

City of Petaluma Emergency Operations Plan



March 2022



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Part 1: Base Plan

EXECUTIVE SUMMARY

The City of Petaluma's Emergency Operations Plan provides the necessary foundation for the management of emergencies and disasters within the City of Petaluma and addresses the integration and coordination with the Sonoma County Operational Area, other governmental agencies, and key community partners.

As demonstrated by the severe fires occurring in Sonoma County since 2017 and other predicted hazards due to climate change, the City of Petaluma is vulnerable to many threats. This plan is designed to set the foundation for emergency management activities before, during, and after an emergency or disaster and provide the essential guidance for disaster-related actions.

This EOP is based on the functions and principles of the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) – both of which include the Incident Command System (ICS) – and identifies the City's role in the overall SEMS structure. The plan addresses how the City will respond to extraordinary events or disasters, from preparation through recovery.

This plan takes a "Whole Community" approach, in which the inclusion and integration of community partner agencies, residents, and other stakeholders are actively promoted in all phases of emergency management. Through these collaborative efforts, the City will become more resilient and better prepared to meet the needs of its residents and daytime populace alike, especially those with disabilities and others with access and functional needs.

The City of Petaluma Fire Department is responsible for reviewing the plan annually or after a disaster and coordinating any required revisions, which will be noted in the "Record of Revisions" (Page 10). This plan is designed to be read, understood, and exercised prior to an emergency and help the City of Petaluma prepare for the next emergency.

ORGANIZATION OF THE EMERGENCY OPERATIONS PLAN (EOP)

Part One:

Base Plan – Overall organizational and operational concepts relative to response and recovery and an overview of potential hazards.

Part Two:

EOC Operations Guide – This guide is designed to provide the information immediately upon activation of the Emergency Operations Center and the roles and responsibilities of key players in the EOC.

Appendix – Will include all position checklists and other supporting documents for the plan. It may also contain some restricted-use information such as the emergency/disaster organization's notification numbers, other essential numbers, and secure and sensitive information. To remain current, the appendices shall be updated independently of the body of the plan.

Part Three:

Annexes – Plans to be developed that augment the EOP pertaining to specific operations, such as Care and Shelter, or specific incidents, such as a Pandemic or Flood response.

CITY DEPARTMENT RESPONSIBILITIES

Figure 1 below details City department responsibilities for EOC functions.

Function	City Manager	City Council	Building	City Attorney	Economic Development	Finance	Fire	Housing	Human Resources	Information Technology	Parks & Recreation	Planning	Police	Public Works & Utilities
Alert & Warning	S	S					S						P	
Communications							S			P			S	
Situation Analysis	S	P	S		P	S		S		S	S	P	P	S
Management	P			S			S						S	
Public Information	P	S												
Legal Considerations	S			P										
Fire Suppression							P							
Search & Rescue							P						S	S
Emergency Medical							P							
Law Enforcement													P	
Movement & Evacuation							S				S		P	
Access Control													P	S
Care & Shelter								S	S		P	S		S
Construction & Engineering								S			S	P		S
Supply & Procurement	S			S		P								
Personnel						S			P					
Transportation														P
Utilities														P
Finance & Administration	S					P								
Damage Assessment			S				S	S			S	P		S
Debris Clearance											S			P
Recovery Planning	P	S	P		S	S	S	P		S		P	S	

P = Primary
S = Secondary

Figure 1: City Department Emergency Response Function Responsibilities

LETTER OF PROMULGATION

To the Citizens of the City of Petaluma:

The preservation of life, property, the environment, and the economy is a shared responsibility of local, state, and federal governments. While no plan can prevent death and destruction, reasonable plans carried out by knowledgeable and well-trained personnel can and will minimize losses.

The City of Petaluma has prepared this Emergency Operations Plan (EOP) to conform with the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) to ensure the most effective and efficient allocations of resources for the maximum benefit and protection of the population, in times of emergency.

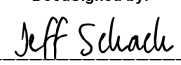
This EOP establishes guidelines and direction for coordination, response, and recovery during emergencies by respective staff. It coordinates with the State of California Emergency Plan and the County’s Operational Area Emergency Operations Plan.

This EOP will be reviewed and exercised periodically and revised as necessary to satisfy changing conditions and needs.

The Petaluma City Manager gives full support to this Emergency Operations Plan and urges all officials, employees, and residents to do their share in the whole community emergency efforts of the City of Petaluma.

This EOP became effective on (date) when approved by the Petaluma City Manager.

<small>DocuSigned by:</small>  <small>03D99C70B34748C...</small>	3/23/2022
City Manager	Date

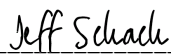
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Fire Chief	Date

ADOPTION AND APPROVAL

Revisions and updates to the City of Petaluma Emergency Operations Plan have been approved by the City Manager and Director of Emergency Services. The current version of the Plan is on file with the City Clerk, the Fire Department, and all City departments.

Requests for further revisions or updates to the Plan shall be submitted to the Fire Department for initial review and then forwarded to the City Manager for review, who is authorized to make final approval.

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RECORD OF REVISIONS

Date	Section & Summary of Change	Page numbers	Entered by

INTRODUCTION

Purpose

The City of Petaluma must be prepared to respond to emergencies that may occur within city limits and must be able to assess whether internal capabilities are sufficient to respond effectively. The City of Petaluma has also activated frequently since 2017 to support mass care and shelter for evacuees impacted by fires in Sonoma and Napa counties and is prepared to do so in the future.

Petaluma's Emergency Operations Plan, referred to as the EOP, addresses the City's response to extraordinary emergencies associated with natural disasters or human-caused emergencies. This plan describes the methods for carrying out emergency operations, the process for rendering mutual aid, the emergency services of governmental agencies, how resources are mobilized, how the City will inform the public, and the process to ensure continuity of government during an emergency or disaster.

To assist communities and governments in recovering from the disaster, the plan outlines programs that promote a return to normalcy. This plan is a management document intended to be read and understood before an emergency occurs. It is designed to outline the activities of the City of Petaluma within a countywide and statewide emergency management system. It embraces the capabilities and resources of the broader emergency management community, including individuals, businesses, non-governmental organizations, other counties, and state and federal governments. The plan highlights resources, working with community-based organizations, to reach Petaluma's most vulnerable populations during a disaster and provide accessibility to all services provided during an emergency.

Scope

This plan applies to any extraordinary emergency associated with any hazard, natural or human-caused event, which may affect the City of Petaluma and generate situations requiring planned, coordinated responses by the City with multiple agencies or jurisdictions.

This plan's provisions, policies, and procedures apply to all agencies and individuals, public and private, having responsibilities for emergency preparedness, response, recovery, and/or mitigation.

This plan was developed according to the California Emergency Services Act and conforms to the Standardized Emergency Management System (SEMS).

