

CITY OF SANTA CRUZ
Emergency Operations Plan
2018





TABLE OF CONTENTS

Table of Contents	i
Distribution List	v
Record of Revisions	vi
Introduction	1
National Incident Management System (nims).....	1
Standardized Emergency Management System (sems)	1
Incident Command System (ics)	2
When ICS is needed:.....	2
Purpose of the Emergency Operations Plan	2
Scope	3
Mission	3
Authority and Promulgation.....	3
Local Authority	3
Federal Authority	4
State Authority	4
Employees as Disaster Service Workers.....	4
Situation and Assumptions.....	4
Concept of Operations	5
General Concept of Operations.....	5
Emergency Proclamations: How and when they are issued	6
Local Emergency Proclamations	6
State: Governor’s Proclamation of a State of Emergency	7
Governor’s Proclamation without a Local Request.....	7
Public Information	7
Media Policy and Information Release.....	7
Response to Emergencies and Disasters:	7
Four Phases.....	7
Response Levels.....	8
Four Phases of Disaster Response	8
Increased Readiness.....	8
Initial Response Operations	8
Extended Response Operations	9
Recovery Operations.....	9
Disaster Assistance.....	9
Phases of Disaster Recovery.....	10
Phase 1: Planning and Mitigation Activities	10
Phase 2: Short-term Recovery	10
Assisting Agencies in Short-term Recovery Operations	11
Phase 3: Mid-Term Recovery	11
Phase 4: Long-Term Recovery	11
Disaster Assistance Centers	11
How the EOC is Activated: Mobilization Procedures.....	12
Level 1 — Standby/Alert.....	12
Level 2 — Partial Activation.....	12
Level 3 — Full Activation.....	13
Emergency Operations Organization Chart	14
Organization of SEMS.....	15
SEMS Functions: Duty Statements	16



Management • Policy Group.....16
 Operations Section.....17
 Planning/Intelligence Section18
 Logistics Section19
 Finance Section20
 Maintaining City Services.....20
 Emergency Operations Facilities: EOCs and DOCs21
 EOC21
 DOC21
 Emergency Operations and Mobilization of Employees.....22
 Mobilization of Identified Employees22
 Mobilization of Non-Identified Employees22
 Demobilization.....22
 Logistics and Material Acquisition23
 Dependent Care Plan: Contacting City Employees’ Family in Emergencies23
 Emergency Response Purchases24
 Meals.....24
 Coordination of Volunteers25
 Voluntary Organizations25
 City of Santa Cruz Residents:25
 Local Government Emergency Management.....26
 Special Districts26
 Tribal Governments26
 Populations with Access and Functional Needs27
 At-Risk Individuals.....27
 Business.....28
 Hazardous Materials Area Plans28
 Business Emergency Plans.....28
 Public/Private Partnerships29
 Continuity Planning29
 Planning Authority29
 Continuity Plans30
 Planning Elements30
 City Authority30
 State Assistance.....31
 Private Sector.....31
 Vital Record Retention31
 Information Technology Vital Records Backup32
 Mutual Aid: Introduction.....32
 Mutual Aid System.....32
 Resource Typing.....32
 Emergency Managers Mutual Aid Plan33
 Mutual Aid Regions33
 Mutual Aid Coordinators33
 Policies and Procedures.....33
 Authorities and References34
 Participation of Volunteer and Private Agencies34
 Plan Development and Maintenance35
 Training: Understanding the Emergency Operations Plan35
 Emergency Operations Plan: Maintenance • Updates • Revisions.....35



After Action Reviews • Reports • Corrective Actions 35
 "Hot washes" 35
 After Action Reviews 35
 Remedial Action Issues 36
Acronyms 37
Glossary of Key Terms 42
References..... 52
Appendices 53
 Appendices A: Emergency Incident Command System Organization Guides..... 53
 Appendices B: Hazard Analysis Summaries for the City of Santa Cruz 53



DISTRIBUTION LIST

	Position	Department / Division / EOC Section
1.	City Manager	City Manager
2.	Assistant City Manager	City Manager
3.	Mayor	City Council
4.	Fire Chief	Fire Department
5.	Police Chief	Police Department
6.	Public Works Department Director	Public Works Department
7.	City Attorney	Law Firm Offices
8.	Economic Development Director	Economic Development Dept.
9.	Emergency Operations Center Manager	Fire Department
10.	Public Information Officer	City Manager
11.	Water Conservation Manager*	Water / Planning - Intelligence
12.	Finance Director*	Finance / Finance - Administration
13.	Parks and Recreation Director*	Parks and Recreation / Logistics
14.	Library Director	Library / Community Information Services
15.	Asst. Public Works Director / City Engineer	Public Works Department
16.	Operations Manager	Public Works / Operations
17.	Deputy Police Chief	Police Department
18.	Risk Manager	Finance Department
19.	City Council.....	City Council
20.	OP Area (County) EOC Administrator	Operational Area EOC
21.		
22.		

* Denotes EOC Section Chief

Policy Group

RECORD OF REVISIONS

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INTRODUCTION

The City of Santa Cruz Emergency Operations Plan (EOP) describes the roles and operations of the departments and personnel of the City of Santa Cruz during a major emergency. The EOP sets forth standard operating procedures for managing public emergencies resulting from floods, storms, earthquakes, tsunamis, hazardous material incidents and other natural or man-made disasters.

The EOP further defines and describes the emergency management organization which shall be used during emergencies. The plan addresses integration and coordination with other governmental levels when required utilizing the following mandated organizational structures: The EOP complies with the following federal and state requirements:

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

NIMS is a federally promulgated, systematic, proactive approach to guide departments and agencies at all levels of government, non-governmental organizations, and the private sector to work together seamlessly to manage incidents involving all threats and hazards — regardless of cause, size, location, or complexity — to reduce loss of life, property and harm to the environment. NIMS is the essential foundation to the National Preparedness System (NPS) and provides the template for the management of incidents and operations in support of all five National Planning Frameworks (Prevention, Protection, Mitigation, Response, and Recovery).

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)

This EOP is based on the functional elements of State of California's Standardized Emergency Management Systems. SEMS is established in state law (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations).

SEMS, as its name implies, provides a standardized response to emergencies that involve multiple jurisdictions or multiple agencies. It is intended to be flexible and adaptable to the needs of emergency responders and is required by state law. SEMS is used as the coordination management system at both the Emergency Operations Center (EOC) level and between EOCs within the Santa Cruz Operational Area, i.e., the county.

SEMS requires emergency response agencies to use basic principles and components of emergency management, including the Incident Command System (ICS), interagency coordination, the Operational Area concept, as well as established mutual aid systems.

SEMS is designed to focus resources and efforts in the most efficient manner. While it overlays pre-existing mandates in statute and regulations, it does not redirect or preempt these authorities. SEMS regulations require that when a local government EOC is activated, communications and coordination shall be established between the Incident Commander(s) in the field, and the Department Operations Center (DOC) to the EOC or between the Incident Commander(s) and the EOC.

Coordination of the resources of these departments — Fire, Law Enforcement, Water, Parks and Recreation, and Public Works — are managed through their respective mutual aid systems.

INCIDENT COMMAND SYSTEM (ICS)

This EOP outlines and incorporates the Incident Command System developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE). ICS identifies how the City fits into local, regional, state, and federal emergency response structures. This framework conforms to the requirements of the National Incident Management System (NIMS) as mandated by the federal Department of Homeland Security (DHS).

The Incident Command System delegates *functions* (or tasks) to subordinates of an Incident Commander (field response) and/or an EOC Director and promotes proper *span of control* and *unity of command*, and is implemented in accordance with SEMS and its mandates.

The purpose of ICS is to assign employees with reasonable expertise and training to a function critical to emergency management during the course of emergencies without loss of precious time.

When ICS is needed:

When an incident requires response from multiple local emergency management and response agencies, effective cross-jurisdictional coordination using common processes and systems is critical. The Incident Command System provides a flexible, yet standardized core mechanism for coordinated and collaborative incident management, whether for incidents where additional resources are required or are provided from different organizations within a single jurisdiction or outside the jurisdiction, or for complex incidents with national implications.

An important feature of the ICS is its flexibility in that it is designed to scale up or down based on changes in complexity as the incident changes. Only those positions needed to manage a particular incident are activated. As the severity of an incident increases, assignments may change commensurate with that shift.

Realizing that the EOP identifies employees by titles that are different from their usual designations, the EOP includes checklists for each position. Additionally, an organizational transition matrix is provided in the Appendices.

PURPOSE OF THE EMERGENCY OPERATIONS PLAN

This plan identifies the operational concepts and procedures associated with coordinating and supporting field response to emergencies, emergency operations center activities, and the recovery process.

The City of Santa Cruz plans for, and responds to, emergency events in accordance with the Santa Cruz County Operational Area Memorandum of Understanding (MOU). This MOU ratifies local government agreements to follow SEMS as mandated under California law.

SEMS is comprised of the emergency management organizations of cities (local government), operational areas (counties), OES regions (Inland, Coastal, Southern), and state agencies. Within this context, local jurisdictions are responsible for directing and coordinating emergency response and recovery operations within their respective jurisdictions, while the other agencies serve primarily as support elements.

This Emergency Operations Plan identifies responsibilities and procedures that may be required to help protect the health and safety of the residents of City of Santa Cruz from the effects of natural, and other emergencies and disasters. It also identifies the *operational concepts* and procedures associated with coordinating and supporting field level response to emergencies, and EOC activities.

SCOPE

The EOP is the department-level plan which focuses the response of appropriate personnel resources of the City of Santa Cruz to a major emergency. The intent of the EOP is to provide guidance for extraordinary emergency situations. The EOP covers the full range of complex and constantly changing requirements in anticipation of, or in response to, threats of actual disasters and emergencies.

Departmental responsibilities are identified where appropriate, based on the type of hazard or threat. In particular, see the Departmental Functional Responsibilities Matrix (Appendix A4), for primary departmental response areas.

Special Districts serving the City of Santa Cruz are responsible for following the plan and developing plans and standard operating procedures to fulfill their responsibilities.

MISSION

It shall be the mission of the City of Santa Cruz Emergency Management Organization to respond to an emergency situation in a safe and timely manner. The protection of lives, preservation of property, and protection of the environment shall be the principal goals which underscore each activity undertaken in the name of the Emergency Operations Plan.

AUTHORITY AND PROMULGATION

Local Authority

This shall be the official Emergency Operations Plan for the City of Santa Cruz and shall supersede previous plans and shall preclude employee actions not in concert with the intent of this plan, or the emergency organization created by it. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan or any appendices hereto.

