



Emergency Operations Plan

REVISED 2024

External Draft



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

Letter of Promulgation

Insert Letter of Promulgation when signed.



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

FOREWORD

This Emergency Operations Plan (EOP) provides guidance for the Town of Apple Valley's response to extraordinary emergency situations associated with natural, human-made, and technological disasters. This plan is not intended to be used for normal day-to-day emergencies or the established routine procedures used to cope with such incidents. Rather, this plan concentrates on operational concepts and response procedures relative to large-scale emergencies and disasters.

This plan is a preparedness document designed to be read, understood, and exercised prior to an emergency. The EOP has been developed in accordance with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). Town departments are responsible for the preparation and maintenance of the Town's Standard Operating Guides (SOGs), resource lists, and checklists that detail how assigned responsibilities are performed to support the implementation of the EOP. The SOGs include the specific emergency authorities that designated officials and their successors can assume during emergency situations.

This plan cannot guarantee an efficient, effective response to an emergency. It must be utilized as a tool to assist in emergency response and short-term recovery activities. This plan must be flexible enough to adapt to a broad spectrum of disasters and must be supported with:

- Adequate personnel, equipment, and expertise from response agencies/organizations.
- Well-coordinated response activities with interoperable communications.
- Continuous training and exercises.
- Awareness of local resources available through Town departments and by prearranged agreements with local agencies before looking to assistance from the San Bernardino County Operational Area.
- Reviewing and testing of this plan on a regular basis.



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Section 1

INTRODUCTION



1 Introduction

1.1 PURPOSE

The purpose of the Town of Apple Valley Emergency Operations Plan (EOP) is to establish a comprehensive, all-hazards approach to natural, human-made, and technological disasters. The plan provides an overview of operational concepts and identifies components of the Town's Emergency Management Organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). The plan also describes the overall emergency responsibilities of Town, County, State, and Federal entities.

1.2 SCOPE

This plan establishes a system for coordinating the prevention, preparedness, response, recovery, and mitigation phases of emergency management in Apple Valley. It is intended to be an overview of emergency management within the Town and not a detailed operational document. Detailed Standard Operating Guides (SOGs) and checklists are distributed to emergency operations staff separately and are for internal use only.

1.3 PLAN ORGANIZATION

There are five parts to this Emergency Plan: The Basic Plan, Emergency Function Annexes, Support Annexes, Hazard-specific Annexes and Appendices.

Basic Plan: The basic plan describes the fundamental systems, strategies, policies, assumptions, responsibilities, and operational priorities that the Town of Apple Valley will utilize to guide and support emergency management efforts. Essential elements of the basic plan include:

- A description of the emergency services that are provided by governmental agencies and how resources are mobilized,
- An outline of the methods for carrying out emergency operations and the process for rendering mutual aid,
- An overview of the system for providing public information, and
- Emphasis on the need for continuity planning to ensure uninterrupted government operations.

These elements culminate with a comprehensive emergency management concept of operations that outlines the relationships and responsibilities for State government and its political subdivisions.

Emergency Function Annexes: This plan implements Emergency Function working groups, which will develop functional annexes that follow an established format to describe discipline specific goals, objectives, operational concepts, capabilities, organizational structures and related policies and procedures. The



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functional annexes will be developed separately from the basic plan and will refer to existing agency and department plans and procedures. Supporting plans and documents should be listed in an attachment to each functional annex.

Support Annexes: The support annexes describe the framework through which the Town of Apple Valley departments and agencies, the private sector, not-for-profit and voluntary organizations, and other nongovernmental organizations coordinate and execute the common emergency management strategies. The actions described in the support annexes apply to every type of emergency.

Hazard Specific Annexes: The hazard, threat, or incident-specific annexes describe the policies, situation, concept of operations, and responsibilities for hazards, threats, or incidents.

Appendices: Subsequent plans and procedures that are developed in support of the Emergency Plan, such as mutual aid plans, hazard-specific plans, catastrophic plans and related procedures will be incorporated by reference and maintained separate from the basic plan.

1.4 RELATIONSHIP TO OTHER PLANS

Emergency Operations Plan (EOP)

The intent of the Town of Apple Valley's EOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident impacting the Town. Other individual communities may maintain similar plans or procedures for implementation in response to localized incidents or initial activities prior to escalation to San Bernardino County. If the County EOP is activated during an incident or countywide emergency, the Town of Apple Valley will adopt command and control structures and procedures representative of County response operations in accordance with the requirements of SEMS and NIMS.

Several agency and organization specific plans and organizational procedures support the Town EOP and annexes. These plans and procedures are interrelated and have a direct influence on the Town's preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, County, regional, and State agencies and entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

Local Hazard Mitigation Plan (HMP)

The Town of Apple Valley, in coordination with San Bernardino County and the surrounding jurisdictions, has developed a Local Hazard Mitigation Plan. The plan identifies hazards, assesses the losses associated with the hazards, and investigates the vulnerability of the community towards different hazards. The plan also identifies alternatives for the future of the community to better prepare, minimize loss and educate the public about the hazards identified.



Section 2

SITUATION AND

ASSUMPTIONS



2 SITUATION AND ASSUMPTIONS

Situation

The Town of Apple Valley is located in the Mojave Desert of the County of San Bernardino, at an elevation of 3,000 feet. Known as the "High Desert", Apple Valley consists of 81 square miles in its incorporated boundaries and a sphere of influence encompassing 200 square miles. The Town borders Interstate 15 to the north, Joshua Road to the east, the foothills of the San Bernardino Mountains to the south, and the Mojave River to the west.

The Town of Apple Valley contracts its policing services with the San Bernardino County Sheriff's Department. The Apple Valley Fire Protection District provides fire protection service to Apple Valley, but is a separate entity with its own Board of Directors.

Apple Valley is primarily desert-rural and consists of a typical mountain-and-basin topography with sparse vegetation. The natural geographic vulnerabilities consist of The Mojave River, San Bernardino Mountains, a dry lakebed, and the Desert Knolls area (an area with a slope greater than 15%).

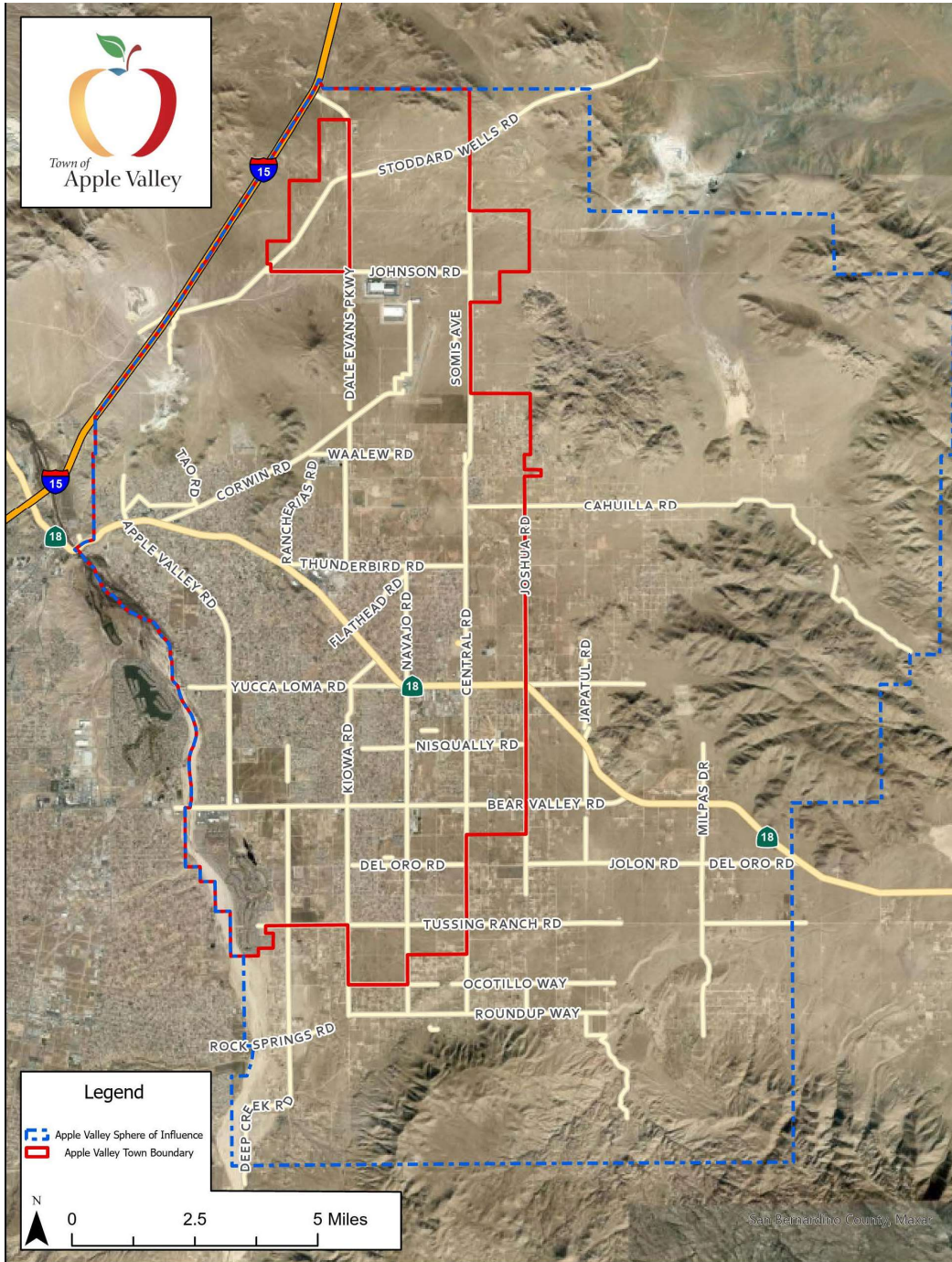
The Mojave River rises in the San Bernardino Mountains at Lake Silverwood and Mojave River Forks Reservoirs. The River runs in a northerly direction the entire length of the Town's western boundary. Due to the porous soil and rapid evaporation, the River is primarily dry in the area adjacent to Apple Valley. A flow of water is present during major rains and upon release of water from Lake Silverwood (contained by the Cedar Springs Dam and Mojave Dam).

The Town of Apple Valley also consists of a dry lakebed area that contains a sparse population. This area and the area along the Mojave River are part of the 100 Year Flood Area.

Apple Valley is vulnerable to the effects of natural hazards such as earthquakes, flooding, winter storms, wildfire, drought, high winds, and Dam failure. The Town is also vulnerable to a variety of human-caused hazards such as epidemics, pandemics, hazardous material releases, terrorism, train derailments and utility failure.



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Assumptions

A major emergency or disaster can occur any time, any place. It may cause significant degrees of human suffering, property damage and economic hardship to individuals, local government, and the business community. The Town of Apple Valley assumes there will be many emergency situations that may directly produce severe consequences and will impact the effect of the response to the incident. The following assumptions apply to this plan:

1. Due to limited staff and resources, a major emergency or disaster may overwhelm the capabilities of Apple Valley to provide prompt and effective emergency response and recovery. Mutual aid will be requested when disaster relief requirements exceed the Town's ability to meet them.
2. Transportation infrastructure may be damaged or disrupted. Emergency responders may have difficulty reaching people and evacuation routes may cause traffic backups slowing egress from damaged areas. The movement of emergency supplies may be impeded.
3. Communication infrastructure may be damaged or disrupted, thus slowing dissemination of information, and reporting of persons needing help.
4. Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities may be damaged and either completely or partially inoperable.
5. Emergency medical services and transport ambulances may be in short supply. Medical and health care facilities that do remain open may be overwhelmed with medical care requests. Additionally, medicines may be in short supply.
6. Damage to facilities that use hazardous or toxic chemicals could result in the release of these hazardous materials into the environment.
7. Businesses in Apple Valley may not be able to supply the public with necessities such as food, water, blankets, etc. Additionally, businesses may have difficulty remaining open.
8. Volunteers may come from other areas to help, causing problems with accountability. Donated goods that are not presently needed may be dropped off at various locations.
9. Effective emergency operations require periodic training and exercising.
10. Apple Valley emergency personnel and disaster service workers will utilize the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

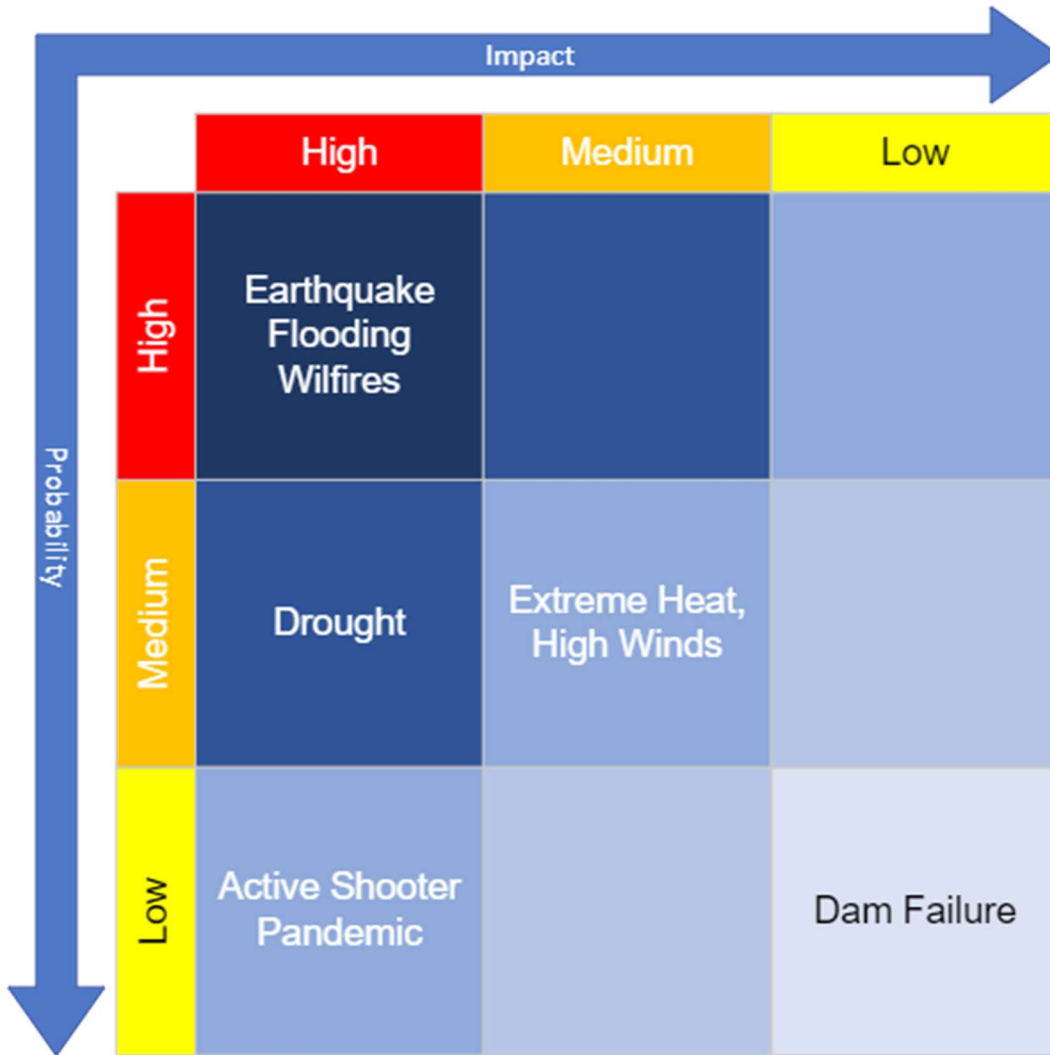
2.1 HAZARD AND THREAT ANALYSIS SUMMARY

Hazard Analysis

The Town of Apple Valley has identified hazard risks of various natural and human-cause emergencies and disasters. The matrix below identifies these hazards, the likelihood to occur, and the impact to the Town:



Hazard Analysis Matrix



Probability

- **High** – Highly likely to likely to occur.
- **Medium** – Possible to occur.
- **Low** – Unlikely to occur.

Impact

- **High** – Catastrophic/Critical
- **Medium** – Limited
- **Low** – Negligible



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Threat Analysis Summary

This section of the plan consists of a series of threat assessments. The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The Town of Apple Valley encompasses over 81 square miles and is located in the northwest portion of San Bernardino County. The Town is bordered on the west by Victorville, the east by the county unincorporated area, the south by Hesperia, and on the north by the county unincorporated area. The Town has a population of 73,514 citizens. Apple Valley is located within the Southern Administrative Region VI of the California Office of Emergency Services (CalOES) and FEMA Region 9.

The Town of Apple Valley is vulnerable to a wide range of threats. In the past, Apple Valley has experienced major emergencies such as earthquakes, flood/winter storms, wildfires & pandemics. These and other emergency incidents could occur at any time. Some things to consider based upon the Hazard Analysis:

- A major earthquake occurring in Apple Valley could have a catastrophic effect on the population.
- The Town has experienced several flooding emergencies caused by flash flooding.
- Many major highways (and rail lines) traverse or pass near the Town and transportation incidents (including hazardous material incidents) as well as pipeline ruptures or illegal dumping could affect the Town of Apple Valley.
- Severe wind surges pose a significant risk to life and property in Apple Valley by creating conditions that disrupt essential systems such as public utilities, telecommunications, and transportation routes.
- A wind driven wildfire event could cause a significant impact to the population.
- Pandemics can result in a surge in medical needs, leading to our local hospitals becoming overwhelmed. A pandemic can lead to a shortage of medical supplies.

Any single incident as well as a combination of events could require evacuation and/or sheltering of the population. The Police Department is the lead agency in evacuations. The Town currently contracts for its fire and ambulance services. The American Red Cross (ARC) requests that in the initial periods of evacuation needs, the Town open evacuation centers as needed. This will speed up availability of care for potential evacuees. Once the need for overnight sheltering has been determined, simultaneous to the Town opening the site, Red Cross will work to secure volunteers and equipment to deploy for overnight sheltering. The Red Cross will also work with Town staff to find a time for them to assume overnight sheltering activities. Overnight centers turn into short term shelters. The Town also relies on local volunteer groups such as the Community Emergency Response Team (CERT), and Emergency Communications Services (ECS) for assistance during certain emergencies.

See ***Apple Valley's Local Hazard Mitigation Plan*** for detailed information and maps on the hazards that could affect the Town.



Section 3

EMERGENCY

MANAGEMENT

ORGANIZATION



3 EMERGENCY MANAGEMENT ORGANIZATION

3.1 ORGANIZATION, ROLES AND RESPONSIBILITIES

General

All participating agencies and response organizations will have various roles and responsibilities throughout an emergency. Therefore, it is critical the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and/or contract as the situation evolves. Typical duties may also change depending on the severity, size of the incident(s), and the availability of local resources. Because, of this it is also important to develop and maintain depth within the command structure and response organizations.

The Town of Apple Valley conducts all emergency management functions in accordance with SEMS and NIMS. During an emergency, the Town has the responsibility to manage and coordinate the overall emergency response and recovery activities. The Emergency Services Coordinator along with each Department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response policies, plans, and procedures.

Most Town Departments have emergency functions in addition to their normal daily duties. Each Department is responsible for developing and maintaining its own Emergency Standard Operating Guides (SOGs). Specific responsibilities are outlined below:

Emergency Management Organization

The Town of Apple Valley's Emergency Management Organization (including emergency response and recovery) will be directed by the Town Manager who serves as the Director of Emergency Services/EOC Director. The Director of Emergency Services is responsible to the Town Council and Disaster Council per Chapter No. 8 of the Town of Apple Valley's Municipal Code. The Director of Emergency Services has the overall responsibility for the implementation of the Emergency Operations Plan (EOP).

The Director of Emergency Services/EOC Director is supported by the Emergency Management Organization and has overall responsibility for:

- Organizing, staffing, and operating the Emergency Operations Center (EOC).
- Operating communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services, and operations.
- Directing overall operations.



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- Obtaining support for the Town of Apple Valley and providing support to other jurisdictions as required.
- Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- Collecting, evaluating, and disseminating damage assessment and other essential information; and
- Providing status and other reports to the San Bernardino County Operational Area via the Emergency Services Coordinator.

Roles and responsibilities of individual Town Departments, other levels of government, private sector, non-governmental organizations, Individuals and households are described below to further clarify the Town's emergency management structure:

Town Departments

Town Council

Responsibilities include:

- Communicate with other Elected Officials.
- Consult with and assist in making important decisions with the Director of Emergency Services that might affect overall policy direction.
- Assist with the dissemination of public information; and
- Proclaim the existence of a local emergency.

Government Services Office

Responsibilities include:

- Support the Town Manager as the Emergency Services Coordinator.
- Provide a secure and safe place for all vital records of the Town.
- Must be present at Town Council meetings and is responsible for recording the minutes.
- Assist with the Local Emergency Proclamation and Resolution process.
- Advise San Bernardino County Office of Emergency Services (County OES) of the emergency and maintain contact throughout the event.
- Coordinate the Disaster Service Workers (DSWs) volunteers.
- Process unaffiliated volunteers as Disaster Service Workers (DSWs).

Economic/Community Development

Responsibilities include:

- Inspect and post as necessary all damaged buildings, both public and private, and determine if they are safe or if they should be evacuated.
- Estimate the extent of damage / cost of repair of structures.



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- Assist in the Preliminary Damage Assessment (PDA) with Local, State, and Federal organizations to determine losses and recovery needs.
- Assist with the review and permit process of the repair or replacement of damaged structures, both public and private.

Parks & Recreation

Responsibilities include:

- Employees assist in the opening and operation of the Apple Valley shelter(s) – congruent upon the arrival of the ARC for operation relief.
- Provide any necessary resources (e.g. personnel, equipment, and facilities).
- Assist in any transportation needs (e.g. buses, vans, sedans, and trucks).

Engineering/Building and Safety/Code Enforcement

Responsibilities include:

- Conduct a damage assessment of the Town signal system.
- Conduct a damage assessment of all Buildings to include non-government buildings (i.e. businesses, residences, etc.) as needed.
- Assist in determining safe evacuation routes.
- Assist with inspections and/or liaison with utility companies; and
- Assist with damage surveys within the Town.

Fire Protection District

Responsibilities include:

- Respond to all types of fires, including structure, vegetation, and those involving vehicles or aircraft.
- Assist with medical aid for injuries or medical conditions.
- Respond to all types of hazardous materials spills, exposures, and releases; and
- Assist with rescues such as swift water, steep terrain, vehicle collisions, confined spaces, and structural collapses.
- Coordinate emergency response with all departments and agencies involved with the event.
- Identify the need and request mutual aid.