Situation Overview

Petaluma is an urban city surrounded largely by rural land uses in the unincorporated portion of Sonoma County that consists of both agriculture and open space. There are approximately 77 acres of designated agricultural land within the Urban Ground Boundaries (UGB). Most of the designated agricultural land outside the City's UGB is within the Sonoma County Agricultural Preservation and Open Space District (SCAPOS). Land within the SCAPOS is designated as greenbelt agriculture, priority greenbelt, priority riparian corridors, wetland priority areas, and priority recreation areas. While land uses include farms, dairies, livestock ranches, and vineyards, the greenbelt land uses function as a separation between urban areas and active farming areas, thereby minimizing agricultural hazards and nuisances in the City. The City of Petaluma is situated approximately 15 miles upstream of the San Pablo Bay.

In Petaluma's Local Hazard Mitigation Plan completed in 2020 - the hazards identified and investigated for the City of Petaluma include:

- Dam Incidents
- Drought and Water Shortage
- Earthquake - Surface Rupture - Ground Shaking - Liquefaction - Subsidence - Landslides/Mudslides
- Flood: 100/500-Year Flood
- Sea Level Rise
- Severe Weather: Heavy Rain/Thunderstorm/Hail/Lightning
- Severe Weather: Extreme Heat
- Severe Weather: Wind
- Wildfire
- Hazardous Materials: Hazard Material Releases, Chemical Facilities, Gas Pipelines
- Cyber Threats: Malware, Ransomware
- PG&E Public Safety Power Shut-off Events
- Natural, human-caused, and human-health hazards such as the COVID-19 pandemic

For more details see the full Hazard Mitigation Plan at <https://cityofpetaluma.org/documents/lhmp/>.

The City is very cognizant of the effects of climate change and expects it to bring more frequent and intense natural disasters to the North Bay Region. The City has launched a "Climate Ready" campaign to initiate a massive local economic impulse and model 21st century green architecture, landscape design, and engineering to restore ecological balance and economic stability. To this end, the City aims to achieve greenhouse gas carbon neutrality for the City of Petaluma by 2030.

Sonoma County, the northern-most of the nine counties comprising the San Francisco Bay Area, is just over 1,500 square miles, with more than 50 miles of coastline along the Pacific Ocean and San Pablo

Bay. Sonoma County has experienced more severe weather patterns in the last four years due to climate change which includes a significant increase in fire and flooding risks.

The primary north/south travel corridor in Sonoma County is US Highway 101, along which a majority of the population lives. This vital economic and transportation corridor for the county and entire North Bay is also the main tourist route through Northern California. The City of Petaluma is the second-largest city in the county and has a major presence on this transportation corridor. Consequently, Petaluma has served as a significant shelter refuge for evacuees fleeing fires in the Central and Northern parts of the county since 2017.

The City of Petaluma faces a myriad of risks; therefore, this plan has been developed to take an all-hazards approach to strengthen the City's ability to respond to and recover from a multitude of potential disasters rapidly and effectively.

Planning Assumptions

The following planning assumptions translate into basic principles associated with conducting emergency management operations in preparation for, response to, and recovery from major emergencies:

- Emergencies or disasters may occur at any time, day or night, in populated as well as remote areas of the City of Petaluma.
- This plan takes an "All Hazards" approach to emergency management. While it does identify specific hazards and threats, the concepts and approach are standardized for effective management of these incidents.
- Large-scale emergencies and disasters and the complex organizational structure required to respond to them pose significant challenges in terms of warning and notification, logistics, and agency coordination.
- Disasters may occur at any time with little or no warning and may exceed the capabilities of local, state, federal, tribal governments, and the private sector in the affected areas.
- Disasters may result in injuries, fatalities, and displacement of people from their homes.
- A disaster can result in property loss, interruption of essential public services, damage to basic infrastructure, and/or significant harm to the environment.
- The City of Petaluma is primarily responsible for emergency actions in the City's jurisdictional boundaries and will commit all available resources to save lives, minimize injury to persons, minimize property damage, protect the environment, and support local economies.
- Local municipal government is responsible for emergency actions in its incorporated area. Sonoma County, serving as the Countywide Operational Area, will provide support as needed and requested by cities in the operational area or as designated in agreements with the incorporated area.

- Multiple major emergencies may occur simultaneously, creating responses to “concurrent events.”
- The City will take a whole community approach to best care for all of its vulnerable populations. Efforts in all phases of disaster will take into consideration language and accessibility concerns.
- Major emergencies and disasters will require a multi-agency, multi-jurisdictional response. For this reason, responding agencies must implement SEMS/NIMS standards for incident command immediately and expand as the situation dictates.
- Large-scale emergencies and disasters may overburden local resources and necessitate mutual aid from neighboring jurisdictions. Requests will be made through the SEMS Resource Request System, working with the Operational Area to request regional, state, and federal resources as needed.
- Major emergencies and disasters may generate widespread media and public interest. The media is an ally in large-scale emergencies and disasters; they can provide considerable assistance in emergency public information and warning and should be coordinated through the county’s Joint Information Command System (JIC).
- Disasters and emergencies may require an extended commitment of personnel and other resources from involved agencies and jurisdictions.
- City residents will be expected to provide for their immediate needs to the extent possible for several days following a catastrophic event or for at least 72 hours following a location-specific incident. Public, private, volunteer organizations, and the general public will have to utilize their resources and be self-sufficient for potentially several days, possibly longer.
- The City of Petaluma will engage non-governmental and partner agencies in support of responding to incidents.

CONCEPT OF OPERATIONS

Alert and Warning

Success in saving lives, property, and preserving the environment depends on the timely and effective alerts and warnings to Petaluma residents, visitors, and first responders.

During a disaster, the City is responsible for disseminating information about the emergency to keep the public and its internal personnel informed about what has happened, the location of the threat, the actions desired by the public, and other critical details.

The words “alert” and “warning” are often used interchangeably, but in this document, those words are used in specific senses:

- Alert - A communication intended to draw recipients’ attention to some previously unexpected or unknown condition or event.
- Warning - A communication that encourages recipients to take immediate protective actions appropriate to an emergent hazard or threat.

The City of Petaluma and the County of Sonoma have systems to issue Alert and Warning of an impending incident.

Table 1: City and County Notification Systems

Nixle	The City of Petaluma uses Nixle to send emergency alerts and other important info to the community. To receive these alerts, residents must create a Nixle account and select which alerts they want to receive--Police, Fire, and/or General City. Residents may text their zip code to 888777 to opt-in or use the sign-up link: https://local.nixle.com/register/
SoCo Alert	Residents can register to be notified by Sonoma County first responders in the event of emergencies. Any message regarding the community’s safety, property, or welfare will be disseminated using the SoCoAlert system. These may include evacuation notifications, shelter-in-place, boil water advisories, tsunami warnings, and flood warnings. Residents may sign up at https://public.coderedweb.com/CNE/en-US/BF7053564662

The City and County will utilize various modes to alert and warn the community and contact emergency response personnel. Both the City and County will incorporate responsive measures to enhance the ability to reach individuals with Access and Functional Needs (AFN), including non-English speaking ones. An example of this is providing those in the Deaf community or persons who are hard of hearing with a NOAA Weather Radio and external attachments that produce a strobing light or vibration to indicate an alert they need to be aware of. The County is also committed to sending alerts and warnings

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in English and Spanish through County-managed alert systems. SoCoAlert is the branded name of the County's mass notification system.

