Resilient Cayuga

Resilient Action Plan

2017/2018

Table of Contents

Program Overview

A. Vision and Mission Statements

Vision: The Cayuga Community is a safe and connected neighborhood that is well positioned to respond and recover from a disaster and look out for the needs of its most vulnerable residents.

Mission: The Resilient Cayuga Steering Community will advance the goals and objectives that are identified in the creation of its Resilient Action Plan.

B. 2017/2018 Goals and Objectives

Resilient Cayuga Program Goals:

Community – The Resilient Cayuga neighborhood has the capacity to respond collectively to times of stress in a manner that reflects the goals and priorities of its residents and stakeholder organizations.

Organizational – The faith-based organizations, businesses, non-profits and community organizations of the Cayuga neighborhood have the capacity to support both the needs of their existing constituencies, and emerging audiences, during times of stress.

Individual - Every resident has the capacity to care for themselves, and their neighbors, during times of stress.

Resilient Cayuga Program Objectives:

Community

- Connection: Ensure that neighborhood stakeholder organizations and their external resilience partners are able to communicate amongst themselves and residents before, during and after a disaster in a culturally-competent way.
- Capacity: Increase level of Interoperability between HUB Members and the agencies and organizations that are committed to contributing to their preparedness response and recovery goals.
- Resources: Advance the community's ability to identify and secure necessary resources and assets that will contribute to their collective ability to meet the needs of the neighborhood before, during and after times of stress.

Organizational

- Connection: Support HUB Member organizations efforts to develop higher levels of inter-operability amongst nearby stakeholder organizations and residents.
- Capacity: Ensure that HUB Member organizations have updated continuity of operations plans (COOP) in place at all times that are ready to be supported by trained staff through ongoing exercises and drills.
- Resources: Provide HUB Member organizations with the technical support to identify and procure essential resources they'll need to implement their continuity of operations plans (COOP).

Individual

- Connection: Provide streamlined access to information that supports an individual's ability to make smart decisions regarding mitigation, preparedness and response activities.
- Capacity: Increase the capacity of individuals, especially the most vulnerable, to meet their immediate health and safety needs during times of stress.
- Resources: Support residents' efforts to make one-time, and ongoing, investments in equipment and supplies that supports their needs during times of stress.

C. Community Background

In 2015, a cohort of organizations along San Francisco's famed Brotherhood Way reached out to Supervisor Norman Yee's office for support in creating a disaster resilience plan for their community. The Supervisor's Office reached out and partnered with the City's Neighborhood Empowerment Network (NEN) to leverage its expertise in supporting communities as they draft and implement culturally competent Resilient Action Plans. By implementing its Empowered Communities Program (ECP), the NEN was able to support the Brotherhood Way stakeholders in developing a preliminary community engagement plan. This plan outlined the need to partner with surrounding communities in order to ensure that any plans that are generated accommodate all of the stakeholders along the Brotherhood Way Corridor. The partner communities included:

- Park Merced

- SF State

- Merced Extension Triangle

- The OMI

- The Cayuga

On April 29th, 2015 the first Southwest Resilient Community Alliance Community Steering Committee meeting was convened and the planning process for engaging the community at-large in a resilience action planning process began.

The ECP is a community based planning process that convenes stakeholders and supports them as they participate in a series of workshops that ultimately generates a Resilient Action Plan that will encapsulate the objectives decided on by NEN, the Supervisor's office, and the Cayuga partners. As of April 2015 NEN and its Cayuga partners (among the Cayuga Improvement Association) have convened several meetings that initiated the Resilient Action Plan Development process. Cayuga residents and organization leads participated in workshops facilitated by NEN. The series of exercises were geared towards bringing the existing infrastructure of social capital in the Cayuga neighborhood to the surface and to identify and inventory the skills, capacity and tools of Cayuga residents and organizations.

In October of 2015 the NEN and Resilient Cayuga Steering Committee members hosted a one half-day summit at the Bethel Grace Lutheran Church on Alemany and Ottawa Street. The NEN/ECP program management team ran the Run Your Resilientville Workshop that helped residents and organizations understand the relevance of the ECP for their neighborhood and unveiled the layers of social capital already present in the neighborhood.

Other workshops that were organized during the fall of 2015 were a Vision and Mission Workshop and a Goals and Objectives Setting Workshop. The collection of outputs of these three workshops supported the developed Resilient Action Plan. The Resilient Action Plan of 2016 is the primary foundation for the Resilient Cayuga Steering Committee to plan for the continuation of the ECP in their neighborhood.

The next steps of the ECP in the Cayuga include: establishing working groups that will address neighborhood issues related to disaster preparedness and developing annual plans to annually assess the needs for the ECP implementation in the Resilient Cayuga Neighborhood. Resilient Cayuga Steering Committee to plan for the continuation of the ECP in their neighborhood.

