

Exhibit N

Emergency Support Plan

As islands in the middle of the San Francisco Bay, Treasure Island and Yerba Buena Island (collectively referred to as the “Island”) represent a unique challenge in responding to potential emergency situations, such as seismic events, flooding, fires, or major power outages. This Draft Plan addresses two primary components related to addressing potential emergency situations: (i) physical improvements to prepare the island for development, and (ii) emergency preparedness and operations measures and plans. Each of these inter-related aspects of emergency preparedness will be addressed separately below.

PHYSICAL IMPROVEMENTS

The development proposal for the Island is centered around many integral elements, such as sustainability, transportation access and financial feasibility. As important is the need to provide island-wide infrastructure improvements to maximize the performance of land and structures in the event of an emergency and provide the physical infrastructure to enable responsive support in the event of an emergency. There are several key infrastructure improvements that will be funded and provided by the project, including the following¹:

Geotechnical Improvements. Currently, Treasure Island consists of varying levels of fill on varying levels of Bay mud. Geotechnical improvements are necessary so that in the event of a major seismic event the island performs adequately to protect people and structures. There are three primary island-wide geotechnical improvements that will be made.

- **Perimeter Stabilization.** The existing loose to medium dense sand fill layer is subject to lateral spreading and deep-seated rotational failure through the underlying Bay Mud during a large seismic event. In order to provide the necessary stabilization of the land mass a 50-foot wide zone along the entire perimeter of Treasure Island will be strengthened and stabilized using a combination of soil-cement columns, stone columns and earthquake drains.

As part of the City and County of San Francisco’s participation in the Federal Emergency Management Agency’s update of its floodplain maps, project engineers will be evaluating any potential need to raise the height of the seawall during the perimeter stabilization to proactively address any potential concerns associated with flooding, seiche or tsunami.

- **Stablization of the Treasure Island/Yerba Buena Island Causeway.** The causeway, together with the viaduct (described in the next section), functions as the primary vehicular access between Treasure Island and the Bay Bridge. The causeway also carries vital utilities to Treasure Island and Yerba Buena Island.

¹ For more detailed descriptions of these infrastructure improvements, see the Infrastructure Plan.

Due to the presence of loose to medium dense sands, the potential for liquefaction and lateral spreading and the potential for slope failure, the causeway is not expected to perform well in its present condition during a large seismic event. As a result, a 24-foot wide area along the length of the causeway will be strengthened and stabilized using soil-cement columns and steel beams to enable vehicular access in emergency situations, as well as provide for the safety and integrity of the utility infrastructure installed within the causeway during a seismic event.

- **Retrofit of Yerba Buena Island Viaduct Structures.** Treasure Island Road provides the main source of access from the Causeway and Treasure Island to the Bay Bridge. The road passes over eight bridge structures ranging between 65 and 580 feet in length on the western flank of Yerba Buena Island. Most of the structures underwent minor retrofits in the early 1990's. As part of the initial infrastructure improvements, a complete retrofit program is proposed for all eight structures in accordance with Caltrans Memo to Designers 20-4 "Earthquake Retrofit Guidelines for Bridges" under which the large majority of California bridges are retrofitted. The retrofit program aims to prevent collapse of the structures in the event of the maximum credible earthquake and to provide limited access immediately thereafter pending repairs to restore full service.

New Utilities Infrastructure. All on-island infrastructure systems on Treasure Island and Yerba Buena Island will be replaced as part of the redevelopment project. This includes the electrical, gas, telecommunications, potable water, wastewater, and stormwater systems. As part of the improvements to the infrastructure system, there are three critical improvements designed to improve the safety of residents during an emergency situation. First, the backbone of these utility systems on Treasure Island and the causeway between Treasure Island and Yerba Buena Island will be placed within hardened joint trenches placed underneath the streets that will be engineered and constructed to enable the utility systems to withstand a major seismic event. The joint trenches along such "hardened corridors" will be built on a foundation of stone columns that will be resistant to liquefaction and large differential settlements. Utility pipes will be constructed of ductile materials wherever appropriate and flexible connections will be specified for all joints where significant differential settlement is expected.

Second, the proposed infrastructure program includes the connection of a second water supply from Oakland along the new East Span Bay Bridge to provide an important backup water supply to the islands. There will also be new water storage tanks to replace the existing deteriorating tanks on Yerba Buena Island to provide adequate reserves of potable water for domestic consumption and fire-fighting needs. It is expected that further backup for fire-fighting water will be provided by bay water via suction hydrants installed near the edge of the island in developed areas.