Public Information

Sonoma County has experienced a fair share of incidents and large-scale disasters during the last several years, including 2017, 2019, 2020, and 2021. Providing clear, accurate, accessible, and timely information during an emergency is critical. Providing the same during times outside of an emergency is just as important.

Public awareness campaigns, public events, and other public education materials take place throughout the year to support Preparedness.

The City of Petaluma disseminates public information through various channels and platforms regularly. In a disaster incident, information related to the disaster and, later, information in the Relief and Recovery Phases is primarily disseminated via the platforms and channels described in the tables below.

Table 2: City Webpages

City Website	https://cityofpetaluma.org/
City Emergency Prep & Response Webpage	https://cityofpetaluma.org/departments/emergency-prep-response/

Table 3: City Social Media Platforms

Platform	URL or Username
Facebook	https://www.facebook.com/cityofpetaluma
Nextdoor	https://nextdoor.com/agency-detail/ca/petaluma/city-of-petaluma/
Twitter	@PetalumaCityGov
Instagram	thecityofpetaluma

Additionally, the City has recently increased its **Time-Sensitive Translation Capabilities** to provide time-sensitive translation of Alert and Warning Information in multiple languages, including ASL, with metrics regarding how quickly information can be pushed out. Based on the California Office of Emergency Services (CAL OES) recommendations, the City has contracted Video Remote Interpreting (VRI) services. VRI utilizes a platform that provides on-demand support for the top fifteen (15) most common languages, including American Sign Language (ASL). VRI provides access to qualified Interpreters in seconds from anywhere, on any device, and is HIPAA compliant. VRI has been

successfully utilized in shelter operations and vaccination sites during the past year in the State of California. The City's communications team currently works with live translators to translate some live meetings and written communications. These translators are under contract and available to support Petaluma's efforts as needed. Petaluma's website does provide the google translate tool, but all emergency communications are translated locally by native speakers. These efforts increase the City's capabilities to provide accurate and timely information to the whole community, including people with disabilities and others with access and functional needs.

Joint Information System

The Joint Information System (JIS) is a broad mechanism that organizes, integrates, and coordinates information to ensure timely, accurate, accessible, and consistent messaging activities across multiple jurisdictions and disciplines. This structure includes the private sector and Non-Government Organizations (NGOs) at the Operational Area level and throughout the Bay Area. It includes the plans, protocols, procedures, and structures used to provide public information. Federal, State, tribal, territorial, regional, local, and private sector PIOs and established Joint Information Centers (JIC) at each level of SEMS are critical elements of the JIS. The JIS structure is used for ensuring that:

- Public Information Officer (PIO) functions are coordinated and integrated.
- A structure and system for developing and delivering coordinated interagency messages are provided.
- Public information plans and strategies can be developed, recommended, and executed in response to community needs and on behalf of the incident management leadership.
- Leadership is effectively advised on public affairs issues that could affect a response effort, and rumors and inaccurate information that could undermine public confidence are controlled and managed.

Joint Information Center

The Joint Information Center (JIC) is the central location that facilitates the operations of the JIS during an emergency and is coordinated by the Sonoma County Operational Area. This location houses personnel with public information responsibilities from multiple agencies, departments, and other local governments. They perform critical emergency information functions, crisis communications, and public affairs functions. In a specific citywide event, the City of Petaluma could establish its own JIC, but typically a JIC is coordinated at a countywide level.

Upon the activation of a JIC, the City of Petaluma and other jurisdictions are invited to send a Public Information Official to the JIC for the timely and accurate coordination of public information across the County Operational Area. A JIC will be established at a suitable location in close proximity to manage public information functions effectively. When activated, the JIC will be staffed by personnel trained to conduct Public Information activities, including coordinating inter-jurisdictional media releases and

managing rumor control and community communications functions. Regardless of where the JIC is established, Public Information functions will continue to be managed from the EOC.

Whole Community Approach

The City's ability to respond and recover from significant emergencies and disasters depends on planning for the unique needs and specific requirements of **ALL** of the City's residents and visitors. To further identify and meet these needs, the City has adopted a "Whole Community" approach in which the inclusion and integration of community partner agencies, residents, and other stakeholders is actively promoted in all phases of emergency management. Through these collaborative efforts, the City will become more resilient and better prepared to meet the needs of its residents and daytime populace alike, especially those with disabilities and others with access and functional needs.

The City of Petaluma is committed to maximizing compliance with the Americans with Disabilities Act and providing the best service to Petaluma residents and visitors. As such, the City adheres to the guidelines outlined below:

- Disability will not prevent access to services or facilities provided by the City.
- The City will not exclude or deny benefits of any sort based on a disability, access, or functional need.
- The City will integrate the resources of partner agencies in Petaluma to best meet the needs of people with disabilities and others with access and functional needs. Many community-based and faith-based organizations are trusted providers for some of the City's most vulnerable populations. Partnering with these organizations is critical to meeting the whole community's needs.
- The City will work closely with the Operational Area to support and accommodate people with disabilities and those with access and/or functional needs in the most integrated setting possible, including the procurement of needed resources such as accessible transportation and Durable Medical Equipment (DME).
- The City will shelter people with disabilities and those with access and/or functional needs with their families, friends, or neighbors as feasible in the most integrated setting possible.
- In the City, all services provided during times of emergency, to the maximum extent feasible, will be inclusive of individuals with disabilities and others with access and functional needs. The following are key focus areas for inclusive service delivery and support:
 - ❖ Accessible transportation
 - ❖ Procurement of Durable Medical Equipment in a shelter setting
 - ❖ Assistance animals
 - ❖ Dietary restrictions and needs
 - ❖ Assistive equipment and services
 - ❖ Accessible public messaging

- ❖ Evacuation assistance
- ❖ Restoration of essential services
- ❖ Language translation and interpretation services
- ❖ Service delivery site ADA compliance

In addition to observing inclusive planning practices, the City is also attentive to Federal and State laws that govern the service of individuals with disabilities and others with access and functional needs during emergency planning and response efforts. The City and the Sonoma County Operational Area comply with Federal laws that prohibit discrimination in emergency management programs on the basis of disability. Those laws are cited in the Authorities section of this plan. Additionally, the City complies with California Government Code § 8593.3, which requires government agencies to integrate planning for individuals with access and functional needs into emergency operations plans. As stated in the aforementioned Code, this includes planning for individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.

In partnership with local agencies the City tracks locations of vulnerable populations wherever possible. See attachments for **Petaluma Valley Hospital's Emergency Operations Plan** and the **Critical Infrastructure locations for PG&E**.