# Program Management

A. Projects

    1. Project Plans

- Implement Personal Preparedness Campaign:

    a) Seniors- Community Connector Workshops

    b) Youth- Working with Balboa JROTC

- HUB Development:

    a) Complete HUB Assessments

        1. Walgreens—Patti/Daniel

        2. Safeway—Patti/Daniel

        3. Patio Espanol—Jane/Capt McFadden/Daniel

        4. Pacific Super—Jane/Capt McFadden/Daniel

    b) Conduct HUB Activation Workshop/Exercise

- HUB Support Functions (Response Capacity Development):

    a) Search & Rescue/ Security—NERT/ALERT

    b) Care Team and Trainings

        1. Creation of CARE Team

        2. Psychological First Aid Trainings

        3. First-Aid Trainings

    c) Mass Feeding—Neighborfest

    d) Communications Plan

2017 Project Timeline Summary

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
NERT / ALERT Team Development												
		Preparedness Campaigns: Seniors and Youth										
		CARE Team Development										
		First Aid Trainings										
		Develop Communications Plan										
				HUB Member Assessments								
								Neighborfest				
											Annual Reporting	

B. Governance

1. Organizational Chart
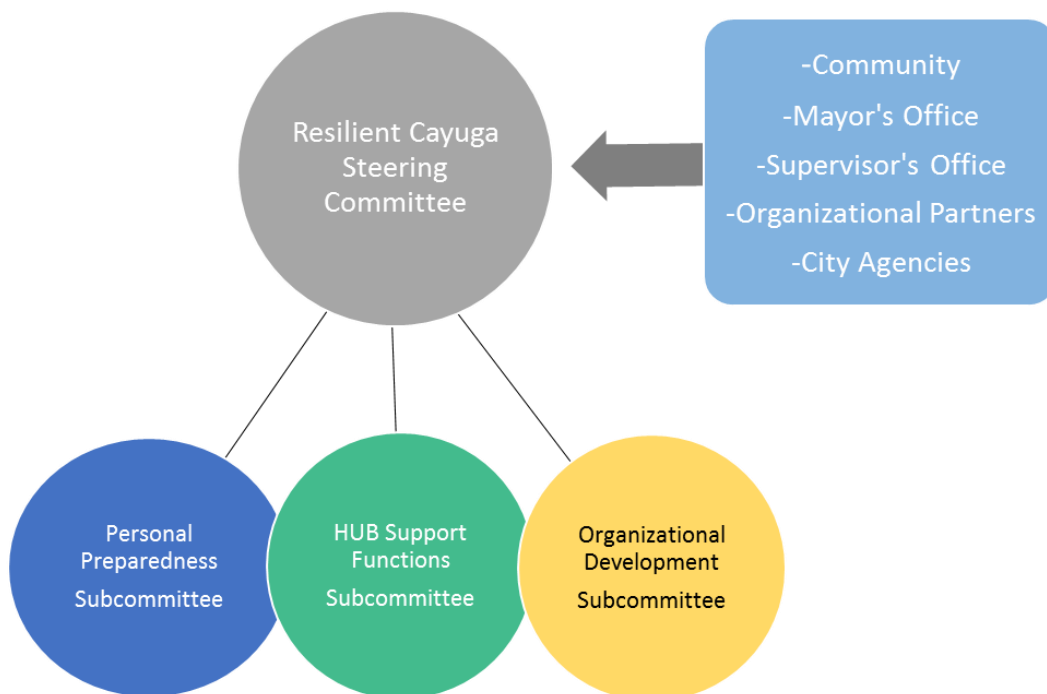
2. Steering Committee Members

The Resilient Cayuga's Steering Committee is responsible for overseeing the Resilient Cayuga's initiative and achieving the goals and objects outlined in the Resilient Action Plan.

Members:

- Andrew Melomet
- Chris Dillon
- Jorge Palafox

- Barbara Fugate
- Jane Merschen
- Patti Spaniak

3. Working Groups

Each Resilient Cayuga Implementation Working Group is responsible for caring out specific projects listed in the Resilient Action Plan.

- Personal Preparedness Working Group
- HUB Support Functions Working Group
- Organizational Development Working Group

C. Program Partners

Resilient Cayuga's Program Partners offer various forms of support and guidance in the planning and implementation processes of the initiative.

1. HUB Members—
HUB members are a vital part of each community's HUB development. All partner institutions and HUB members work together to make San Francisco a healthy and resilient place to live.

Organization	First Name	Last Name
Balboa High School	Susan	Ritter
Clinic by the Bay	David, Dr.	Goldschmid

2. Community Program Partners

Resilient OMI's Community Program Partners offer various forms of support and guidance in the planning and implementation processes of the initiative.

- Walgreens
- Patio Espanol
- Balboa High School

- Safeway
- Pacific Super
- Community Connector

3. NEN Member Partners

These organizations make up governmental, private sector and nonprofit organizations that provide trainings, information and expertize to Resilient Communities pre and post-disaster.