The plan is promulgated under the authority of the City Council, City Manager, the Fire Chief, and the Office of Emergency Services Manager, and is an official publication and directive of the City of Santa Cruz under provisions of applicable law.

Federal Authority

Federal authority is to be found in the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288) , in Homeland Security Presidential Directive 5, “Management of Domestic Incidents” and Homeland Security Presidential Directive 8, “National Preparedness.” The emergency management system used nationally is the National Incident Management System (NIMS).

State Authority

State authority is to be found, in part, in the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code). California state and local jurisdictions use the Standardized Emergency Management System as outlined in Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and the California Government Code §8607 et sec.

Employees as Disaster Service Workers

By State law (Government Code Section 3100–3109), government employees are Disaster Service Workers. When a disaster occurs, each employee will be expected to perform certain duties to assist the community in returning to normal as soon as possible. This plan shall be read by, and its stipulations considered binding upon, all City employees.

SITUATION AND ASSUMPTIONS

People and property in City of Santa Cruz are at risk from a variety of hazards which have the potential to precipitate wide spread loss of life, damage to property, infrastructure and the environment. Some hazards are natural, such as earthquakes, others are natural hazards exacerbated by the use of land, such as building along the cliff or development within floodplains or along the urban-wildland interface.

A natural hazard can result in damages and hardships for an entire community for many years following the event. Flooding, mudslides, tsunamis, drought, earthquakes and cliff retreat have all occurred in the City within the last fifty years. Until 1989, flooding on the San Lorenzo River had caused the most severe damage in the City. However, the Loma Prieta earthquake in 1989 changed that history. Although prone to droughts, the City will experience flood conditions in the future. There is also a very strong possibility of an earthquake equal to or larger than the Loma Prieta quake occurring in the Santa Cruz area.

The City of Santa Cruz is somewhat unique in that the City Water Department provides water service to an area beyond the city limits. A significant portion of the water service infrastructure extends outside the city limits including the primary ground storage facility, Loch Lomond Reservoir. Although Santa Cruz is a city of approximately 62,000 residents, over 90,000 people are served inside and outside the city limits due to the city water service boundaries.

The City of Santa Cruz hazard analysis is found in Appendix B Hazard Analysis Summary. Extensive and in depth hazard analysis is also to be found in the City’s FEMA approved and adopted Local Hazard Mitigation Plan (LHMP). The LHMP contains detailed mapping, analysis

and loss projection data for all natural hazards that Santa Cruz is accustomed to based on past experiences.

It is impossible to predict the specific effects of a disaster on the City of Santa Cruz, or to be sure in advance that any specific hazard will or will not occur. However, the city could be subjected to numerous disaster situations.

The City of Santa Cruz is supported by private and volunteer organizations and county, state, and federal agencies, having the capabilities, including personnel, equipment and supplies, to minimize the loss of lives and property damage in the event of an emergency or disaster.

In the event of a major natural or technological incident, sufficient capabilities exist to handle the initial tasks related to the situation. However, our local resources could soon be taxed to the limit or exhausted and outside assistance would be required. Emergencies may require coordination and cooperation among numerous governmental, private and volunteer organizations to protect lives, property and the environment of city residents. In many cases, proper preparations and mitigation measures could reduce damage and loss of life.

Organizations and agencies tasked in this document will respond as required to fulfill their responsibilities in providing for public safety during an emergency response and/or recovery operation.

CONCEPT OF OPERATIONS

GENERAL CONCEPT OF OPERATIONS

Local → County → State → Federal

The City of Santa Cruz City Manager is the Director of Emergency Services per the local emergency services ordinance 94-16 §2, 4-12-94 and as stipulated in the Santa Cruz Municipal Code (2.20.030 Director of Emergency Services). The City Office of Emergency Services Manager, Fire Chief and Operations Division Chief act as the EOC Director in managing and directing response during emergencies.

Department directors and their staffs are responsible for functions as specified in this plan and its annexes. The City EOC Director will conduct emergency operations until the emergency exceeds the local government's capability to respond, at which point assistance will be requested from County of Santa Cruz Operational Area, who will then refer to the California Office of Emergency Services (Cal OES) for aid when necessary. FEMA will assist Cal OES, when appropriate. Operations shall be conducted from the City EOC and all departments and agencies having an emergency function or capability will be represented.

This EOP is based on the concept that emergency functions for various groups involved in emergency preparedness will generally parallel their normal day-to-day functions. To the extent possible, the same personnel and material resources will be employed in both cases. It is generally true, however, that a disaster is a situation in which the usual way of doing things no

longer suffices. It is desirable, and always attempted, to maintain organizational continuity and to assign familiar tasks to personnel.

In large-scale disasters it may be necessary to draw on people's basic capabilities (rather than their day-to-day job skills) and use them in areas of greatest need. Day-to-day functions that do not contribute directly to the emergency operation may be suspended for the duration of any emergency. Efforts normally required of those functions will be redirected to accomplish the emergency task by the agency concerned.

In keeping with the nationwide strategy of the Incident Command System/Unified Command (ICS/UC), SEMS and NIMS, this plan is an *all hazards* response guide. It accounts for activities before, during, and after emergency operations. The first-arriving unit at an emergency scene will assume command and advise other response units of the situation and safe arrival routes. Command will be transferred as more qualified responders arrive on the scene.

EMERGENCY PROCLAMATIONS: HOW AND WHEN THEY ARE ISSUED

This Emergency Operations Plan addresses contingencies, ranging from minor incidents to large disasters. Often, incidents will be preceded by a buildup or warning period, such as major storm and flooding advisories. Such situations allow adequate time to alert the public and implement measures to reduce loss of life and damage to property. However, many incidents occur with little or no advance warning, and require immediate activation of emergency procedures, activation and staffing of the Emergency Operations Center, and efficient and coordinated mobilization, mutual aid, and resource management, all of which are key components of ICS. In such cases, emergency proclamations will be needed.

Local Emergency Proclamations

A local emergency may be proclaimed by the City Council, County, or by an official designated by ordinance adopted by the governing body (see Government Code Sections 8630-8634).

If the City of Santa Cruz determines that the effects of an emergency are, or may become, beyond the capability of local resources, the next step is to proclaim and issue a Local Emergency Proclamation. Notification is made to the Operational Area (County) as soon as possible. Such a proclamation of local emergency is invalid after seven (7) days unless it is ratified by the City Council. Proclamations must be made within ten (10) days of an incident to qualify for assistance under the State Natural Disaster Assistance Act and must be renewed every 14 days.

A local proclamation of emergency allows the City Manager/Director of Emergency Services to establish curfews, take measures necessary to protect and preserve the public health and safety, and to exercise all authority granted by local ordinance. It is a prerequisite for requesting a Governor's Proclamation of a State of Emergency and/or a Presidential Declaration of an Emergency or Major Disaster.

State: Governor's Proclamation of a State of Emergency

After the Proclamation of a Local Emergency for the City of Santa Cruz the City Council may request that the Governor proclaim a State of Emergency. Such a request is sent to the Director of Cal OES within ten (10) days of the incident, with a copy of the Local Emergency Proclamation and the damage assessment summary.

Governor's Proclamation without a Local Request

A request from the City of Santa Cruz is not necessary for the Governor to proclaim a State of Emergency. The Governor can proclaim a State of Emergency if the safety of persons and property are threatened by conditions of extreme peril or if the emergency conditions are beyond the capacity and capabilities of the City of Santa Cruz.

PUBLIC INFORMATION

MEDIA POLICY AND INFORMATION RELEASE

Media management during an emergency or disaster situation consists of establishing a Public Information Officer Team (PIO). The PIO Team is made up of personnel from the Public Works, Fire, Water and Police Departments. The lead PIO will be designated at the time the EOC is activated. Each of the PIO Team members act as inflow and outflow for information, however, as illustrated below, all information for public release must be approved by the EOC Director or designee, before public release outside the EOC. All staff members, volunteers and security persons are instructed not to give any information or opinions to anyone other than the PIO Team.

The PIO process involves scheduled press releases, urgent situation updates and press conferences intended to keep residents and the media fully informed, in writing, of accurate and timely information.

The City's PIO Team uses social media (Facebook and Twitter), radio, TV, newspapers and websites to communicate important media disaster related information to our residents.

RESPONSE TO EMERGENCIES AND DISASTERS:

FOUR PHASES

Generally, activation involves opening up, setting up and staffing of the Emergency Operations Center and/or the Department Operations Center (DOC) (Public Works/Corp Yard and/or Parks and Recreation/Harvey West).

The need to activate will be determined by the requirements of the emergency. There are at least five general criteria to indicate when the EOC should be activated:

- Resources beyond local capabilities are, or may be, required
- The emergency is of long duration
- Major policy decisions will be, or may be, needed



- A local or state emergency is declared
- Activation will be advantageous to the successful management of the emergency

RESPONSE LEVELS

The City of Santa Cruz response to disasters is based on four phases explained in detail below.

FOUR PHASES OF DISASTER RESPONSE

- Level 1 Increased Readiness
- Levels 2 and 3 Initial Response Operations
- Levels 2 and 3 Extended Response Operations
- Levels 2 and 3 Recovery Operations — Full EOC Activation

INCREASED READINESS

Alert:

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, the City initiates actions to increase its readiness. A **Level 1 Alert** may be issued to Emergency Management staff and DOC field crews.

During this phase, the following actions should be accomplished: Standard Operating Procedures and the EOP are reviewed; emergency public information is disseminated; critical facilities are inspected and readied; resources are mobilized. At this level local response capabilities are considered adequate to handle the response. A Local Emergency may or may not be proclaimed.

INITIAL RESPONSE OPERATIONS

Moderate or severe emergencies:

Activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. At this level the EOC may be activated if additional coordination of resources and information is needed. Communication channels are established between Incident Command (field response, typically Police, Fire, Public Works, Parks and Water), through the EOC and DOC. (NOTE: As of this revision use of CalEOC (WebEOC) for incident reporting is pending approval for use by the Operational Area)

Other actions at this level may include:

- Evacuations and road closures, if necessary
- Notifications to the Operational Area (County) and state
- Identification of the need for mutual aid
- Mutual aid requests through appropriate channels
- Proclamation of a local emergency if warranted

EXTENDED RESPONSE OPERATIONS

Major disaster:

The City's extended response activities are conducted in the field and in the EOC and, in the DOCs, if activated. At this level it is assumed that local resources are, or will be, depleted.

Extended operations involve the coordination of personnel and resources to mitigate the emergency and facilitate the transition to recovery operations. Field response personnel continue to use ICS to manage field operations. EOC staff organize based on the SEMS/NIMS functions.