Coordination with Community and Faith-Based Organizations

The City works closely with trusted providers such as Community-Based Organizations (CBOs) and Faith-Based Organizations (FBOs) partners. It has been closely engaged with these organizations in recent events since the 2017 wildfires. There are multiple reasons to do this:

- CBOs and FBOs are trusted providers to many vulnerable populations and can quickly help spread messaging through their own internal and external networks.
- CBOs and FBOs have access and can communicate with subpopulations - for example, serving food to homeless populations, knowing their names and where the encampments are, providing translation services, etc.
- CBOs and FBOs can provide critical information on where vulnerable populations are and how to access them. Meals on Wheels is a tremendous example of reaching the elderly, people with disabilities, homebound populations, etc. In a disaster, CBOs and FBOs are valuable resources for sending and receiving information regarding the needs of these populations.

The City is in the process of developing more formal Memorandums of Understanding for its CBO and FBO partner organizations to help CBOs and FBOs be potentially eligible for reimbursement funding in a declared disaster. Some examples of this include:

- Petaluma People Services Center is a key partner with the City and provides a myriad of services in a disaster, including volunteer and donations management, emergency food services, assistance with helping staff shelters, and has been a key partner during recent response events.
- The City of Petaluma also works closely with Petaluma People Services Center's new program - Specialized Assistance For Everyone (SAFE). SAFE is a community collaboration to address crisis response prevention and intervention for Petaluma's most vulnerable community members experiencing mental health, substance abuse and/or homelessness with mobile crisis and mobile evaluation teams which include direct client contact in the community, partnering with law enforcement, crisis intervention, field clinical assessments, outreach services, and other related duties as assigned.
- Rebuilding Together Petaluma has recently engaged with the City to provide support to reach its most vulnerable populations to deploy volunteer groups to canvass homeless encampments, neighborhoods and unlikely living areas which may still house people – barns, unlicensed secondary cottages, vacant properties, etc.
- Churches and congregations that have stood up or have been ready to stand up shelters in recent events to support the overflow of shelter needs once the county and City-run shelters in Petaluma have reached capacity.
- The City of Petaluma also participates in Sonoma County's Community Organizations Active in Disaster (COAD), an umbrella organization that fosters more effective service delivery to those affected by disasters in Sonoma through the collaboration of community agencies throughout the disaster cycle – mitigation, preparedness, response, and recovery.

Emergency Management Phases

The four phases of Emergency Management used in the Sonoma County Operational Area are Preparedness, Response, Recovery, and Mitigation. These phases are not static in nature, and the City and County can expect to encounter overlap in these phases as they experience an incident. The City of Petaluma will align with the County's following definitions and actions for these phases:

Preparedness

As a starting point, Preparedness creates community readiness before a disaster strikes. This phase includes planning, training, educational activities, and other actions which increase operational capabilities. Readyng a "go bag" and developing a family evacuation plan are examples of preparedness measures. Increasing awareness and preparedness skills reduce vulnerabilities for all and can limit disruption should disaster strike. These efforts and outreach are especially crucial for those who may face additional vulnerabilities and challenges, such as those with access and functional needs, language or technological access concerns, or those living in remote rural areas. Preparedness is an ongoing process.

Response

The Response phase can be divided into two sections, the first of which is Pre-Emergency Response. In this phase, disaster may be imminent, and actions are precautionary and emphasize the protection of life. In a predicted disaster, such as a flood, the City may receive a briefing, the EOC may be activated, and other preparations and notifications may be made based on the anticipated severity of the incident. The Sonoma County Operational Area will notify the City of an imminent event. Following this Pre-Emergency Response, or when no advance warning occurs, Emergency Response attempts to establish and maintain control of the situation while minimizing the effects of the disaster. Examples of this phase include issuing alerts and warnings, coordinating evacuation notifications, and requesting Mutual Aid. The interactions and communication between the field and the EOC are guided by the Incident Command System (ICS). In an extended emergency, the response also includes care and shelter, public information, situation analysis, and initial damage assessments.

Recovery

Recovery efforts will begin at the outset of an emergency, may overlap with the Response Phase, and will be coordinated through the EOC. During the Recovery Phase, the focus is on the restoration of an affected community in the aftermath of a disaster. Deliberate actions at the onset of an emergency may enhance recovery operations. Based on FEMA's National Disaster Recovery Framework, these efforts create a new normal for those affected by the disaster. Achieving this may include damage assessments, debris removal, infrastructure repairs, assistance programs, and many other agency and departmental efforts. Identification of hazards continues during this phase, and public health and safety are prioritized. Depending on the severity of the incident, recovery from a single event may take years. Successful recovery efforts are crucial for caring for our Sonoma County residents and restoring essential services. Recovery efforts must be responsive to the unique characteristics and needs of the communities and individuals affected. To that end, response efforts need to present information in both English and Spanish and be proactive and responsive to addressing gaps in the accessibility of services for individuals with Access and Functional Needs.

Coordination between many partners is needed to optimize resources, improve partnerships, and seek opportunities to benefit the community. Partners can include individuals and households, the private sector, nonprofit sector, local government, state government, tribal governments, and the federal government. Specific details are available in the Sonoma County Recovery and Resiliency Framework.

Mitigation

Mitigation ends the Recovery Phase and leads into the Preparedness phase and includes actions taken to prevent or reduce the cause, impact, and consequences of disasters, such as decreasing dry fuel and creating defensible space to limit risk from wildfire. These efforts may include the implementation of lessons learned from the previous event. Eliminating or reducing

the impact of hazards in Petaluma that threaten life and property are part of the mitigation efforts.

Mitigation tools include:

- Local ordinances and statutes (zoning ordinances, building codes and enforcement, etc.)
- Structural construction measures, such as building levees or retrofitting structures
- Tax levy or abatements
- Land use and hazard mitigation planning

- Climate Ready Initiative

- Cool City Challenge

See the City of Petaluma County Hazard Mitigation Plan for additional information on mitigation efforts and priorities in the City at <https://cityofpetaluma.org/documents/lhmp/>.

Emergency Management Systems

National Response Framework

The National Response Framework (NRF) is based upon the premise that incidents are handled at the lowest jurisdictional level. In the vast majority of incidents, state and local resources and interstate mutual aid will provide the first line of emergency response and incident management support. When state resources and capabilities are overwhelmed, Governors may request federal assistance. The NRF is intended to facilitate coordination among local, state, tribal, and federal governments, and the private sector without impinging on any jurisdiction or restricting the ability of those entities to do their jobs. The NRF does not alter or impede the ability of first responders to carry out their specific authorities or perform their responsibilities. The use of NIMS enables local, state, tribal, and federal governments and private sector and non-governmental organizations (NGOs) to work together effectively and efficiently to prevent, prepare for, respond to, and recover from actual or potential domestic incidents regardless of cause, size, or complexity.

Incident Command System

The Incident Command System (ICS) is a primary component of SEMS and NIMS. ICS is a standardized on-scene emergency management system designed to allow for an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS addresses both organization and process. ICS is used to manage facilities, equipment, personnel, procedures, and communications through the use of a common organizational structure and standardized practices, per the ICS Field Operations Guide (ICS 420-1).