- American Red Cross

- Bank of America

- Casa de Vida Housing Association

- FEMA

- Habitat for Humanity Greater San Francisco

- Healthy Hearts SF

- Institute of Civic & Community Engagement

- Mayor's Office of Neighborhood Services

- Meals on Wheels of San Francisco

- Microsoft

- Neighborhood Empowerment Network

- NERT, San Francisco Fire Department

- Nextdoor

- PG&E

- Project F.I.N. (Families in Need)

- Rebuilding Together SF

- Salesforce

- San Francisco Interfaith Council

- San Francisco Public Library

- San Francisco State University, ICCE

- SF Human Services Agency

- SF Office of Economic Workforce Development

- SF City Administrator's Office

- SF Department of Aging & Adult Services

- SF Department of Emergency Management

- SF Department of Environment

- SF Department of Public Health

- SF Department of Recreation and Parks

- SF CARD

- SF Public Utilities Commission

- SF SAFE

- SF VOAD

- Sterling Bank and Trust

- Team Rubicon

- The San Francisco Foundation

- University of California San Francisco

- US Bank

- US Post Office

- Walter & Elise Haas Foundation

- Warriors

- Young Community Developers

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Supporting Documents

A. Community Profile

This information has been gathered from various sources, including but not limited to the American Community Survey 2005-2009 5 year estimates, U.S. Census data and the San Francisco Planning Department.

DEMOGRAPHICS

|	
Total Population*	72,920
Group Quarter Population*	3,555
Percent Female*	52%
Households*	27,890
Family Households*	58%
Households with Children, % of Total*	23%
Non-Family Households*	40%
Single Person Households, % of Total*	26%
Avg Household Size*	2.5
Avg Family Household Size*	3.1

Race/Ethnicity*

Black/African American	3%
Asian	35%
White	54%
Native American Indian	0.5%
Native Hawaiian/Pacific Islander	0.2%
Other/Two or More Races	7%
% Latino (of Any Race)	10%

Age*

0 - 4 years	5%
5 - 17 years	11%
18 - 34 years	26%
35 - 59 years	37%
60 and older	22%
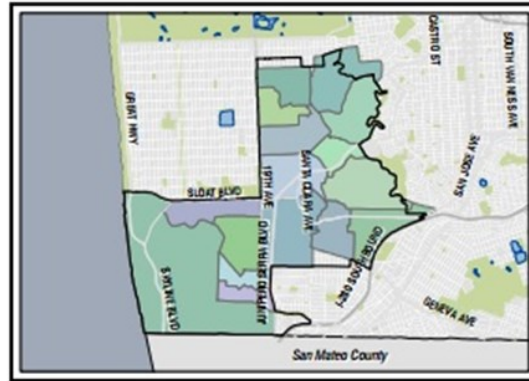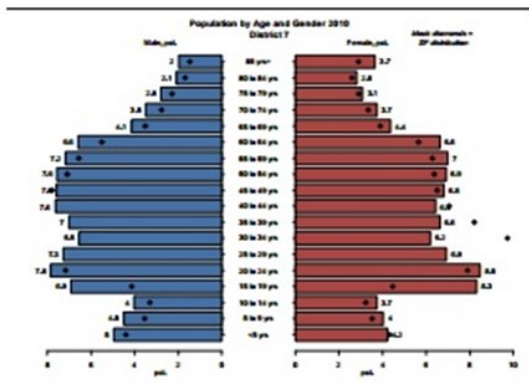
Educational Attainment
(Residents 25 years and older)

High School or Less	17%
Some College/Associate Degree	20%
College Degree	35%
Graduate/Professional Degree	27%

Nativity and Language

Foreign Born	30%

Language Spoken at home
(Residents 5 years and older)

English Only	61%
Spanish Only	6%
Asian/Pacific Islander	24%
Other European Language	9%
Other Languages	1%

Linguistic Isolation

% of All Households	9%
% of Spanish-Speaking Households	10%
% of Asian Language Speaking Households	25%
% of Other European-Speaking Households	24%
% of Households Speaking Other Languages	11%

B. Risk Hazard & Vulnerability Assessment

Hazard Assessment – Earthquakes (High Risk)

The Lakeshore and Oceanview neighborhoods lie adjacent to the Pacific Ocean only miles from the San Andreas Fault. In the event of an earthquake, proximity to community assets and commercial resources increase in importance if there are gaps in transportation, electricity, water, and other important services.

There are two maps on the next page. The first map is a liquefaction/landslide map. According to the liquefaction/landslide map, much of these neighborhoods have been built on sediment and unstable land predicted to liquefy in an earthquake. Structures built on top of liquefaction or landslide zones are more prone to more severe shaking in an earthquake. Liquefaction and landslide zones are a significant threat to public health. However, liquefaction is just one indicator that may predict the damage caused by an earthquake.

The second map, courtesy of the Association of Bay Area Governments (ABAG) shaking intensity viewer, shows the shaking intensity of a 7.9 magnitude earthquake on the San Andreas Fault. Areas that are 'red' in this map would have a high shaking intensity. In this scenario, much of the Lakeshore and Oceanview neighborhoods would experience severe shaking intensity. Areas with higher shaking intensity are more likely to suffer more damage in an earthquake event. The ABAG viewer can be found at http://gis.abag.ca.gov/website/Hazards/.