Human Resources

Responsibilities include:

- Maintain current addresses and telephone numbers of all Town employees.
- Assist with the Employee Message Center where employees or their families may call in or receive status reports.
- Manage questions and problem solving in the areas of health benefits.



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- Collect paperwork on damaged Town facilities.
- Process claims for injuries to emergency responders who are Town employees; and
- Act as liaison with contracted third-party administrator for workers compensation and risk liability for Town employees.

Management Services

Responsibilities include:

- Activate and support all activities in the Emergency Operations Center (EOC).
- Dissemination of accurate and timely emergency public information and warning to the public.
- Financial support, response, and recovery for the emergency/disaster.
- Support the response effort and the acquisition, transportation, and mobilization of resources.
- Oversee the procurement and allocation of supplies and materials not normally provided through mutual aid channels.
- Ensure the payroll, accounts payables, and revenue collection process continues; and
- Collection, sorting, tracking, and distribution of donations.

Police Department

Responsibilities include:

- Protect lives, property, and the environment.
- Access and perimeter control.
- Evacuation of threatened populations to safe areas.
- Dissemination of accurate and timely emergency public information and warning to the public.

Public Works

Responsibilities include:

- Coordinate emergency response with all departments and agencies involved with the event.
- Provide assistance with barricades, sandbags, road closures, debris removal, emergency road repair, traffic control, and damage surveys and assessments of roadways and facilities.
- Eliminate an immediate threat to lives or public health and safety.
- Take protective measures to minimize damage to private and public facilities.
- Demolition and removal of public and private buildings and structures that pose an immediate threat to the safety of the general public.



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- Tracking through documentation of all emergency activities; and
- Provide technical assistance and/or equipment within their capability for the Town and other jurisdictions within the State in accordance with the Public Works Mutual Aid Agreement.

County Government / Operational Area

The California Emergency Services Act designates each county as an Operational Area (OA) to coordinate emergency activities and resources of its political subdivisions. The governing bodies of political subdivisions within each county coordinate to establish the lead agency for the OA. The operational area lead agency serves as a coordinating link between the local government level and the regional level of State government. OA responsibilities involve coordinating with the jurisdictions and organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

State Government

During a state of war emergency, a state of emergency, or a local emergency, the CalOES Secretary coordinates the emergency activities of all State agencies in connection with such emergency and has the authority to use any State government resource to fulfill mutual aid requests or to support emergency operations. CalOES operates the California State Warning Center (CSWC) 24-hours a day to receive and disseminate emergency alerts and warnings. When needed the State Operations Center (SOC) and Regional Emergency Operations Centers (REOCs) are activated to coordinate emergency management information and resources. CalOES also coordinates the delivery of Federal grant programs under Presidential declarations of emergency and major disaster.

Federal Government

The Federal government supports emergency management throughout the nation and in California by providing tools, resources, and guidance to support California's emergency management system. When an emergency occurs that exceeds, or is anticipated to exceed resources located within the State, or when Federal departments or agencies acting under their own authorities are partners in the unified command for an emergency, the Federal government will implement the National Response Framework (NRF) to access Federal department and agency capabilities, organized the Federal response and ensure coordination with all response partners.

Private Sector

Private sector organizations play a key role before, during, and after an emergency. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the Town must work seamlessly with businesses that provide water, power, communication, networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent.

Nongovernmental Organizations

Nongovernmental organizations (NGOs) play extremely important roles before, during, and after an emergency. For the Town of Apple Valley, NGOs assist with providing



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sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

Individuals and Households

Although not formally a part of the Town's emergency operations, individuals, and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes.
- Preparing emergency supply kits and household emergency plans.
- Monitoring emergency communications carefully.
- Volunteering with established organizations, like CERT (Community Emergency Response Team), ECS (Emergency Communications Services), and FADD (Friends of Animals During Disasters); and
- Enrolling in emergency response training courses.

3.2 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) BASED EMERGENCY ORGANIZATION

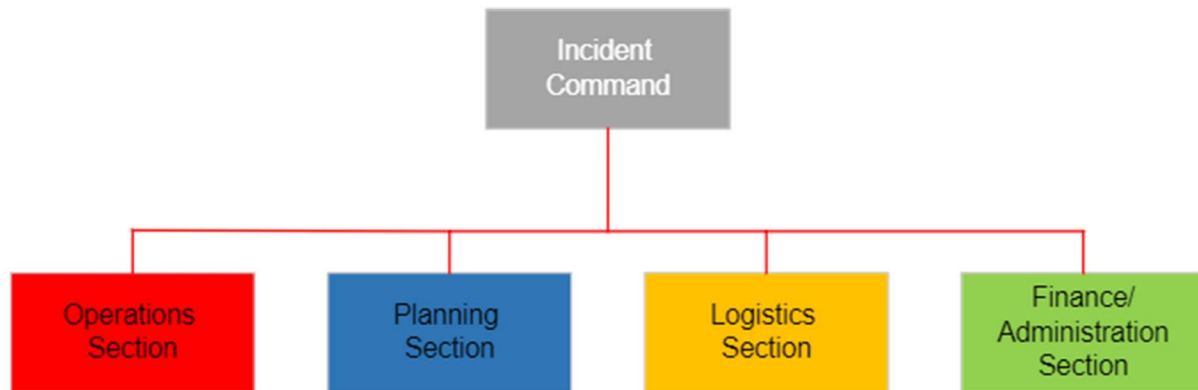
SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five functions identified below. These functions must be applied at each level of the SEMS organization.

- 1) **Command/Management:** Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels. Command and Management are further discussed below:
 - a) **Command:** A key concept in all emergency planning is to establish command and tactical control at the lowest level that can perform that role effectively in the organization. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives. The IC must respond to higher authority. Depending upon the incident's size and scope, the higher authority could be the next ranking level in the organization up to the agency or department executive. This relationship provides an operational link with policy executives who customarily reside in the Department Operations Center (DOC) or EOC, when activated.
 - b) **Management:** The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, priority setting and resource management. Within the EOC, the Management function:



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- i) Facilitates multiagency coordination and executive decision making in support of the incident response;
 - ii) Implements the policies established by the governing bodies;
 - iii) Facilitate the activities of the Multiagency (MAC) Group.
- 2) **Operations:** Responsible for coordinating and supporting all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's Action Plans (AP). At the Field Level, the Operations Section is responsible for the coordinated tactical response directly applicable to, or in support of the objectives in accordance with the Incident Action Plan (IAP). In the EOC, the Operations Section Coordinator manages functional coordinators who share information and decisions about discipline-specific operations.
- 3) **Logistics:** Responsible for providing facilities, services, personnel, equipment, and materials in support of the emergency. Unified ordering takes place through the Logistics Section Ordering Managers to ensure controls and accountability over resource requests. As needed, Unit Coordinators are appointed to address the needs for communications, food, medical, supplies, facilities, and ground support.
- 4) **Planning/Intelligence:** Responsible for the collection, evaluation and dissemination of operational information related to the incident for the preparation and documentation of the IAP at the Field Level or the AP at an EOC. Planning/Intelligence also maintains information on the current and forecasted situation and on the status of resources assigned to the emergency or the EOC. As needed, Unit Coordinators are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization.
- 5) **Finance/Administration:** Responsible for all financial and cost analysis aspects of the emergency and for any administrative aspects not managed by the other functions. As needed, Unit Leaders are appointed to record time for incident or EOC personnel and hired equipment, coordinate procurement activities, process claims and track costs.



EMERGENCY FUNCTIONS

The California State Emergency Plan establishes the California Emergency Functions (CA- EFs), which consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all phases of emergency management. The California Emergency Functions were designed to bring together discipline-specific stakeholders at all levels of government to collaborate and function within the four phases of emergency management. The EFs consist of an alliance of agencies, departments, and other stakeholders with similar functional responsibilities. This grouping allows each EF to collaboratively mitigate, prepare for, cohesively respond to and effectively recover from an emergency.



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Table 1.1 California Emergency Functions

CA-EF Title		Definition	Lead Agency
1	Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents.	Town of Apple Valley – Public Works Department
2	Communications	Provides resources, support, and restoration of government emergency telecommunications, including voice and data.	Town of Apple Valley – Information Technology Department & PIO
3	Construction & Engineering	Organizes capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support.	Town of Apple Valley – Engineering & Building and Safety Department
4	Fire & Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.	Apple Valley Fire Protection District
5	Management	Coordinates and resolves issues among the CA-EFs in the four phases of emergency management to ensure consistency in the development and maintenance of the EOP annexes. During emergencies, serves in an advisory capacity for the Town to the EOC Director.	Town of Apple Valley - Department of Government Services



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CA-EF Title		Definition	Lead Agency
6	Care & Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.	Town of Apple Valley Department of Government Services & American Red Cross (once center established)
7	Resources	Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.	Town of Apple Valley – EOC Management Section Purchasing Division
8	Public Health & Medical	Coordinates Public Health and Medical activities and services in support resource needs for preparedness, response, and recovery from emergencies and disasters.	San Bernardino County – Public Health Department
9	Search and Rescue	Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons that may involve criminal acts and water rescues.	San Bernardino County Sheriff's Department – Apple Valley Fire Protection District
10	Hazardous Materials	Coordinates resources and supports the responsible agencies to prepare for, prevent, minimize, assess, mitigate, respond to and recover from a threat to the public or environment by actual or potential hazardous materials releases.	Apple Valley Fire Protection District
11	Food & Agriculture	Coordinates activities during emergencies impacting the agriculture and food industry and supports the recovery of impacted industries and resources after incidents.	San Bernardino County – Agriculture Weights & Measures



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CA-EF Title		Definition	Lead Agency
12	Utilities	Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and telecommunications.	Town of Apple Valley – Public Works Department
13	Law Enforcement	Coordinates law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner’s Mutual Aid Plans.	Apple Valley Police Department
14	Long-Term Recovery	Supports and enables economic recovery from the long-term consequences of extraordinary emergencies and disasters.	Town of Apple Valley – Town Manager’s Office
15	Public Information	Supports the accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector, the local populace, and the special needs population.	Town of Apple Valley – Public Information Department
16	Evacuation	Supports the safe evacuation of persons, domestic animals and livestock from hazardous areas.	Apple Valley Police Department
17	Volunteer & Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state response.	Town of Apple Valley Department of Government Services & Parks and Recreation Department & Non-Profit Entities.



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California Emergency Functions	Town Council	Town Manager's Office	Government Services Office	Community Development	Community Services	Engineering	Fire Protection District	Human Resources	Information Technology	Management Services	Police Department	Public Works	San Bernardino County – Public Health	San Bernardino County – Sheriff's	San Bernardino County – Agriculture Weights & Measures	American Red Cross	Apple Valley Unified School District	Victor Valley transit Authority	Utilities	Water Districts
1 Transportation					S		S				S	P		S			S	S		
2 Communication							S				S	S		S						S
3 Construction & Engineering		—		P		S						S								S
4 Fire & Rescue Management	S	P	S	S	P	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S
6 Care & Shelter Resources			P		S		S	S			S	S	S	S	S	S	S	S		
7 Resources		S					S	S		P	S	S		S						
8 Public Health & Medical							S				S		P	S		S				
9 Search & Rescue							S				S	S		P		S				
10 Hazardous Materials							P				S	S	S	S		S				
11 Food & Agriculture Utilities				S			S				S		S	S	P					S
12 Utilities						S			S			P								S
13 Law Enforcement											P	S		S						
14 Long Term Recovery	S	P	S	S	S	S	S	S	S	S	S	S							S	S
15 Public Information	S	S	S		S		S	S	S	P	S	S		S						
16 Evacuation							S				P	S	S	S		S	S	S		
17 Volunteers & Donations Management					S		S			P	S			S		S				

P= Primary S=Support

California Emergency Function Matrix



Section 4

Concept of

Operations



4 CONCEPTS OF OPERATIONS

General

The Emergency Operation Plan addresses major emergencies as well as large-scale disasters, such as earthquakes. Some emergencies will be preceded by a warning period, providing sufficient time to warn the public and reduce the loss of life, property damage, and effects on the environment. Other emergencies occur with little or no warning, thus requiring immediate activation of the Emergency Operations Plan. All Town departments and Emergency Operations staff must be prepared to respond to any foreseeable emergency promptly and effectively, taking all appropriate actions.

The process of emergency management involves **five phases**:

1. Prevention
2. Preparedness
3. Response
4. Recovery
5. Mitigation

Prevention Phase

The prevention phase includes actions taken to avoid an incident or to intervene and stop an incident from occurring. This involves actions taken to protect lives and property. It also involves applying intelligence and other information to a range of activities that may include such countermeasures as:

- Deterrence operations
- Heightened inspections
- Improved surveillance; &
- Interconnections of health and disease prevention among people, domestic animals, and wildlife.

Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency. These activities develop the Town of Apple Valley's capabilities and effective response to a disaster. To assist with preparedness, emphasis is on emergency planning, training, exercises, and public awareness programs.

Emergency planning includes the development of Standard Operating Guides (SOGs) detailing departmental personnel assignments, notification rosters, and resource lists. EOC Position Notebooks with EOC responsibilities and action check lists have also been developed. In the event of an emergency, the SOP's and the EOC Position Notebooks are designed to be used as a checklist by those who are trained to work a designated position as well as those who are not familiar with a particular emergency function. All emergency operations staff should become acquainted with the SOPs, EOC Position Notebooks, Town emergency policies, notification rosters, and resource lists which are distribute to employees.



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Events that may trigger increased readiness are:

- Issuance of a credible long-term earthquake prediction; A flood or severe winter storm advisory.
- Conditions conducive to wildfires, such as the combination of high heat, strong winds, and low humidity.
- Wind surge.
- An expansive hazardous materials incident.
- An outbreak of disease activity.
- A rapidly deteriorating International situation that could lead to an attack upon the United States.
- Information or circumstances indicating the potential for acts of violence, terrorism, or civil unrest; or
- Pandemic events.

Response Phase

The response phase includes initial response and extended response activities. Upon the acknowledgement of a warning, or the observation that an emergency is imminent or likely to occur, the Town of Apple Valley will initiate actions to increase its readiness. During this phase, the priority is to save lives and to minimize the effects of the emergency or disaster.

The Town's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of an emergency or disaster. Field responders will use the Incident Command System (ICS). Some examples of initial response activities include:

- Brief the Town Manager and key officials or employees on the situation.
- Disseminate warnings, emergency public information, and instructions to the citizens of Apple Valley.
- Conduct evacuations and/or rescue operations: Care for displaced persons and treat the injured.
- Conduct initial damage assessments and surveys.
- Assess the need for mutual aid assistance.
- Restrict movement of traffic and people.
- Establish Unified Command(s).
- Coordinate with State and Federal agencies working in the field; and
- Develop and implement incident Action Plans.

The Town's extended response activities are primarily conducted in the field and coordinated by the Town of Apple Valley Emergency Operations Center (EOC). Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Examples of extended response activities include:

- Preparation of detailed damage assessments.
- Operation of mass care facilities.



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- Conduct coroner operations.
- Procure required resources to sustain operations.
- Document situation status.
- Protect, control, and allocate resources.
- Restore vital utility services.
- Document expenditures.
- Develop and implement Action Plans for extended operations.
- Disseminate emergency public information.
- Proclaim a local emergency.
- Request a gubernatorial and Federal declaration, if required, through proper channels.
- Prioritize resource allocations; and
- Inter/multiagency coordination.

Recovery Phase

Recovery comprises of steps the Town will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communications, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human need (e.g., food, clothing, and shelter).

Once stability is achieved, the Town can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved situation. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing procedures and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown extra repairs will mitigate or lessen the chances of, or damage caused by, another similar disaster in the future.

Mitigation Phase

The mitigation phase occurs both before and after emergencies or disasters. Post-disaster mitigation is part of the recovery process. This includes eliminating or reducing the impact of hazards that exist within the Town of Apple Valley. Mitigation efforts include, but are not limited to:

- Amend local ordinances and statues, such as zoning ordinances, building codes, and other enforcement codes.
- Initiate structural retrofitting measures.
- Assess tax levies or abatements.
- Emphasize public education and awareness.
- Undertake flood control project.
- Remove fuel in areas having a high potential for wildfires; and
- Assess and alter land use planning.



4.1 EMERGENCY DECLARATIONS

As necessary, the Emergency Operations Center (EOC) will be activated and EOC staff will convene to evaluate the situation and make recommendations to proclaim a local emergency. There are three (3) types of emergency proclamations possible. They are:

Local Proclamation

A Local Proclamation will usually be proclaimed for large-scale emergencies or disasters threatening the safety of the persons and property within the Town of Apple Valley. Typically, EOC staff will discuss the emergency. If warranted, Town Code – Chapter 8 authorizes the Director of Emergency Services to issue a Local Proclamation. The Town Council must formally ratify the proclamation within seven days. This Proclamation provides the Town of Apple Valley with legal authority to:

- Request the governor proclaim a State of Emergency through the proper channels (official request made through the County Administrator).
- Issue or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew.
- Exercise full power to request mutual aid from State agencies and other jurisdictions.
- Require the emergency services of any Apple Valley official or employee.
- Obtain vital supplies and equipment and, if required, immediately command the same for public use.
- Impose penalties for violation of lawful orders, and
- Conduct emergency operations without incurring legal liability for performance, or failure of performance per Article 17 of the Emergency Services Act.
- Request the Town's Purchasing Agent to make purchases as needed without the formal purchasing regulations/requirements listed in the Town of Apple Valley Municipal Code, Section 3.12 if said purchases are needed as a result of the local emergency.
- If the County of San Bernardino proclaims an emergency, it is also considered a local proclamation.

If the Director of Emergency proclaims a local emergency, the Town Council has seven (7) days to ratify. The initial proclamation, whether it's done by the Director of Emergency or Town Council, must be done within 10 days from start of incident and renewed every 60 days thereafter. Though not necessarily required, the State and County prefer a resolution to end the emergency proclamation rather than it ending by non-renewal.

State of Emergency

A State of Emergency may be proclaimed by the Governor when a Town or County declares an emergency. The Governor may also declare a State of Emergency



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when conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state.

Whenever the Governor declares a State of Emergency the following will apply:

- Mutual aid shall be rendered as needed.
- The Governor shall have the right to exercise all police powers vested in the State by the Constitution and the laws of the State of California within the designated area.
- The Governor may suspend orders, rules, or regulations of any State agency and any regulatory statute or statute prescribing the procedure for conducting State business.
- The Governor may commandeer or make use of any private property or personnel (other than media) in carrying out the responsibilities of his office; and
- The Governor may promulgate issues and enforce orders and regulations deemed necessary.

State of War Emergency

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus: All State agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of his authority as provided for in the California Emergency Services Act.

Presidential Declaration

If an emergency is beyond the ability of local and State government to manage effectively, the Governor will request Federal assistance. The Federal Emergency Management Agency (FEMA) evaluates the request and recommends an action to the White House based on the disaster, the local community, and the State's ability to recover.

The President approves the request for Federal disaster funding or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster. Following a Presidential Declaration, Federal assistance is available to supplement the efforts and resources of State and local governments to alleviate public and private sector damage and loss.



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BE IT PROCLAIMED BY THE TOWN MANAGER OF THE TOWN OF APPLE VALLEY AS FOLLOWS:

Section 1. The above recitals are true and correct and are hereby incorporated herein by this reference.

Section 2. The Town Manager of the Town of Apple Valley hereby proclaims that a local emergency now exists throughout the Town.

Section 3. During the existence of said local emergency, the powers, functions, and duties of the Director of Emergency Services and the Emergency Organization of this Town shall be those prescribed by state law, ordinances, and resolutions of this Town and by the Town of Apple Valley Emergency Plan.

Section 4. All Town Departments are hereby ordered to track costs associated with staffing, supplies, and equipment related to this emergency and to furnish the Finance Department with such information on a regular basis during the course of the emergency.

Section 5. The local emergency shall be deemed to continue to exist until its termination is proclaimed by the Town Council of the Town of Apple Valley.

Section 6. Severability. If any provision of this Proclamation or the application thereof to any person or circumstance is held invalid, such invalidity shall not affect other provisions or applications, and to this end the provisions of this Proclamation are declared to be severable.

Section 7. Effective Date. This Proclamation shall become effective immediately and shall expire on the eighth day following execution unless the Town Council takes action to ratify the proclamation.

PROCLAIMED this _____ day of _____ 20____.

Town Manager/
Director of Emergency Services
Town of Apple Valley



4.2 NOTIFICATION AND MOBILIZATION

In the event of a major emergency or disaster, a Notification System will be put into effect. It is important all employees and supervisors are aware of their position, especially in the case of assignment changes. Emergency notification and mobilization is based upon regular position assignment, not individuals. These assignments may be changed as an incident develops, or as needs are assessed. Emergency assignments allow employees to know when to respond during disaster operations and minimize the amount of phone calls necessary. This system does not affect the handling of smaller, local emergencies. These will be managed by on-duty units, mutual aid, and/or limited call-out of off-duty officers.

If employees are unable to report to their regular facility or alternate staging area, they are encouraged to report to the closest local jurisdiction to register as a Disaster Services Worker. All employees are declared to be Disaster Services Workers by Section 3100-3109 of the California Government Code.

Notification

The Fire District duty officer is the 24-hour point of contact for warnings and emergency notification of Town staff. However, initial contact may come through CONFIRE Dispatch, Chief of Police, Town Manager, Emergency Medical Services Manager, Department Heads, etc. Trained Town staff will be notified and fill the sections, as needed, to assist with the EOC activation.

Shift Change

Shifts are changed at 12-hour intervals until deactivation. The shift change allows for ½ hour overlap to brief incoming personnel.

Activation and Deactivation

Activation and Deactivation of the EOC can be called by: EOC Director (Town Manager), Assistant Town Manager, Fire Chief or Police Chief.



4.3 SEMS COORDINATION LEVELS

SEMS is the system required by California Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual

Aid Agreement and existing mutual aid systems, the Operational Area Concept, and multi-agency or inter agency coordination. SEMS is an integrated management system providing for **five Emergency Response Levels**. These levels as they relate to Apple Valley are:

1. Field – When an incident is smaller and within the capability of the Local Government, the Field Level of SEMS responds according to normal procedures, and requests resources through Local Government dispatch centers. The Local Government within the area supports Field response as needed and monitors the situation for any increase in severity that may make it necessary to open the Local Government Emergency Operations Center.
2. Local Government – Once the incident requires resources from multiple agencies at the Local Government level, the local emergency operations center may be activated at the level needed to monitor and support the field. When this happens the Local Government EOC will notify the Operational Area of its activation. Local Government can request an activation of the Operational Area EOC if it anticipates the incident will grow beyond the resource capabilities of the OA.
3. Operational Area (OA) – Operational Area Emergency Management staff typically monitor incidents in the area to anticipate if activation of the OA EOC will be needed, just as the Local Government does. If it will be necessary to respond to incoming resource requests, provide information to Cal OES, or when a trigger from Governmental Code section 8607 is met, the Operational Area Emergency Operations Center may be activated to assist with the response.
4. Region – The Region monitors activity through its Duty Officer programs and tries to anticipate the activation of the Regional Emergency Operations Center (REOC) based on the situation. This follows the same process as all other levels of SEMS. The REOC is typically activated during a major area-wide disaster where there is damage in multiple operational areas.
5. State – The State Operations Center (SOC) is activated to coordinate the response of multiple state agencies or coordinate response actions with the Federal Government. The Cal OES Warning Center is used as the monitoring arm of the State to anticipate activation of the SOC.