Standardized Emergency Management System

The Standardized Emergency Management System (SEMS) is the cornerstone of California's emergency response system and the fundamental structure for the response phase of emergency management. The system unifies all California's emergency management community elements into a single integrated system and standardizes key elements. The primary goal of SEMS is to aid in communication and response by providing a common management system and language. Core elements of SEMS include the use of the Incident Command System (ICS), multi-agency coordination, Mutual Aid, and the concept of an operational area.

Many different agencies must work together effectively to protect lives, property, and the environment during disasters. SEMS facilitates priority setting, interagency cooperation, and the efficient flow of resources and information. The response structure of SEMS begins when an incident exceeds the response capabilities of first responders. They establish an Incident Command or need for additional agencies to manage the response. SEMS allows multiple agencies to coordinate and communicate as the response unfolds, rather than acting within their departmental silos. As an incident grows, the response may expand to a larger area, which might involve local government in the form of cities or

other agencies. If additional support is required or multiple local governments are affected, the EOP may be activated according to protocols in place. If further support were necessary, the request for assistance would go to the Coastal Region, one of three regions of Cal OES, and from there to the State. At that point, the State may request Federal Assistance.

National Incident Management System

In response to the events of September 11th, 2001, President George W. Bush issued Homeland Security Presidential Directive-5, which directed the Secretary of Homeland Security to develop and administer a National Incident Management System (NIMS). NIMS is based in part on the California SEMS model. NIMS provides a comprehensive, whole community and multi-agency government approach to incident management for all hazards and integrates existing best practices into a consistent nationwide approach to domestic incident management that applies to all jurisdictional levels and across functional disciplines. NIMS is based on a balance of flexibility and standardization that allows government and private entities at all levels to work together to manage domestic incidents, regardless of their cause, size, location, or complexity. This system's approach has five major components: preparedness; communications and information management; resource management; command and management; and ongoing management and supporting technologies.

A critical function of ICS is the responsibility of the individuals within it to communicate both up and down the chain of command, share information, and empower each member. Thus, a diverse EOC builds connectivity of ideas and solutions. It is recommended that all local government and staff who may work in the EOC or at the field level will receive appropriate ICS/SEMS/NIMS training. Training is available online through Cal OES and FEMA.

Response Levels

Field Response

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activations in direct response to a single incident, multiple incidents, or threats. This is the incident level, where the emergency response begins. SEMS regulations require the use of ICS at this level of an incident. Field response agencies are most often represented by fire, law enforcement, EMS, and public health, although roads and airports and parks may be early responders in the field as well.

Local Government

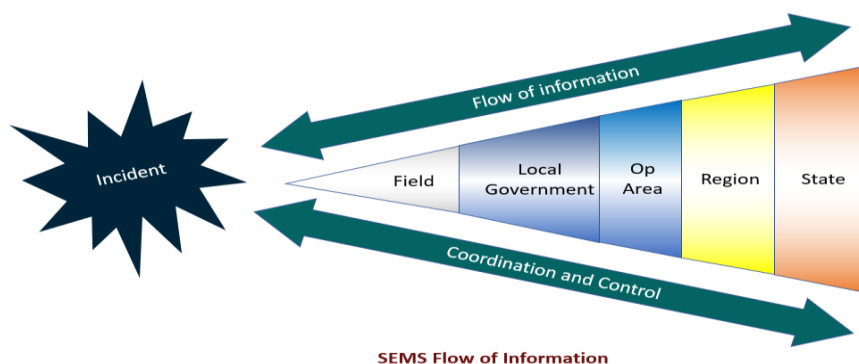
Local governments include cities/towns, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities between emergency agencies and operations centers within their jurisdiction (such as local EOCs and Departmental Operations Centers (DOCs)). This level is the first coordination level above the field response. Local governments are

required to use SEMS when their Emergency Operations Center is activated, or a local emergency is declared.

Operational Area

The Operational Area (OA) is conceptual in nature and incorporates the effective incident management collaboration of the various jurisdictions within the boundaries of Sonoma County, including special districts. The County of Sonoma, as a jurisdiction is charged with taking the lead in coordination as the OA and acts as the primary point of contact for the region and state. In an OA lead entity capacity, the county manages and/or coordinates information, resources, and priorities among local governments and serves as the link between the local government level and the regional level. Key primary functions the County as the OA provides to the City includes:

- Situational Awareness – the OA serves a key role in gathering information for all of the affected jurisdictions to allocate resources. The OA will provide a broader perspective of the incident, how it is affecting other jurisdictions and will provide information from state and federal agencies that affect the City's response efforts.
- Public Information – the dissemination of consistent information to the public information is critical for saving lives in an emergency or disaster. The OA will lead the establishment of a Joint Information Center (JIC) for providing coordination of information to the public.
- Resource Requests – the OA will coordinate requests for resources through the Logistics/Finance Section and prioritize local requests based on the priority of saving lives, property, etc. The OA submits requests from the City to the Coastal Region who in turn submits them to the State Operations Center who coordinates with FEMA.
- Damage Assessment – the OA will coordinate damage assessment for the entire county, and reimbursement from FEMA is determined on how much damage is calculated. The County may own infrastructure that exist in the City, etc., and coordinate on assessment of the damage. The



cumulative collection and submission of damage assessment in a multi-jurisdictional disaster increases the chance of reimbursement for the City.

Figure 2: SEMS Flow of Information

Regional

The state is divided into three administrative regions. Because of its size and geography, Cal OES has divided the State of California into six mutual aid regions. In SEMS, the regional level manages and coordinates information and resources among operational areas within the mutual aid region. The regional level also oversees the flow of information and resources between the operational and state levels.

State

The state-level manages and coordinates state resources in response to the emergency needs of the other levels. This level manages and coordinates mutual aid among the mutual aid regions and between the regional and state levels. The state-level also serves as the coordination and communication link between the state and federal disaster response system.