Both maps only offer some insight into the neighborhoods most likely to be impacted by an earthquake. Although liquefaction and shaking intensity are two established ways to predict the extent of damage, an earthquake's impact may be more or less than described on the following maps.

Hazards Defined

- *Earthquake*: The sudden shaking of the earth due to the shifting of subterranean rock.

- *Epidemic*: A disease outbreak that is larger than expected over a certain period of time that substantially effects the population.

- *Flood*: A large amount of water in one area, due to a number of events and can either develop slowly or suddenly without visible signs of rain. Excessive rainfall after which waterways overflow their banks, a damn or levee failure, or when underground pipes or drains reach their capacity is possible reasons for floods.

- *Hazardous Materials Release:* The release of a substance, often due to an automobile or industrial accident that has any of the following characteristics: flammability, explosives, combustibility, poisonous, or radioactive.

- *Heat Wave:* Extreme heat over an extended length of time. A related term is "urban heat island effect", where urban areas are impacted due to asphalt and concrete storing heat longer and continuing to release heat at night, creating higher nighttime temperatures.

- *Landslide:* Masses of rock, earth, or debris move downslope often following an earthquake, heavy rainfall, fire or by human modification of the land.

- *Liquefaction:* A possible effect of an earthquake, where water-saturated earth temporarily loses strength and stiffness, which results in it behaving more like a liquid.

- *Power Outage:* Also known as a blackout or power failure, is a short or long-term loss of electric power to a particular area. Power outages can be caused by equipment failure or the result of other hazards such as inclement weather, earthquakes, floods or landslides.

- *Structure Fire:* A large fire effecting the built environment that is caused by human activity. These can be residential or industrial and spread beyond one structure.

- *Terrorism:* An act of violence that threatens human life, violates federal or state law, and appears to be intended to either intimidate or coerce a civilian population or the government. It often entails mass destruction, assassination, or kidnapping.

- *Tsunami*: A series of massive waves that are created by an underwater disturbance (earthquake, landslide, or volcanic eruption) and when they reach land, can be as high as 100 feet or more.
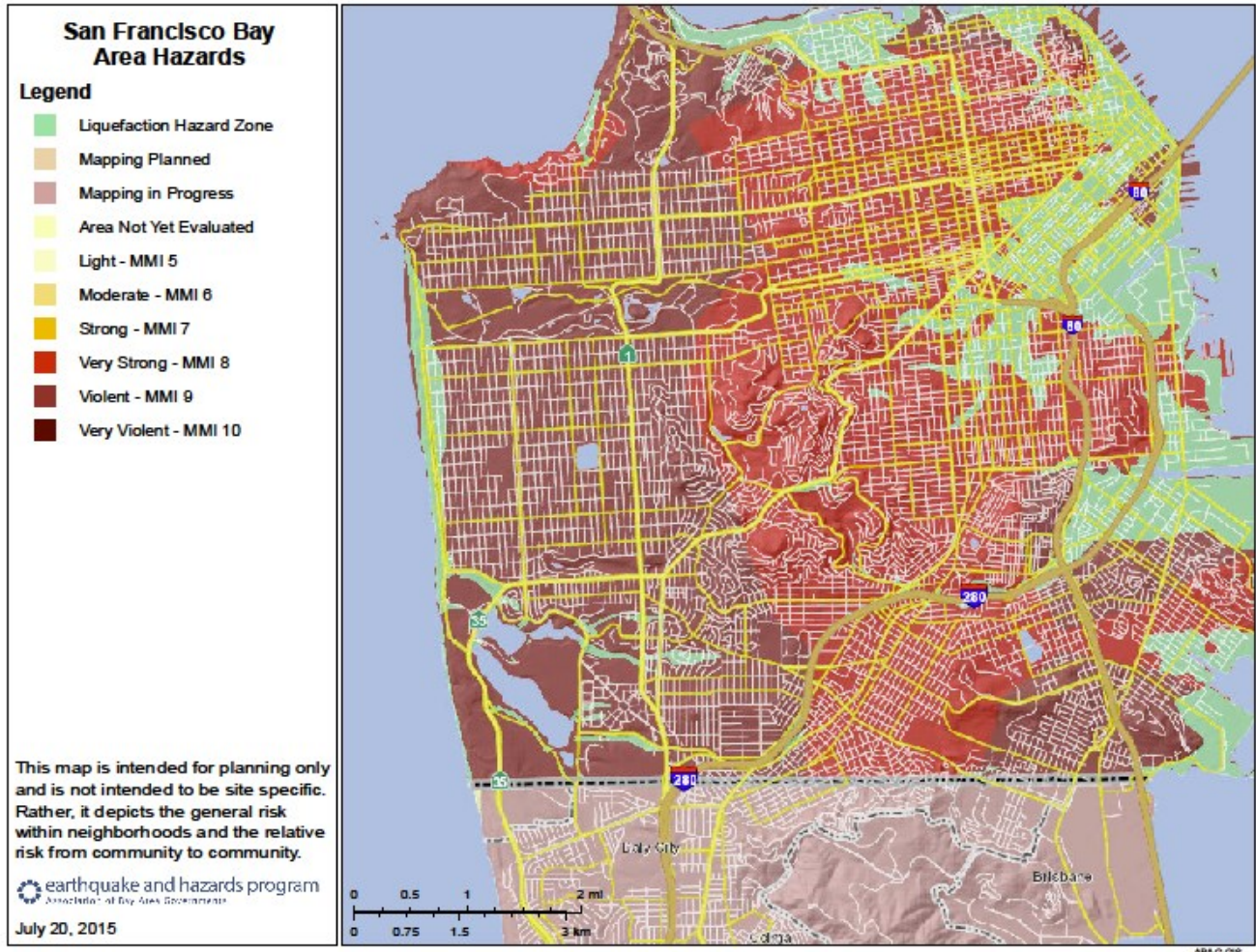
Violence: Activities between people that can either cause or threaten physical harm. Such activities include, but are not limits to, homicide, physical assault, rape, and sexual