Mutual aid and extensive state and federal assistance will be required. Generally, a Local Emergency is proclaimed as well as a Governor's Proclamation of a State of Emergency.

Communications and coordination will be established between the EOC, Incident Command, and the Operational Area EOC. Multi-agency or inter-agency coordination will be used by EOC staff to facilitate decisions for overall local government level emergency response activities.

RECOVERY OPERATIONS

As the immediate threat to life, property and the environment subsides, recovery activities involving the restoration of services to the public and rebuilding the affected areas are initiated or extended. Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing the City.

The recovery organization consists of the Damage Assessment Unit (Public Works, Parks and Recreation, Water, Planning), Operations Section Chief, Finance Section Chief and the EOC Director. The recovery team works closely with Cal OES, FEMA and Small Business Administration (SBA) to identify loss to infrastructure and personal property. The Finance Section is responsible for completing the required damage assessment forms, completing disaster applications for reimbursement and tracking payments from our state and federal partners.

The EOC Finance Section maintains all recovery documentation and forms for tracking and compliance purposes associated with Cal OES, FEMA and SBA assistance received.

DISASTER ASSISTANCE

Disaster assistance comes to the City primarily from state and federal sources, specifically the Natural Disaster Assistance Act (NDAA) for the State of California, and the Stafford Act for the federal government. In most cases, funding is provided on a 75-25 percentage basis: The City is liable to co-pay 25% of any funds received, unless this is waived.

Disaster assistance in the form of disaster grants may be provided to individuals by the federal government only if made available for the disaster under the terms of the disaster declaration. In the cases where individual grant funding is not made available, low interest loans may be made available by the Small Business Administration (SBA).

Disaster funding assistance for the City of Santa Cruz is provided by the Public Assistance (PA) program as a result of a gubernatorial or Presidential Disaster Declaration. This assistance is broken down into seven categories, and the determination of which categories are available is made at the time of the disaster declaration. The work categories are:

- CAT A..... Debris Removal
- CAT B..... Emergency Protective Measures
- CAT C..... Road System Repairs
- CAT D..... Water Control Facilities
- CAT E..... Buildings and Equipment
- CAT F Public Utility Systems
- CAT G..... Other

PHASES OF DISASTER RECOVERY

There are four phases of disaster recovery:

- Phase 1Planning and Mitigation activities (Pre-disaster)
- Phase 2Response / Short-Term recovery (Impact to 2 months)
- Phase 3Mid-term Recovery: (2 months to 2 years)
- Phase 4Long-term Recovery (2 to 10 years)

Phase 1: Planning and Mitigation Activities

This involves training and exercises to prepare staff for what to expect when a disaster occurs. It also involves maintenance and upgrades of equipment, facilities and protocols. A complete set of FEMA-compliant forms should be available for staff, and training should be given in their use.

Phase 2: Short-term Recovery

After a disaster strikes preparation should begin immediately in anticipation of this phase of recovery. The first report the Operational Area will ask for is the Initial Damage Estimate (IDE). This report is a “guesstimate” of probable damage costs to the City, and is used to procure Immediate Needs funding, as well as to support the Operational Area’s request for a Disaster Declaration from the Governor. The information used in this report will come from Safety Assessment or “windshield” surveys by local officials, the American Red Cross, or others.

Following the submittal of the IDE, and once a disaster declaration has been made, FEMA and the State will hold a briefing meeting for public officials, to announce how the Public Assistance program will be implemented. Attendance is mandatory in order to participate in the program and receive benefits.

The City must conduct all initial recovery operations, and prepare staff for transition to long term recovery operations to restore the City to pre-disaster conditions as quickly and effectively as possible. Specific points of concern include:

- Ensure that the City receives all emergency assistance and disaster recovery costs for which it is eligible.

- Ensure that the City is prepared to participate jointly with FEMA, State Cal OES, Santa Cruz County Operational Area and non-profit organizations to expedite disaster assistance for individuals, families, businesses, public entities and others entitled to disaster assistance. Reference should be made to current state and federal disaster assistance programs and information.
- Ensure that required and/or approved mitigation measures are carried out.

Assisting Agencies in Short-term Recovery Operations

During the initial few days after the incident, a variety of supporting agencies will play a role in the response and recovery effort. The public is encouraged to contact the [211 phone number](#) for community assistance information.

Phase 3: Mid-Term Recovery

While working to repair damaged infrastructure, continue debris removal and emergency protective measures, the City will also find it necessary to do all it can to reassure the public of the progress being made and to assist with recovery efforts in all ways possible, focusing on financial, social and environmental issues. The City may also decide to expedite permitting processes for home and business owners. A continued program of resource support, public information and reassurance is very important during this phase.

Phase 4: Long-Term Recovery

As the community rebuilds, the City must establish means by which to identify and manage unmet needs. The establishment of Donations Management Centers, establishment of Citizen Advocates and the utilization of volunteer and faith-based groups are all proven methods used successfully to assist the community during the long-term phase of disaster recovery.

Financial Audits: The City should also be aware that preparations must be made for a financial audit by Cal OES and FEMA. This is why accurate documentation of all disaster-related costs is essential in order to maximize approved disaster assistance recovery.

DISASTER ASSISTANCE CENTERS

A Disaster Assistance Center (DAC) sometimes called a Disaster Recovery Center (DRC) or a Local Assistance Center (LAC) is a readily accessible facility or mobile office where the public may go for information about available disaster assistance programs, or for answers to questions related to their individual cases. Some of the services that a DAC may provide:

- Guidance regarding disaster recovery
- Clarification of any written correspondence received
- Housing Assistance and Rental Resource information
- Answers to questions, resolution to problems and referrals to agencies that may provide further assistance.
- Status of applications being processed by FEMA or other agencies.
- SBA program information if there is an SBA representative at the DAC site.

Assistance Centers may be activated by city, county or federal agencies. The City may make the decision to establish a DAC in the community. If so, the costs associated with this, including staffing, are borne by the City. The County is responsible for establishing a LAC, and FEMA coordinates and sponsors a DRC.

HOW THE EOC IS ACTIVATED: MOBILIZATION PROCEDURES

The EOC is activated when field response agencies and DOCs need support during any significant incident. At the discretion of the Director of Emergency Services or his/her designee, the EOC may be partially or fully staffed to meet the demands of the incident.

When the City's EOC is activated the EOC Director will contact the County Operational Area and City Manager/Policy Group to inform them of situation status and emerging issues and/or concerns.

LEVEL 1 — STANDBY/ALERT

Level 1 is characterized as a minor incident or alert. Local resources are considered adequate to resolve the situation. The City Manager and/or designee initiate the Emergency Operations Plan for impending problems such as storms, National Weather Service (NWS) alerts or other potential emergency.

Level 1 activation initiates ICS and necessary briefings of key departments, EOC Section Chiefs, confirms employee and City operational status and readiness; and, authorizes the Public Information Officer to begin preparations for internal and external communications.

LEVEL 2 — PARTIAL ACTIVATION

Level 2 indicates a moderate-to-severe emergency situation that may require mutual aid. A local emergency may be declared at this level. The Incident Command System (ics) goes into effect.

- Positions on the EOC staffing roster are filled by the EOC Director under the general direction of the City Manager/Director of Emergency Services
- The EOC is activated at the direction of the EOC Director
- Liaison is established with the Operational Area Coordinator (County)
- Certain EOC Section level activities are commenced in accordance with this EOP and SEMS. This may include Operations, Planning/Intelligence, Finance/Administration, and/or Logistics.

At the direction of the EOC Director, personnel perform the following:

1. Mobilize for activation of EOC if so ordered.
 - Level 2 EOC Director takes command of EOC.
2. Begin recall of EOC staff – *see* Emergency Operations Center Staffing and Contact Numbers (Appendix A1) and make necessary notifications.

3. EOC Director obtains status briefing from Operations, Planning, Logistics, Finance, the Public Information Officer, and lead personnel, and reviews the EOC Director's checklist.
4. Operations Section leads personnel assembly and reports to EOC Director.
5. Planning, Finance, and Logistics Sections meet with department-level operations sections (who serve as deputies to the Operations Section Chief) to develop a system for communication, information exchange and information posting.
6. EOC Director periodically advises the City Manager, Fire Chief and Policy group of incident status. Ongoing communications between the City Manager/Director of Emergency Services and the EOC Director will be maintained and facilitated by the EOC Director.

LEVEL 3 — FULL ACTIVATION

Level 3 signifies a major disaster requiring area-wide mutual aid, state and/or federal assistance.

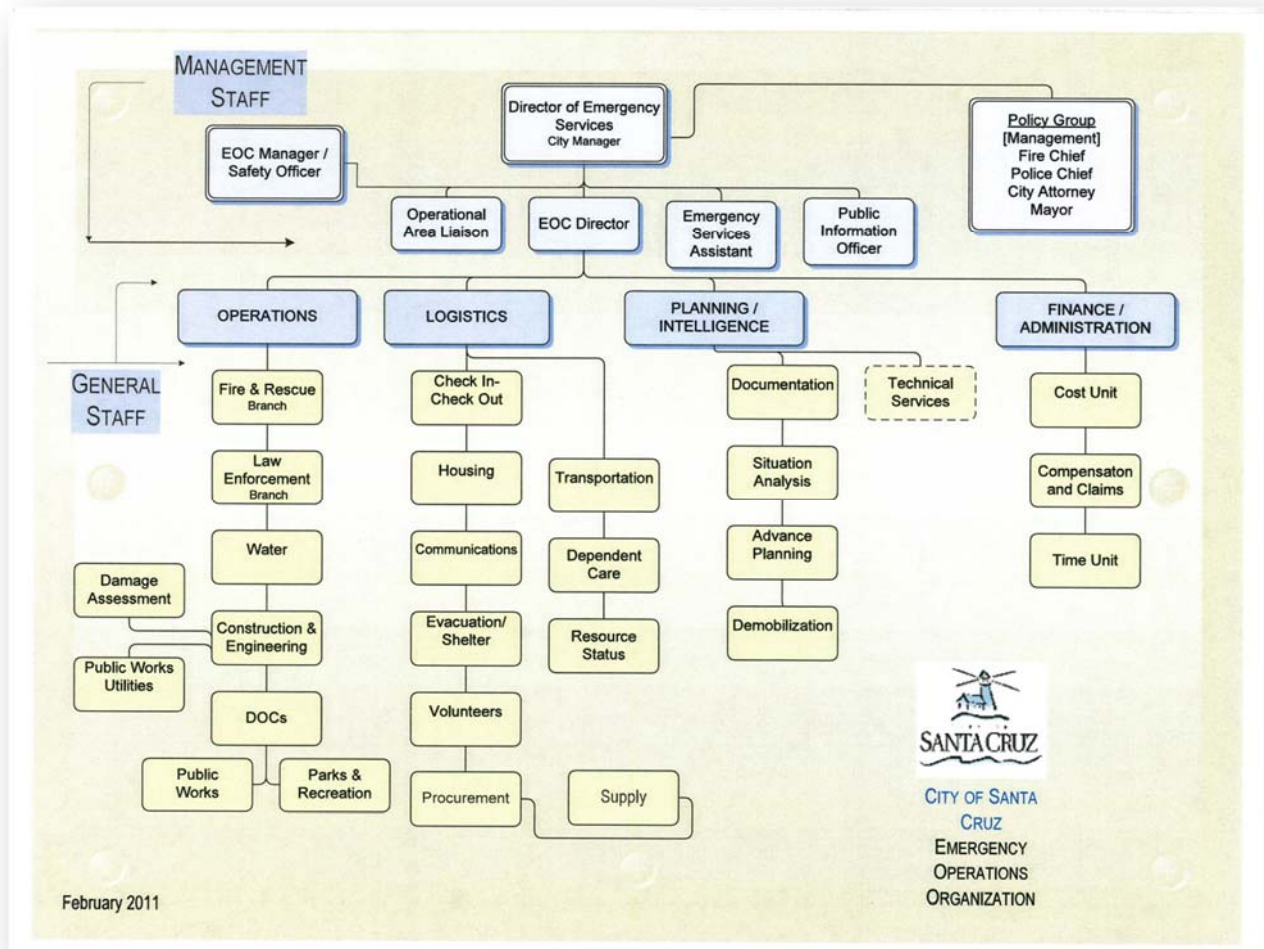
The EOC is automatically activated and the EOC Director fills positions as needed. A Local Emergency Proclamation is issued.