Multi-agency or Inter-agency Coordination

Multi-agency or inter-agency coordination is important for:

- Establishing priorities for response
- Allocating critical resources
- Developing strategies for handling multi-agency response problems



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- Sharing information; and
- Facilitating communications.

Multi-agency or Inter-agency Coordination in the EOC

Emergency response by multi-agency or inter-agency is coordinated at the EOC through:

- Representatives from the Town of Apple Valley's departments and agencies
- Representatives from outside agencies including special districts, volunteer agencies, and private organizations.
- Coordination with agencies not represented in the EOC may be accomplished through other methods of communications; and
- Involvement by all departments and agencies in the EOC action planning process is essential for effective emergency management within the Town.

Coordination with the Field Response

Communication and coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, the Apple Valley's EOC may be activated to coordinate the overall response. Incident Commanders (ICs), in the field, may communicate with the Department Operations Centers (DOCs) which in turn will communicate and coordinate with the EOC. Depending on the incident, the ICs may communicate directly with the EOC, usually to their counterpart in the Operations Section. When the EOC is directly overseeing the incident command teams, the EOC is operating in a centralized coordination and direction mode.

During multiple-incident situations within the Town, an Area Command may be established to provide for the ICs at separate locations. An Area Commander will be assigned and receive policy direction from the EOC.

Another scenario for the EOC / Area Command interaction would be the occurrence of several similar type incidents located in proximity but in different jurisdictions. A Unified Area Command may be established to oversee Incident Commands operating in general proximity to each other. The Unified Area Command would coordinate with the activated local government EOCs.

Coordination with San Bernardino County Operational Area

Coordination and communications should be established between activated local government EOCs and the Operational Area (OA). For the Town of Apple Valley, this channel is through the Emergency Services Coordinator or designee by phone, radio, or computer. The Emergency Services Coordinator will notify and communicate with San Bernardino Office of Emergency Services who serves as the County/Operational Area EOC. The OA responsibilities involve coordinating with the Town and other organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

The multi-agency coordination system (MACS) is the decision-making system used by member jurisdictions of the San Bernardino County Operational Area. Agencies and disciplines involved at any level of the SEMS organization are working together to



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facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Coordination with 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. Coordination and communications with the EOC should be established among special districts who participate in emergency response. This may be accomplished in various ways depending on the local situation. Special districts will work with the local government in their service areas to determine how best to establish coordination and communications in an emergency. If possible, the special district will have a liaison representative at the Town EOC and direct communications should be established between the special district DOC and the Town EOC.

Coordination with Private and Non-profit Agencies

Town EOCs will be a focal point for coordination of response activities with many non-governmental agencies. During an emergency, the Town of Apple Valley's will establish communication with private and volunteer agencies that provide services within the Town.

Agencies that play key role(s) in the response should have representative(s) in the EOC. Agencies that have county-wide response roles and cannot respond to numerous Town EOCs should be represented at the OA level.

If Apple Valley's EOC is unable to accommodate representatives from assisting agencies or agencies are unable to send representatives to the EOC, alternate means of communication and coordination will be established based on the emergency.



4.4 INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a nationally recognized on-scene emergency management system specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS uses a common organizational structure to effectively accomplish management of the incident by objectives.

The **five functions** of the ICS organization are command, operations, planning, logistics, and finance:

Command is responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. It includes the incident commander (IC) who is responsible for the overall management of the incident. The command function also includes the Information Officer, Liaison Officer, and Safety Officer.

Operations is responsible for the coordinated tactical response of all field operations directly applicable to or in support of the mission(s) in accordance with the Incident Action Plan. Operations develops the operations portion of the Incident Action Plan, requests resources to support tactical operations, maintains close communication with the Incident Commander, and ensures safer tactical operations. The operations function includes branches, divisions, groups, and air operations personnel.

Planning/ Intelligence is responsible for the analysis, collection, evaluation, documentation, validation and use of information about the development of the incident. The planning function includes the resource unit, situation unit, documentation unit, and demobilization unit.

Logistics is responsible for providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of the incident. The logistics function includes the supply unit, facilities unit, ground support unit, communications unit, food unit, and medical unit.

Finance is responsible for all financial and cost analysis aspects of the incident, and/or any administrative aspects not managed by the other functions. The finance function includes the time unit, procurement unit, compensation/claims unit, and the cost unit.

Principles of ICS

The system's organizational structure adapts to any emergency or incident to which emergency response agencies would expect to respond. Components of ICS are:

- Common terminology
- Modular organization
- Unified command and structure
- Consolidated action plans
- Manageable span-of-control
- Pre-designed incident facilities
- Comprehensive resource management; and



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- Integrated communications.

Common titles for organizational functions, resources, and facilities within ICS are utilized. The organizational structure is developed based upon the type and size of an incident. Staff builds from the top down as the incident grows, with responsibility and performance placed initially with the Incident Commander (IC).

At all incidents there will be five functions. Initially, the IC may be performing all five functions. Then, as the incident grows, each function may be established as a section with several units under each section.

Unified Command

Unified command structure is a unified team effort that allows all agencies with responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies.



Section 5

Emergency

Operations Center



5 EMERGENCY OPERATIONS CENTER

5.1 EMERGENCY OPERATIONS CENTER ORGANIZATION

The Town of Apple Valley Emergency Operations Center (EOC) is a centralized location for decision making regarding the jurisdiction's emergency response. The EOC is where the emergency response actions can be managed and resource allocations and responses can be tracked and coordinated with the field, Operational Area (OA), and State. The Town's Emergency Services Coordinator is responsible for the operational readiness of the EOC.

When an emergency or disaster occurs, or has the potential to occur, the jurisdiction will activate the EOC. The EOC will organize according to the SEMS functions of Management, Operations, Planning/Intelligence, Logistics and Finance/Administration and will activate those functions necessary for the emergency.

Potential SEMS EOC functions are shown below:

- 1) **Management Section:** The following activities and responsibilities are part of the Management function:
 - a) Overall EOC management
 - b) Facilitation of Multiagency Coordination System (MACS) and MAC Groups
 - c) Public information coordination and Joint Information Center (JIC) management
 - d) Information Technology Support
 - e) Provision for public safety and risk communications and policy
- 2) **Operations Section:** The following activities and responsibilities are part of the Operations function:
 - a) Transportation
 - b) Construction and Engineering
 - c) Fire and Rescue
 - d) Care and Shelter
 - e) Resources
 - f) Public Health and Medical
 - g) Hazardous Materials
 - h) Utilities
 - i) Law Enforcement
 - j) Long-Term Recovery
 - k) Evacuation
 - l) Volunteer and Donations Management



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- m) Functional needs support services
 - n) Others as needed.
- 3) **Planning/Intelligence Section:** The following activities and responsibilities are part of the Planning function:
- a) Situation Status
 - b) Resource Status
 - c) Situation Analysis
 - d) Information Display
 - e) Documentation
 - f) Advance Planning
 - g) Technical Services
 - h) Action Planning
 - i) Demobilization
- 4) **Logistics Section:** The following activities and responsibilities are part of the Logistics function:
- a) Field Incident Support
 - b) Communications Support
 - c) Transportation Support
 - d) Personnel
 - e) Supply and Procurement
 - f) Resource Tracking
 - g) Sanitation Services
 - h) Computer Support
- 5) **Finance/Administration:** The following activities and responsibilities are part of the Finance function:
- a) Fiscal Management
 - b) Timekeeping
 - c) Purchasing
 - d) Compensation and Claims
 - e) Cost Recovery
 - f) Travel Request, Forms and Claims



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<i>Department/Agency</i>	<i>Management</i>	<i>Operations</i>	<i>Planning/Intel</i>	<i>Logistics</i>	<i>Finance/Admin</i>
<i>Town Council</i>	x	x	x	x	x
<i>Town Manager's Office</i>	p	x	x	x	x
<i>Government Services</i>	x	x	x	x	x
<i>Community Development</i>	x	x	p	x	x
<i>Community Services</i>	x	x	x	x	x
<i>Engineering</i>	x	x	x	x	x
<i>Fire Protection District</i>	x	p	x	x	x
<i>Human Resources</i>	x	x	x	x	x
<i>Information Technology</i>	x	x	x	x	x
<i>Management Services</i>	x	x	x	x	p
<i>Police Department</i>	x	p	x	x	x
<i>Public Works</i>	x	x	x	p	x
<i>Key: P - Primary Responsibility</i>	<i>X- Support Role</i>				



5.2 SPECIAL DISTRICTS, PRIVATE AND NON-PROFIT AGENCIES

Depending on the size and kind of incident, involvement from special districts, utilities, volunteer organizations and/or private organizations may be necessary in Apple Valley's EOC. During EOC activations, these agencies respond to Apple Valley-focused emergencies and will coordinate and communicate directly with staff in the EOC. Ideally, the agency will provide a representative to the EOC and will serve in the Management Section to better facilitate coordination.

5.3 PRIMARY EOC AND ALTERNATE EOC

The Town of Apple Valley's primary and alternate EOC are:

Primary

Town of Apple Valley, Public Works Yard
13450 Nomwaket Rd, Apple Valley, CA

Alternate

Apple Valley Unified School District
Educational Support Center Multipurpose Room
12555 Navajo Road
Apple Valley, CA

The alternate EOC will be activated only when the primary EOC is damaged, inaccessible, and/or evacuation of EOC responders becomes necessary. When the use of the alternate EOC becomes necessary due to these circumstances, those occupying the primary EOC will be asked to relocate to the alternate EOC site. If the primary EOC is unusable before its activation, EOC responders will be asked to report to the alternate EOC site. The Logistics Section will arrange for relocation of EOC staff members to the alternate EOC. Direction and control authority will be transferred from the primary EOC to the alternate EOC when necessary, by the Director of Emergency Services. All Section Chiefs will advise appropriate emergency response personnel of the transition.

In the event of a major Level 1 disaster, and local multi-agency emergencies have been declared, the use of the Alternate EOC location for enhanced communication may be appropriate. This determination will be made by the Director of Emergency Services and information distributed through the mass notification process.

5.4 ACTIVATION/DEACTIVATION OF EOC

Level Three EOC Activation: Level Three is a minimum activation. This level may be used for situations which initially only require a few people, e.g., a short-term earthquake prediction; alerts of storms, red flag warnings; or monitoring of a low risk planned event. At a minimum, Level Three staffing consists of the EOC Director. Section Coordinators and a situation assessment activity in the Planning and Intelligence Section may be included in this level. Other members of the organization could also be part of this level



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of activation, e.g., the Communications Unit, from the Logistics Section, or an Information Officer.

Level Two EOC Activation: Level Two activation is normally achieved as an increase from Level Three or a decrease from Level One. This activation level is used for emergencies or planned events that would require more than a minimum of staff but would not call for a full activation of all organization elements, or less than full staffing. One person may fulfill more than one SEMS function. The EOC Director, in conjunction with the General Staff, will determine the required level of continued activation under Level Two, and demobilize functions or add additional staff to functions as necessary based upon event considerations. Representatives of the EOC from other agencies or jurisdictions may be required under Level Two to support functional area activations.

Level One EOC Activation: Level One activation involves a complete and full activation with all organizational elements at full staffing. Level One would normally be the initial activation during any major emergency.

The numbering sequence of EOC staffing progression is established in the SEMS guidelines and is opposite of the NIMS numbering sequence. Given that the SEMS guideline has been in place since the inception of NIMS, the State Emergency Plan recommends continuing the sequence as established in the SEMS guidance documents.

Depending on the nature of the emergency, the Director of Emergency Services or designee may activate the Town of Apple Valley's EOC.

How to activate the EOC

1. Contact the Town Manager. Identify yourself and provide the nature and magnitude of the emergency/disaster. Provide a call-back confirmation phone number if requested.
2. Designate and contact personnel using the various call-out systems in place to set up and staff the EOC.
3. Begin documenting information on the incident.
4. Send mass notification to all parties on EOC activation list that EOC has been activated, the level of the activation and the EOC location. The EOC primary location will be the main site; however, in the event of a major Level 1 disaster, where ALL Apple Valley entities are under alert, the use of the Alternate EOC location may be feasible. This determination will be made by the Director of Emergency Services and information distributed through the mass notification process.
5. Notify San Bernardino County OES that Apple Valley's EOC has been activated.



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

WHEN TO ACTIVATE THE EOC AND LEVELS OF ACTIVATION

Town of Apple Valley – EOC Activation Guideline		
Event/Situation	Activation	Minimum Staffing
<ul style="list-style-type: none"> - Severe weather advisory - Minor earthquake 4.0 – 4.9 magnitude - Flood watch - Planned event (such as parade, sports event, political) 	Monitoring	<ul style="list-style-type: none"> - Emergency Services Coordinator (remotely or EOC) - Department Staffing
<ul style="list-style-type: none"> - Severe weather - Small incidents involving two or more departments - Localized flooding 	Three	<ul style="list-style-type: none"> - Emergency Services Coordinator (remotely or EOC) - Department Staffing - DOC (maybe)
<ul style="list-style-type: none"> - Moderate earthquake (5.0 – 5.9) - Wildfire affecting developed area - Major wind or rainstorm - Two or more large incidents involving two or more departments / agencies 	Two	<ul style="list-style-type: none"> - EOC Director - Emergency Services Coordinator - Section Chiefs - Branch & Units as needed - Liaison Representatives as appropriate - DOC
<ul style="list-style-type: none"> - Major Town or regional emergency, multiple departments with heavy resource involvement - Major earthquake (6.0 +) 	One	<ul style="list-style-type: none"> - All EOC Positions

Who can activate?

Manager

Assistant Town
 Manager

Police Chief

Fire Chief



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Deactivation

Deactivation occurs based on incident status and may occur through a gradual decrease in staffing or all at once. EOC Responders must follow deactivation procedures. Notification of deactivation must be communicated to San Bernardino County OES.



5.5 FIELD/EOC COMMUNICATIONS AND COORDINATION

Responsibility for emergency response is based on statutory authority. The emergency response is coordinated under SEMS/ICS, which provides a flexible, adaptable and expandable response organization to address all hazards of varying magnitude and complexity.

An EOC is activated to support field operations when an emergency requires additional resources, or when requested resources exceed that which is available from within the jurisdiction. Field Incident Commanders and EOCs will establish communications when the EOC is activated. Local government EOCs will establish communications with the Operational Area EOC (OAEOC). The OAEOC will communicate with the Regional Emergency Operations Center (REOC) and the REOC will communicate with the State Operations Center (SOC).

5.6 FIELD/EOC DIRECTION AND CONTROL INTERFACE

During response to minor or moderate events, jurisdictions may manage the emergency with existing resources and may or may not activate their local EOC. Personnel that are part of a field level emergency response will utilize the Incident Command System (ICS) to manage and direct on-scene operations.

The EOC Director will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. Incident Commanders (IC(s)) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the city level by the EOC Director.

It is the responsibility of the IC to communicate critical information to the EOC Director in a timely manner.



Section 6

Mutual Aid



6 MUTUAL AID

Overview

California's emergency assistance is based on a statewide mutual aid system designed to ensure that adequate support and/or additional resources are provided to a jurisdiction whenever their own resources are overwhelmed or inadequate. The basis for this system is the **California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)**, which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions (San Bernardino County), municipal corporations and public agencies to assist each other by providing resources during an emergency. This plan promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels.

The agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, Federal and State monies may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memoranda, and contracts are used, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available.

Formal mutual aid requests will follow specified procedures and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (i.e. fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

Mutual Aid Regions

To facilitate the coordination and flow of mutual aid, the State is divided into six Mutual Aid Regions. The Town of Apple Valley is in region VI.

Mutual Aid Agreements

The California Disaster and Civil Defense MMAA 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 local jurisdictions to negotiate, coordinate and prepare mutual aid agreements. Mutual aid agreements exist for law enforcement, fire, public works, medical services, and emergency managers.

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

- Law Enforcement
- Coroner
- Urban Search and Rescue
- Emergency Managers



Town of Apple Valley EMERGENCY OPERATIONS PLAN

- Public Works
- California Medical
- Care and Reception Centers

Mutual Aid Coordination

Formal mutual aid requests will follow specified procedures and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (e.g., fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

Field Level Requests: Requests for MMAA resources originate from the Field Level and are managed by the Incident Commander (IC). If the IC is unable to obtain the resource through existing local channels, the request is elevated to the next successive government level until obtained or cancelled.

Local Government Request: Local jurisdictions are responsible for the protection of life and property within the municipal geographic boundaries. The local jurisdiction where the incident occurred should assess its resource inventory and existing local agreements to determine if the requested resource is available. When locally committed resources are exhausted and mutual aid is needed, the local official will request assistance from the OA Mutual Aid Coordinator.

Operational Area Requests: The OA is a composite of its political subdivisions, (i.e. municipalities, contract cities, special districts, and county agencies). The OA Mutual Aid Coordinator assesses the availability of resources within the OA and fulfills the resource request based upon that assessment. In the event resources are unavailable at the OA level, the request is forwarded to the responsible Region Mutual Aid Coordinator to be filled.

Region Level Requests: The State is geographically divided into six Mutual Aid Regions. For Law Enforcement Mutual Aid Region I, is divided into two sub-regions. Each Mutual Aid Region is comprised of multiple Operational Areas and has a Regional Coordinator. The Region Mutual Aid Coordinator is granted the authority to coordinate the mutual aid response of discipline-specific resources within the Region to support a mutual aid request by a jurisdiction also within the Region. In the event resources are unavailable at the Region level, the request is forwarded to the State Mutual Aid Coordinator to be filled.

State Level Requests: On behalf of the Governor, the Secretary of CalOES has the responsibility for coordination of State mutual aid resources in support of local jurisdictions during times of emergency. The Secretary will analyze and coordinate the request by forwarding the request to an unaffected REOC or tasking an appropriate State agency to fill the need.



Interstate Mutual Aid

Mutual aid may also be obtained from other States. California is a member of the interstate Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form, structure and procedures for rendering emergency assistance between States. After a state of emergency declaration, California can request and receive reimbursement assistance through EMAC for other member States quickly and efficiently without issues of liability. The Secretary of Cal OES and the States' EMAC Coordinator are responsible for facilitating request for assistance pursuant to EMAC.

Volunteer and Private Mutual Aid

A significant component of our mutual aid system is through volunteer and private agencies. These include agencies such as the American Red Cross (ARC) and Salvation Army agencies who mobilize to provide assistance with mass care and sheltering. Many private agencies, churches, non-profits, and other organizations also offer to provide their assistance during emergencies. If needed, the Town may request the agency to provide a liaison to the EOC to help facilitate and coordinate mutual aid.

Mass Care and Sheltering

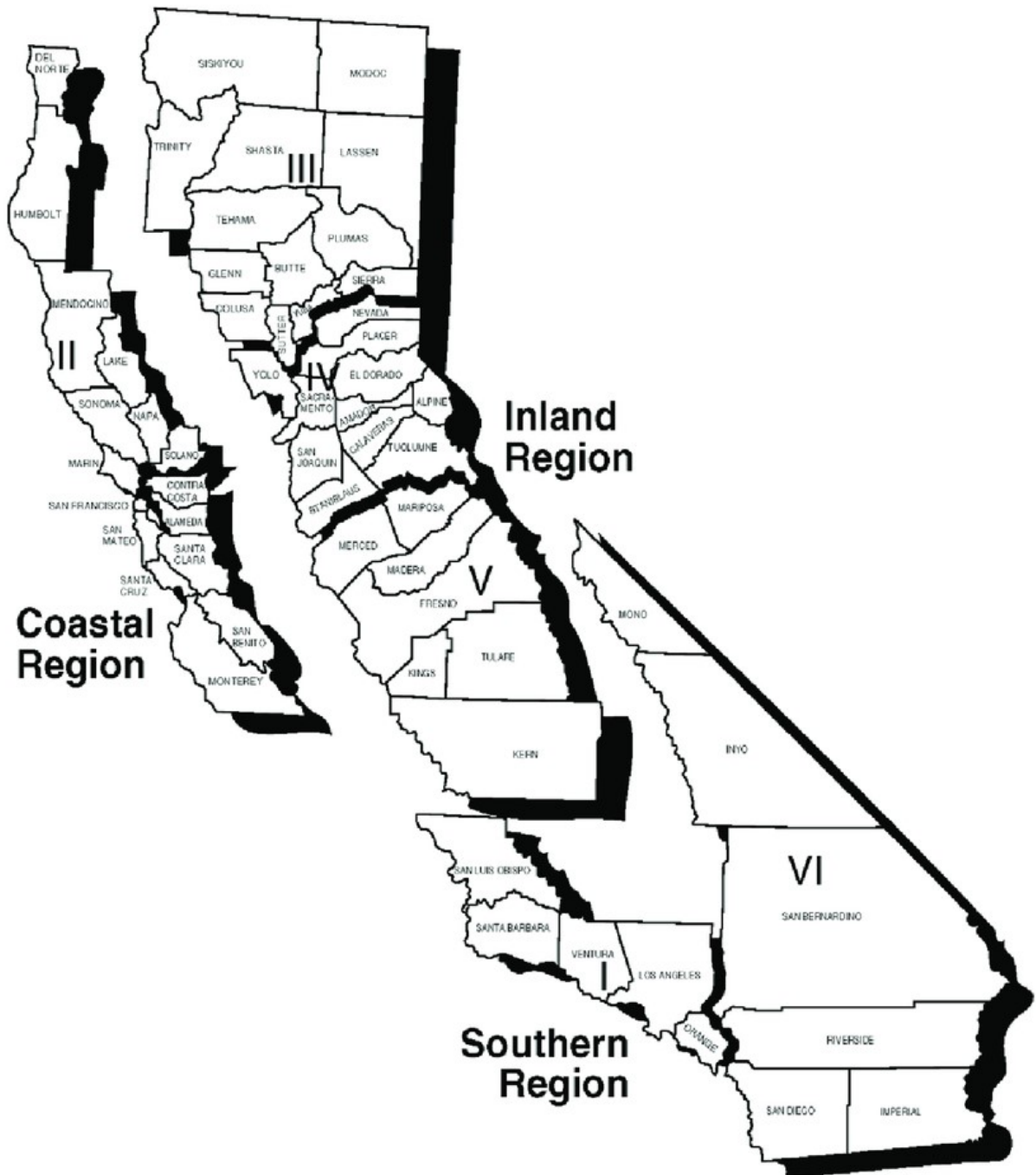
All shelters are opened in the Southern California Region as Care and Reception Centers. When evacuation warnings or orders are given to the community, in order to preserve the ability to respond to sheltering needs in a challenging environment, the Red Cross recommends that in the initial periods of evacuation, that jurisdictions open evacuation sites themselves. This will speed up availability of care for potential evacuees. On notification of potential overnight sheltering, simultaneous to the jurisdiction opening the site, the Red Cross will work to secure volunteers and equipment to deploy for overnight sheltering. The responding chapter will work with the necessary authority to find a time for Red Cross to assume overnight sheltering activities. If individuals will be staying overnight, these centers turn into short term shelters.