Finally, the Treasure Island Development Authority has recently entered into an agreement with Caltrans in which the current single submarine electrical cable serving Treasure Island and Yerba Buena Island from Oakland would be replaced by two electrical cables on the floor of the Bay that would provide an additional level of redundant power. The commitment to a high level of on-island energy generation, primarily via photovoltaic technology, will also provide a level of power redundancy and self-sufficiency for the island.

New Telecommunications and Emergency Communications Systems. As part of the delivery of new infrastructure systems in the previously described backbone core, the project team will work with the City's Department of Emergency Communications to ensure that the appropriate infrastructure is put in place as part of the City's emergency notification and response system.

New Public Safety Facilities. A new joint use police and fire station will be constructed on the island to ensure delivery of public safety services necessary to support the daytime and nighttime island populations. The new infrastructure will also include the necessary water delivery system to support fire suppression at levels appropriate for the proposed project plans.

New Ferry Terminal. A new ferry terminal will be constructed on the western shore of Treasure Island. The terminal will be an integral component of the transportation system serving the future development and will also be an essential component of the emergency access and evacuation system in the event of an emergency. The ferry terminal's role in the emergency access system will be developed by the City as part of the Bay Area region's implementation of ferry facilities and vessels as a key element of emergency response.

New Buildings Will Meet Seismic Code. All buildings will be engineered and constructed to then current seismic and fire code requirements for the building type, size, use and location. It is currently anticipated that the majority of buildings on Treasure Island will use pile supported foundations, like much of the building construction being done along the San Francisco waterfront.

EMERGENCY PREPAREDNESS AND PLANNING

The Office of Emergency Services and Homeland Security (OES/HS) has begun to develop a City-wide emergency response plan, and the Islands are part of that plan. As this plan is finalized TICD will work with TIDA staff, OES, the San Francisco Police Department, the San Francisco Fire Department, the San Francisco Bay Area Water Transit Authority, and the U.S. Coast Guard to update the plan; first, for the transitional stages of development, and later, for full build out. It is expected that OES will be the lead agency coordinating emergency preparedness and response.

The Emergency Response Plan will include protocols for island residents, businesses and visitors in the event of a fire, earthquake, tsunami, hazardous materials release, power outage, or bomb threat or other disaster. The plan will also include protocols for the emergency evacuation of both Treasure Island and Yerba Buena Island in the event of an emergency.

The Treasure Island/Yerba Buena Island Emergency Preparedness and Response Plan will include:

Preparedness Efforts

Evaluation of and planning for vulnerabilities unique to the Islands. Because of its geography and construction, the Islands have particular vulnerabilities which need to be planned for. Some of these vulnerabilities include: Seismic sensitivity before, during and after the geotechnical stabilization process, vulnerable utilities infrastructure before, during and after the infrastructure replacement, lack of redundant utility infrastructure before redevelopment, limited access/egress, and hazardous materials.

Create an on-island SFFD Neighborhood Emergency Response Team (NERT). NERT constitutes an essential element of the San Francisco public awareness and education program. NERT volunteers are trained in a variety of emergency response skills and conduct regular drills and training throughout the year. NERT volunteers act as neighborhood captains in the event of an emergency, helping first responders to direct residents. The San Francisco Fire Department has begun this process and held its first class for Island resident volunteers in early March 2005.

Establish a Crisis Action Team (CAT). The CAT will be a predetermined group of officials including representatives from the SFPD, SFFD, U.S. Coast Guard, TIDA, and other stakeholders. The CAT will be notified first in the event of an island emergency and will have a designated hierarchy and protocol for assessing and responding to emergency situations.

72 Hour Preparedness Supply Area. OES is currently launching a campaign to urge San Francisco residents that they should be responsible for preparing the necessary supplies to survive for up to 72 hours after an emergency without outside assistance. TICD will work with TIDA to establish an emergency supply center in a centralized location on-site, to store emergency supplies. TIDA and OES, along with TICD, will explore the concept of a memorandum of understanding with the other entities on the Island, including the Job Corps and the Coast Guard, to coordinate a preparedness supply area.

Establish a Treasure Island Department Operations Center (DOC). This center will bring together CAT representatives and others as required to coordinate response operations during emergencies. The DOC will also communicate with the city's Emergency Operations Center (EOC) at 1011 Turk Street as well as with residents and tenants on the island. A suitable facility will be identified and provided with the necessary computer and communications equipment. The OES will provide assistance with DOC planning.