Escalating incident criteria will indicate a declaration of a Level 3 response as determined by the Level 2 EOC Director. The EOC Director advises the City Manager/Director of Emergency Services, Director of Public Works, and the Operational Area Coordinator.

Personnel perform the following:

1. Mobilize for automatic activation of EOC (disregard if EOC is already active).
 - Level 3 EOC Director takes command of the EOC.
2. Begin additional recall of EOC staff using mobilization list — *see* Emergency Operations Center Staffing and Contact Numbers (Appendix A1) and make necessary notifications.
3. EOC Director obtains status briefing from Operations, Planning, Logistics, Finance Sections, Public Information Officer, and lead personnel, and reviews the EOC Director's checklist.
4. Operations Section leads personnel assembly and reports to EOC Director.
5. Planning, Finance and Logistics Sections meet with department-level operations sections (who serve as deputies to the Operations Section Chief) to develop a system for communication and information exchange.
6. EOC Director periodically advises the City Manager/Director of Emergency Services and County OES of incident status.

The transition of key emergency management personnel from Level 1 through Level 3 is shown on the organization chart in the Activation Guide (Appendix A2), illustrating how the chain of command develops to address the increasing level of complexity represented by each level of emergency.



February 2011


 CITY OF SANTA CRUZ
 EMERGENCY OPERATIONS ORGANIZATION

EMERGENCY OPERATIONS ORGANIZATION CHART

The Emergency Operations Center organization chart (*above*), is further detailed on the following pages which describe the various SEMS functions and the roles and responsibilities under each function. The table (*below*), outlines the roles under ICS (for field level response) and in the Emergency Operations Center.



ORGANIZATION OF SEMS

Under SEMS response modes are divided into functions within the following Sections. General tasks are identified for the field response level and the EOC level as follows:

SEMS Function		Response Priorities/Tasks
SECTION	FIELD RESPONSE	EMERGENCY OPERATIONS CENTER
COMMAND / MANAGEMENT	Command: Responsible for the directing, ordering, and/or controlling of resources.	Management (POLICY GROUP): Responsible for overall emergency policy and coordination through joint efforts of governmental agencies and private organizations.
OPERATIONS	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all jurisdictional operations in support of the response to the emergency in accordance with EOC Incident Action Plan.
PLANNING / INTELLIGENCE	Collecting, evaluating, documenting, and using information related to the incident.	Collecting, evaluating, disseminating accurate information on the extent of the disaster; maintaining documentation relative to jurisdictional activities and the status of resources. Directs the formation of the Incident Action Plan.
LOGISTICS	Providing facilities, services, personnel, equipment and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials in support of all jurisdictional activities as required.
FINANCE/ADMINISTRATION	Financial and cost analysis and administrative aspects not handled by the other functions.	Collection of cost data; broad fiscal and recovery responsibility as well as overall fiscal accountability.
PUBLIC INFORMATION	Coordination for all media releases; represent the city as lead Public Information Officer; coordinate with other PIOs from affected emergency response agencies	Gathering, formulating and disseminating information about the incident to news media, the public, and other appropriate agencies as approved by the EOC Director. Participate in Joint Information Center as city representative.

SEMS FUNCTIONS: DUTY STATEMENTS

The following Duty Statements briefly describe the key personnel in the Emergency Management Organization. Each position will be directed to report to the EOC or DOC as they are called to service under the Incident Command System. Upon reporting, each person will be assigned a duty position and will proceed to a duty station as directed and commence duties until demobilized by the EOC Director.

MANAGEMENT • POLICY GROUP

Overall authority and responsibility for the emergency response effort and operation and of city services not related to the emergency response. Advises and coordinates with elected leaders and heads of local, state and federal assistance providers.

The Management/Policy Group is responsible for advising the EOC Director on matters where no policy exists. They assist the EOC Director in the development of overall strategy and tactics to mitigate the incident and formulate rules, regulations, proclamations and orders.

Government Operations Assistant / Emergency Services Assistant

During large scale emergencies it may be necessary to curtail certain City operations. The Emergency Services Assistant is responsible for maintaining City services and activities at such level of effort as is deemed appropriate by the City Manager.

Incident Commander (Field Response)

Overall management of incident activities in the field, including development, implementation and review of strategic decisions. Approve Incident Action Plan. Incident Commanders generally retain the flexibility to modify procedures or organizational structures to align as necessary with the operating characteristics of their specific jurisdictions or to accomplish the mission in the context of a particular scenario. Provide advice, direction and guidance to Command and General Staff in directing the tactical aspects of the incident response.

EOC Director

Overall management of incident activities in the EOC, including development, implementation and review of strategic decisions. Ensures the EOC is appropriately staffed and, conducts regular briefings. The EOC Director is supported by Management Staff personnel and reports to the Director of Emergency Service (City Manager).

OES Manager

Responsible for effective and efficient Emergency Operations Center activities. Advisor to the EOC Director and General Staff as needed. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives from outside the City jurisdiction.

Public Information Officer

In accordance with the principles of the SEMS and NIMS, the Public Information Officer support Incident Command and Director of Emergency Service on all public information matters

relating to the management of the incident. Coordinate public information at or near the incident site and EOC, and serve as a link to the Joint Information System (JIS).

In a large-scale operation, the on-scene PIO serves as a field PIO with links to a Joint Information Center (JIC). Coordinate and integrate all public information functions across jurisdictions and across functional agencies; among federal, state, local and tribal partners; and, with private-sector and nongovernmental organizations.

Serve as the coordination point for all media releases; ensure that the public receives accurate and consistent information about the incident; develop the format for press conferences and releases; formulate and release information about the incident to news media, the public, and other appropriate agencies as approved by the EOC Director.

Liaison Officer

Coordinate the City's emergency response priorities with the County Operational Area; typically located at the County EOC site.

Provide a primary point of contact for all incoming agency representatives assigned to the EOC.

Ensure that (outside) agency representatives are provided necessary workspace, communications, information and internal points of contact necessary to perform their responsibilities.

Ensure that the EOC Director and Section Chiefs are informed as to what agencies are represented in the EOC, and their contact information.

Safety Officer

Assure safety of all emergency personnel through monitoring and assessing hazardous and unsafe situations within the facility. Keep the EOC Director advised of unsafe conditions; take action to stop unsafe activities when necessary; observes staff and group interactions to ensure that work-related stress does not adversely affect staff performance.

OPERATIONS SECTION

Operations Section Chief

Management of all tactical incident operations consistent with the Incident Action Plan.

Department Operating Center (DOC) Manager

Establish and maintain resources, direct operations of Public Works, Water and Parks and Recreation field personnel and manages staging areas for holding resources until they are given an assignment or are demobilized by the EOC Director; maintain communication between the field and EOC when activated.

Law Enforcement Branch Leader

Mobilize and deploy law enforcement and traffic control operations. Alerts and warns the public and conducts evacuations.

Fire and Rescue Branch Leader

Mobilize and deploy fire resources for the protection of life, property and the environment. Prevent and suppress fires, mitigate hazardous materials incidents, conduct rescue operations and provide medical aid.

Construction / Engineering Branch Leader

Coordinate all infrastructure related activities during an emergency. Report to the Operations Section Chief; includes coordination of utility services, public works, engineering, and damage and safety inspections and assessments; provides immediate, preliminary and long range damage/safety assessment information. Maintain detailed records on damaged areas and structures. Initiate requests for engineers to inspect structures and facilities.

Water Branch Leader

Oversee activities and resources, under the direction of the Operations Section Chief, related to water system and related infrastructure; maintenance of water services.

Staging Branch Manager

Establish and maintain staging areas for holding resources until they are assigned or demobilized by the Incident Commander or EOC Director.

PLANNING/INTELLIGENCE SECTION**Planning Section Chief**

Collect, evaluate, and disseminate information about the incident situation and status of resources; understand the current situation; predict possible course of incident events; and prepare primary and alternative strategies in Action Plan for EOC Director review, ratification, dissemination and implementation.

Advance Planning Branch Leader

Predict possible course of incident events and primary and alternative strategies in the Action Plan for review, ratification, dissemination and implementation.

Documentation Branch Leader

Capture and organize information relating to the emergency such as message forms, ICS forms, journals, logs, status boards and any other critical information relating to the disaster.

Resources Unit Leader

Collect and display status of resources, including personnel, equipment, apparatus, etc.

Situation Unit Leader

Collect, evaluate and display current situation status information regarding the emergency.

Technical Data Unit Leader

Collect, evaluate, disseminate and advise the General Staff (Section Chiefs, EOC Director) on all information of a technical nature regarding the emergency. Supervise, organize and coordinate all agencies within the Technical Specialist Unit.

LOGISTICS SECTION**Logistics Section Chief**

Contact, communication and coordination with assisting and cooperating agencies and jurisdictions. Direct the acquisition of material resources and personnel to the EOC. Coordinate and manage volunteers and shelter for evacuees. Support field requests — purchase goods and services in support of the emergency response.