Liquefaction and Landslide Zones

Liquefaction and Landslide Zone

City and County of San Francisco Department of Public Health Environmental Health Branch

San Francisco Bay Area Hazards

Legend

- Liquefaction Hazard Zone
- Mapping Planned
- Mapping in Progress
- Area Not Yet Evaluated
- Light - MMI 5
- Moderate - MMI 6
- Strong - MMI 7
- Very Strong - MMI 8
- Violent - MMI 9
- Very Violent - MMI 10

This map is intended for planning only and is not intended to be site specific. Rather, it depicts the general risk within neighborhoods and the relative risk from community to community.

earthquake and hazards program
Association of Bay Area Governments

July 20, 2015

ecp empowered communities program

As climate change accelerates the pace of sea-level rise, and erratic precipitation patterns and pineapple express atmospheric rivers cause extreme storms, flood inundation will become a problem for San Francisco's east and west coastlines.

48-inch flood inundation, a conservative prediction, demonstrates how flooding threatens parts of Ocean Beach, Great Highway, sewage treatment plant, and spillover will affect Lake Merced. In addition, not all flooding during extreme storm events will happen along the coastline. San Francisco is also prone to sewer overflows, downed trees and power-lines, and other inland effects of storms. According to a rough analysis of 311 calls regarding flooding during the most recent extreme storm event, Oceanview was especially vulnerable to sewage overflows.


48inch Flood Inundation Layer
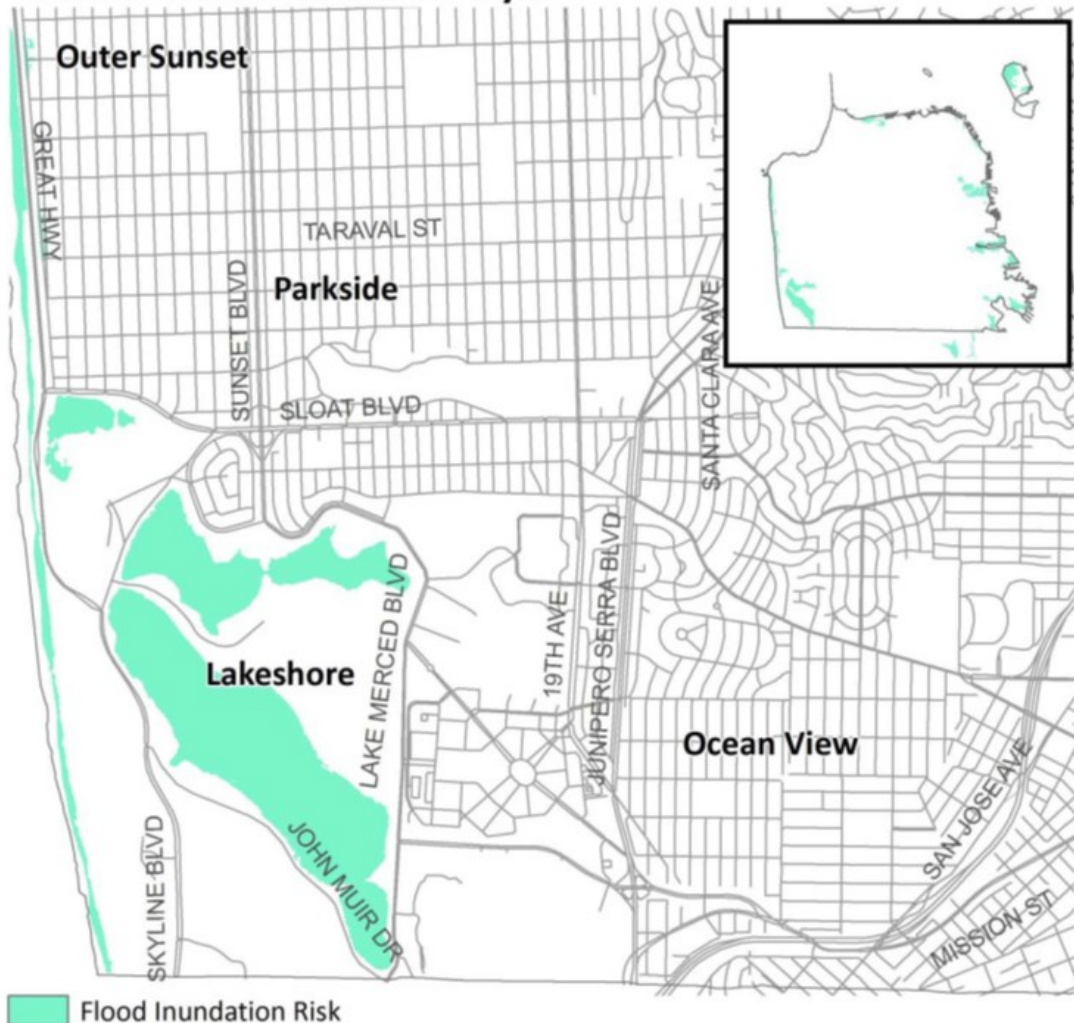
Flood Inundation Risk