Mutual Aid

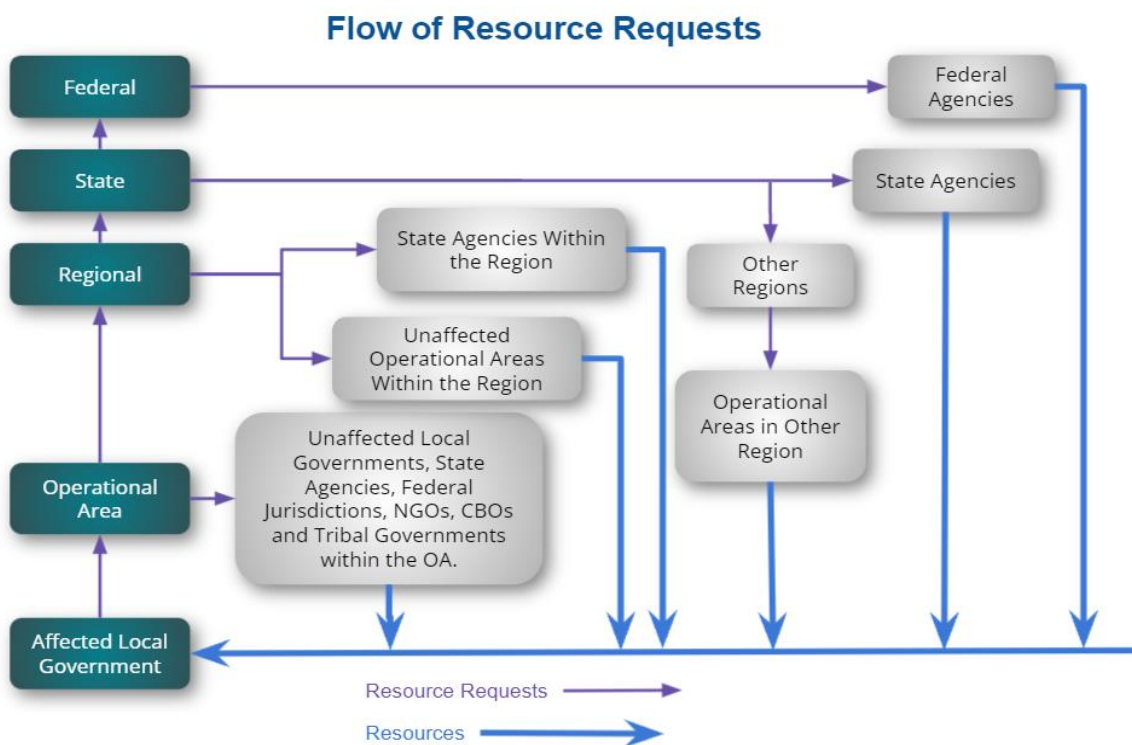


Figure 3: Mutual Aid Flow Resource Requests

The California Mutual Aid System operates within the framework of the California Master Mutual Aid Agreement (MMAA) and under the authority of the California Emergency Services Act. The system allows for the mobilization of resources to and from emergency response agencies, local governments, OAs, regions, and the state with the intent to provide requesting agencies with adequate resources. Four primary response disciplines utilize mutual aid:

- Fire and Rescue
- Law Enforcement
- Coroner
- Emergency Management

The California Mutual Aid System includes six mutual aid regions to facilitate the coordination and flow of mutual aid requests. As part of the Coastal Administration Region, the Sonoma County OA and the City are part of Mutual Aid Region II. The system includes several discipline-specific mutual aid systems that operate through designated mutual aid coordinators at the OA, regional, and state levels. Mutual aid requests are coordinated within their geographic area before unfilled requests are forwarded to the next level. See Figure 4 (Mutual Aid Request Process) below. Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system and by emergency management staff at the local government, OA, regional, and state levels. The City will assume responsibility for the support of mutual aid personnel and their equipment.

Mutual Aid Request Process

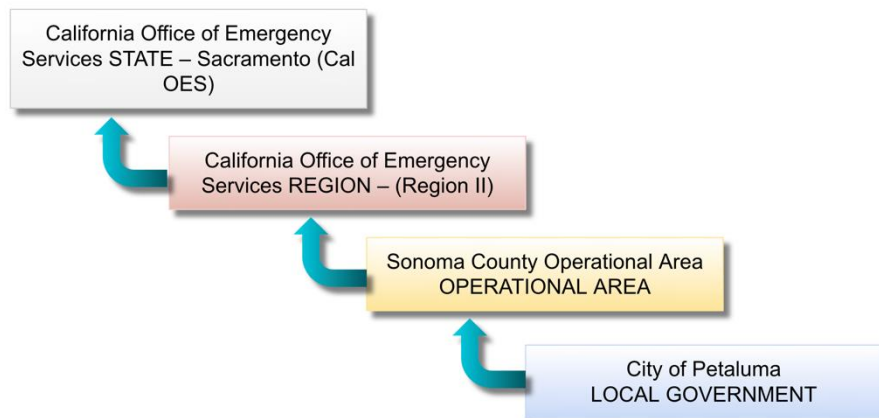


Figure 4: Mutual Aid Request Process

Emergency Proclamations

Local Emergency

A Local Emergency may be proclaimed by the Director of Emergency Services (City Manager) or designee in accordance with the ordinance adopted by the City Council. The City Council must ratify a Local Emergency proclaimed by the City Manager within seven days. Proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the City of Petaluma, caused by natural or human-caused situations.

The City shall advise the County Department of Emergency Services of the declaration. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- If necessary, request that the Governor proclaim a State of Emergency.
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance or failure of performance. (Note: Article 17 of the Emergency Services Act provides for certain privileges and immunities.)

State of Emergency

The Governor may proclaim a State of Emergency when:

- Conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state caused by natural or man-made incidents.
- The Governor is requested to do so by local authorities
- The Governor finds that local authority is inadequate to cope with the emergency

Whenever the Governor proclaims a State of Emergency:

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any City or County for outside assistance

- The Governor shall, to the extent he deems necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of California within the designated area
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency
- The Governor may suspend the provisions of 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 the media) in carrying out the responsibilities of his office
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary
- The Governor can request additional assistance by asking for a Presidential declaration

Incidents of National Significance

Incidents of National significance, including terrorist incidents and information, will be communicated to the Homeland Security Operations Center (HSOC) by the Sonoma County Operational Area through SEMS in California. The County will send information to the Governor's Office of Emergency Services Regional Operations Center (REOC) in Oakland or directly to the State Operations Center (SOC) in Sacramento if deemed necessary. The State will communicate information to the HSOC and or FEMA as deemed appropriate.

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 Emergency Services Act.

CONTINUITY OF GOVERNMENT

A major disaster could include death or injury of key officials, partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry. Law and order must be preserved and government services maintained. Applicable portions of the California Government Code and the Constitution of the State of California provides authority for the continuity and preservation of local government.

Continuity of leadership and government authority is particularly important with respect to emergency services, the direction of emergency response operations, and management of recovery operations. The following portions of the California Government Code and the State Constitution provide authority for the continuity and preservation of State and local government:

- Continuity of Government in California (Article IV, Section 21 of the State Constitution)
- Preservation of Local Government (Article 15 of the California Emergency Services Act)
- Temporary Seat of State Government (Section 450, Title 1, Division 3, Chapter 1 of the Government Code)

Lines of Succession for Officials Charged with Discharging Emergency Responsibilities

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

Article 15, Section 8638 of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each member of the governing body. Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety. (See Lines of Succession list for County departments at the end of this Section.)