Mutual Aid Resource Management

It is the policy of the State that contracts and agreements for emergency response and disaster repair and restoration should be entered into by the lowest level of government. When local resources are exhausted and additional resources are required, resource requests (mission tasking) will follow an established process for ordering, tracking, mobilizing, and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled.



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Resource ordering: All resource requests, at each level, must include the following:

- Clearly describe the current situation.
- Describe the requesting resources.
- Specify the type or nature of the services the resource(s) will provide.
- Provide delivery location with a common map reference.
- Provide local contact at delivery location with primary and secondary means of contact.
- Provide the name of the requesting agency and/or OA Coordinator contact person.
- Indicate time frame needed and an estimate of duration; and
- Resource requests involving personnel and/or equipment with operations will need to indicate if logistical support is required, (e.g., food, shelter, fuel, and reasonable maintenance).

Resource directories: Each State agency and local government entity should identify sources for materials and supplies internally and externally.

Daily updates: The requesting agencies are responsible to report to CalOES the number and status of resources deployed on a mission daily.

Federal assistance: When resources are not available within the State or through existing agreements with other States, California may request assistance from the Federal government. Requests for Federal assistance during an emergency will be coordinated through the State Operations Center (SOC)



Section 7

INFORMATION

COLLECTION,

ANALYSIS, AND

DISSEMINATION



7 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Emergency Operations Centers (EOCs) are responsible for gathering timely, accurate, accessible and consistent intelligence during an Emergency. Situation reports should create a common operating picture and be used to adjust the operational goals, priorities and strategies.

To ensure effective intelligence flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate and coordinate intelligence among the affected agencies. The flow of situation reports among the levels of government should occur as:

Field: Field situation reports should be disseminated to local EOC. Local EOC: Local EOC will summarize reports received from the field, Department Operation Centers (DOCs) and other reporting disciplines and send to the Operational Area (OA) EOC.

OA EOC: The OA EOC will summarize reports received from responsible local EOC's, county fields, county DOC's and other reporting disciplines, and forward to CalOES Regional Emergency Operation Center (REOC)

REOC: The REOC will summarize situation reports received from the OAEOC, State field units, State DOCs and other reporting disciplines, and forward them to the State Operation Center (SOC).

SOC: The SOC will summarize situation reports received from the REOC, States DOCs, State agencies and other reporting disciplines, and distribute them to State officials and others on the distribution list.

Joint Field Office (JFO): When the State and Federal JFO is activated, the REOC and SOC situation reports will be assimilated into the JFO situation report. The REOC organization may be collected with the Federal organization at the JFO.

WebEOC

The Town of Apple Valley utilizes WebEOC; a crisis information management system for sharing elements of the crisis. This allows the Town to have a common operation picture, situation awareness and information coordination throughout San Bernardino County during an emergency. Apple Valley's EOC responders can share real time information with other agencies within the County which allows for a coordinated deployment of resources available to emergency managers.



Section 8

PUBLIC

INFORMATION



8 PUBLIC INFORMATION

Public information consists of the processes, procedures and systems to communicate timely and accurate information by accessible means and in accessible formats on the incident's cause, size and current situation to the public, responders and additional stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated as part of the Multiagency Coordination System across jurisdictions, agencies and organization; among Federal, State, tribal and local governments; and with the private sector and Non-Government Organizations (NGOs). Public information includes processes, procedures and organizational structures required to gather, verify, coordinate and disseminate information.

Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups with and without access and functional needs should do to increase their chances of survival and recovery.

Pre-disaster awareness and education programs are viewed as equal in importance to all other preparation for emergencies. The Town of Apple Valley places a high priority in public disaster education by providing citizens emergency training such as Federal Emergency Management Agency (FEMA) Community Emergency Response Team (CERT) training, emergency preparedness workshops, disaster preparedness presentations and amateur radio classes. In addition to the public awareness and training programs offered, the Town provides preparedness outreach through the public safety fair yearly.

Emergency Public Information

During an emergency, the Town of Apple Valley is responsible for the dissemination of information about the emergency to keep the public informed about what has happened, the actions of the emergency response agencies and to summarize the expected outcomes of the emergency actions. The EOC's Public Information Officer's (PIO) primary role is to disseminate emergency instructions and critical information to the media and the public.

Joint Information Center

To facilitate multi-agency public information communications and coordination, Apple Valley's PIO may activate a Joint Information Center (JIC). A JIC is activated when multiple agencies need to collaborate to provide timely, useful and accurate information to the public.



Section 9

FUNCTIONAL

NEEDS



9 FUNCTIONAL NEEDS

Populations with access and functional needs include those members of the community that may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining, independence, communication, transportation, supervision, and medical care.

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 proficiency or are non-English speaking; or
- 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:

1. **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.
2. **Evacuation and Transportation** – Evacuation plans must incorporate disabled and older adult transportation providers to provide for the movement of people with mobility impairments and those with transportation disadvantages.
3. **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.
4. **Americans with Disabilities Act** - When shelter facilities are activated, the (jurisdiction) will ensure they accommodate the provisions of the Americans with Disabilities Act (ADA).

The Town of Apple Valley will do everything possible to educate and coordinate with people with access and functional needs. The Town has an active Community Emergency Response Team (CERT) Program that assists with public education. Some of the target groups include schools, churches, mobile home parks and other community groups. Booths are set up at community events to educate the community as a whole; emergency preparedness and response information for people with access and functional needs is always included. Functional needs support services will be provided by FEMA guidance FNSS shelter manual.



Section 10

CONTINUITY OF

GOVERNMENT



10 CONTINUITY OF GOVERNMENT

Introduction

A major disaster could destroy the ability of local government to carry out executive functions by causing death or injury to key government officials, destroying established seats of government, destroying the ability of local government to carry out executive functions, and cause the destruction of vital records. Government is responsible for providing continuity of effective leadership and authority, direction of emergency operations and management of recovery operations. The California Government Code and the Constitution of California provide the authority of State and local government to reconstitute itself in the event incumbents are unable to serve. It is particularly essential the Town of Apple Valley continue to function as a government entity.

Lines of Succession

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a disaster.

Article 15, Section 8638 of the California Government Code authorizes the governing body to appoint the following standby officers:

- Three for each member of the governing body.
- Three for the chief executive, if he/she is not a member of the governing body.

In case a standby office becomes vacant because of removal, death, resignation, or other cause, the governing body shall have the power to appoint another person to fill said office.

Standby officers shall be designated Nos. 1, 2, and 3.

Article 15, Section 8644 of the California Government Code establishes a method for reconstituting the governing body. It authorizes, should all members of the governing body, including all standby members, be unavailable, temporary officers shall be appointed to serve until a regular member or a standby member becomes available or until the election or appointment of a new regular or standby member. Temporary officers shall be appointed as follows:

- a. By the chairman of the board of supervisors of the county in which the political subdivision is located, and if he/she is unavailable.
- b. By the chairman of the board of supervisors of any other county within 150 miles of the political subdivision, beginning with the nearest and most populated county and going to the farthest and least populated, and if he/she is unavailable.
- c. By the mayor of any Town or City within 150 miles of the political subdivision, beginning with the nearest and most populated Town and going to the farthest and least populated.



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Emergency Operations Center Roles and Succession Chart

E.O.C. Role	Primary and Succession
Town Manager	1 Town Manager
	2 Assistant Town Manager
	3 Director of Municipal Services
Director of Emergency Services	1 Town Manager
	2 Fire Chief
	3 Police Chief
Assistant Director of Emergency Services	1 Director of Government Services
	2 Fire Division Chief
	3 Police Lieutenant
Fire Chief	1 Fire Chief
	2 Fire Division Chief
	3 Fire Duty Officer
Police Chief	1 Police Captain
	2 Police Lieutenant
	3 Police Sergeant
Department of Government Services	1 Assistant Town Clerk
	2 Administrative Analyst
	3 Deputy Town Clerk
Building and Safety/Engineering	1 Building Official
	2 Town Engineer
	3 Deputy Town Engineer
Community Development	1 Assistant Town Manager
	2 Analyst 2
	3 Analyst 1
Administrative Services	1 Human Resources Manager
	2 Human Resources Assistant
	3 Human Resources Administrative Assistant
Public Information	1 Public Information Officer
	2 Public Information Specialist
	3 Police Public Information Officer
Finance	1 Director of Finance
	2 Finance Manager
	3 Senior Accountant
Public Works	1 Public Works Director
	2 Public Works Manager
	3 Public Works Supervisor



Town of Apple Valley
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Emergency Services Director Lines of Succession

In cases where the Town Manager cannot be contacted, an alternate Director of Emergency Services should be contacted. The alternate Directors of Emergency Services are:

First Alternate: Assistant Town Manager

Second Alternate: Fire Chief

Third Alternate: Police Chief

(The individual who serves as Acting Director shall have the authority and powers of the Director and will serve until the Director is again able to serve, or until a successor has been appointed by the Town Council.)

10.1 ALTERNATE GOVERNMENT FACILITIES

When government offices are not operable because of emergency conditions, the temporary seat of government will be selected from public buildings remaining that offer maximum security and safety. The primary and alternate locations are listed below:

Primary Seat of Government

Town Council Chambers
14955 Dale Evans Parkway
Apple Valley, CA. 92307

Alternate Seat of Government

Mojave Water Agency
13846 Conference Center Drive
Apple Valley, CA. 92307

10.2 VITAL RECORD RETENTION

For the Town of Apple Valley, the Town Clerk's Office is responsible for the preservation and protection of the Town's vital records. 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. Records of this type would include authorizing legislation, land use, infrastructure engineering drawings, payroll, accounts receivable, and licenses.
- Conduct emergency response and recovery operations. Records of this type would include utility system maps, locations of emergency supplies, and equipment, emergency operations plans and procedures, and personnel rosters.
- Reestablish normal governmental functions and protect the rights and interests of government. Records of this type would include the municipal code, minutes, resolutions, official proceedings, and financial records of the Town.



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

Vital records for the Town of Apple Valley are printed on acid free paper and stored in a vault within the Town.



Section 11

RECOVERY

OVERVIEW



11 RECOVERY OVERVIEW

Recovery involves the restoration of services to the public and returning the affected area(s) to pre-emergency conditions. As the immediate threat to life, property, and the environment subsides, the rebuilding of Apple Valley will begin through various recovery activities. Typically, recovery activities will 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 Town. Examples of recovery activities include:

- Restoration of utilities.
- Apply for State and Federal assistance programs.
- Provide public assistance information for disaster assistance.
- Conduct hazard mitigation analyses.
- Identify residual hazards; and
- Determine and recover costs associated with response and recovery.

Short-term Recovery

Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid and orderly debris removal and coordinated restoration of essential services (electric, water and sanitary systems). Short-term recovery operations will include all the agencies participating in the Town's disaster response. Structures that present public safety threats will be demolished and abated during short-term recovery operations.

Long-term Recovery

Long-term recovery continues the short-term recovery actions but focuses on community restoration. Long-term recovery may continue for a number of months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the changes that result from a major disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate risks after a major incident.

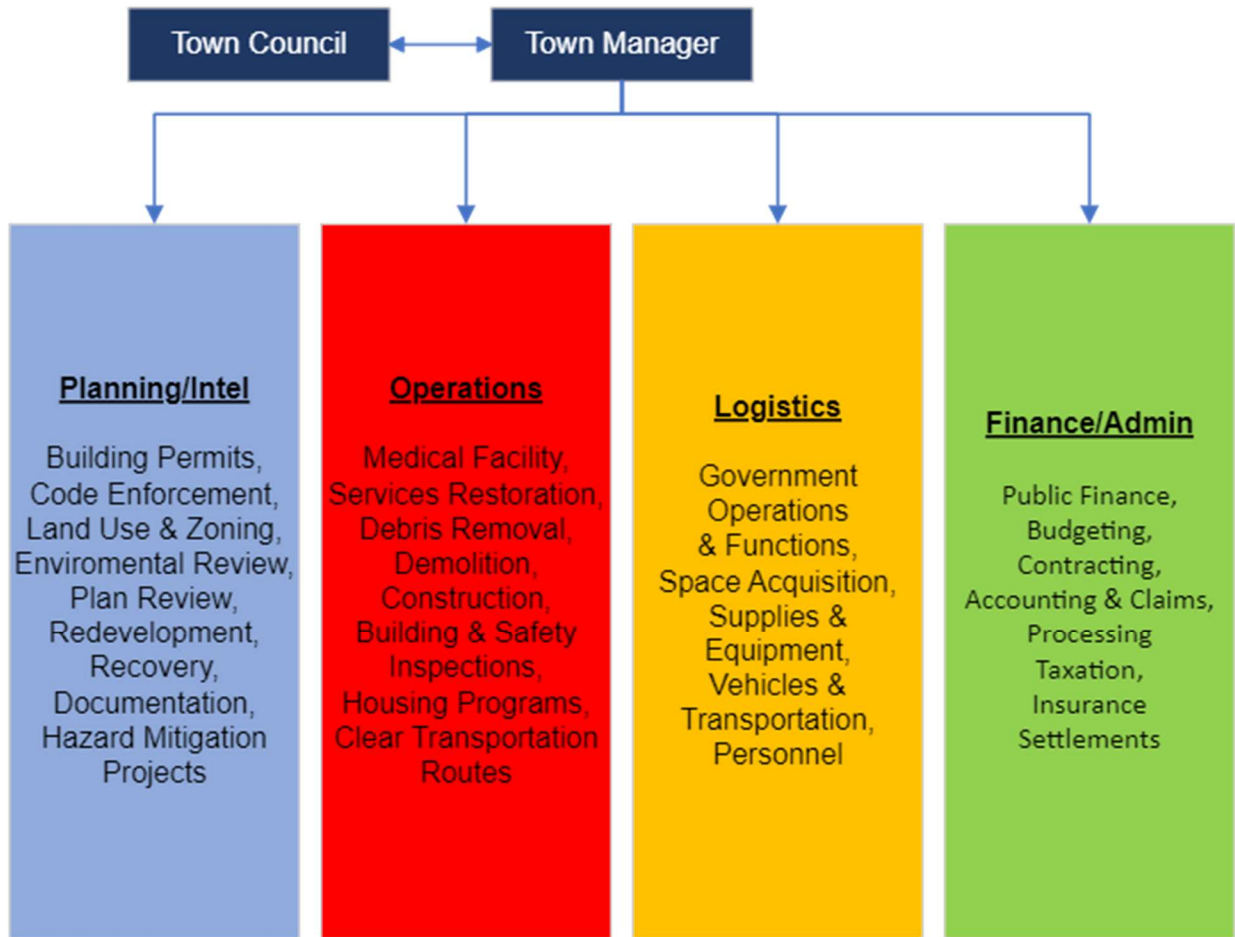
11.1 RECOVERY ORGANIZATION

Town of Apple Valley

For the Town of Apple Valley, recovery operations will be directed through the Town Manager's Office. Recovery activities will be coordinated and managed by the Town Manager and the Emergency Services Coordinator with the assistance of other designated Town representatives. Below is a basic organizational diagram of recovery activities and the responsible EOC Sections:



Town of Apple Valley
EMERGENCY OPERATIONS PLAN



Individuals and Households

Individuals and households will try to stabilize their circumstances by seeking adequate shelter, assessing damage to their property, resuming work and other regular activities, applying for Federal assistance, and obtaining insurance proceeds.

Private Sector

The private sector engages in activities necessary to resume business operation, including assessing damage, implementing continuity of business plans, caring for employees, shifting operations to temporary facilities or other locations, applying for Federal assistance, and obtaining insurance proceeds. In coordination with CalOES and local governments, businesses also play a key role in donating goods and services for the community to recover.



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Non-government Organizations

Non-government (NGO) and community-based organizations, such as the American Red Cross, will provide support to individuals and households who are displaced by a disaster and work with governmental organizations to support the transition from care and reception centers to interim housing arrangements. Community organizations active before a disaster may expand their services to meet increased needs. Such groups include churches, neighborhood health clinics and food distribution agencies. NGO and community-based organizations may provide a range of services such as donations management, emergency food, clothing and shelter, as well as support of housing reconstruction. They provide these services independently or in coordination with Federal, State and local efforts.

State

When a State of Emergency is proclaimed in the impacted counties, CalOES will lead California's recovery operations and coordinate assistance provided by other State agencies and the Federal government. When Federal assistance is required, CalOES will work together with FEMA and other Federal agencies to ensure effective delivery of services.



11.2 RECOVERY DAMAGE ASSESSMENT

The Town of Apple Valley and the special districts will record a detailed assessment of damage during the recovery phase. This detailed assessment provides the base for determining the type and amount of State and/or Federal financial assistance available for recovery. Apple Valley's Damage Assessment Response Team(s) (DART) comprised of individuals from Engineering, Building and Safety and Code Enforcement, is responsible for the collection and submission of the detailed assessment of damage for the Town. Under Federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

- Roads.
- Water control facilities.
- Public buildings and related equipment.
- Public utilities.
- Businesses/Homes
- Facilities under construction.
- Recreational and park facilities.
- Educational institutions, and
- Certain private non-profit facilities.

11.3 RECOVERY DOCUMENTATION

The damage assessment documentation information should include the location and extent of damage and estimate of costs for debris removal, emergency work, and repairs to damaged facilities to pre-disaster condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under Federal mitigation programs.

The recovery documenting information should include the location and extent of damage, and estimates of costs for:

- Debris removal.
- Emergency work, and
- Repairing or replacing damaged facilities to a non-vulnerable and mitigated condition.
- The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be provided under Federal mitigation programs.

Documentation is essential to recovering expenditures related to emergency response and recovery operations. Documentation must begin at the field response level and continue throughout the operation of the EOC as the disaster unfolds. Included in the EOC Planning/Intelligence Section is the Documentation Branch that will coordinate the collection of all incident documentation for dissemination and filing.



Town of Apple Valley
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**AFTER ACTION/CORRECTIVE ACTION (AA/CA)
 REPORT SURVEY TEMPLATE**

For responses to
 TITLE OF EVENT

(This AA/CA Report template can be used for a declared, un-declared, or pre-planned event, an exercise, and/or training for SEMS/NIMS compliance).

Federally funded exercises: Completed AA/CA reports completed in this Word template can be attached to the Department of Homeland Security, Grants and Training, ODP Secure Portal.

Information Needed	Text goes in text boxes below.
Name of Agency:	
Type of Agency: * (Select one) * City, County, Operational Area (OA), State agency (State), Federal agency (Fed), special district, Tribal Nation Government, UASI City, non-governmental or volunteer organization, other.	
OES Admin Region: (Coastal, Inland, or Southern)	
Completed by:	
Date report completed:	
Position: (Use SEMS/NIMS positions)	
Phone number:	
Email address:	
Dates and Duration of event: (Beginning and ending date of response or exercise activities - using mm/dd /yyyy)	
Type of event, training, or exercise:* * Actual event, tabletop, functional or full-scale exercise, pre-identified planned event, training, seminar, workshop, drill, game.	
Hazard or Exercise Scenario:* *, Civil Disorder, Dam Failure, Drought, Earthquake, Fire (structural), Fire (Woodland), Flood, Landslide, Mudslide, Terrorism, Wild Fire, Winter Storm, chemical, biological release/threat, radiological release/threat, nuclear release/threat, explosive release/threat, cyber, or other/specify.	



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

SEMS/NIMS FUNCTION
EVALUATION

MANAGEMENT (Public Information, Safety, Liaison, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

FIELD COMMAND (Use for assessment of field operations, i.e., Fire, Law Enforcement, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		



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OPERATIONS (Law enforcement, fire/rescue, medical/health, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

PLANNING/INTELLIGENCE (Situation analysis, documentation, GIS, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		



Town of Apple Valley
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LOGISTICS (Services, support, facilities, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		

FINANCE/ADMINISTRATION (Purchasing, cost unit, etc.)		
	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		
If “needs improvement” please briefly describe improvements needed:		
Planning		
Training		
Personnel		
Equipment		
Facilities		



Town of Apple Valley
EMERGENCY OPERATIONS PLAN

AFTER ACTION REPORT QUESTIONNAIRE
 (The responses to these questions can be used for additional
 SEMS/NIMS evaluation)

Response/Performance Assessment Questions	yes	no	COMMENTS
1. Were procedures established and in place for responding to the disaster?			
2. Were procedures used to organize initial and ongoing response activities?			
3. Was the ICS used to manage field response?			
4. Was Unified Command considered or used?			
5. Was the EOC and/or DOC activated?			
6. Was the EOC and/or DOC organized according to SEMS?			
7. Were sub-functions in the EOC/DOC assigned around the five SEMS functions?			
8. Were response personnel in the EOC/DOC trained for their assigned position?			
9. Were action plans used in the EOC/DOC?			
10. Were action planning processes used at the field response level?			
11. Was there coordination with volunteer agencies such as the Red Cross?			
12. Was an Operational Area EOC activated?			
13. Was Mutual Aid requested?			
14. Was Mutual Aid received?			
15. Was Mutual Aid coordinated from the EOC/DOC?			
16. Was an inter-agency group established at the EOC/DOC level? Were they involved with the shift briefings?			
17. Were communications established and maintained between agencies?			
18. Was the public alert and warning conducted according to procedure?			
19. Was public safety and disaster information coordinated with the media through the JIC?			
20. Were risk and safety concern addressed?			
21. Did event use Emergency Support Function (ESFs) effectively and did ESF have clear understanding of local capability?			
22. Was communications inter-operability an issue?			