City and County of San Francisco Department of Public Health: Environmental Health Branch

San Francisco is kept cool by the marine layer. As the marine layer off the Pacific Coast moves over San Francisco in the late afternoon or early evening, the city tends to cool. According to historical weather and mortality data gathered by the San Francisco Department of Public Health, there is an increase in health risk when temperatures 'spike' over 85-degrees for two straight days without an adequate drop in nighttime temperature. Those most vulnerable to extreme heat are children, the elderly, people with diabetes and other preexisting conditions, and people with mobility issues. The eastern portion of Oceanview is at risk for extreme heat. This risk is exacerbated by the neighborhood's higher-than-average elderly population, adults and large population of residents who do not speak English 'very well'.

City and County of San Francisco Department of Public Health Environmental Health Branch
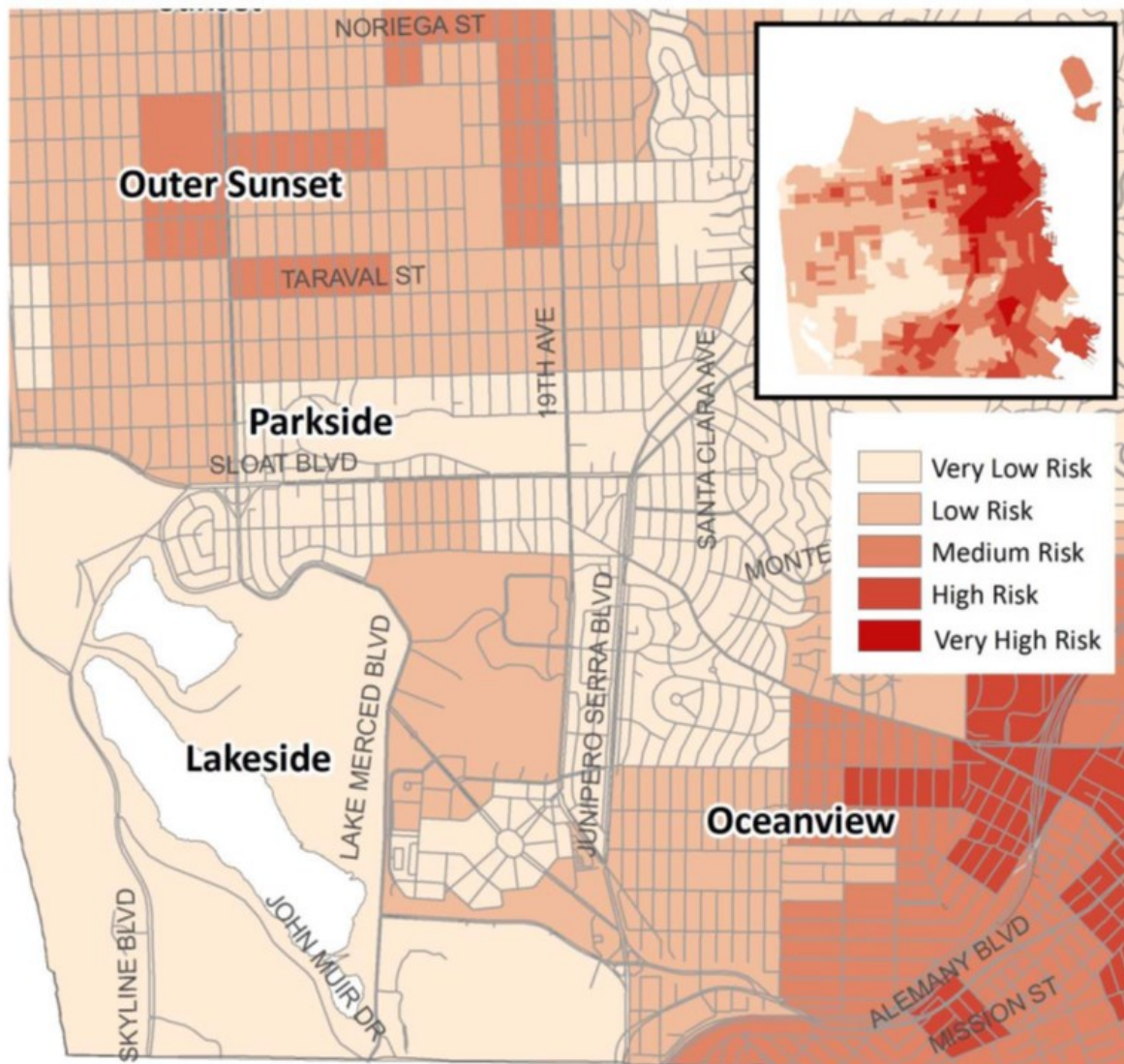
The coast of the Lakeshore Neighborhood lies in a Tsunami Hazard Zone. A tsunami would occur after a large earthquake off the Pacific Coast. The impact of a tsunami could be devastating to San Francisco coastal communities.

