be responsible for these wildfires.

PUC – Josh Gale – spoke about the fire in Treasure Island that resulted in 5 days without power. There were issues with the supply chain regarding fuel and without fuel, power needed to be turned off. Next, a massive generator failed. These were two simultaneous incidents. Maryellen Carrol said PUC and EOC should have been more active in responding. Katie Miller noted since power outages were normal on T.I., there was no immediate cause for an emergency. It wasn’t until things got progressively worse did anyone realize that it

was an actual emergency. Josh Gale noted lessons learned are to have spare parts on hand, fuel maintenance and proposing to have equipment that can improve isolation of the outages.

5. 2020 MEETINGS

Danielle Mieler proposed the 2020 Meeting topics for the coming year. Brian Strong requested feedback from the first roundtable discussion. Chris Barkley and Brian Strong thanked everyone for coming.

6. OPEN DISCUSSION AND ANNOUNCEMENTS

Next meeting date is March 12, 2020 – postponed until June 11th.

7. NEXT MEETING

The meeting was adjourned at 12:00pm.

8. ADJOURN

List of Attendees

Danielle Mieler	Office of Resilience and Capital Planning
Brian Strong	Office of Resilience and Capital Planning
Sean Elsbernd	San Francisco Mayor’s Office
Chris Barkley	AECOM
Jodi Traversaro	Bay Area Rapid Transit Agency
Terry Yip	San Francisco Municipal Transit Agency
Laurie Johnson	PEER
Cammy Blackstone	AT&T
Raymond Lui	San Francisco Public Works
Steve Terrin	MTC-ABAG
Rachael Hartofelis	MTC-ABAG
Bijan Karimi	San Francisco Department of Emergency Management
Larry Mares	San Francisco International Airport
Maryellen Carroll	San Francisco Department of Emergency Management
Peter Ohtaki	Wells Fargo
Josh Gale	San Francisco Public Utilities Commission
Emma Maack	San Francisco Public Utilities Commission
Katie Miller	San Francisco Public Utilities Commission
Elaine Forbes	Port of San Francisco
Sebastian Conn	PG&E
Jennifer Johnston	San Francisco City Administrator’s Office
Joe Velo	San Francisco Fire Department
Louise Comfort	UC Berkeley
Janelle Myhre	UASI