Article 15, Section 8643 Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property
- Reconstitute itself and any subdivisions
- Perform functions in preserving law and order and furnishing local service

The lines of succession for officials charged with discharging emergency responsibilities are as follows:

Service/Department	Title/Position
City Manager	<ol style="list-style-type: none"> 1. Emergency Services Director (City Manager) 2. Assistant City Manager 3. Deputy City Manager/Finance Director
Fire Department	<ol style="list-style-type: none"> 1. Fire Chief 2. Assistant Fire Chief 3. Fire Marshal 4. One of the Battalion Chiefs
Police Department	<ol style="list-style-type: none"> 1. Police Chief 2. Deputy Police Chief 3. One of the Lieutenants

Municipal Code, and Section 2.32.070 provides for succession regarding the City Manager as Emergency Services Director.

§1.271(4) Emergency Government After a Disaster

The California Emergency Services Act ([Govt C §8550](#) et seq.) provides for the preservation of local government during an emergency and specifies the duties and powers of local government to appoint contingency successors in office (called standby officers) for various public officials, including the governing body and the chief executive officer to serve when the elected or appointed incumbent is unavailable during an emergency. See [Govt C §§8635-8641](#). Appointments as standby officers are made by the governing body in accordance with these sections and local ordinances. Temporary officers may be appointed when all incumbent and standby officers are unavailable. [Govt C §8644](#). Temporary officers are to be appointed during the emergency by the chairperson of the board of supervisors of the county in which the city is located or by other specified elected officials if the chairperson is unavailable.

Vital Records

The responsibility of developing and implementing procedures for protecting vital records, materials, and facilities fall to each individual City Department and partner agencies. These procedures identify the systems, archiving schedules, and the responsible roles for the maintenance of records. It is imperative that Departments and maintain essential agency records that are needed to:

- Meet their operational responsibilities under national security emergencies
- Protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records)
- Preserve the obligation and interests of City residents and employees (legal and financial rights records).

The Information Technology Department (IT) has an overarching responsibility for managing a system for the overall repository and tracking of records and information management for the City. Specific to emergency management operations, vital records include but are not limited to:

- Emergency plans (including procedures, checklists, contact lists, personnel records, etc.)
- Emergency Action Plans (specific to the response operations during an incident)
- Situation Reports
- Alert and Warning notifications
- Disaster Financial Records
- Recovery planning records and documents
- Grant applications and supporting documentation

These documents are stored in electronic form on the City's SharePoint site. Sensitive information is password protected.

PLAN MAINTENANCE, TRAINING, EXERCISES

Plan Maintenance

The City of Petaluma Emergency Operations Plan (EOP) will be maintained by a process to ensure that it remains an active and relevant document. It will be reviewed and revised by the City of Petaluma Fire Department Emergency Operations Coordinator annually. Every five years, the entire emergency operations plan will be reviewed, updated, approved, republished, and redistributed.

As a "living document," the plan may be modified on an ongoing basis because of post-incident analyses, post-exercise critiques, and changes in policy. Such changes include updated responsibilities, procedures, laws, rules, or regulations pertaining to emergency management and operations change. A record of revisions to this plan will be maintained by City of Petaluma Fire using the **Record of Revisions** table (Page 10).

Tests, Training and Exercises

The City of Petaluma will conduct training and exercises for EOC staff on a regular basis. The goal of training and exercises is to better orient staff and cross-train back-up staff to ICS/SEMS/NIMS and their EOC functional responsibilities.

The City Emergency Management Coordinator, in conjunction with the City EOC Leadership Team, is responsible for planning and conducting emergency exercises for the City. Exercises will be conducted on a regular basis to maintain readiness and allow EOC responders to become familiar with the procedures, facilities, and systems that they will use in emergency situations. City staff participation in these exercises is very important to enhance emergency coordination and to develop leadership capabilities in the EOC structure.

Additionally, the City will conduct exercises with local agencies such as school districts, community-based organizations, faith-based organizations, and other organizations that may partner with the City to enhance response, relief, and recovery efforts to facilitate a whole community approach.

AFTER-ACTION REPORTS

The Standardized Emergency Management System (SEMS) regulations require any city or county declaring a local emergency for which the Governor proclaims a State of Emergency, to complete and transmit an After-Action Report to Cal OES within 90 days of the close of the incident period. SEMS/NIMS integration requires this report to include Corrective Actions, so this report is now called the After Action/Corrective Action (AA/CA) Report. The AA/CA Report will provide, at a minimum,

the following:

- Response actions taken
- Lessons learned
- Application of SEMS
- Suggested modifications to SEMS
- Necessary modifications to plans and procedures
- Training needs
- Recovery activities to date
- Corrective Actions to resolve identified issues or problems

The AA/CA report will serve as a source for documenting the City of Petaluma's emergency response activities and identifying areas of concern and successes. It will also be utilized to develop a work plan for implementing improvements. The AA/CA report will be a composite document for all SEMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations.

It will include an overview of the incident, including enclosures, and will also address specific areas of the response, if necessary. It will be coordinated with, but not encompass, hazard mitigation. Hazard mitigation efforts may be included in the "recovery actions to date" portion of the AA/CA report.

If an event affects more than just the City of Petaluma, the City may coordinate with the Operational Area and other jurisdictions and special districts in the completion of the AA/CA report. The primary audience will be City employees, partner agencies, and the Operational Area.

Part 2: EOC Operations Guide

USE OF THE EOC OPERATIONS GUIDE

This guide is designed to provide information immediately upon activation of the Emergency Operations Center and the roles and responsibilities of key players in the EOC. It will highlight critical functions coordinated and managed by the EOC, EOC Organization, authorities, and triggers for activation, EOC staff notification, DSW procedures, location, and EOC layout and other functions that support the effective operations of an Emergency Operations Center.

ACTIVITIES MANAGED THROUGH THE EOC

When an incident occurs, incident stabilization activities (e.g., firefighting, damage assessment, property conservation) may be underway at the incident scene. Others assigned to support incident stabilization, business continuity, or crisis communications activities will report to an Emergency Operations Center (EOC). The EOC is a physical or virtual location where coordination and support of incident management activities are directed.

EOC ACTIVATION

Activation Authority

The EOC may be activated by the following City officials:

- City Manager
- Assistant City Manager
- Deputy City Manager/Finance Director

This plan will be used, and it will be considered activated, during any of the following situations:

When the City Manager (Director of Emergency Services), or alternate, has ordered a partial or full activation of the EOC. The City may activate the EOC from a multitude of potential triggers such as but not limited to:

- An immediate actual event such as an earthquake or fire affecting the City
- An imminent event with some warning, such as a flood or fire which may affect the City
- Heavy or continuous rain expected to elevate the Petaluma drainage levels beyond the flood stage
- A human-caused disaster such as civil unrest, mass shootings, etc.

- A declaration of a Public Health Emergency by the Public Health Officer
- A request from the Operational Area or another jurisdiction to support events in other areas of the County, such as providing shelter to evacuees from other jurisdictions
- When the City Manager (Director of Emergency Services), or alternate, or City Council, has proclaimed the existence of a LOCAL EMERGENCY
- When the Governor has proclaimed a STATE OF EMERGENCY that affects the City of Petaluma.
- When the President has declared a National Emergency that affects the City of Petaluma.
- When a STATE OF WAR EMERGENCY (as defined by the California Emergency Services Act) has been declared.
- Automatically on the receipt of an attack warning or the observation of a nuclear detonation.