The following map was created by the California Emergency Management Agency, the California Geologic Survey, and the Tsunami Research Center at USC. The map shows communities especially at risk for tsunami inundation. This map combines various inundation scenarios and does not represent inundation from a single scenario event. A tsunami off the Pacific Coast may produce more or less flooding than represented on this map.

City and County of San Francisco Department of Public Health Environmental Health Branch

Section IV

Appendices

- Appendix A: Neighborfest Report 2016

- Appendix B: HUB Boundary Map

- Appendix C: Neighborhood Map

Neighborfest Report

EXECUTIVE SUMMARY

During September and October of 2016, nine neighborhoods across San Francisco participated in the Neighborfest Program and organized local block parties. The goal of the Neighborfest block parties was to strengthen connections among neighbors and increase the sense of community. The parties were organized and hosted by a few community members assisted by neighborhood volunteers. This year, each block party was unique, ranging from gatherings of 30 to over 200 people. Each one had lots of different, fun elements like face painting and live music. A Neighborhood Empowerment Network (NEN) team member was present at each block party to run the "Map Your Resilientville" exercise with the residents. The table top exercise included a map with an aerial view of each neighborhood. While running the exercise, the NEN representative gave the following scenario: residents have woken up one morning to a large magnitude earthquake and discover the things they typically rely on, like electricity, gas, and water, are no longer functioning. The residents worked together to identify where in their neighborhood they could find water, energy, open space, shelter, food, and medical resources. The consensus was the exercise brought to their attention necessary changes needed to be made to increase their overall neighborhood resilience.

After all block parties, the NEN contacted a representative from each neighborhood for an assessment to give insight into how to improve the program. The response to the program was overwhelmingly positive and all representatives reported their neighborhoods would participate again.

Neighborfest Report

The NEN Neighborfest Program was initiated in 2015 to encourage organization of neighborhood block parties. They are a fun way to celebrate what makes communities special – the neighbors. When communities sign up for Neighborfest, the NEN provides them with a step-by-step approach to block party organization. Events can range from blocking off a street to hosting a get together in the lobby of an apartment building. These block parties offer neighbors a chance to come together, have fun, and build a stronger sense of community. They are designed to bring people out of their homes into public space to create and strengthen neighbor-to-neighbor relationships. A representative from the NEN team attends each block party to run a fun table top exercise called "Map Your Resilientville" with the residents. The goal of the exercise is to lay a foundation for the community to create a local disaster plan.

Sample "Map Your Resilientville" exercise — Castaneda Avenue

Neighborfest Report

The different neighborhood planning committees ranged in size from 1 to 10 members. These were the primary contacts that filed the Neighborfest paperwork, contacted residents, and organized the parties. The number of volunteers varied by neighborhood, ranging from 6 to 50 volunteers. This included residents who helped with set-up and clean up, provided or cooked food, and more. Some block parties had 30 attendees while others had over 200. A critical feature of the block parties is to bring out residents who might not have previously known their neighbors. Every block party reported new faces attending, ranging from 10% to almost 90% of attendees as new faces. All neighborhoods reported high diversity in the age of attendees, ranging from young children to senior citizens.

The "Map Your Resilientville" exercise motivated residents to think about nearby resources available in case of emergencies. It made some community members realize their relative isolation from services and open spaces. The neighborhood representatives thought the map would be a great tool to use in creating a local disaster plan. The exercise prompted residents to go through their own disaster preparedness kits and inventory their supplies. The exercise gave people new ideas about supplies they hadn't previous considered. One neighborhood used the block party to raise money to buy neighborhood supplies like butane burners, flashlights, and more.

The ultimate goal of Neighborfest, to create and improve connections among neighbors, was achieved. Neighborhood representatives reported that residents found the block party to greatly improve their relationships with their neighbors.

All neighborhoods reported a strong desire to host another block party in the future. Residents enjoyed the sense of community cultivated at these events. They were a good opportunity for community building and proved to be an easy way to share information. There was a lot of enthusiasm and the experience proved to be overall a very positive one.