Communication Unit Leader

Install, test, distribute, maintain, repair and plan for effective use of incident communication equipment. Establish and supervise a Communications Center (switchboard). Assess communications systems/frequencies in use; advise on communications capabilities/limitations. Ensure messages are delivered between EOC staff and to the Documentation Unit.

Dependent Care Officer

Provide communications between dependents and families of essential emergency personnel.

EOC Set-up Team

Mobilize all equipment utilized in the EOC including; tables, partitions, chairs, desks, computers, faxes, copy machines, equipment footlockers, telephones and any other equipment deemed necessary for the efficient functioning of the EOC.

Evacuee Shelter Unit Leader

Provide temporary relief and support to displaced evacuees, including relocation shelters, food, bedding, first-aid, registration service and counseling assistance.

Housing Unit Leader

Provide temporary housing and housing-related support to workers responding to the request of the Incident Commander for emergency assistance, mutual aid responders, and specialists secured from the private or public sector.

Procurement Unit Leader

Order contract personnel, equipment and supplies; receive and store all supplies for the incident; maintain an inventory of supplies; and service non-expandable supplies and equipment. Responsible for supplying the food needs for the entire incident, including all remote locations, as well as for personnel unable to leave tactical field assignments. Responsible for ordering, receiving, processing and storing all incident related resources.

Food Unit Manager

Responsible for determining feeding requirements at all incident facilities; menu planning; providing potable water; and general maintenance of the food services areas.

Transportation Unit Leader

Procure and manage transportation equipment needed to support emergency response personnel. Track transportation-related costs (rental) for EOC and supporting facility operations.

Volunteers Unit Leader

Coordinate volunteer services provided by individuals and other agencies with those of the City and keeps the Logistics and Planning Section Leaders advised of the size, availability, and significant specialties of members of the volunteer work force.

FINANCE SECTION

Finance Section Chief

Manage resources which provide support for personnel, equipment, facilities, services and supplies in pursuance of incident activities.

Cost Analysis Unit Leader

Collect all cost data, performing cost effectiveness analyses and provide cost estimates and cost-saving recommendations for the incident.

Time Unit Leader

Equipment and personnel time recording; manage commissary operations.

MAINTAINING CITY SERVICES

During the course of an emergency response the City Manager/Director of Emergency Services or his or her designee, having assumed management of the City's disaster response effort, may direct a Government Operations Assistant/Emergency Services Assistant to absorb the responsibility of maintaining city services and activities at such level of effort as is deemed appropriate.

Department Heads (or their designees, should the Department Heads be mobilized in the emergency response), will be responsible for providing the Government Operations Assistant with status reports and for communicating information about the status of departmental service levels. Every effort shall be made to provide high levels of service to the citizens of the City of Santa Cruz insofar as there remains a practical inventory of resources to do so.

Upon **Level 2** or **Level 3** mobilization, the Government Operations Assistant/Emergency Services Assistant, under the direction of the City Manager/Director of Emergency Services, shall meet with the Department Heads (or their designees), to identify City and department needs during the response including, but not limited to:

- Incident status reporting
- Determining operational work periods
- Release of non-essential employees/alternate assignments
- Public notification of facility closures

EMERGENCY OPERATIONS FACILITIES: EOCs AND DOCS

EOC

Location: The EOC for all emergency management incidents will be located at the Santa Cruz Regional 9-1-1 Center, 495 Upper Park Road, Santa Cruz.

The backup EOC is Police Department Community Room located at 155 Center Street, Santa Cruz. It is activated when the primary EOC is inoperable or otherwise inaccessible.

Function: The EOC is the centralized location where Management activities will occur. It will be continuously maintained in a state of readiness. Upon being activated by the Incident Commander, City Manager/Director of Emergency Services or EOC Director, the EOC becomes the central command facility for emergency management activities.

Primary management and control of EOC systems is the responsibility of the EOC Manager before and during mobilization events. **During the declaration of an emergency all responsible key administration personnel shall report to the EOC** (or DOC as directed) rather than their home department until the EOC is demobilized.

A floor plan of the backup EOC with space allocations for each activity and phone numbers assigned to each appears in the Floor Plan Layout and Telecommunications Guide (Appendix A5).

DOC

At the direction of the EOC Director and under the management control of the Operations Section, a DOC may be established at the City Corporation Yard at 1125 River Street or, at the Parks and Recreation Department Harvey West Maintenance Facility, or both. All SEMS functions are to be provided for at the DOC (Management, Finance/Administration, Planning/Intelligence, Operations, and Logistics). These functions may be performed by one or more persons.

The purpose of the DOC is to provide a centralized, well-supported location at which to gather, log in, and direct field operations staff from the Public Works, Water, and the Parks and Recreation Departments. Staff and equipment awaiting work assignments shall stage at the Corporation Yard(s) and will be managed by the DOC manager who will coordinate with an Operations Section Staging Manager, should one be assigned, in assigning personnel and other resources to teams set up to provide field support.

The DOC manager shall keep a record of personnel reporting to work and assignments given. S/he shall also keep a record of vehicle and equipment assignments. This information shall be regularly transmitted to the EOC Planning/Intelligence Section for status reporting and resource tracking.

EMERGENCY OPERATIONS AND MOBILIZATION OF EMPLOYEES

The success of the Incident Command System in meeting the needs of emergency management situations is a direct consequence of the speed and efficiency with which the City shifts from its regular organizational structure to its Incident Command structure.

MOBILIZATION OF IDENTIFIED EMPLOYEES

Upon declaration of a **Level 2** or **Level 3** emergency and the activation of the EOC, the EOC Director shall direct and oversee activities that call Section Chiefs into action. Each Section Chief in turn calls their branch, division leaders, units, or deputies, who in turn direct and oversee mobilization of their respective staff by a systematic calling of personnel listed in the mobilization roster (*see* Appendix A1).

Employees called to respond will be given the name of the staff person and the location where they are to report. Upon arrival at their assigned place of assembly, employees will check-in and be given assignments as prescribed within the scope of the duty statements.

Each ICS position has an identification vest. The vests shall be kept at the EOC. Applicable Emergency Operations Checklist(s) shall be kept in the lockers that are assigned to, and maintained by each Section.

MOBILIZATION OF NON-IDENTIFIED EMPLOYEES

Once the Incident Command System/EOC staffs are mobilized, unit leaders will begin to identify and mobilize support employees as distinct operational needs are identified. These operational needs may dictate the immediate recall of support employees for flood control activities, street repairs or water line repairs only as dictated by the nature of the emergency. The Incident Command System provides that only those employees needed to handle operational problems be called to duty.

Employees not named as key personnel in this plan, but mobilized for duty, are directed to report to the Corporation Yard (DOC) or other identified area. They will be advised to whom they must report and will be given additional instructions as deemed necessary. Upon reporting to the staging area the employee checks-in and is assigned to an operational team by the unit manager.

DEMOBILIZATION

At the direction of the EOC Director, employees may be demobilized and returned to routine duties. Typically, demobilization will occur when a level of control has been restored and the conditions of the emergency are at a level where property and lives are not significantly at risk.

Demobilization is managed by the Planning/Intelligence Section under the guidance of the Demobilization Unit.

Demobilization will generally occur in reverse order of mobilization and may continue until all operations are routine and normal. Selective demobilization may be pursued if found necessary

to restore the day-to-day operational needs of the City while at the same time maintaining a standby capability for emergency management.

At the close of the operations of the emergency management system, the EOC Director will officially deactivate the EOC and be demobilized by the City Manager.

LOGISTICS AND MATERIAL ACQUISITION

During the course of emergency management situations the need for coordination of non-typical activities will arise. Among these activities may be the need to establish contact with family members, establishing emergency meals for staff called to duty after-hours, or coordination of volunteer labor. The following sets forth information related to these logistical and material questions.

The EOC Director will be called upon for guidance in matters not addressed here and will utilize existing City policy, common sense and good judgment in formulating procedures to address those situations not covered.

DEPENDENT CARE PLAN:

CONTACTING CITY EMPLOYEES' FAMILY IN EMERGENCIES

The Dependent Care Plan provides for locating City employees and their immediate family during major emergencies and catastrophes. Dependent Care procedures should provide a reasonable level of assurance on the part of employees as well as their family members that their personal welfare is being looked after.

For personnel on duty at the time of such an occurrence, all possible efforts will be exercised to determine the whereabouts and condition of family members. Prior to emergency operations, these procedures are implemented and managed by each department.

Employee Responsibilities: Each employee will have the responsibility of (optionally) completing the Dependent Care Form — a confidential emergency contact information document. Employees should check with their departments if they have not completed this form. Employees are responsible to update this information on an as-needed basis by informing Department of changes.

Additionally, it is the employee's responsibility to establish a pre-plan with their respective family members to educate them as to the procedures to follow as may be dictated by their particular situation and emergency response tasks. As a guideline, plan elements should at least contain the following:

1. It will be the responsibility of the employee and their family members to make every effort to contact their department using the identified telephone number. Employees should discuss with their families a pre-plan for reaching the employee based upon their own situation and disaster responsibilities.

2. In the event of a major emergency or catastrophe, City services will be overloaded for a period of time. Family members should not phone the EOC. They should be instructed to phone the identified telephone line provided for dependent contact. They should leave the following information: name, employee's name, their location and phone number(s) where they can be reached.
3. Once the employee has completed a Dependent Care Form, it will be filed in two (2) locations:
 - One copy will be filed for their department
 - One copy will be filed in Human Resources Department
4. This procedure is the same for off-duty personnel as well as on-duty personnel. Off-duty personnel will automatically communicate with their respective supervisors in the event of a major emergency.
5. The first individuals contacted should be the family of those employees who are on duty, with the remainder contacted thereafter.
6. A log of those people contacted, showing the time of contact and the location of the individuals, and a re-contact point, if possible, shall be kept their department.

EMERGENCY RESPONSE PURCHASES

The Finance Section Chief will utilize current City vendor lists to the maximum extent possible to secure resources for emergency management purposes. In order to account for emergency-related expenses, an employee making an Emergency Management-related purchase will mark "Emergency Response" on the invoice or receipt. The employee preparing the pay voucher or petty cash reimbursement will indicate "Emergency Response" prominently on the face of the voucher or reimbursement slip.

The Planning Section's Resources Unit shall monitor existing City resources in order to prepare for impending needs.

The Logistics Section is responsible for the development of resources and needs for procurement.

The Finance Section is responsible for procurement and financial purchase of resources. All incoming resources shall be received at the City Corporation Yard unless directed elsewhere.