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Additional Questions

23. What response actions were taken by your agency? Include such things as mutual aid, number of personnel, equipment, and other resources. **Note: Provide statistics on number of personnel and number/type of equipment used during this event. Describe response activities in some detail.**

24. As you responded, was there any part of SEMS/NIMS that did not work for your agency? If so, how would (did) you change the system to meet your needs?

25. As a result of your response, did you identify changes needed in your plans or procedures? Please provide a brief explanation.

26. As a result of your response, please identify any specific areas needing training and guidance that are not covered in the current SEMS Approved Course of Instruction or SEMS Guidelines.

27. If applicable, what recovery activities have you conducted to date? Include such things as damage assessment surveys, hazard mitigation efforts, reconstruction activities, and claims filed.

NARRATIVE

Use this section for additional comments.



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POTENTIAL CORRECTIVE ACTIONS

Identify issues, recommended solutions to those issues, and agencies that might be involved in implementing these recommendations. Address any problems noted in the SEMS/NIMS Function Evaluation. Indicate whether issues are an internal agency specific or have broader implications for emergency management. (Code: I= Internal; R =Regional, for example, OES Mutual Aid Region, Administrative Regions, geographic regions, S=Statewide implications)

Code	Issue or Problem Statement	Corrective Action / Improvement Plan	Agency(s)/ Depts. To Be Involved	Point of Contact Name / Phone	Estimated Date of Completion

11.4 RECOVERY AFTER-ACTION REPORTS

Local officials or the EOC Director may request a formal AAR on all EOC requests. The Homeland Security exercise evaluation program (HSEEP) will be followed. Findings will be presented at the Apple Valley Disaster Meeting. Corrected action reports and improvement plans will be initiated after the AAR process is completed and approved.

SEMS regulations under Title IX, Division 2, Chapter 1, Section 2450(a) require any Federal, State, or local jurisdiction proclaiming or responding to a Local Emergency for which the governor has declared a State of Emergency or State of War Emergency shall complete and transmit an AAR to CalOES within 90 days of the close of the emergency period. Upon completion of the AAR, corrective actions are identified to make recommendations for correcting problems noted in the response/recovery effort, or during exercises and training. Depending on the level of the AAR, corrective action may encompass anything from detailed recommendations for improving individual agency plans and procedures to broader system-wide improvements. Priority corrective actions are assigned to relevant stakeholders and tracked to ensure the identified problem has been addressed.

11.5 RECOVERY DISASTER ASSISTANCE

Local Assistance Center

The Town of Apple Valley will assist individuals affected by the disaster. This may include offering disaster assistance phone numbers or provide a location for a Local Assistance Center (LAC) where affected citizens can access disaster assistance directly from various agencies. LACs are staffed with representatives of local and State agencies and NGOs and provide a convenient “one-stop shop” for disaster survivors who can access recovery



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assistance and referrals to other programs and assistance that may not be represented. The Town's objective is to provide citizens with the necessary information to help themselves recover from the disaster.

Individual Assistance (IA) Programs

Non-Governmental Organizations Assistance: Many NGOs, such as the American Red Cross, the Mennonite Disaster Services and the Salvation Army, provide recovery assistance to individuals, families, and community organizations. This may include assistance with shelter, food, clothing, and housing reconstruction.

State Assistance: The State does not have authority to offer financial assistance to private sector disaster victims under the California Disaster Assistance Act (CDAA). However, CalOES actively coordinates with Federal, State, local and NGOs to provide other types of recovery assistance to individuals, households, businesses and the agricultural community. Under the Welfare and Institutions Code, the California Department of Social Services (CDSS) is authorized to assist those who receive the maximum grant under the Federal Individuals and Households Program (IHP) and still have eligible losses as identified by the FEMA inspector. The State also has a variety of other programs and services to assist individuals, businesses, and farmers in recovering from a disaster.

FEMA Assistance: Under the Stafford Act, FEMA provides a wide range of programs for individuals and households. This assistance includes:

- ✧ **Housing Assistance:** The IHP provides financial and direct assistance to eligible homeowners and renters displaced from their pre-disaster primary residence.
- ✧ **Other Needs Assistance:** The IHP provides financial assistance for uninsured disaster related necessary expenses and serious needs, including personal property, medical, dental, and transportation expenses.
- ✧ **Additional Programs:** Other Stafford Act Programs that may be made available as a result of a major disaster declaration includes crisis counseling, disaster unemployment assistance, and legal services.

Low-Interest Loans: The U.S. Small Business Administration (SBA) provides low-interest disaster loans to homeowners, renters, businesses, and private non-profit organizations in declared disaster areas. Loans may be made for uninsured physical damage to homes, businesses, and other properties, or for economic losses. Following Presidential disaster declarations, SBA implements its program in conjunction with FEMA's IA Stafford Act programs. When a Presidential disaster declaration is not viable or warranted or does not include IA due to the scope of the disaster, it may be appropriate for CalOES to coordinate requests for SBA assistance, since this can be done independently of a FEMA declaration. To pursue SBA assistance, the damage incurred by the community must meet certain minimum thresholds.



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Agricultural Assistance: The U.S. Department of Agriculture (USDA) provides low-interest loans to farmers, ranchers, and aqua culturists for physical and/or crop production losses in areas designated a disaster by the Secretary of Agriculture. This designation may also follow a Presidential disaster declaration. As a result, the SBA may also provide economic injury disaster loans to small non-farm businesses, small agricultural cooperatives, and most private non-profit organizations of any size.

Public Assistance (PA) Programs

State Assistance: The California Disaster Assistance Act (CDAA) authorizes the State to provide financial assistance for costs incurred by local governments because of a disaster. CDAA assistance may be implemented in circumstances when local resources are exceeded but the President does not declare an emergency or major disaster under the Stafford Act. In general, the State's share of work that is eligible under CDAA is no more than 75 percent of total State eligible costs. However, funding may vary with the type of disaster at the discretion of the Legislature. There are two levels of CDAA assistance:

- ✧ **Secretary's Concurrence:** Under CDAA, the CalOES Secretary may concur with a local government request for State assistance independently of a Governor's Proclamation of a State of Emergency. A Secretary's Concurrence is limited to eligible permanent repair work. There is generally a 75%-25% cost share between State and local governments.
- ✧ **During a State of Emergency:** When the Governor proclaims a State of Emergency, both emergency and permanent work is eligible for assistance. Again, there is generally a 75%-25% cost share between State and local governments.

Federal Assistance: Under a declaration of emergency or major disaster, the President may designate certain counties in the affected areas as eligible for the Public Assistance (PA). Major assistance programs available under the Stafford Act are managed by FEMA:

- ✧ **FEMA Public Assistance Grant Program:** FEMA provides State agencies, local governments, tribal governments and certain private non-profit entities with Federal grants to cover eligible disaster recovery work on a cost-share basis. In accordance with the Stafford Act, the Federal cost share is a minimum of 75 percent. The State of California shares the remaining cost with the applicant. Eligible costs must be associated with:
 - Debris removal;
 - Emergency work necessary to save lives, protect public health and safety and protect property;
 - Restoration of damaged facilities, including buildings, equipment and Infrastructure and to pre-disaster design and function; and/or



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- Implementation of cost-effective hazard mitigation measures during repairs to damaged facilities to reduce the risk of future damage to those facilities.
- ✧ **Assistance to Tribal Governments:** In accordance with the National Response Framework, the State coordinates with impacted tribal governments within the State and initiates requests for a Stafford Act Presidential declaration of an emergency or major disaster on behalf of an impacted tribe when appropriate. Within California, tribal governments may submit Requests for Public Assistance to CalOES, which reviews the requests and submits them to FEMA. FEMA may then work directly with the tribal governments as grantees.

Non-Stafford Act Programs: The Federal government provides recovery assistance through authorities and programs outside of the Stafford Act. These programs may be implemented in conjunction with Stafford Act programs under a disaster declaration or separately. Depending on the program, the agencies may provide assistance directly to recipients or through another State agency besides CalOES. Examples include:

- ✧ **Federal Highway Administration:** Under the Emergency Relief Program, the Federal Highway Administration (FHWA) provides assistance to the Department of Transportation (Caltrans) and local governments for damage to roads, bridges and other facilities on the Federal-aid system. Caltrans implements this program on behalf of FHWA.
- ✧ **Natural Resources Conservation Service:** Under the Emergency Watershed Protection Program, the Natural Resources Conservation Service (NRCS) provides assistance to State agencies and local governments for emergency work necessary to protect life, property and public health and safety in watersheds that have been damaged by a disaster, such as a wildfire or flood.
- ✧ **U.S. Army Corps of Engineers:** Under the Rehabilitation and Inspection Program, the United State Army Corps of Engineers (USACE) provides assistance for flood fighting, emergency repair and repairs to damaged facilities. The USACE provides this assistance for levees and other flood control works that meet pre-disaster criteria for participation in the program.
- ✧ **U.S. Department of Housing and Urban Development:** The United States Department of Housing and Urban Development's (HUD) Community Development Block Grants may be requested by State, local and tribal governments for a wide range of recovery purposes.
- ✧ **Congressional Appropriations:** The U.S. Congress may make disaster-specific appropriations that allow Federal agencies to provide assistance beyond existing authorities and programs. State coordination of this assistance depends on the nature of the appropriation and the Federal agency that is charged with its implementation.



Hazard Mitigation Grant Program

The Hazard Mitigation Grant Program (HMGP) provides grants to States and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The HMGP is only available to applicants that reside within a Federally declared disaster area. Eligible applicants are:

- State and local governments
- Indian tribes or other tribal organizations;
and Certain non-profit organizations.

Although individuals may not apply directly to the State for assistance, local governments may sponsor an application on their behalf. The amount of funding available for the HMGP under a particular disaster declaration is limited. The program may provide a State with up to 7.5 percent of the total disaster grants awarded by the Federal Emergency Management Agency (FEMA). States that meet higher mitigation planning criteria may qualify for a higher percentage under the Disaster Mitigation Act of 2000. FEMA can fund up to 75 percent of the eligible costs of each project. The grantee must provide a 25 percent match.



Section 12

ADMINISTRATION

AND LOGISTICS



12 ADMINISTRATION AND LOGISTICS

12.1 ADMINISTRATION

For the Town of Apple Valley, the administrative actions prior to an emergency include:

- An established written Emergency Operations Plan (EOP) and Standard Operating Guides (SOGs).
- Track emergency services training records.
- Document drills and exercises to include the critiques; and
- Include non-government organizations in the Town's emergency planning activities.

The administrative actions during and after an emergency include:

- Maintenance of written log-type records.
- Issuance of press releases.
- Submission of status reports, requests for assistance and initial damage assessment requests to the OA EOC.
- Utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations; and
- Document recovery operations.

12.2 LOGISTICS

For the Town of Apple Valley, logistics before an emergency include:

- Acquiring and typing Town equipment.
- Stockpiling supplies.
- Designating emergency facilities, such as shelter sites.
- Establish mutual aid agreements, such as with American Red Cross; and
- Prepare a resource contact list.

Logistics during an emergency include:

- Move emergency equipment into place
- Arrange for food and transportation
- Arrange for shelter facilities
- If needed, call on mutual aid; and
- If needed, provide backup power and communications.

The Town of Apple valley will maintain a list of current contracts for equipment and supplies that might be needed during an event.



Section 13

EMERGENCY PLAN

MAINTENANCE

AND DISTRIBUTION



13 EMERGENCY PLAN MAINTENANCE AND DISTRIBUTION

The Town’s Emergency Services Coordinator is responsible for regular reviews and maintenance of the Town of Apple Valley Emergency Operations Plan (EOP). Modifications may occur as a result of post-incident critiques and/or changes to responsibilities, procedures, laws or regulations. The Emergency Services Coordinator will also be responsible for soliciting and incorporating input from persons with access and functional needs and those who serve them, into the EOP revision. The EOP shall be ADA compliant.

Revisions will be prepared, coordinated, published and distributed to all Town departments and other agencies as shown on the distribution list.

13.1 RECORD OF CHANGES

Upon final approval of the Plan, individuals will be documented on the “Record of Distribution” form and will be inserted into the Plan.

Record of changes			
Change	Date	Person Making	Summary of Change

13.2 RECORD OF DISTRIBUTION

Record of Plan			
Name & Title	Agenc	Date of Delivery	Number of



Section 14

STANDARD

OPERATING

GUIDES (SOG)

DEVELOPMENT



14 STANDARD OPERATING GUIDES (SOG) DEVELOPMENT

The Standard Operating Guides (SOGs) for the Town of Apple Valley are published separately from the Emergency Operations Plan (EOP). The SOG's will provide guidance on a variety of roles, undertakings, or tasks during an activation. They will be written as, and intended as, guides to advise departments on standard dealings during an incident.

The SOG's will be housed in their section specific folders within the EOC and include in part,

EOC Roles:

- Liaison Officer
- Public Information Office
- Information Systems
- Operations
 - Public Works
 - Building and Safety Unit
 - Utilities Liaison
- Planning & Intel
- Logistics
 - Personnel Management
 - Donations Management
 - Transportation
 - Resource Tracking

Tasks:

- Closing and reopening of Town Hall
- Traffic Control
- Evacuations
- Additional as needed,

It is the responsibility of the Town's Emergency Services Coordinator working with the various Town Departments and other agencies to update the SOGs on an as needed basis.



Section 15

Training And

Exercises



15 TRAINING AND EXERCISES

Training

Training and testing are essential to ensure emergency response personnel of all levels of government and the public are operationally ready. As part of the emergency management training curriculum, it is recommended that personnel with emergency responsibilities complete emergency management courses as described in the SEMS Approved Course of Instruction (ACI) and the NIMS integration criteria. In addition to SEMS and NIMS courses, Town of Apple Valley employees are provided EOP orientation, Disaster Service Worker training, EOC Section Specific training and other additional specialized training as available. The Town's Emergency Services Coordinator is responsible for providing and maintaining the training and testing records to demonstrate compliance with SEMS and NIMS requirements.

Exercises

Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will be used in emergency situations. The Town of Apple Valley participates in all-hazard exercises that involve emergency management/response personnel from multiple disciplines and/or multiple jurisdictions.

The Exercises should,

- Be as realistic as possible.
- Stress the application of standardized emergency management.
- Are based on risk assessments (credible threats, vulnerabilities and consequences).
- Include non-governmental organizations and the private sector, when appropriate.
- Incorporate the concepts and principals of SEMS and NIMS.
- Demonstrate continuity of operation issues; and
- Incorporate issues related to access and functional needs population.
- Exercises range from seminars and workshops to full-scale demonstrations.

Seminars/Workshops are low-stress, informal discussions in a group setting with little or no simulation. It is used to provide information and introduce people to policies, plans and procedures.

Drills/Tests are conducted on a regular basis to maintain the readiness of operational procedures, personnel, and equipment. Examples include tests of outdoor warning systems and the Emergency Alert System.

Tabletop Exercises provide a convenient and low-cost method designed to evaluate policy, plans and procedures and resolve coordination and responsibilities. Such exercises are a good way to see if policies and procedures exist to manage certain issues.



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Functional Exercises are designed to test and evaluate the capability of an individual function such as communications, public evacuation, or medical.

Full-Scale Exercises simulate an actual emergency. They typically involve complete emergency management staff and are designed to evaluate the operational capability of the emergency management system.

The Federal government, through FEMA, promulgates the Homeland Security Exercise and Evaluation Program (HSEEP), which is a standardized methodology for exercise design, development, conduct, evaluation and improvement to ensure homeland security and terrorist response capabilities are adequately tested and exercised. On a yearly basis, a HSEEP-compliant training and exercising plan is developed for the Town of Apple Valley. The Town's Emergency Services Coordinator is responsible for the creation of this plan and conducting and/or participating in various exercises throughout the year.



APPENDICES



APPENDIX 1 AUTHORITIES AND REFERENCES

Local Authorities

Apple Valley Ordinance:

- No. 03 Emergency Preparedness and Functions/Disaster Relief.
- No. 36 Disaster Council.

Apple Valley Resolution:

- No. 90-76 California Master Mutual Aid Agreement.
- No. 89-58 Registered Volunteer Disaster Service Workers.
- No. 97-44 Adoption of Standardized Emergency Management System (SEMS)
- No. 2003-20 Establish Citizen Corps Council.
- No. 2006-61 Adoption of National Incident Management System (NIMS)
- No. 2018-09 Adoption of Local Hazard Mitigation Plan.

State Authorities

- California Emergency Services Act California Disaster Assistance Act California Code of Regulations, Title 19.
- California Civil Code, Chapter 9, Section 1799.102 – Good Samaritan Liability California Disaster and Civil Defense Master Mutual Aid Agreement.

Federal Authorities

- Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended Federal Civil Defense Act of 1950 (Public Law 920) as amended.

References

- Title 44 Code of Federal Regulations National Incident Management System National Response Framework.
- Homeland Security Presidential Directive (HSPD-5) Standardized Emergency Management System Guidelines California Catastrophic Incident Base Plan: Concept of Operations California Emergency Plan.
- California Hazardous Materials Incident Contingency Plan California Law Enforcement Mutual Aid Plan.
- California Fire Service and Rescue Emergency Mutual Aid Plan Town of Apple Valley General Plan, Safety Element.
- Town of Apple Valley Hazard Mitigation Plan.



APPENDIX 2 GLOSSARY OF TERMS

Action Plan (AP): See EOC Action Plan and Incident Action Plan.

Activation: 1) Initial activation of an EOC may be accomplished by a designated official of the emergency response agency that implements SEMS as appropriate to accomplish the agency's role in response to the emergency. 2) An event in the sequence of events normally experienced during most emergencies.

After-Action Report (AAR): A report that examines response actions, application of SEMS, modifications to plans and procedures, training needs and recovery activities. After action reports are required under SEMS after any emergency that requires a declaration of an emergency. Reports must be submitted within 90 days to CalOES.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included.

Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

All-Hazards: Any incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social, or economic activities.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies of the State of California to assist each other by providing resources during an emergency. Mutual Aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other in response to any type of disaster or emergency.

California Emergency Functions (CA-EF): The California Emergency Functions are a grouping of State agencies, departments and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the State's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency. California Emergency Functions unify a broad-spectrum of

stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the State government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.



California Emergency Services Act (ESA): An Act within the California Government Code to insure that preparations within the State will be adequate to deal with natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property and the natural resources of the State and generally to protect the health and safety and preserve the lives and property of the people of the State.

Catastrophe: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

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

Command/Management: Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

Command Post: See Incident Command Post.

Command Staff: The Command Staff at the SEMS Field Level consists of the Information Officer, Safety Officer and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These officers are also found at the EOC levels in SEMS, and they report directly to the EOC Director and comprise the Management Staff. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre-delegation of emergency authority and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and non-governmental organizations as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.



Coordination: The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra-or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multiagency or Interagency coordination is found at all SEMS levels.

Coordination Center: Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber Threat: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and Internet connectivity.

Cyber Security: The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email and internet connectivity.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.

Department Operations Center (DOC): An Emergency Operations Center (EOC), specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Disaster: A sudden calamitous emergency event bringing great damage, loss or destruction.

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 Section Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, distributing, recording and safeguarding all documents relevant to an incident or within an EOC.

Emergency: Any incident(s), whether natural or manmade, 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 Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected State can request and receive assistance from other member States quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management Community: The stakeholders in emergency response in California including the residents of California, the private sector and Federal, State, local and tribal governments.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be in a more central or permanently established facility, at a higher level of organization within a jurisdiction. EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., Federal, State, regional, tribal, Town, county), or some combination thereof.

Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and equipment can include such items potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc. To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.



Emergency Response Agency: Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

Emergency Response Personnel: Personnel affiliated with or sponsored by emergency response agencies.

EOC Action Plan: The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments and supporting information for the next operational period.

Essential Facilities: Police, fire, emergency operations centers, schools, medical facilities and other resources that have a role in an effective and coordinated emergency response.

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.

Federal: Of or pertaining to the Federal government of the United States of America.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident or EOC activation.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also found at all SEMS EOC Levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, (e.g. the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet emergency management needs.

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 manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): An oral or written plan containing general objective 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. At the SEMS EOC level it is called the EOC Action Plan.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one base per incident. (Incident name or other designator will be added to the term base.) The Incident Command Post may be co-located with the Base.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command or any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the 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 Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

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, both public and private, to organize field-level incident management operations.

Information: Pieces of raw, unanalyzed data that identifies persons, evidence, events; or illustrates processes that specify the occurrence of an event. May be objective or subjective and is intended for both internal analysis and external (news media) application. Information is the “currency” that produces intelligence.

Intelligence: Product of an analytical process that evaluates information collected from diverse sources, integrates the relevant information into a cohesive package and produces a conclusion or estimate. Information must be real, accurate and verified before it becomes intelligent for planning purposes. Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

Intelligence/Investigations: Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and



prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed and when authorized.

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. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete 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 over an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., Federal, State, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

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

Liaison Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for coordinating with representatives from cooperating and assisting agencies or organizations. At SEMS EOC Levels, reports directly to the EOC Director and coordinates the initial entry of Agency Representatives into the Operations Center and provides guidance and support for them as required.

Local Government: According to Federal code 30 a county, municipality, Town, 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 entity, 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 an incident or EOC activation.

Management Staff: See Command Staff.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Center: An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, release, or reassignment.

Multiagency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multiagency Coordination Group (MAC Group): Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures and communications. Two of the most used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment,



materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

Mutual Aid Coordinator: An individual at local government, Operational Area, Region or State Level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A mutual aid region is a subdivision of CalOES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the State, consisting of two or more Operational Areas.

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

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector and non-governmental organizations to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide to how the nation conducts all-hazards incident management.

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

Officer: 1) The ICS title for the personnel responsible for the Command Staff (Management Staff at EOC) positions of Safety, Liaison and Public Information. 2) One who holds an office or post; especially one elected or appointed to a position of authority or trust in a corporation, government, institution, etc.

Operational Area (OA): An intermediate level of the State emergency organization, consisting of a county and all other political subdivisions within the geographical boundaries of the county.

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 they last 12-24 hours.

Operations Section: The section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate branches, divisions, and/or groups. At the SEMS EOC levels the section is responsible for the coordination of operational activities. The Operations Section at an EOC contains branches, groups or units necessary to maintain appropriate span of control.



Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or non- governmental organizations.

Planning Section: The section responsible for the collection, evaluation and dissemination of operational information related to the incident or EOC activities and for the preparation and documentation of the IAP or EOC action plan, respectively. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident or EOC activation.

Political Subdivisions: Includes any Town, Town and county, county, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification and equipment certification.

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. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on the incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non- governmental 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 to restore the affected area or community.