Neighborfest Report

PARTICIPANTS

Location	Date	Attendees	Lead Contact
20th Avenue *Between California St. and Lake St.*	October 15	50	Tom Lew
32nd Avenue *Between Moraga St. and Lawton St.*	October 23	40-50	Sarah Pelzner
Castenada Avenue *Between Magellan Ave. and Alton Ave.*	October 29	30	Genevieve Wang
Connecticut Street *Between 20th St. and 22nd St.*	September 17		Lisa Ryers
Eugenia Street *Between Wool St. and Andover St.*	October 1	50-60	Edie Williams
Ford Street *Between Sanchez St. and Noe St.*	September 19	80-100	Salome Buelow
Morse Street *Between Curtis St. and Newton St.*	September 24	30	Grace Breyley
Quesada Avenue *Between 3rd St. and Newhall St.*	October 29	200	Maxine Kraemer
Sussex Street *Between Elk St. and Mizpah St.*	August 28	40	Ashley Hathaway

Cayuga HUB Boundary Map

ecp empowered
communities program
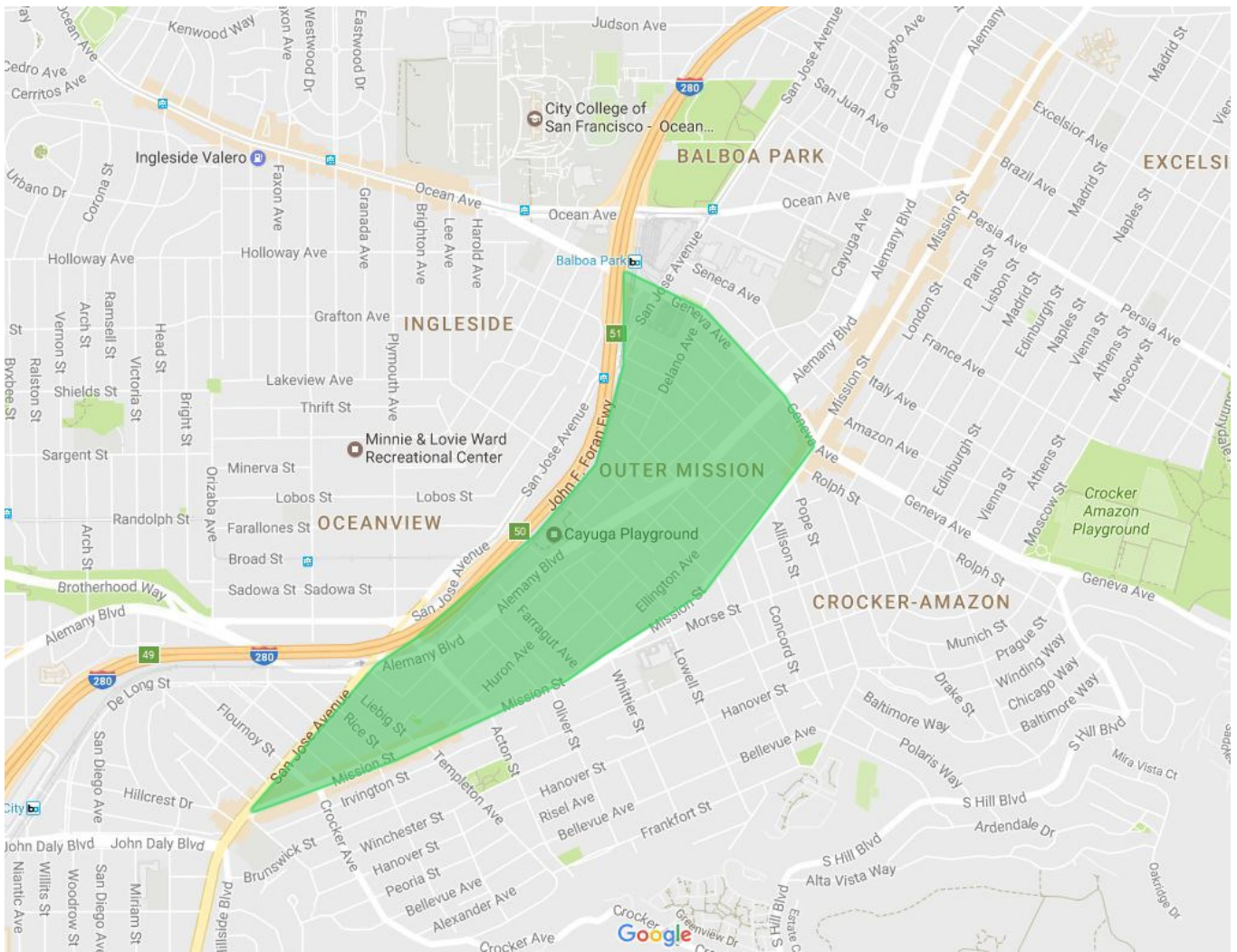
Cayuga Neighborhood Boundary Map