MEALS

The EOC Director will authorize provision of meals for EOC employees. The City maintains blanket purchase orders for emergency meals with several sources in the Santa Cruz area. The Finance Section Chief will direct the Food Unit manager to provide meals and refreshments as needed.

The EOC Director or Logistics Section staff will determine the most appropriate way for employees to receive meals. During a **Level 2** or **Level 3** emergency, concern for situation and command coverage must be followed when personnel are rotated for meals.

COORDINATION OF VOLUNTEERS

All volunteer workers will be assigned to a Volunteer Reception Center for assignments. Volunteers shall be coordinated and managed by the Volunteers Unit Leader who shall be subordinate to the Logistics Section Chief.

The Volunteers Unit Leader shall direct volunteers to a Volunteer Staging Area to await work assignments. The Volunteers Unit Leader shall keep the Logistics Section Chief and the EOC or DOC Manager(s) advised at all times of the number, availability, and significant skills and specialties of members of the volunteer work force.

Loyalty Oath: Volunteers who will be working as Disaster Service Workers (DSW) must be registered per state laws and shall have taken the appropriate loyalty oath as prescribed by law. Volunteers not sworn as DSWs shall not be assigned.

(Reference: Title 19. Public Safety Division 2. Office of Emergency Services.
Chapter 2. Emergencies and Major Disasters.
Subchapter 3. Disaster Service Worker Volunteer Program).

VOLUNTARY ORGANIZATIONS

California recognizes the value and importance of organizations that perform voluntary services in their community. These organizations have resources which can augment emergency response and recovery efforts. Examples of voluntary organizations are:

- **American Red Cross (ARC):** When a disaster threatens or strikes, the Red Cross provides ADA approved sheltering operations, food and health and mental health services to address basic human needs to enable them to resume normal daily activities (www.redcross.org). The ARC is located at 2960 Soquel Avenue, Santa Cruz, CA 95062. All shelters identified by the American Red Cross are ADA accessible.
- **Voluntary Organizations Active in Disaster (VOAD):** This coalition of nonprofit organizations supports the emergency management efforts by coordinating the planning efforts of a variety of voluntary organizations within the City of Santa Cruz and Operational Area.
- **Salvation Army:** The Salvation Army's mission is to feed, clothe, comfort and care for broken homes and broken lives. The Salvation Army Office is located at 812 Pacific Avenue, Santa Cruz, CA 95060.

City of Santa Cruz Residents:

The residents of the City of Santa Cruz are the primary beneficiaries of the City's emergency management system. At the same time, residents play an important role in emergency management by ensuring that they and their families are prepared for disasters.

Before an emergency, residents can assist the emergency management effort by taking first aid training, maintaining supplies and being prepared to evacuate or shelter in-place for several days.

Many residents join disaster volunteer programs such as Community Emergency Response Teams (CERT) and Amateur Radio Emergency Services (ARES) and remain ready to volunteer or support emergency response and recovery efforts.

During an emergency, residents should monitor emergency communications and carefully follow directions from authorities. By being prepared, residents can better serve their family, their community and reduce demands on first responders.

LOCAL GOVERNMENT EMERGENCY MANAGEMENT

Cities and counties have ordinances that establish an emergency organization and local disaster council. The ordinances provide for the development of an emergency plan, establishing responsibilities for emergency management operations and specifying the officials authorized to proclaim a local emergency. All local governments with a certified disaster council are required to develop Emergency Operation Plans (EOPs) for their jurisdiction that meet state and federal requirements and are in accordance with Cal OES Local Planning Guidance.

The local disaster council in Santa Cruz is referred to as the Emergency Management Council. It is coordinated by the Operational Area (County) and meets the first Thursday of every other month at the American Red Cross offices from 2–4:00 p.m., starting in January, skipping the month of July and reconvening in September.

When there is an immediate threat or actual emergency, local governments implement emergency plans and take actions to mitigate or reduce the emergency threat. Actions may include deploying field-level emergency response personnel and activating emergency operations centers and issuing orders to protect the public. All accessible and applicable local, state and federal resources will be committed to protect lives, property and the environment.

SPECIAL DISTRICTS

Special districts are formed under various laws that provide the necessary authority to operate. Special districts often have unique resources, capabilities and vulnerabilities. Special districts should be included in the activities at the Operational Area in order to ensure that the needs of residents are best met during an emergency. Responsibilities may include deploying field-level emergency response personnel and activating emergency operations centers and issuing orders to protect the public.

TRIBAL GOVERNMENTS

There are 109 federally recognized Native American tribes in California. The United States government recognizes tribes as domestic, independent nations with the right to self-governance, tribal sovereignty and self-determination. Tribal governments are responsible for the protection and preservation of life, property and the environment on tribal lands. There are no tribal governments in the City of Santa Cruz.

POPULATIONS WITH ACCESS AND FUNCTIONAL NEEDS

Individuals in need of additional response assistance may include those who:

- Have disabilities;
- Live in institutionalized settings;
- Are elderly;
- Are children;
- Are from diverse cultures;
- Have limited English language proficiency or are non-English speaking; and/or
- Those who are transportation disadvantaged.

Lessons learned from recent emergencies concerning people with disabilities and older adults have shown that the existing paradigm of emergency planning, implementation and response must change to meet the needs of these groups during an emergency. These lessons show four areas that are repeatedly identified as most important to people with disabilities and older adults:

- **Communications and Public Information** — Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
- **Evacuation and Transportation** — Evacuation plans must incorporate disability and older adult transportation providers for identifying and the movement of people with mobility impairments and those with transportation disadvantages. Current practice is to have a care giver or family/friend assist them in evacuating. If neither of those options work, then they should contact 911 and request assistance evacuating.
- **Sheltering** — Care and shelter plans must address the access and functional needs of people with disabilities and older adults to allow for sheltering in general population shelters. All designated Red Cross shelters are ADA compliant.
- **Americans with Disabilities Act** — When shelter facilities are activated, the state will work with local officials to ensure they accommodate the provisions of the Americans with Disabilities Act (ADA).

AT-RISK INDIVIDUALS

Another perspective to consider is the needs of people who are not in contact with traditional emergency service providers. These people may feel they cannot comfortably or safely access and use the standard resources offered in preparedness, response and recovery. These include, but are not limited to individuals who are:

- Homeless
- Without transportation
- Out of hearing range of community alert sirens
- Without radio or television to know they need to take action
- Without access to telephones
- Visiting or temporarily residing in an impacted region

- Not familiar with available emergency response and recovery resources
- Limited in their understanding of English, and/or
- Geographically or culturally isolated.

State government and its political subdivisions must include provision in their emergency response plans that address the specific needs of these individuals during response and recovery.

BUSINESS

Much of the city's critical infrastructure is owned or maintained by businesses and must be protected during a response to ensure a quick and complete recovery from an emergency. These same businesses provide valuable resources before, during and after an emergency and play a critical role in meeting the needs of those impacted by an emergency.

Target Hazards are defined as those with a higher than average life hazard or complexity of firefighting operations. The City has identified target hazards within its jurisdictional boundaries. Included in this category are facilities with substantial economic, historic and other value to the community and, those that if damaged or destroyed, would have a significant negative impact on residents and the community.

HAZARDOUS MATERIALS AREA PLANS

Some industries are required by law or regulation to have emergency operations procedures to address a variety of hazards. The County's Hazardous Materials Program requires businesses that handle hazardous materials that meet certain quantity or risk thresholds to submit Hazard Materials Management or Risk Management Plans to Certified Unified Program Agencies (CUPAs) / County of Santa Cruz Environmental Health Department. These plans are used to respond to a release of hazardous materials within the City of Santa Cruz. Local hazardous material response is conducted by the Santa Cruz County Hazardous Materials Interagency Team (SCHMIT).

BUSINESS EMERGENCY PLANS

This plan recommends that all businesses develop comprehensive emergency plans that include employee injury and illness prevention programs, business resumption and continuity of operations elements. A comprehensive business emergency plan can assist the business and the community at large by providing information to the employees to protect themselves and their families from the effects of likely emergencies. Components of a business emergency plan include:

- Identified positions having clear and specific emergency roles, responsibilities, delegated authority and identified successors
- Identification of actions necessary to protect company property and records during emergencies
- A listing of critical products and services
- Production shut-down procedures
- A company command post
- Alternate work site

- Methods and channels of communication
- Contacts with local emergency management officials
- A method to provide and accept goods and services from other companies

PUBLIC/PRIVATE PARTNERSHIPS

The private sector provides valuable assistance and resources to support emergency response and recovery activities. To support coordination and response between government and the private sector, the Secretary of Cal OES, under the Emergency Services Act, has established the Public-Private Partnership to assist in securing agreements between state agencies and non-profit and private sector resources that can be called upon during an emergency. The goal of the Public-Private Partnership is to advise on:

- Appropriate agreements to provide for quick access to emergency supplies and essential services in order to minimize the need to stockpile such supplies during normal times.
- Logistic measures required to quickly deliver needed supplies and services to affected areas.
- Methods to utilize non-profit and private sector capabilities to increase the surge capacity of state and local agencies responding to emergencies.
- Methods to promote the integration of the non-profit and private sectors into the emergency services system so that people can be better informed and prepared for emergencies.
- Systems that aid business and economic recovery after an emergency.

The City of Santa Cruz has partnerships with the local Downtown Association, Santa Cruz County Conference & Visitors Council and purchasing agreements with other local businesses.

CONTINUITY PLANNING

Some emergencies create extraordinary demands on government entities and emergency response agencies, which in extreme circumstances, may stress them to the point that they can no longer operate and provide emergency and essential services.

A major emergency could include death or injury of key government officials, partial or complete destruction of established seats of government and the destruction of public and private records essential to continued operations of government and industry. The inability of government to provide emergency and essential services can cause direct damage to government infrastructures, life safety and basic human needs may be compromised leading to increased morbidity, mortality and civil unrest.

PLANNING AUTHORITY

The Constitution of the State of California and the Government Code provide authority for the continuity and preservation of state and local government. The Emergency Services Act specifically provides for the preservation of government and its services. This is accomplished by planning for succession of officers, designation of standby officers, administration of oaths of office and continuation of duties of the governing body.