Region Emergency Operations Center (REOC): Facilities found at CalEMA Administrative Regions. REOC provides centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response 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 and assistance agreements; the use of special Federal, State, tribal and local teams; and resource mobilization protocols.

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.

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 EOP 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.

Response Personnel: Includes Federal, State, territorial, tribal, sub-State regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

Safety Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for monitoring incident operations and advising the IC on all matters



relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer may have assistants.

Section: 1) The organizational level having responsibility for a major functional area of incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration) and Intelligence/ Investigations (if established). The section is organizationally situated between the branch and the Incident Command. 2) A separate part or division as: a. A portion of a book, treatise, or writing. b. A subdivision of a chapter. c. A division of law.

Situation Report: Often contains confirmed or verified information regarding the specific details relating to the incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special District: A unit of local government (other than a Town, county, or Town and county) with authority or responsibility to own, operate and maintain systems, programs, services, or projects (as defined in California Code of Regulations (CCR) Section 2900(s) for purposes of natural disaster assistance. This may include a joint power authority established under Section 6500 et. seq. of the Code.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act establishes the programs and processes for the Federal government to provide disaster and emergency assistance to States, local governments, tribal nations, individuals and qualified private nonprofit organizations. The provisions of the Stafford Act cover all-hazards including natural disasters and terrorist events. Relevant provisions of the Stafford Act include a process for Governors to request Federal disaster and emergency assistance from the President. The President may declare a major disaster or emergency.

Staging Area: Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Standardized Emergency Management System (SEMS): A system required by California Government Code and established by regulations for managing response to multiagency and multijurisdictional emergencies in California. SEMS consists of five organizational levels, which are activated as necessary: Field response, Local Government, Operational Area, Region and State.



Standardized Emergency Management System (SEMS) Guidelines: The SEMS guidelines are intended to assist those responsible for planning, implementing and participating in SEMS.

Standardized Emergency Management System (SEMS) Regulations: Regulations establishing the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by State agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems. Regulations are found in TITLE 19. DIVISION 2. Chapter 1, Section 2400 et. Seq.

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. See Section 2 (14), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

State Operations Center (SOC): The SOC is operated by the California Emergency Management Agency at the State Level in SEMS. It is responsible for centralized coordination of State resources in support of the three CalOES Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

Strategy: The general plan or direction selected to accomplish incident objectives.

System: An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Technical Assistance: Support provided to State, tribal and local 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 or hazardous material assessments).

Technical Specialists: Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

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; 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 or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107-296, 116 Stat. 2135 (2002).

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.].

Type: 1) An ICS resource classification that refers to capability. Type 1 is 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. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

Unified Command: An ICS application used when more than one agency has 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 IAP.

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

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For purposes of 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. See 16 U.S.C. 742f(c) and 29 CFR 553.101.



APPENDIX 3 ACRONYMS LIST

AAR	After Action Report
ADA	Americans with Disabilities Act
AP	Action Plan
ARC	American Red Cross
CA-EF	California Emergency Function
CalOES	California Office of Emergency Services
CAL FIRE	California Fire
Caltrans	California Department of Transportation
CALWAS	California Warning System
CAP	Corrective Action Planning
CARES	California Animal Response in Emergency System
CCC	California Citizen Corp
CCR	California Code of Regulations
CDC	Center for Disease Control
CDAAC	California Disaster Assistance Act
CERT	Community Emergency Response Team
CHP	California Highway Patrol
CISD	Critical Incident Stress Debriefing
CLERS	California Law Enforcement Radio System
COG	Continuity of Government
COOP	Continuity of Operations
CSWC	California State Warning Center
DHS	Department of Homeland Security
DOC	Department Operating Center
DOJ	Department of Justice
DSW	Disaster Service Worker
EAS	Emergency Alert System
ECS	Emergency Communications Services
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Managers Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FIRM	Flood Insurance Rate Map
HazMat	Hazardous Materials
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation



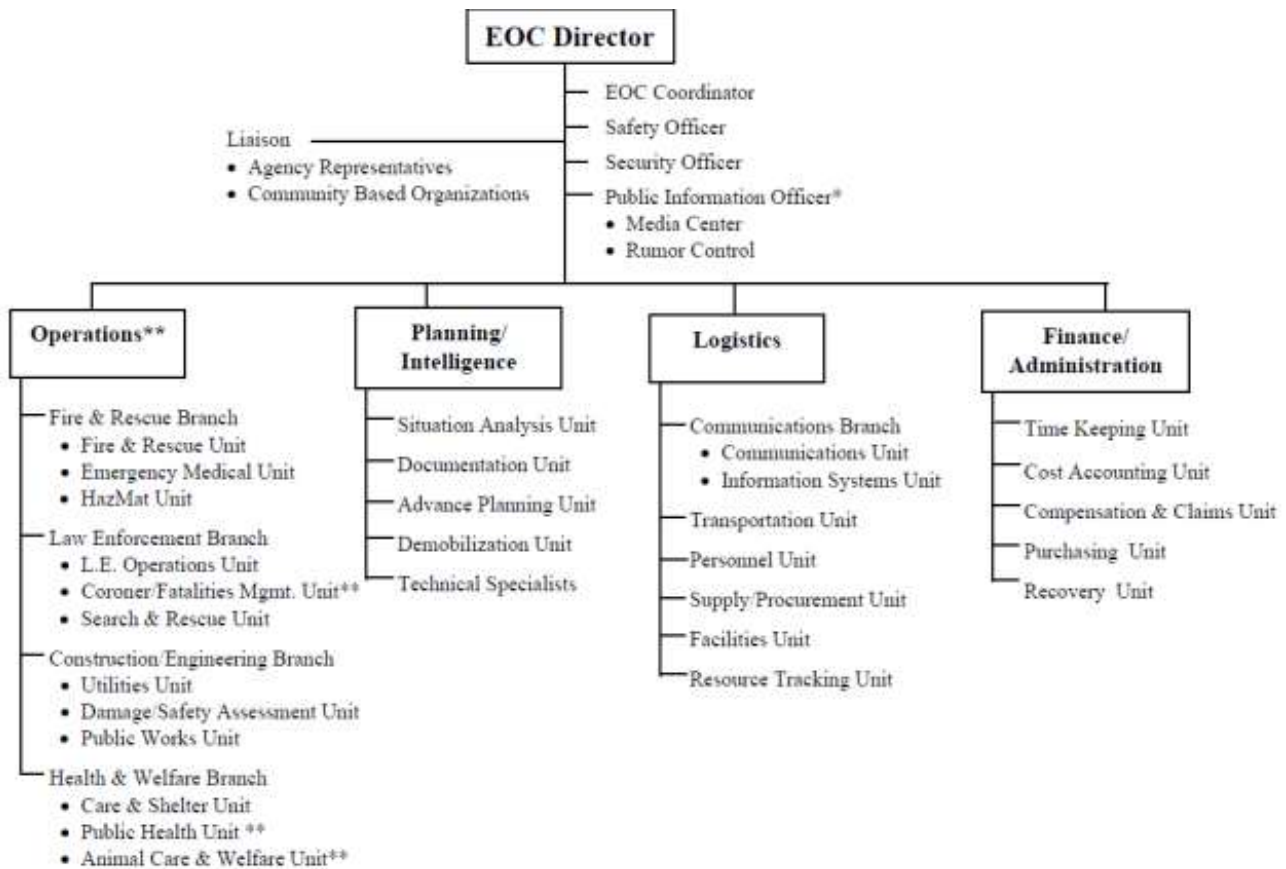
Town of Apple Valley
EMERGENCY OPERATIONS PLAN

Appendix Three
Acronyms List

IA	Individual Assistance
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
MAC	Multi-Agency Coordination
MHz	Megahertz
MMAA	California Disaster and Civil Defense Master
NAWAS	National Warning System
NDAA	Natural Disaster Assistance Act
NGO	Non-Government Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SOC	State Operation Center
SOP	Standard Operating Procedure
VOAD	Voluntary Organizations Active in Disaster
WEBEOC	Web Emergency Operation Center

APPENDIX 4 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM EOC POSITION CHECKLISTS

The following checklists are extracted from the State planning guide **SEMS Local Government EOC Position Checklists**. They are based on the Generic SEMS operating structure shown below. The EOC Director may alter this Generic structure as needed based on operational requirements.



* Public Information Functions may be organized through use of assistant information officers or as units if necessary.

** Normally coordinated by county, but a local coordinator may be designated if needed.



Generic Activation Phase:

1. Check in with the Personnel Unit (in Logistics) upon arrival at the EOC.
2. Report to EOC Director, Section Chief, Branch Coordinator, or another assigned Supervisor.
3. Set up your workstation and review your position responsibilities.
4. Establish and maintain a position log which chronologically describes your actions taken during your shift.
5. Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.
6. Ensure WebEOC is updated.

Generic Demobilization Phase:

1. Deactivate your assigned position and close out logs when authorized by the EOC Director.
2. Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
3. Be prepared to provide input to the after-action report.
4. If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation.
5. Clean up your work area before you leave.
6. Leave a forwarding phone number where you can be reached.



Management Section

EOC Director

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Establish the appropriate Staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between Emergency Response Agencies within the Operational Area. In conjunction with the General Staff, set priorities for response efforts. Ensure that all agency actions are accomplished within the priorities established.
3. Ensure that Inter-Agency Coordination is accomplished effectively within the EOC.

Activation Phase:

1. Determine appropriate level of activation based on situation as known.
2. Mobilize appropriate personnel for the initial activation of the EOC.
3. Notify Policy Group
4. Respond immediately to EOC site and determine operational status.
5. Obtain briefing from whatever sources are available.
6. Ensure that the EOC is properly set up and ready for operations.
7. Ensure that an EOC check-in procedure is established immediately.
8. Ensure that an EOC organization and staffing chart is posted and completed.
9. Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - 9.1. Operations Section Chief
 - 9.2. Logistics Section Chief
 - 9.3. Planning/Intelligence Section Chief
 - 9.4. Finance/Administration Chief
10. Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - 10.1. Liaison Officer
 - 10.2. EOC Coordinator
 - 10.3. Public Information Branch Coordinator
 - 10.4. Safety Officer



10.5. Security Officer

11. Ensure that telephone and/or radio communications with Operational Area EOC are established and functioning.
12. Schedule the initial Action Planning meeting.
12. Confer with the General Staff to determine what representation is needed at the EOC from other emergency response agencies.
13. Assign a liaison officer to coordinate outside agency response to the EOC, and to assist as necessary in establishing an Interagency Coordination Group.

Operational Phase:

1. Monitor general staff activities to ensure that all appropriate actions are being taken.
2. In conjunction with the Public Information Unit, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
3. Ensure that the Liaison Officer provides and maintains effective interagency coordination.
4. Based on status reports, establish initial strategic objectives for the Town EOC.
5. In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
6. Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed. (refer to Planning/Intelligence Section, "Action Planning Job Aid." Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section.
7. Once the Action Plan is completed by the Planning/Intelligence Section, review, approve and authorize its implementation.
8. Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
9. Conduct periodic briefings for elected officials or their representatives.
10. Formally issue Emergency Proclamation for the Town and coordinate local government proclamations with other emergency response agencies, as appropriate.
11. Brief your relief at shift change, ensuring that ongoing activities are identified, and follow-up requirements are known.



Demobilization Phase:

1. Authorize demobilization of sections, branches and units when they are no longer required.
2. Notify the Operational Area EOC, and other appropriate organizations of the planned demobilization, as appropriate.
3. Ensure that any open actions not yet completed will be managed after demobilization.
4. Ensure that all required forms or reports are completed prior to demobilization.
5. Be prepared to provide input to the after-action report.
6. Deactivate the Town EOC at the designated time, as appropriate.
7. Proclaim termination of the emergency response and proceed with recovery operations.



EOC Coordinator (ESC)

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Facilitate the overall functioning of the EOC.
2. Assist and serve as an advisor to the EOC Director and General Staff as needed, providing information and guidance related to the internal functions of the EOC and ensuring compliance with operational area emergency plans and procedures.
3. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives and conducting VIP/visitor tours of the EOC.

Activation Phase:

1. Follow Generic Activation Phase Checklist.
2. Assist the EOC Director in determining appropriate staffing for the EOC.
3. Provide assistance and information regarding section staffing to all general staff.

Operational Phase:

1. Assist the EOC Director and the General Staff in developing an overall strategic objective as well as section objectives for the Action Plan.
2. Advise the EOC Director on procedures for enacting emergency proclamations, emergency ordinances and resolutions, and other legal requirements.
3. Assist the Planning/Intelligence Section in the development, continuous updating, and execution of the EOC Action Plan.
4. Provide overall procedural guidance to General Staff as required.
5. Provide general advice and guidance to the EOC Director as required.
6. Ensure that all notifications are made to the Operational Area EOC.
7. Ensure that all communications with appropriate emergency response agencies are established and maintained.
8. Ensure that County Flash Reports and Situation Summaries are shared with team leads.
9. Assist EOC Director in preparing for and conducting briefings with Management Staff, the Town Council, the media, and the general public.
10. Assist the EOC Director and Liaison Officer in establishing and maintaining an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
11. Assist the Liaison Officer with coordination of all EOC visits.
12. Provide assistance with shift change activity as required.



Demobilization Phase:

1. Follow Generic Demobilization Phase Checklist.



Public Information Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Serve as the coordination point for all media releases.
2. Represent the jurisdiction as the lead Public Information Officer.
3. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
4. Coordinate media releases with Public Information Officers representing other affected emergency response agencies within the Operational Area as required.
5. Develop the format for press conferences, in conjunction with the EOC Director.
6. Maintaining a positive relationship with the media representatives.
7. Supervising the Public Information Branch.

Activation Phase:

1. Follow Generic Activation Phase Checklist.
2. Determine staffing requirements and make required personnel assignments for the Public Information Branch, as necessary.

Operational Phase:

1. Obtain policy guidance from the EOC Director regarding media releases.
2. Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
3. Coordinate with the Situation Status Unit and identify methods for obtaining and verifying significant information as it is developed.
4. Develop and publish a media briefing schedule, to include location, format, and preparation and distribution of hand-out materials.
5. Implement and maintain an overall information release program.
6. Continue to update shelter residents with current information either by establishing public information boards at shelter locations or verbal updates.
7. Provide written material in Spanish if it is deemed a percentage of the affected population, is Spanish speaking.
8. Establish a Media Information Center, as required, providing necessary space, materials, telephones, and electrical power.



9. Maintain up-to-date status boards and other references at the media information center.
10. Provide adequate staff to answer questions from members of the media.
11. Ensure ASL is available and present at all news conferences when the Town is the lead agency.
12. Interact with other Town EOC as well as Operational Area EOC PIOs and obtain information relative to public information operations.
13. Develop content for State Emergency Alert System (EAS) releases if available.
14. Monitor EAS releases, as necessary.
15. In coordination with other EOC sections and as approved by the EOC Director, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.
16. At the request of the EOC Director, prepare media briefings for members of the Town Council and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
17. Ensure that a rumor control function is established to correct false or erroneous information.
18. Ensure that adequate staff are available at incident sites to coordinate and conduct tours of the disaster areas.
19. Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
20. Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
21. Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
22. Monitor broadcast media, using information to develop follow-up news releases and rumor control.
23. Ensure that file copies are maintained of all information released.
24. Provide copies of all media releases to the EOC Director.
25. Conduct shift change briefings in detail, ensuring that in-progress activities are identified, and follow-up requirements are known.
26. Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.

Demobilization Phase:

27. Follow Generic Demobilization Phase Checklist.



Rumor Control Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide staffing for rumor control telephone bank.
2. Establish a "Disaster Hotline" with an up-to-date recorded message.
3. Supervise the Rumor Control Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Obtain "confirmed" disaster information.
2. Operate a telephone bank for receiving incoming inquiries from the general public.
3. Correct rumors by providing factual information based on confirmed data.
4. Establish a "Disaster Hotline" recorded message and provide updated message information periodically.
5. Refer inquiries from members of the media to the lead Public Information Officer or designated staff.
6. Monitor social media for misinformation posted by the public, etc.

Demobilization Phase:

1. Follow Generic Demobilization Phase Checklist.



Liaison Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for EOC agency representatives.
2. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
3. Ensuring that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan is provided to Agency Representatives upon check-in.
4. In conjunction with the EOC Coordinator, provide orientations for VIPs and other visitors to the EOC.
5. Ensuring that demobilization is accomplished when directed by the EOC Director.

Activation Phase:

1. Follow Generic Activation Phase Checklist.
2. Obtain assistance for your position through the Personnel Unit in Logistics, as required.

Operational Phase:

1. Contact Agency Representatives already on-site, ensuring that they:
 - 1.1. Have signed into the EOC,
 - 1.2. Understand their assigned functions,
 - 1.3. Know their work locations,
 - 1.4. Understand EOC organization and floor plan.
2. Determine if additional representation is required from:
 - 2.1. Other agencies,
 - 2.2. Volunteer organizations,
 - 2.3. Private organizations,
 - 2.4. Utilities not already represented.
3. In conjunction with the EOC Director and EOC Coordinator, establish and maintain an Interagency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.



4. Assist the EOC Director and EOC Coordinator in conducting regular briefings for the Interagency Coordination Group and with distribution of the current EOC Action Plan and Situation Report.
5. Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
6. With the approval of the EOC Director, provide agency representatives from the EOC to other EOCs as required and requested.
7. Maintain a roster of agency representatives located at the Town EOC. The roster should include assignments within the EOC (Section or Interagency Coordination Group). Roster should be distributed internally on a regular basis.
8. Follow Generic Demobilization Phase Checklist
9. Release agency representatives that are no longer required in the Town EOC when authorized by the EOC Director.



Agency Representatives

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Agency Representatives should be able to speak on behalf of their agencies, within established policy limits, acting as a liaison between their agencies and the EOC.
2. Agency Representatives may facilitate requests to or from their agencies, but normally do not directly act on or process resource requests.
3. Agency Representatives are responsible for obtaining situation status information and response activities from their agencies for the EOC.

Activation Phase:

1. Follow Generic Activation Phase Checklist.
2. Check in with the Liaison Officer and clarify any issues regarding your authority and assignment, including the functions of other representatives from your agency (if any) in the EOC.
3. Establish communications with your home agency; notify the Logistics Section Communications Unit and the Liaison Officer of any communications problems.
4. Unpack any materials you may have brought with you and set up your assigned station, request through the Liaison Officer and/or Logistics to obtain necessary materials and equipment.
5. Obtain an EOC organization chart, floor plan, and telephone list from the Liaison Officer.
6. Contact the Town EOC sections or branches that are appropriate to your responsibility; advise them of your availability and assigned work location in the EOC.

Operational Phase:

1. Facilitate requests for support or information that your agency can provide.
2. Keep current on the general status of resources and activity associated with your agency.
3. Provide appropriate situation information to the Planning/Intelligence Section.
4. Represent your agency at planning meetings, as appropriate, providing updated briefings about your agency's activities and priorities.
5. Keep your agency executives informed and ensure that you can provide agency policy guidance and clarification for the EOC Director as required.
6. On a regular basis, inform your agency of the Town EOC priorities and actions that may be of interest.



7. Maintain logs and files associated with your position.

Demobilization Phase:

1. Follow Generic Demobilization Phase Checklist.
2. When demobilization is approved by the EOC Director, contact your agency and advise them of the expected time of demobilization and points of contact for the completion of ongoing actions or new requirements.
3. Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the Liaison Officer or other appropriate individual.
4. Ensure copies of all documentation generated during the operation are submitted to the Planning/Intelligence Section.



Safety Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner considering the existing situation and conditions.
3. Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the EOC Director of actions taken.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Tour the entire EOC facility and evaluate conditions; advise the EOC Director of any conditions and actions which might result in liability, (unsafe layout or equipment set-up, etc.)
2. Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
3. Be familiar with particularly hazardous conditions in the facility; act when necessary.
4. Prepare and present safety briefings for the EOC Director and General Staff at appropriate meetings.
5. If the event which caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
6. Ensure that the EOC facility is free from any environmental threats - e.g., radiation exposure, air purity, water quality, etc.
7. Keep the EOC Director advised of unsafe conditions; act when necessary.
8. Coordinate with the Finance/Administration Section in preparing any personnel injury claims or records necessary for proper case evaluation and closure.

Demobilization Phase:

1. Follow Generic Demobilization Phase Checklist.



Security Officer

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide 24-hour security for the EOC.
2. Control personnel access to the EOC in accordance with policies established by the EOC Director.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Determine the current EOC security requirements and arrange for staffing as needed.
2. Determine needs for special access to EOC facilities.
3. Provide executive and V.I.P. security as appropriate and required.
4. Provide recommendations as appropriate to EOC Director.
5. Prepare and present security briefings for the EOC Director and General Staff at appropriate meetings.

Demobilization Phase:

6. Follow the Generic Demobilization Phase Checklist.



Operations Section

Operations Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that the Operations Function is carried out including coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of branch and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Exercise overall responsibility for the coordination of Branch and Unit activities within the Operations Section.
5. Ensure that the Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports (utilizing the Response Information Management System formats if available).
6. Conduct periodic Operations briefings for the EOC Director as required or requested.
7. Overall supervision of the Operations Section.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
3. Meet with Planning/Intelligence Section Chief; obtain a preliminary situation briefing.
4. Based on the situation, activate appropriate branches within the section. Designate Branch Coordinators, as necessary.
 - 4.1. Fire & Rescue
 - 4.2. Law Enforcement
 - 4.3. Health and Welfare
 - 4.4. Construction & Engineering
5. Determine need for Mutual Aid.



6. Request additional personnel for the section as necessary for 24-hour operation.
7. Obtain a current communications status briefing from the Communications Branch Coordinator in Logistics. Ensure that there is adequate equipment and frequencies available for the section.
8. Determine estimated times of arrival of section staff from the Personnel Branch in Logistics.
9. Confer with the EOC Director to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
10. Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.
11. Establish radio or cell-phone communications with Incident Commander(s) operating in Town, and coordinate accordingly.
12. Determine activation status of other EOCs in the Operational Area and establish communication links with their Operations Sections if necessary.
13. Based on the situation known or forecasted, determine future needs of the Operations Section.
14. Identify key issues currently affecting the Operations Section; meet with Section personnel and determine appropriate section objectives for the first operational period.
15. Review responsibilities of branches in section; develop an Operations Plan detailing strategy for carrying out Operations objectives.
16. Adopt an initiative-taking attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase:

1. Ensure that all section personnel maintain their individual position logs.
2. Ensure that situation and resources information is provided to the Planning/Intelligence Section on a regular basis or as the situation requires, including Branch Status Reports and Major Incident Reports (utilize Response Information Management System format if available).
3. Ensure that all media contacts are referred to the Public Information Branch.
4. Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
5. Attend and participate in EOC Director's Action Planning meetings.
6. Provide the Planning/Intelligence Section Chief with the Operations Section's objectives prior to each Action Planning meeting.



7. Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
8. Ensure that the branches coordinate all resource needs through the Logistics Section.
9. Ensure that intelligence information from Branch Coordinators is made available to the Planning/Intelligence Section in a timely manner.
10. Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
11. Brief the EOC Director on all major incidents.
12. Complete a Major Incident Report for all major incidents; forward a copy to the Planning/Intelligence Section.
13. Brief Branch Coordinators periodically on any updated information you may have received.
14. Share status information with other sections as appropriate.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Fire & Rescue Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate fire, disaster medical, hazardous materials, and search and rescue operations in the unincorporated county or contract areas.
2. Assist the EOC Fire & Rescue Branch Coordinator in acquiring mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain branch status reports (in WebEOC if available) for major incidents requiring or potentially requiring operational area, State and Federal response, and maintain status of unassigned fire & rescue resources in the Town.
5. Implement the objectives of the EOC Action Plan assigned to the Fire & Rescue Branch.
6. Overall supervision of the Fire & Rescue Branch.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Based on the situation, activate the necessary Units within the Fire & Rescue Branch:
 - 2.1. Fire Operations Unit
 - 2.2. Search & Rescue Unit
 - 2.3. Disaster Medical Unit
 - 2.4. Hazmat Unit
3. If the mutual aid system is activated, coordinate use of Town fire resources with the Operational Area Fire & Rescue Mutual Aid Coordinator.
4. Prepare and submit a preliminary branch status report and major incident reports as appropriate to the Operations Section Chief.
5. Prepare objectives for the Fire & Rescue Branch; provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

1. Ensure that Branch and Unit position logs and other files are maintained.
2. Maintain status on Fire & Rescue missions being conducted in the Town.



3. Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Fire & Rescue Branch operational periodically or as requested during the operational period.
4. On a regular basis, complete and maintain the Fire & Rescue Branch Status Report on WebEOC, if available.
5. Refer all contacts with the media to the Public Information Branch.
6. Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
7. Prepare objectives for the Fire & Rescue Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
8. Provide your relief with a briefing at shift change; inform him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Fire Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Assist Incident Commanders in the field by providing coordination for mutual aid requests to and from the Operational Area Fire / Rescue Mutual Aid Coordinator, as appropriate.
2. Respond to requests for fire resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
3. Monitor and track fire resources utilized during the event.
4. Provide general support to field personnel as required.
5. Supervise the Fire Operations Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other appropriate files.
2. Establish and maintain radio or cell-phone communication with the Department Operations Center, or Fire & Rescue Branch at the Field Level.
3. Obtain regular status reports on the fire situation from the Department Operations Center or Fire & Rescue Branch at the Field Level.
4. Assess the impact of the disaster/event on the Town Fire Department's operational capability.
5. Establish the objectives of the Fire Operations Unit based on the nature and severity of the disaster and provide them to the Fire & Rescue Branch Coordinator prior to the first Action Planning meeting.
6. Provide fire status updates to the Fire & Rescue Branch Coordinator on a regular basis.
7. Evaluate and process all requests for fire Mutual Aid resources through the Operational Area Fire & Rescue Mutual Aid Coordinator.
8. If not addressed at the Incident Command Post or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming fire mutual aid resources, as required.
9. In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect fire and rescue operations.



10. Inform the Fire & Rescue Branch Coordinator of all significant events that occur.
11. Coordinate with the Law Enforcement Branch to determine the status of evacuations and shelter locations.
12. Assist in establishing camp facilities (or the use of commercial lodging) through the Logistics Section, if not addressed at the ICP or DOC.
13. Reinforce the use of proper procedures for media contacts.

Demobilization Phase:

1. Follow Generic Demobilization Phase Checklist.



Search & Rescue Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of the search and rescue mission.
2. Assist in mobilizing Search and Rescue Teams at the request of Department Operations Centers or Field Incident Commanders.
3. Provide search and rescue support as required to other emergency response agencies consistent with established priorities and objectives.
4. Ensure that deployed teams are provided with adequate support.
5. Supervise the Search & Rescue Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain position log and other appropriate files.
2. Work closely with all Operations Section Branch Coordinators to determine the scope of search and rescue assistance required.
3. Coordinate with the Fire and Rescue Branch Coordinator to determine missions for search and rescue teams based on established priorities.
4. Mobilize and deploy available search and rescue teams to locations within the jurisdiction, or to other emergency response agencies within the Operational Area, in a manner consistent with established policies and priorities.
5. Establish radio or cell-phone communication with all deployed search and rescue team leaders to determine the scope of support required.
6. Work closely with the Logistics Section to determine the status and availability of search and rescue resources in the Operational Area; specifically, larger jurisdictions who have organized USAR teams.
7. Coordinate with the Law Enforcement Branch to determine availability of search dog units.
8. Coordinate with Construction and Engineering to provide on-site assistance with rescue operations at the request of team leaders.
9. Coordinate with the Disaster Medical Unit to provide on-site assistance to extricated victims requiring medical treatment.
10. Coordinate with the coroner's unit to provide on-site assistance in managing fatalities at search locations.



11. Ensure that each team leader develops a safety plan for each assigned mission.
12. Monitor and track the progress and status of each search and rescue team.
13. Ensure that team leaders report all significant events.
14. Assist in establishing camp facilities (or commercial lodging) for Search and Rescue Teams through the Logistics Section, if not addressed at the ICP or DOC.
15. Inform the Fire & Rescue Branch Coordinator of all significant events.
16. Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking statistical information or personal identities of injured victims or fatalities.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Hazmat Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Determine the scope of hazardous materials incidents throughout the jurisdiction.
2. Assist in mobilizing hazardous materials teams at the request of Department Operations Centers or Field Incident Commanders.
3. Request assistance from and / or provide hazardous materials support as required to Operational Area Emergency Response Agencies consistent with established priorities and objectives.
4. Ensure that deployed teams are provided with adequate support.
5. Supervise the Hazmat Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other appropriate files.
2. Work closely with all Operations Section Branch Coordinators to determine the scope of HazMat incident response required.
3. Coordinate with the Fire and Rescue Branch Coordinator to determine missions for HazMat teams based on established priorities.
4. Mobilize and deploy available HazMat teams to the Operational Area or to other emergency response agencies within the Operational Area, in a manner consistent with the Hazmat Mutual Aid System and established priorities.
5. Establish radio or cell-phone communication with all deployed HazMat teams to determine the scope of support required.
6. Work closely with the Logistics Section to determine the status and availability of Hazmat Response Teams in the Operational Area.
7. Coordinate with construction and engineering to provide on-site assistance with HazMat operations at the request of team leaders.
8. Coordinate with the Disaster Medical Unit to determine medical facilities where victims of HazMat incidents can be transported following decontamination.
9. Coordinate with the Coroner's Unit to provide on-site assistance in managing fatalities at HazMat scenes.
10. Monitor and track the progress and status of each HazMat team.
11. Ensure that Hazmat Team Leaders report all significant events.



12. Assist in establishing camp facilities (or commercial lodging) for HazMat teams through the Logistics Section, if not addressed at the ICP or DOC.
13. Inform the Fire & Rescue Branch Coordinator of all significant events.
14. Reinforce the use of proper procedures for media contacts. This is particularly critical in instances where the media is seeking technical information on hazardous material, statistical information, or personal identities of injured victims or fatalities.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Law Enforcement Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate movement and evacuation operations during a disaster.
2. Alert and notify the public of the impending or existing emergency within the Town.
3. Coordinate law enforcement and traffic control operations during the disaster.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Coordinator at the Operational Area EOC.
6. Supervise the Law Enforcement branch.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Based on the situation, activate the necessary Units within the Law Enforcement Branch:
 - 2.1. Law Enforcement Operations Unit
 - 2.2. Coroner Unit
3. Contact and assist the Operational Area EOC Law Enforcement and Coroner's Mutual Aid Coordinator with the coordination of mutual aid resources that have been requested.
4. Provide an initial situation report to the Operations Section Chief.
5. Based on the initial EOC strategic objectives. Prepare objectives for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

1. Ensure that Branch and Unit position logs and other appropriate files are maintained.
2. Maintain status on Law Enforcement missions being conducted in the Town.
3. Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Law Enforcement Branch operational periodically or as requested during the operational period.
4. On a regular basis, complete and maintain the Law Enforcement Branch Status Report. (Use WebEOC if available).
5. Refer all contacts with the media to the Public Information Branch.



6. Determine need for Law Enforcement Mutual Aid.
7. Determine need for Coroner's Mutual Aid.
8. Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
9. Prepare objectives for the Law Enforcement Branch for the subsequent Operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning Meeting.
10. Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Law Enforcement Operations Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Coordinate requests for Law Enforcement Mutual Aid Resources through the Operational Area Law Enforcement Mutual Aid Coordinator.
2. Establish and maintain communication with Law Enforcement Branch Directors in the field or at the Department Operations Center (DOC) if activated.
3. Respond to requests for Law Enforcement resources from the field in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).
4. Monitor and track law enforcement resources utilized during the event.
5. Provide general support to field personnel as required.
6. Supervise the law enforcement operations unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other appropriate files.
2. Establish and maintain radio or cell-phone communication with the Department Operations Center, or Law Enforcement Branch Directors at the field level.
3. Obtain regular status reports on the law enforcement situation from the Department Operations Center or Law Enforcement Branch at the field level.
4. Assess the impact of the disaster/event on the Police Department's operational capability.
5. Establish the objectives of the Law Enforcement Operations Unit based on the nature and severity of the disaster and provide them to the Law Enforcement Branch Coordinator prior to the first Action Planning meeting.
6. If the Department Operations Center is not activated, ensure that the assignment of law enforcement resources is closely monitored and coordinated, and that on-scene time is logged at the field level.
7. If not addressed at the ICP or DOC, ensure that incident facilities are established (staging areas etc.) to coordinate incoming law enforcement mutual aid resources, as required.
8. In conjunction with Planning/Intelligence, determine if current and forecasted weather conditions will affect law enforcement operations.



9. Coordinate major evacuation activity with the Fire Operations Branch, as required.
10. Coordinate with the Care and Shelter Unit to establish suitable shelter locations and appropriate shelter facilities for evacuated population.
11. Assist in establishing camp facilities (or commercial lodging) for law enforcement personnel, through the Logistics Section, if not addressed at the ICP or DOC.
12. Reinforce the use of proper procedures for media contacts.
13. Provide law enforcement status updates to the Law Enforcement Branch Coordinator on a regular basis.
14. Evaluate and process all requests for law enforcement resources through the Operational Area Law Enforcement Mutual Aid Coordinator.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Coroner Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. At the direction of the Sheriff / Coroner, establish and oversee an interim system for managing fatalities resulting from the disaster / event.
2. At the direction of the Sheriff / Coroner, establish and oversee the operation of temporary morgue facilities and maintain detailed records of information relative to each fatality.
3. Supervision of the Coroner Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other appropriate files.
2. Ensure that locations where fatalities are discovered are secured.
3. Ensure that fatality collection points are established and secured, as necessary.
4. Ensure that temporary morgue facilities are established in accordance with guidelines established by the Sheriff / Coroner.
5. Request Coroner's Mutual Aid through the Sheriff / Coroner at the Operational Area EOC as required.
6. Procure, through logistics, all necessary fatalities management equipment and supplies, such as temporary cold storage facilities or vehicles, body bags, etc.
7. Coordinate with the Search & Rescue Unit To determine location and number of extricated fatalities.
8. Ensure that human remains are transported from fatality collection points to temporary morgue(s), if advised by the Sheriff / Coroner.
9. Assist the Sheriff / Coroner with identification of remains and notification of next of kin as required.
10. In conjunction with local mortuaries and cemeteries, assist with the reburial of any coffins that were surfaced and / or disturbed as a result of the disaster.
11. Keep the Law Enforcement Branch Coordinator informed of Coroners Unit activities on a regular basis.
12. Inform the Law Enforcement Branch Coordinator and the Public Information Branch of the number of confirmed fatalities resulting from the disaster or event.



(NOTE: This information must be verified with the Sheriff / Coroner prior to release).

13. Ensure that all media contacts are referred to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Construction / Engineering Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services.
2. Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities.
3. Survey all other infrastructure systems, such as streets and roads within the Town.
4. Assist other sections, branches, and units as needed.
5. Supervise the Construction/Engineering Branch.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Based on the situation, activate the necessary units within the Construction/Engineering Branch:
 - 2.1. Utilities Unit
 - 2.2. Damage/Safety Assessment Unit
 - 2.3. Public Works Unit
3. Contact and assist the Operational Area Public Works Mutual Aid Coordinator with the coordination of mutual aid resources, as necessary.
4. Provide an initial situation report to the Operations Section Chief.
5. Based on the initial EOC strategic objectives, prepare objectives for the Construction/Engineering Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

1. Ensure that branch and unit position logs and other necessary files are maintained.
2. Maintain status on all construction/engineering activities.
3. Ensure that damage and safety assessments are being carried out for both public and private facilities.
4. Request mutual aid as required through the Operational Area Publics Works Mutual Aid Coordinator.
5. Determine and document the status of transportation routes into and within affected areas.
6. Coordinate debris removal services as required.



7. Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Construction/Engineering Branch activities periodically during the operational period or as requested.
8. Ensure that all Utilities and Construction/Engineering Status Reports, as well as the Initial Damage Estimation are completed and maintained. (Utilize WebEOC if available).
9. Refer all contacts with the media to the Public Information Branch.
10. Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of any emergency expenditures and daily time sheets).
11. Prepare objectives for the Construction/Engineering Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
12. Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Utilities Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Assess the status of utilities; provide Utility Status Reports as required.
2. Coordinate restoration of damaged utilities with utility representatives in the Town EOC if present, or directly with Utility companies.
3. Supervise the Utilities Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Establish and maintain communications with the utility providers for the Town.
3. Determine the extent of damage to utility systems in the Town.
4. Coordinate with the Liaison Officer to ensure that agency representatives from affected utilities are available to respond to the Town EOC.
5. Ensure that all information on system outages is consolidated and provided to the Situation Analysis Unit in the Planning/Intelligence Section.
6. Ensure that support to utility providers is available as necessary to facilitate restoration of damaged systems.
7. Keep the Public Health Branch Coordinator informed of any damage to sewer and sanitation systems, as well as possible water contamination problems.
8. Keep the Construction/Engineering Branch Coordinator informed of the restoration status.
9. Complete and maintain the Utilities Status Report (Utilize WebEOC, if available).
10. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Public Works Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Assist other Operation Section Branches by providing construction equipment and operators, as necessary.
2. Provide heavy equipment assistance to the Damage/Safety Assessment Unit as required.
3. Provide emergency construction and repair to damaged roadways. Assist with the repair of utility systems as required.
4. Providing flood-fighting assistance, such as sandbagging, rerouting waterways away from populated areas, and river, creek, or stream bed debris clearance.
5. Supervise the Public Works Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Ensure that appropriate staff is available to assist other emergency responders with the operation of heavy equipment, in coordination with the Logistics Section.
3. Ensure that engineering staff are available to assist the Damage/Safety Assessment Unit in inspecting damaged structures and facilities.
4. As requested, direct staff provide flood fighting assistance, clear debris from roadways and water ways, assists with utility restoration, and build temporary emergency structures as required.
5. Work closely with the Logistics Section to provide support and materiel as required.
6. Keep the Construction/Engineering Branch Coordinator informed of unit status.
7. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Health and Welfare Branch Coordinator

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Safeguard the public health of citizens by ensuring there is an ample supply of potable water, a functioning sanitation system, and vector controls are established, as required.
2. In coordination with volunteer and private agencies, provide clothing, shelter, and other mass care services as required, to disaster victims.
3. Supervise the Health and Welfare Branch.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a Health and Welfare Unit position logs and other necessary files.
2. Ensure that all potable water supplies remain safe, and free from contamination.
3. Ensure that sanitation systems are operating effectively and not contaminating water supplies.
4. Ensure that a vector control plan is established and implemented for the affected area(s).
5. Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Health and Welfare Branch Operational periodically during the operations period or as requested.
6. Complete and maintain the Care & Shelter Status Reports (utilizing WebEOC if available).
7. Ensure that the Public Health Branch is available to assist the Coroner Unit in mitigating mass fatality situations.
8. Ensure coordination of all mass care activities occur with the Red Cross and other volunteer agencies after overnight sheltering is determined, as required.
9. Prepare objectives for the Health and Welfare Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
10. Refer all contacts with the media to the Public Information Branch.



Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Care & Reception Unit Leader

*** Read This Entire Position Checklist Before Taking Action ***

Responsibilities:

1. Coordinate directly with the American Red Cross and other volunteer agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims within the Town, once overnight sheltering is necessary.
2. Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
3. Assist the American Red Cross with the transition from mass care to separate family/individual housing.
4. Supervise the Care & Reception Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain your position log and other necessary files.
2. Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross, once overnight sheltering is necessary.
3. Establish communications with other volunteer agencies to provide clothing and other basic life sustaining needs.
4. Ensure that each activated shelter meets the requirements as described under the Americans with Disabilities Act.
5. Assist the American Red Cross in staffing and managing the shelters to the extent possible.
6. In coordination with the American Red Cross, activate an inquiry registry service to reunite families and respond to inquiries from relatives or friends.
7. Assist the American Red Cross with the transition from operating shelters for displaced persons to separate family/individual housing.
8. Complete and maintain the Care and Shelter Status Report Form (utilize WebEOC, if available).
9. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Public Health Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Assess the status and availability of potable water within the jurisdiction.
2. Assess the status of the sanitation system within the jurisdiction.
3. Inspect and assess emergency supplies such as foodstuffs and other consumables for purity and utility.
4. Assess the need for a vector control plan for the affected disaster area(s) within the jurisdiction.
5. Supervise the Public Health Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Coordinate with the Utilities Unit Leader to determine current status of water and sanitation systems.
3. If systems are damaged, request assistance from County Public Health to assess drinking water quality and potential health risks from ruptured sewer / sanitation systems.
4. Develop a distribution system for drinking water throughout the Town as required.
5. Contact and coordinate with the Logistics Section, to obtain chemical (portable) toilets and other temporary facilities for the disposal of human waste and other infected waste.
6. Inspect emergency supplies to be used in the EOC or by field emergency responders, such as foodstuffs, drugs, and other consumables for purity and utility.
7. Determine the need for vector control, and coordinate with County Public Health for Vector control services as required.
8. Inform the Health & Welfare Branch Coordinator on all activities of the Public Health Unit periodically during the operational period, or as requested.
9. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Planning/Intelligence Section

Planning/Intelligence Section Chief

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - 1.1. Collecting, analyzing, and displaying situation information,
 - 1.2. Preparing periodic Situation Reports,
 - 1.3. Preparing and distributing the EOC Action Plan and facilitating the Action Planning meeting,
 - 1.4. Conducting Advance Planning activities and report,
 - 1.5. Providing technical support services to the various EOC sections and branches and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of branch/unit activities within the section.
4. Keep the EOC Director informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other Section Chiefs, ensure that Branch Status Reports are completed and utilized as a basis for Situation Status Reports, and the EOC Action Plan.
6. Supervise the Planning/Intelligence Section.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.
3. Based on the situation, activate branches within section as needed and designate Branch or Unit Leaders for each element:
 - 3.1. Situation Analysis Unit
 - 3.2. Advance Planning Unit
 - 3.3. Documentation Unit
 - 3.4. Technical Services Unit



4. Request additional personnel for the section as necessary to maintain a 24-hour operation.
5. Establish contact with the Operational Area EOC when activated, and coordinate Situation Status Reports with their Planning/Intelligence Section.
6. Meet with Operations Section Chief; obtain and review any major incident reports.
7. Review responsibilities of branches in section; develop plans for fulfilling all responsibilities.
8. Make a list of key issues to be addressed by Planning/Intelligence; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
9. Keep the EOC Director informed of significant events.
10. Adopt an initiative-taking attitude, thinking ahead and anticipating situations and problems before they occur.
11. Ensure that Planning/Intelligence position logs and other necessary files are maintained.
12. Ensure that The Situation Analysis Unit is maintaining current information for the situation status report.
13. Ensure that major incidents reports and branch status reports are completed by the Operations Section and are accessible by Planning Intelligence (Utilize WebEOC if available).
14. Ensure that a situation status report is produced and distributed to EOC Sections and Operational Area EOC at least once, prior to the end of the operational period.
15. Ensure that all status boards and other displays are kept current, and that posted information is neat and legible.
16. Ensure that the Public Information Branch has immediate and unlimited access to all status reports and displays.
17. Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
18. Facilitate the EOC Director's Action Planning meetings approximately two hours before the end of each operational period.
19. Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
20. Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
21. Work closely with each branch/unit within the Planning/Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
22. Ensure that the advance planning unit develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming



operational period; particularly those situations which may influence the overall strategic objectives of the EOC.

23. Ensure that the Documentation Unit maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
24. Provide technical services, such as energy advisors and other technical specialists to all EOC sections as required.
25. Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Situation Analysis Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Oversee the collection, organization, and analysis of disaster situation information.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation status reports are developed utilizing WebEOC, for dissemination to EOC staff and to the Operational Area EOC.
4. Ensure that an EOC Action Plan is developed (utilizing WebEOC) for each operational period, based on objectives developed by each EOC Section.
5. Ensure that all maps, status boards and other displays contain current and accurate information.
6. Supervise Situation Analysis Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Ensure there is adequate staff available to collect and analyze incoming information, maintain the Situation Status Report on WebEOC, and facilitate the Action Planning process.
3. Prepare Situation Analysis Unit objectives for the initial Action Planning meeting.

Operational Phase:

1. Ensure position logs and other necessary files are maintained.
2. Oversee the collection and analysis of all event/or disaster related information.
3. Oversee the preparation and distribution of the Situation Status Report (utilizing WebEOC forms if available).
Coordinate with the Documentation Unit for manual distribution and reproduction as required.
4. Ensure that each EOC Section provides the Situation Analysis Unit with Branch Status Reports, (utilizing WebEOC), on a regular basis.
5. Meet with the Public Information Branch Coordinator to determine the best method for ensuring access to current information.
6. Prepare a situation summary for the EOC Action Planning meeting.
7. Ensure each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
8. Convene and facilitate the Action Planning meeting following the meeting process guidelines.