Emergency Shelters. Sites will be identified for use as emergency evacuation reception centers and/or overnight shelters, in the event of a need to evacuate residents during an emergency or to provide accommodations after an earthquake. Gymnasiums, conference centers, hangars and other large indoor spaces will be evaluated for their suitability as disaster shelters. The Red Cross and the OES will assist with the identification and assessment of possible sites.

72 Hour Preparedness Awareness Campaign. Each resident will be given information on the need to be ready to survive 72 hours without assistance in the event of an emergency. A copy of this information will be included in the new renter's package for all new residents in the existing housing and for the new housing, as it is built. In addition each commercial or cultural tenant will be given information about 72 Hour

Preparedness so that they can maintain appropriate supplies for their facility. Information is available online at www.72hours.org.

Response Mechanisms

Construction of a new Police and Fire Substation. As part of the development plan, TICD will build a new combined police and fire substation to house the SFPD and SFFD's response teams for the Island. It is likely that this substation would be designated as the DOC or headquarters for any emergency response activities.

Outdoor Public Safety Warning Systems. The Island is integrated into CCSF's existing outdoor siren system that alerts the public in the event of an emergency. The Island system is currently tested by the City every Tuesday at 12:00 PM. The San Francisco Department of Telecommunications and Information Systems tests and maintains this system. Protocols are being developed for the SFPD to make voice announcements over the public address speaker when necessary.

AlertSF. The Island will be integrated into this high-speed telephone, pager and email notification system, which will provide the CCSF the ability to get critical information directly to the public over the cable network routinely or following an emergency. The system will allow CCSF to record a message and call a targeted group or area to deliver that message. AlertSF is currently being tested for implementation through San Francisco.

Public Telephone System. CCSF has a city-wide telephone network system comprised of approximately forty city-owned telephone switches located within CCSF buildings. These switches are tied together with leased interconnecting circuits and interconnect with the public telephone system. In the event of an emergency there is a greater likelihood that the CCSF phone system could remain operable even if the public telephone system is temporarily blocked. The Island will likely have at least two of these switches in CCSF facilities, one on Treasure Island and one on Yerba Buena Island.

Mayor's Emergency Telephone System. The METS system is a CCSF-owned communications system that bypasses the public telephone system. METS is linked to the SFFD, SFPD and to select CCSF departments and the DOC. The METS telephones allow these agencies to communicate if radio and commercial telephone services are inoperable or overloaded. The Island will be integrated into METS.

Emergency Air Transport Medical Care. TICD, together with TIDA and OES will engage in conversations with Job Corps and the Coast Guard to discuss a coordinated approach to emergency air transport medical care. At this time, Pier 1 is structurally available to service as a landing location for helicopters. In addition, YBI's Coast Guard station does have helicopter landing facilities and could be used for transport purposes in the future. Hospitals in the area that can currently accommodate emergency air transport care include the following: John Muir Hospital (Walnut Creek), Oakland Children's Hospital (Oakland), Stanford Hospital (Palo Alto), Santa Clara Valley Medical Center (San Jose) and U.C. Davis Hospital (Sacramento). San Francisco General Hospital is currently considering the addition of an emergency helicopter pad at its campus. As those plans develop, it will be appropriate to investigate the full range of potential helicopter landing areas for use in the event of an emergency.

Emergency Water Transport Medical Care. As part of the initial round of infrastructure improvements, a new ferry quay will be established on the western shore of Treasure Island. This quay will provide for early ferry service to the Islands and will also serve as the means to provide emergency medical treatment via water borne vessels should that become necessary. In addition, the Islands are fortunate to be served by the Coast Guard Station on YBI which will also provide another source of emergency medical care via water borne vessels. On a longer term basis, the ferry terminal and pier will be able to accommodate water borne vessels for emergency response needs.

Evacuation Plan. TIDA staff has already begun conversations with the U.S. Coast Guard and local ferry operators to negotiate a memorandum of understanding to facilitate a water evacuation of the Island via the proposed ferry quay and Yerba Buena Island via the U.S. Coast Guard Facilities. Concurrently, the San Francisco Bay Area Water Transit Authority has been working with the U.S. Coast Guard and the local public safety departments of the Bay Area communities to develop the Regional Maritime Contingency Plan. This plan will create protocols for the use of ferries and other vessels on and in the Bay to evacuate residents and to transport first-responders in the event of an emergency. Treasure Island and Yerba Buena Island will be included in this plan. TICD will continue to work with the WTA and the U.S. Coast Guard to ensure that the plan is amended to reflect the emergency needs of the Island population through all phases of development. (See additional discussion regarding water borne vessel and air transport medical care above).