CONTINUITY PLANS

To ensure continuity of government and continuity of operations, the state and its political subdivisions must plan for the preservation, maintenance, or reconstitution of government. When an emergency occurs, continuity planning will support the government's ability to:

- Carry out constitutional responsibilities
- Restore and maintain emergency operations
- Restore and maintain public health and safety
- Restore and maintain government operations
- Protect California's economy
- Conserve the environment

PLANNING ELEMENTS

To ensure continuity the following elements must be addressed by government at all levels:

- Identification and prioritization of essential functions
- Establishment, promulgation and maintenance of orders of succession
- Pre-identification and updates, as necessary, of delegations of authority
- Identification, establishment and maintenance of continuity facilities
- Identification, establishment and maintenance of continuity communications
- Establishment and maintenance of a system of vital records management
- Establishment of a program that identifies and supports human capital, including continuity personnel and other staff
- Establishment of a process for devolution of control and direction
- Establishment of a process for reconstitution
- Development of an effective test, training and exercise program to support continuity efforts

City of Santa Cruz departments are encouraged to develop continuity plans addressing their departmental planning for continuity of government during times of disaster.

Alternate continuity of government sites include: The Police Community Room, City Corporation Yard and the primary EOC.

CITY AUTHORITY

The Director of Emergency Services (the City Manager or his/her designee) has the legal authority under a Local State of Emergency to commandeer resources required to address the situation at-hand. As such, significant City government intervention and control of an emergency exists by its legal authority of the City's Emergency Services Ordinance 94-16 1, 4-12-94; Municipal Code Chapter 2.20 Emergency Preparedness, Chapter 2.20.030 Director of Emergency Services and Chapter 2.20.040 Emergency Powers of Director.

STATE ASSISTANCE

While not likely, if local government becomes partially or entirely disabled in an emergency, significant state government intervention may be required to assist local government in the restoration of emergency operation and essential services. Significant state intervention presumes that local government lacks the resources to restore any overwhelmed or devastated portion of its structure. At times when significant state government intervention is warranted, the state will proactively deploy resources and coordinate with other local jurisdictions and the federal government. State government intervention may be justified for a variety of reasons, including:

- Local government elected officials are not able to operate and provide direction to their local government agencies.
- The local emergency management system is damaged or impaired and is not sufficiently functioning.
- The local government's Continuity of Government (COG) plan is substantially disrupted or halted due to the overwhelming consequences of a catastrophic emergency.

PRIVATE SECTOR

In addition to public sector continuity planning, the private sector should develop similar plans to ensure California businesses and economic institutions continue to function following an emergency.

VITAL RECORD RETENTION

In the City of Santa Cruz, the following individuals are responsible for the preservation of vital records:

- City Clerk
- Information Technology Director

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include contracts, legislative actions, land and tax records, license registers, birth and death records and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc. Departments retain critical system maps both online and in some cases, in a sealed vault (i.e., Public Works).
- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

INFORMATION TECHNOLOGY VITAL RECORDS BACKUP

Critical data backups are done daily and are archived. The archiving is done on site. Backed up archive datasets are retained in a fireproof safe. Data archives from the Santa Cruz Police Department are brought to City Hall and placed in fireproof safe.

Daily backups are done for all network shared drives including those for entire departments and employee-specific network drives. Departments are responsible for managing data stored on local hard drives of personal computers.

MUTUAL AID: INTRODUCTION

The foundation of California's emergency planning and response is a statewide mutual aid system designed to ensure that adequate resources, facilities and other support is provided to jurisdictions whenever their own resources prove to be inadequate for response to the disaster. The basis for the system is the [California Disaster and Civil Defense Master Mutual Aid Agreement](#), as provided for in the California Emergency Services Act. This agreement was developed in 1950 and has been adopted by the state, all 58 counties and most incorporated cities in the State of California.

The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements. Mutual aid agreements exist in law enforcement, fire services, medical and public works and for emergency managers under the Cal OES Emergency Managers Mutual Aid plan (EMMA).

MUTUAL AID SYSTEM

A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions and the state with the intent to provide requesting agencies with adequate resources.

The statewide mutual aid system includes four discipline-specific mutual aid systems, including Fire and Rescue, Law Enforcement, Medical, and Public Works. These systems work through local government, Operational Area (county), regional and state levels consistent with SEMS.

The adoption of the National Incident Management System (NIMS) does not alter existing mutual aid systems, although under NIMS, jurisdictions (including states) are encouraged to enter into agreements with private sector and nongovernmental organizations and volunteer organizations such as the American Red Cross.

Resource Typing

For ease of ordering and tracking, response assets need to be categorized via *resource typing*. Resource typing is the categorization and description of resources that are commonly exchanged

in disasters via mutual aid, delineated by capacity and/or capability. As a result of this process, a resources capability is readily defined and an emergency manager is able to effectively and efficiently request and receive resources through mutual aid during times of disaster.

EMERGENCY MANAGERS MUTUAL AID PLAN

This plan (EMMA) was adopted in 1997 (revised in 2012) and provides emergency management personnel from unaffected areas to assist local, Operational Area and regional operations. EMMA requests follow SEMS and are coordinated through the Logistics Sections (Personnel Branch) of the local EOC, Regional EOC (REOC) and State Operations Center (SOC) as appropriate.

EMMA is mutual aid and accordingly the salary and benefit costs as well as travel to the duty station are borne by the providing agency. Personnel are covered under the liability provisions of the Emergency Services Act as are the requestor and the provider. EMMA personnel are not self-sufficient. They will require logistical support, such as:

- Food
- Lodging
- Transportation (or fuel)
- Equipment/Tools
- Directions
- Any special ID if required

EMMA personnel will be deployed for 7–14 days based upon agreement between the requestor and the provider. Typical EOC assignments include PIO, Section and Branch Coordinators and Technical Specialists. They will have SEMS training through the appropriate EOC level. All costs and time should be well documented for reimbursement purposes.

MUTUAL AID REGIONS

Mutual aid regions are established under the Emergency Services Act by the Governor. Six mutual aid regions numbered I-VI have been established within California. The City of Santa Cruz is within Region II. Each mutual aid region consists of designated counties. Region II is in the Cal OES Coastal Region.

MUTUAL AID COORDINATORS

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional and state levels.

POLICIES AND PROCEDURES

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.

- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county (Operational Area), or mutual aid Regional level.
- Because different radio frequencies are in use among most agencies, local agencies should provide incoming mutual aid forces with portable radios having local frequencies.
- The City of Santa Cruz will make all non-law and non-fire mutual aid requests via the City EOC to the County EOC. Requests should specify, at a minimum:
 - Number and type of personnel needed
 - Type and amount of equipment needed
 - Reporting time and location
 - Authority to whom forces should report
 - Access routes
 - Estimated duration of operations
 - Risks and hazards

AUTHORITIES AND REFERENCES

Mutual aid assistance may be provided under one or more of the following authorities:

- California Master Mutual Aid Agreement
- California Fire and Rescue Emergency Plan
- California Fire Assistance Agreement 2002–2006
- California Law Enforcement Mutual Aid Plan
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended)-provides federal support to state and local disaster activities
- California Emergency Managers Mutual Aid Agreement, November 1997 (2012)
- Emergency Management Assistance Compact, September 2005

PARTICIPATION OF VOLUNTEER AND PRIVATE AGENCIES

Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet the needs of disaster victims. These agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system.

Any and all Special Districts, private and volunteer agencies with involvement in the emergency response should be represented in the City of Santa Cruz EOC.

PLAN DEVELOPMENT AND MAINTENANCE

TRAINING: UNDERSTANDING THE EMERGENCY OPERATIONS PLAN

Training will be provided annually, or as needed, on the utilization of the Emergency Operations Plan and the duties and responsibilities of persons eligible for mobilization under the provisions of the Plan. The OES Manager, in consultation with Section Chiefs, will determine which type of training is needed by each of the various levels of EOC respondents and may elect to combine classroom with field instruction or simulations.

Training will include familiarization with the EOC, individual staff training based upon the staff member's potential assignment during an emergency response including specialized training essential to the effective use of the Standardized Emergency Management System, the Incident Command System and the National Incident Management System.

EMERGENCY OPERATIONS PLAN: MAINTENANCE • UPDATES • REVISIONS

The EOP as a whole is reviewed and updated once per year by the Emergency Operations Center Director. In the intervening months, Section Chiefs and Team Leaders (IT; EOC Facility Set-Up) are tasked with providing updates to the OES Manager regarding reorganization of their staffing. This task includes notifying the OES Manager with staff additions, deletions and/or other changes to the call out roster (*see* Appendix A1). Contact information changes including new cell phone, home phone numbers shall be provided for the confidential call out roster of key employees.

Updates of Standard Operating Procedures from emergency response departments and divisions shall be provided to the EOC Director to assess their compliance with the EOP Concept of Operations.

AFTER ACTION REVIEWS • REPORTS • CORRECTIVE ACTIONS

“HOT WASHES”

At the conclusion of declared emergency response activations and related training exercises, there will be a “hot wash” — which shall consist of a discussion to identify critical issues and problems resulting from or occurring during participation in the incident-related operations, exercises or training events.

The EOC Director or Incident Commander (or designees) are responsible for conducting hot washes, which shall be as inclusive as practicable. The goal of the hot wash is to capture critical issues that may be addressed and resolved.

AFTER ACTION REVIEWS

After Action Reviews (AARs) are to be conducted following any significant incident and/or emergency in which this EOP is employed. The AAR shall identify those areas requiring attention, corrective action, or plan revisions.

After Action Review should be held as soon as possible following an incident and demobilization from that incident or emergency. Outside agencies that were involved in the emergency response to the incident shall be invited to participate in the review process. An After Action Report will be distributed to all agencies involved in the response effort.

Completion of an After Action Report is part of the required SEMS reporting process. The Emergency Services Act, [Section 8607 (f)] mandates that the Office of Emergency Services in cooperation with involved state and local agencies, complete an After Action Report within 120 days after each declared disaster.

Section 2450 (a) of the SEMS Regulations states:

“Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after action report to OES within ninety (90) days of the close of the incident period...”

The After Action Report shall document the City of Santa Cruz’ emergency response actions and will identify areas of concern as well as successes. The AAR will be used to develop a work plan for enhancing emergency response capabilities. Responsibility for initiating the After Action Report process is assigned to the Documentation Unit within the Planning Section.

REMEDIAL ACTION ISSUES

Issues identified during an incident or exercise that could not be resolved and, that may require higher level remediation, may be forwarded directly to the OES Manager. Those remedial actions should describe, for each recommendation:

- Description of actions to be taken
- Assignments
- Associated costs and budget
- Timeline for completion
- Follow up responsibility

ACRONYMS

List of commonly used acronyms found in federal, state and local emergency operations plans.