9. In preparation for the Action Planning meeting, ensure that all EOC objectives are posted on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, sit stat reports, etc).
10. Following the meeting, ensure that the Documentation Unit publishes and distributes the Action Plan prior to the beginning of the next operational period.
11. Ensure that adequate staff are assigned to maintain all maps, status boards and other displays.
12. Monitor and update WebEOC.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Documentation Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Collect, organize and file all completed event or disaster related forms, to include: all EOC position logs, situation status reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC situation status reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the event or disaster.
5. Assist the EOC Coordinator in the preparation and distribution of the After-action Report.
6. Supervise the Documentation Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Maintain a position log.
2. Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
3. Meet with the Recovery Unit Leader to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
4. Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
5. Reproduce and distribute the Situation Status Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
6. Keep extra copies of reports and plans available for special distribution as required.
7. Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Advanced Planning Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Development of an Advance Plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
2. Review all available status reports, Action Plans, and other significant documents. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.
3. Provide periodic briefings for the EOC Director and General Staff addressing Advance Planning issues.
4. Supervise the Advance Planning Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Maintain a position log.
2. Monitor the current situation report to include recent updates.
3. Meet individually with the general staff and determine the best estimates of the future direction & outcomes of the event or disaster.
4. Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36-to-72-hour time frame.
5. Submit the Advance Plan to the Planning Intelligence Chief for review and approval prior to conducting briefings for the General Staff and EOC Director.
6. Review Action Planning objectives submitted by each section for the forthcoming operational period. In conjunction with the general staff, recommend a transition strategy to the EOC Director when EOC activity shifts to recovery operations.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Technical Services Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Provide technical observations and recommendations to the Town EOC in specialized areas, as required.
2. Ensure that qualified specialists are available in the areas required by the event or disaster.
3. Supervise the Technical Services Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Maintain a position log and other necessary files.
2. Coordinate with the Logistics Section to ensure that technical staff are located and mobilized.
3. Assign technical staff to assist other EOC Sections in coordinating specialized areas of response or recovery.
4. Assign technical staff to assist the Logistics Section with interpreting specialized resource capability and requests.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Demobilization Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
2. Supervise personnel assigned to the Demobilization Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Monitor the current situation report to include recent updates.
2. Meet individually with the general staff and administer the section worksheet for the Demobilization Plan.
3. Meet with the EOC Director and administer the EOC Director's worksheet for the Demobilization Plan.
4. Utilizing the worksheets, develop a draft Demobilization Plan and circulate to the EOC Director and General Staff for review.
5. Finalize the Demobilization Plan for approval by the EOC Director.
6. Demobilization planning must occur at least once during the operational period for as long as EOC Sections are formally staffed.
7. Advise all Section Chiefs to ensure that demobilized staff complete all reports, time sheets, and exit surveys in coordination with the personnel unit prior to leaving the EOC.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Logistics Section

Logistics Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure the Logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
2. Establish the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the Town.
5. Keep the EOC Director informed of all significant issues relating to the Logistics Section.
6. Supervise the Logistics Section.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
3. Based on the situation, activate branches/units within section as needed and designate Branch and Unit Leaders for each element:
 - 3.1. Communications Branch
 - 3.2. Personnel Unit
 - 3.3. Transportation Unit
 - 3.4. Facilities Unit
 - 3.5. Supply/Procurement Unit
 - 3.6. Resource Status Unit
4. Mobilize sufficient section staffing for 24-hour operations.
5. Establish communications with the Logistics Section at the Operational Area EOC if activated.



6. Advise Branches and Units within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from Incident Command Posts in the field. This should be done prior to acting on the request.
7. Meet with the EOC Director and General Staff and identify immediate resource needs.
8. Meet with the Finance/Administration Section Chief and determine the level of purchasing authority for the Logistics Section.
9. Assist branch and Unit Leaders in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the Action Plan.
10. Provide periodic Section Status Reports to the EOC Director.
11. Adopt an initiative-taking attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

1. Ensure that Logistic Section position logs and other necessary files are maintained.
2. Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
3. Provide the Planning/Intelligence Section Chief with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
4. Attend and participate in EOC Action Planning meetings.
5. Ensure that the Supply/Procurement Unit coordinates closely with the Purchasing Unit in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
6. Ensure that transportation requirements, in support of response operations, are met.
7. Ensure that all requests for facilities and facility support are addressed.
8. Ensure that all Town resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
9. Provide section staff with information updates as required.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Communications Branch Coordinator

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the Town EOC. Ensure that a communications link is established with the Operational Area EOC.
3. Determine specific computer requirements for all EOC positions.
4. Utilize WebEOC if available, for internal information management to include message and e-mail systems.
5. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
6. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
7. Supervise the communications branch.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Based on the situation, activate the necessary units within the Communications Branch:
 - 2.1. Communications Unit
 - 2.2. Information Systems Unit
3. Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the initial Action Planning meeting.

Operational Phase:

1. Ensure that communication branch position logs and other necessary files are maintained.
2. Keep all sections informed of the status of communications systems, particularly those that are being restored.
3. Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
4. Ensure that the EOC Communications Center is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.



5. Ensure that adequate communications operators are mobilized to accommodate each discipline on a 24- hour basis or as required.
6. Ensure that WebEOC is updated.
7. Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.
8. Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required.
Ensure that technical personnel are available for communications equipment maintenance and repair.
9. Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
10. Keep the Logistics Section Chief informed of the status of communications systems.
11. Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
12. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Communications Unit Leader

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Install, activate, and maintain telephone and radio systems for the EOC.
2. Assist EOC positions in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
3. Acquire radio frequencies as necessary to facilitate operations.
4. Assign Amateur Radio Operators as needed to augment primary communications networks.
5. Supervise the EOC Communications Center and the Communications Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Continually monitor and evaluate the activated radio and telephone systems. Keep the Communications Branch Coordinator informed of system failures and restoration activities.
3. Develop instructional guidance for the use of radios and telephones and conduct training sessions for EOC staff as necessary.
4. Meet periodically with the Operations Section Branches to ensure that their radio frequencies are adequate. Make modifications as necessary to maintain their operational capability.
5. Coordinate with Pacific Bell Telephone Company in the Town to obtain portable telephone banks, as necessary.
6. Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Information Systems Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Install, activate, and maintain information systems for the EOC.
2. Assist EOC positions in determining appropriate types and numbers of computers and computer applications required to facilitate operations.
3. Install WebEOC on computers used for internal information management to include message and e-mail systems.
4. Supervise the Information Systems Unit.

Activation Phase:

1. Follow Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Continually monitor and WebEOC and ensure automated information links with the Operational Area EOC are maintained.
3. Keep the Communications Branch Coordinator informed of system failures and restoration activities.
4. Develop instructional guidance for use of computers and computer programs such as WebEOC. Be prepared to conduct training sessions for EOC staff, as necessary.
5. Request additional computer equipment as required through the Communications Branch Coordinator.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Transportation Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. In coordination with the Construction/Engineering Branch Coordinator, and the Situation Analysis Unit, develop a transportation plan to support EOC operations.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Transportation Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Routinely coordinate with the Situation Analysis Unit to determine the status of transportation routes in and around the Town.
3. Routinely coordinate with the Construction/Engineering Branch Coordinator to determine progress of route recovery operations.
4. Develop a Transportation Plan which identifies routes of ingress and egress; thus, facilitating the movement of response personnel, the affected population, and shipment of resources and materiel.
5. Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuations and other operations as needed.
6. Keep the Logistics Section Chief informed of significant issues affecting the Transportation Unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Personnel Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Identify, recruit and register volunteers as required.
3. Develop an EOC organization chart.
4. Supervise the Personnel Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain personal log and other necessary files.
2. In conjunction with the Documentation Unit, develop a large poster size EOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
3. Coordinate with the Liaison Officer and Safety Officer to ensure that all EOC staff, to include volunteers, receive a current situation and safety briefing upon check-in.
4. Establish communications with volunteer agencies and other organizations that can provide personnel resources.
5. Coordinate with the Operational Area EOC to activate the Emergency Management Mutual Aid System (EMMA), if required.
6. Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel and advise the requesting parties accordingly.
7. Maintain a status board or other reference to keep track of incoming personnel resources.
8. Coordinate with the Liaison Officer and Security Officer to ensure access, identification, and proper direction for responding personnel upon arrival at the EOC.
9. Assist the Fire Rescue Branch and Law Enforcement Branch with ordering of mutual aid resources as required.
10. To minimize redundancy, coordinate all requests for personnel resources from the field level through the EOC Operations Section prior to acting on the request.



11. In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialists as needed.
12. Arrange childcare services for EOC personnel as required.
13. Establish registration locations with enough staff to register volunteers, and issue them disaster service worker identification cards.
14. Keep the Logistics Section Chief informed of significant issues affecting the Personnel Unit

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Supply/Procurement Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Oversee the procurement and allocation of supplies and materiel not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance /Administration Section.
3. Coordinate delivery of supplies and materiel as required.
4. Supervise the Supply/Procurement Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Determine if requested types and quantities of supplies and materiel are available in Town inventory.
3. Determine procurement spending limits with the Purchasing Unit in Finance/ Administration. Obtain a list of pre-designated emergency purchase orders as required.
4. Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materiel, and verify that the request has not been previously filled through another source.
5. In conjunction with the Resource Status Unit, maintain a status board or other reference depicting procurement actions in progress and their status.
6. Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.
7. Determine unit costs of supplies and materiel, from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
8. Orders exceeding the purchase order limit must be approved by the Finance/ Administration Section before the order can be completed.
9. If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance/Administration Section for development of necessary agreements.
10. Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pickup and delivery through the Transportation Unit.
11. In coordination with the Personnel Unit, provide food and lodging for EOC staff and volunteers as required. Assist field level with food services at camp locations as requested.



12. Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying, and distributing usable donations.
13. Keep the Logistics Section Chief informed of significant issues affecting the Supply/Procurement Unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Facilities Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure acquired buildings, building floors, and or workspaces are returned to their original state when no longer needed.
3. Supervise the facilities unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
3. Coordinate with branches and units in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
4. Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
5. If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
6. Develop and maintain a status board or other reference which depicts the location of each facility; a general description of furnishings, supplies and equipment at the site; hours of operation, and the name and phone number of the Facility Manager.
7. Ensure all structures are safe for occupancy and that they comply with ADA requirements.
8. As facilities are vacated, coordinate with the facility manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
9. Keep the Logistics Section Chief informed of significant issues affecting the facilities unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Resource Status Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Coordinate with the other units in the Logistics Section to capture and centralize resource status information.
2. Develop and maintain resource status boards in the Logistics Section.
3. Supervise the Resource Status Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Coordinate closely with all units in the Logistics Section particularly Supply/
3. Procurement, personnel, and transportation.
4. As resource requests are received in the Logistics Section, post the request on a status board and track the progress of the request until filled.
5. Status boards should track requests by providing at a minimum the following information: date & time of the request, items requested, priority designation, time the request was processed and estimated time of arrival or delivery to the requesting party.
6. Work closely with other logistics units and assist in notifying requesting parties of the status of their resource request. This is particularly critical in situations where there will be delays in filling the request.
7. An additional status board may be developed to track resource use by the requesting party. Information categories might include the following: actual arrival time of the resource, location of use, and an estimate of how long the resource will be needed.
8. Keep in mind that it is not necessary to track mutual aid resources unless they are ordered through the Logistics Section.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Finance/Administration Section

Finance/Administration Section Chief

****** Read This Entire Position Checklist Before Taking Action ******

Responsibilities:

1. Ensure that all financial records are maintained throughout the event or disaster.
2. Ensure that all on-duty time is recorded for all Town emergency response personnel.
3. Ensure that all on-duty time sheets are collected from Field Level Supervisors or Incident Commanders and their staff.
4. Ensure there is a continuum of the payroll process for all Town employees responding to the event or disaster.
5. Determine purchase order limits for the procurement function in Logistics.
6. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
7. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
8. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Unit.
9. Activate units within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
10. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
11. Supervise the Finance/Administration Section.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.
2. Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.
3. Based on the situation, activate units within section as needed and designate Branch Coordinators for each element:
 - 3.1. Time Keeping Unit
 - 3.2. Compensation & Claims Unit
 - 3.3. Purchasing Unit
 - 3.4. Recovery Unit
4. Ensure that sufficient staff are available for a 24-hour schedule, or as required.



5. Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to Logistics Section.
6. Meet with all Unit Leaders and ensure that responsibilities are clearly understood.
7. In conjunction with Unit Leaders, determine the initial Action Planning objectives for the first operational period.
8. Notify the EOC Director when the Finance/Administration Section is operational.
9. Adopt an initiative-taking attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

1. Ensure that Finance/Administration position logs and other necessary files are maintained.
2. Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
3. Participate in all Action Planning meetings.
4. Brief all Unit Leaders and ensure they are aware of the EOC objectives as defined in the Action Plan.
5. Keep the EOC Director, General Staff, and elected officials aware of the current fiscal situation and other related matters, on an on-going basis.
6. Ensure that the Recovery Unit maintains all financial records throughout the event or disaster.
7. Ensure that the Time Keeping Unit tracks and records all agency staff's time.
8. In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
9. Ensure that the Compensation & Claims Unit processes all workers' compensation claims, resulting from the disaster, in a reasonable timeframe, given the nature of the situation.
10. Ensure that the Time-Keeping Unit processes all timesheets and travel expense claims promptly.
11. Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.
12. Ensure that all recovery documentation is accurately maintained by the Recovery Unit during the response and submitted on the appropriate forms to Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Time Keeping Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the event or disaster.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to county budget and payroll office.
3. Supervise the time keeping unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain position logs and other necessary files.
2. Initiate, gather, or update time reports from all personnel, to include volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with Town policy.
3. Obtain complete personnel rosters from the Personnel Unit. Rosters must include all EOC Personnel as well as personnel assigned to the field level.
4. Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
5. Establish a file for each employee or volunteer within the first operational period; to maintain a fiscal record for as long as the employee is assigned to the response.
6. Keep the Finance/Administration Section Chief informed of significant issues affecting the Time-Keeping Unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Compensation and Claims Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Oversee the investigation of injuries and property / equipment damage claims involving the Town, arising out of the event or disaster.
2. Complete all forms required by worker's compensation program.
3. Maintain a file of injuries and illnesses associated with the event or disaster which includes results of investigations.
4. Supervise the Compensation and Claims Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain a position log and other necessary files.
2. Maintain a chronological log of injuries and illnesses, and property damage reported during the event or disaster.
3. Investigate all injury and damage claims as soon as possible.
4. Prepare appropriate forms for all verifiable injury claims and forward them to Workmen's Compensations within the required time-frame consistent with Town Policy & Procedures.
5. Coordinate with the Safety Officer regarding the mitigation of hazards.
6. Keep the Finance/Administration Chief informed of significant issues affecting the Compensation and Claims Unit.
7. Forward all equipment or property damage claims to the Recovery Unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Purchasing Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with Supply/Procurement Unit on all matters involving the need to exceed established purchase order limits.
3. Supervise the Purchasing Unit.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain position logs and other necessary files.
2. Review the Town's emergency purchasing procedures.
3. Prepare and sign contracts as needed; obtain concurrence from the Finance/Administration Section Chief.
4. Ensure that all contracts identify the scope of work and specific site locations.
5. Negotiate rental rates not already established, or purchase price with vendors as required.
6. Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
7. Finalize all agreements and contracts, as required.
8. Complete final processing and send documents to Budget and Payroll for payment.
9. Verify costs data in the pre-established vendor contracts and/or agreements.
10. In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
11. Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Recovery Unit Leader

**** Read This Entire Position Checklist Before Taking Action ****

Responsibilities:

1. Collect and maintain documentation of all disaster information for reimbursement from the Federal Emergency Management Agency (FEMA) and/or Cal EMA
2. Coordinate all fiscal recovery with disaster assistance agencies.
3. Prepare and maintain a cumulative cost report for the event or disaster.
4. Supervise the Recovery Unit and all recovery operations.

Activation Phase:

1. Follow the Generic Activation Phase Checklist.

Operational Phase:

1. Establish and maintain position log and other necessary files.
2. In conjunction with Budget Office, compute costs for use of equipment owned, rented, donated or obtained through mutual aid.
3. Obtain information from the Resources Status Unit regarding equipment use times.
4. Ensure that the Budget Office establishes a disaster accounting system, to include an exclusive cost code for disaster response.
5. Ensure that each section is documenting cost recovery information from the onset of the event or disaster; collect required cost recovery documentation daily at the end of each shift.
6. Meet with the Documentation Unit Leader and review EOC Position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.
7. Act as the liaison for the EOC, with the county and other disaster assistance agencies; to coordinate the cost recovery process.
8. Prepare all required state and Federal documentation as necessary to recovery all allowable disaster response and recovery costs.
9. Contact and assist Incident Commanders and obtain their cumulative cost totals for the event or disaster, daily.
10. Prepare and maintain a cost report for the Finance/Administration Chief, EOC Director, and Town Council.

The report should provide cumulative analyses, summaries, and total disaster / event related expenditures for the Town.

11. Organize and prepare records for final audit.



12. Assist the EOC Coordinator and Planning/Intelligence Section with preparation of the After-Action Report.

Demobilization Phase:

1. Follow the Generic Demobilization Phase Checklist.



Appendix 5 Resource List

SUBJECT HEADINGS

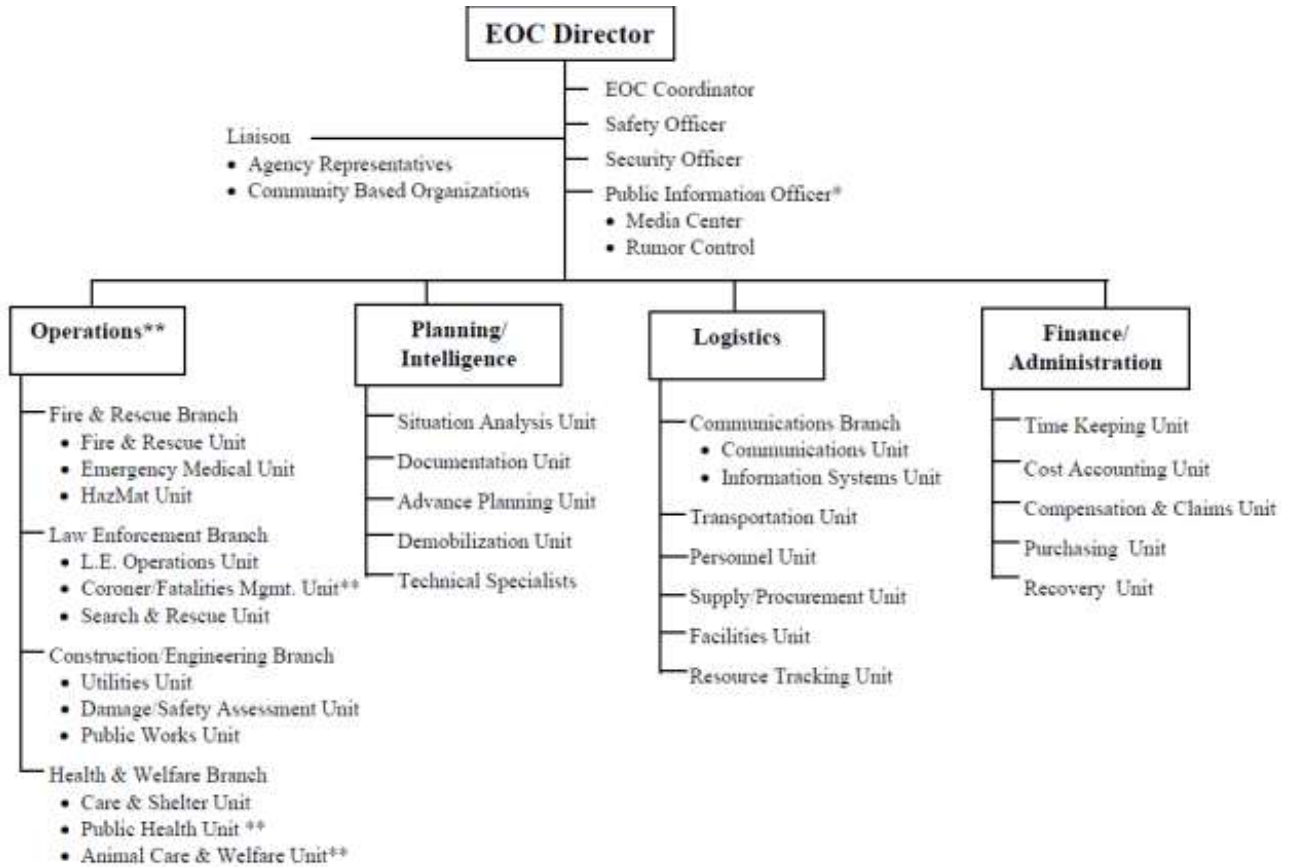
- Air Conditioning/Refrigeration
- Airports
- Barricades
- Board-Up Service
- Boats
- Building Inspections
- Building Materials & Supplies
- Buildings, Stationary & Temporary
- Business Records
- Campgrounds
- Chambers of Commerce
- Communications
- Construction Contractors
- Construction Equipment & Supplies – Rent & Lease
- Containers
- Courier Services
- Electrical Contractors
- Electronic Equipment
- Environmental/Haz Mat Consultants
- Explosives
- Fencing Contractors/Materials
- Film/Video Production & Services
- Fire & Water Damage Restoration
- Fire Extinguishers
- Fire Protection Services
- Fuel
- Garbage/Trash & Rubbish Disposal
- Generators
- Glass
- Government Resources
- Hardware
- Hauling/Trailers
- Hotels & Other Lodging Accommodations
- Law Enforcement Services
- Lighting
- Locks & Locksmiths
- Manpower, Temporary
- Markets
- Media
- Medical Services & Supplies
- Mental Health Services
- Mortuary Services
- Non-Profit Organizations
- Parks
- Pest Control
- Photography
- Pipes & Pipelines
- Pumps
- Safety Equipment & Clothing
- Sand & Gravel
- Sandbags
- Scaffolding & Aerial Lifts
- Schools
- Security (Private) Services
- Septic/Sewer Contractors & Cleaners
- Shelter (Human) Supplies
- Sound Systems
- Sweeping Service – Power
- Toilets, Portable
- Towing, Automotive
- Tractors
- Translators & Interpreters
- Transportation
- Tree Services
- Utilities
- Water – Bottled & Bulk
- Water Hauling
- Weed Control Service
- Welding



Appendix 6 Contact List

INTERNAL ONLY

EOC RESPONSE STAFF
MASS NOTIFICATION LIST
LOCAL EMERGENCY
RESPONSE AGENCIES
ESSENTIAL FACILITIES
CRITICAL FACILITIES



* Public Information Functions may be organized through use of assistant information officers or as units if necessary.

** Normally coordinated by county, but a local coordinator may be designated if needed.



Appendix 7 Hazard Mitigation Plan
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Appendix 8 Disaster Service Worker Program

APPROVED SEPARATELY



Appendix 9 Animal Emergency Evacuation & Shelter Plan

APPROVED SEPARATELY