A

AC Area Command
 ADA Americans with Disabilities Act
 ARC American Red Cross
 ARES Amateur Radio Emergency Services

C

CALTRANS.. California Department of Transportation
 CALWAS..... California Warning System
 CAO Chief Administrative Officer
 CBO Community Based Organization
 CBRNE Chemical, Biological, Radiological, Nuclear and Explosive
 CCC..... California Conservation Corps
 CD Civil Defense
 CDC Centers for Disease Control
 CDF California Department of Forestry
 CERT..... Community Emergency Response Team
 CESA California Emergency Services Association
 CESFRS California Emergency Service Fire Radio System
 CESRS California Emergency Services Radio System
 CFR Code of Federal Regulations
 CHP California Highway Patrol
 CLEMARS.... California Law Enforcement Mutual Aid Radio System
 CLERS California Law Enforcement Radio System
 CLETS California Law Enforcement Telecommunications System
 COE..... Corps of Engineers / US Army
 CUPA Certified Unified Program Agencies

D

DA Damage Assessment
 DAC Disaster Application Center
 DAP Disaster Assistance Programs
 DCS..... Disaster Communications Service
 DEST..... Disaster Emergency Support Team
 DFCO Deputy Federal Coordinating Officer
 DFO..... Disaster Field Office
 DHA Disaster Housing Assistance
 DHS..... Department of Homeland Security
 DMAT Disaster Medical Assistance Team
 DMORT..... Disaster Mortuary Operational Response Team
 DMIS..... Disaster Management Information System



DOC Department Operations Center
 DRC Disaster Recovery Center
 DRM..... Disaster Recovery Manager
 DRO Disaster Recovery Operations
 DSA..... Disaster Support Area
 DSR..... Damage Survey Report
 DWR Department of Water Resources / California

E

EAS Emergency Alert System
 EDIS..... Emergency Digital Information System
 EMAC Emergency Management Assistance Compact
 EMIS Emergency Management Information System
 EMMA Emergency Managers Mutual Aid
 EMSA..... Emergency Medical Services Authority
 EMS Emergency Medical Services
 EMT Emergency Medical Technician
 EOC..... Emergency Operations Center
 EOP Emergency Operations Plan
 EPA..... Environmental Protection Agency
 EPI..... Emergency Public Information
 ERT Emergency Response Team
 ESA Emergency Services Act / California
 ESC Emergency Services Coordinator
 ESF..... Emergency Support Functions
 EST..... Emergency Support Team

F

FAA Federal Aviation Administration
 FCO Federal Coordinating Officer
 FEMA..... Federal Emergency Management Agency
 FIRESCOPE.. Firefighting Resources of California Organized for Potential Emergencies

G

GAR Governor’s Authorized Representative
 GIS Geographic Information System
 GSA..... General Services Administration

H

HAZMAT Hazardous Materials
 HSPD Homeland Security Presidential Directive

I

IACG Inter Agency Coordinating Group
 IAP Incident Action Plan
 IC..... Incident Commander
 ICP Incident Command Post
 ICS Incident Command System



IDE Initial Damage Estimate
 IIMG..... Interagency Incident Management Group
 IMT Incident Management Team
 IRMS Information Resources Management Service

J

JIC Joint Information Center
 JIS Joint Information System
 JFO Joint Field Office
 JOC..... Joint Operations Center
 JPIC Joint Public Information Center

L

LFA Lead Federal Agency

M

MACS Multi-Agency Coordination System
 MARAC Mutual Aid Regional Advisory Committee
 MHFP..... Multi-hazard Functional Planning
 MSA Multi-Purpose Staging Area

N

NAWAS..... National Warning System
 NCS National Communications System
 NDAA California Natural Disaster Assistance Act
 NDMS National Disaster Medical System
 NEP National Exercise Program
 NFIP National Flood Insurance Program
 NGO Non-Government Organization
 NIMS..... National Incident Management System
 NMRT National Medical Response Team
 NOAA National Oceanic and Atmospheric Administration
 NOC National Operations Center
 NRCS Natural Resources Conservation Service
 NRP National Response Plan
 NRT National Response Team
 NWS..... National Weather Service

O

OA Operational Area
 OASIS Operational Area Satellite Information System
 OEM..... Office of Emergency Management
 OES Office of Emergency Services
 OMB..... Office of Management and Budget (Federal)
 OSC On-Scene Coordinator
 OSHA..... Occupational Safety and Health Administration

P

PA..... Public Affairs, Public Assistance
 PAO..... Public Affairs Officer
 PA/O..... Public Assistance Officer
 PA#..... Project Application Number
 PBX..... Private Branch Exchange
 PDA..... Preliminary Damage Assessment
 PDD..... Presidential Decision Directive
 PFO..... Principal Federal Officer
 PIO..... Public Information Officer
 PL..... Public Law - U.S. Public Law 93-288, Federal Disaster Relief Act of 1974
 POC..... Point of Contact
 PNP..... Private Nonprofit Organization
 PUC..... Public Utilities Commission / California
 PW..... Project Worksheet

R

RACES..... Radio Amateur Civil Emergency Services
 RAP..... Radiological Assistance Program
 RCP..... Regional Oil and Hazardous Substances Pollution Contingency Plan
 RD..... Regional Director (FEMA)
 REACT..... Radio Emergency Associated Communication Team
 REC..... Regional Emergency Coordinator
 REOC..... Regional Emergency Operations Center
 RIMS..... Response Information Management System
 ROC..... Regional Operations Center
 RRCC..... Regional Response Coordinating Center
 RRT..... Regional Response Team

S

SA..... Salvation Army
 SAC..... Special Agent in Charge
 SAP..... State Assistance Program
 SAR..... Search and Rescue
 SAST..... State Agency Support Team / California
 SCO..... State Coordinating Officer
 SEMO..... State Emergency Management Office
 SEMS..... Standardized Emergency Management System
 SFLEO..... Senior Federal Law Enforcement Officer
 SFO..... Senior Federal Officer
 SHMO..... State Hazard Mitigation Officer
 SHPO..... State Historic Preservation Officer
 SIOC..... Strategic Information and Operations Center
 SITREP..... Situation Report
 SLPS..... State and Local Programs and Support Directorate (FEMA)
 SOC..... State Operations Center
 SOP..... Standard Operating Procedure



STO State Training Officer

T

TEWG Terrorism Early Warning Group
TH Temporary Housing
TSCA Toxic Substances Control Act
TWG..... Terrorism Working Group

U

UASI Urban Areas Security Initiative
USACE..... United States Army Corps of Engineers
USAR..... Urban Search and Rescue
USDA..... United States Department of Agriculture
USFA..... United States Fire Administration
USGS United States Geological Survey

V

VA Veterans Administration
VOAD Volunteer Organizations Active in Disaster

W

WMD Weapons of Mass Destruction

GLOSSARY OF KEY TERMS

For the purposes of the National Incident Management System (NIMS), the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established to: (1) oversee the management of multiple incidents that are each being handled by an ICS organization or, (2) oversee the management of large or multiple incidents to which several Incident Management Teams (IMTs) have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. *See also* Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the ICS organization between the Branch and Resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a

jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information: Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. *See* Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term “function” is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and Resources in the Operations Section. (*see* Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials from all participating agencies should collocate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and

controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a “major disaster” is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents.

Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary

facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations — state, local, and tribal — for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers, specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the state, local, and tribal aspects of governance and policy.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity.

To provide for interoperability and compatibility among state, local, and tribal capabilities, NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The Section responsible for all tactical incident operations. In ICS, it normally includes subordinate Branches, Divisions, and/or Groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources.

Within NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health

and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of Incident Action Plans, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource

management under NIMS includes mutual-aid agreements; the use of special state, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety + hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The Section is organizationally situated between the Branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. An appropriate span of control is between 1:3 and 1:7.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Supporting Technologies: Any technology that may be used to support NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized as eligible for the special programs and services provided by the United States to Indians because of their status as Indians.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (*see* Area Command.)

Unified Command: An application of the Incident Command System used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed.

REFERENCES

This Plan is promulgated under the authority of the Mayor and City Council of the City of Santa Cruz.

The City of Santa Cruz Emergency Operations Plan fulfills the City's responsibilities to adhere to the following state and federal guideline and emergency management models:

- **Standardized Emergency Management System (SEMS)**, as described by California [Government Code 8607\(a\)](#), for managing response to multi-agency and multi-jurisdictional emergencies in California.

SEMS, adopted by the state of California in 1995, incorporates:

- **Incident Command System (ICS)** to facilitate the flow of information and coordination between responding agencies. ICS provides an organizational structure capable of responding to various levels of emergencies ranging in complexity. It provides the flexibility to respond to an incident as it escalates in severity. After each major emergency, the plan calls for an analysis of actions taken during the emergency incident and suggestions for corrective actions, if any.
- **National Incident Management System (NIMS)**, as prescribed by [Homeland Security Presidential Directive 5](#) — Management of Domestic Incidents. NIMS establishes a uniform set of procedures that emergency responders at all levels of government use to conduct response operations. It also utilizes the Incident Command System, as described above, to coordinate response activities on a national level.
- **Master Mutual Aid Agreement (MMAA)**, which provides that all of the resources and facilities of the State, its various departments and agencies, and all its political subdivisions, municipal corporations, and other public agencies be made available voluntarily to aid and assist each other, including, but not limited to, fire, police, medical and health, communication, and transportation services and facilities.

Under the terms of the MMAA, Mutual Aid emergency response is provided at no cost to a requesting jurisdiction. Under specific conditions federal and State monies may be appropriated to reimburse public agencies who aid other jurisdictions.

<http://www.calema.ca.gov/PlanningandPreparedness/Documents/CAMasterMutAid.pdf>

[California Governor's Executive Order S-2-05](#)

APPENDICES

APPENDICES A:

EMERGENCY INCIDENT COMMAND SYSTEM ORGANIZATION GUIDES

- A1. Emergency Operations Plan Activation Guide
- A2. Emergency Operations Duty Checklists
- A3. Emergency Management Functional Responsibilities Matrix
- A4. Backup Emergency Operations Center Floor Plan Layout and Telecommunications Guide
- A5. Incident Level Activation Matrix
- A6. Santa Cruz County Emergency Management MOU
- A7. EMP Radio Call Numbers

APPENDICES B:

HAZARD ANALYSIS SUMMARIES FOR THE CITY OF SANTA CRUZ

- B1. City of Santa Cruz Hazard Analysis Summary
- B2. Santa Cruz Municipal Wharf Hazard Plan
- B3. Flood Hazard
- B4. Earthquake Hazard
- B5. Dam Inundation Hazard
- B6. Wildland Fire Hazard
- B7. Tsunami Hazard
- B8. Oil Spill Hazard
- B9. Hazardous Materials Incident
- B10. Airplane Crash Hazard