Levels of Activation

With the above guidelines in mind, there are two types of activations of the EOC.

1. **Partial Activation:** The City Manager may order a partial activation of the EOC when a hazard or an emergency requires a response beyond the scope of the City's normal activities. This might involve a minor to moderate emergency that a limited number of responders can handle, it might involve the early stages of an expanding disaster, or it might involve the late stages of a response before deactivation of the EOC.

During a partial activation of the EOC, only some of the EOC sections and positions are filled. The City Manager or designee is responsible for contacting the affected departments (e.g., Police, Fire, Public Works) to assess the magnitude of the emergency and to staff those EOC positions deemed necessary.

2. **Full Activation:** The City Manager shall order a full activation of the EOC when there is a "moderate to severe emergency" or a "major disaster." During a full activation, all or most of the EOC positions are filled. This involves an emergency requiring an all-out City (or greater) response effort which may include requests for mutual aid.

EOC Locations, Personnel Notification, and Report-in Procedures

The primary systems to notify employees of an EOC Activation are as follows:

- Everbridge will send a notification for employees to report into the EOC upon activation. This system has the capability to activate only portions of the EOC as needed or provide a call-out for all EOC personnel in the event of a severe incident. Everbridge will send notifications to staff via voice, text, and email until they acknowledge the call.

- If communication capabilities are down, once employees have stabilized their personal lives, EOC Personnel should report to sites identified in the internal EOP.

Disaster Service Worker Procedures

Under California Government Code Sections 3100-3109, all public employees are required to serve as Disaster Service Workers (DSW's). Public employees (civil service) are all persons employed by any county, city, state agency or public district in the State of California. Disaster Service Workers provide services and support during declared emergencies or disasters. All City employees are designated by both State law and City policy as Disaster Service Workers (DSWs). When a citywide state of emergency is declared, all City employees serve as DSWs and are required by law to report to work once they have secured the safety of their family and home.

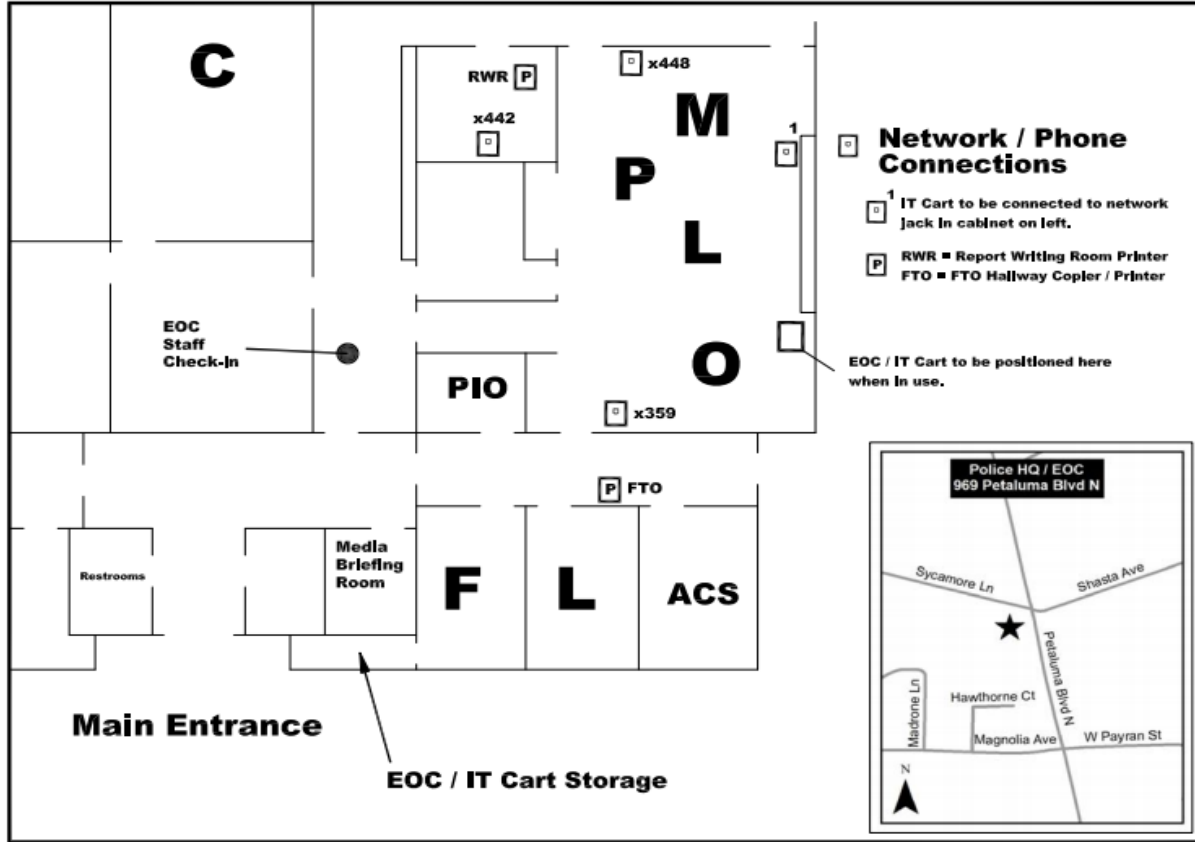
In the event of a disaster, the City of Petaluma will activate its Emergency Operations Center (EOC), a multi-agency hub designed to manage emergencies. An employee's first priority is to ensure the safety of their family and home and then report in for duty.

Employees may be needed to perform general duties such as clerical support, shelter services, damage assessment, driving, data entry, etc. Employees may have more specialized duties, depending on the work they do every day, and/or any special skills they may possess such as bi-lingual, etc.

As a DSW, employees will never be asked to perform any duty or function that would be unsafe or put them in harm's way.

EMERGENCY OPERATIONS CENTER

Police Department, 969 Petaluma Blvd. N.
City of Petaluma, California



SECTION	PERSONNEL - DEPT RESPONSIBILITY	PHONE / EXT when tree is open
	Main Line	1-707-559-9420
M	Management CM, Fire Chief	1-707-559-9421 x1000
O	Operations Police, fire, Medical, PWU	1-707-559-9422 x1001
L	Logistics Economic Development Director	1-707-559-9423 x1002
P	Plans Fire Marshal	1-707-559-9424 x1003
F	Finance Finance Director	1-707-559-9425 x1004
PIO	Public Info Officer City Clerk	496
ACS	ACS Amateur Radio Logistics	449 / 693
C	Communications Police and Fire Dispatch	326 / 332 / 338 / 457

NOTE: Unless otherwise stated, full phone #'s are (707)778-4xxx

Figure 5: EOC Floor Plan and Layout

EOC ORGANIZATION

City of Petaluma EOC Organizational Chart

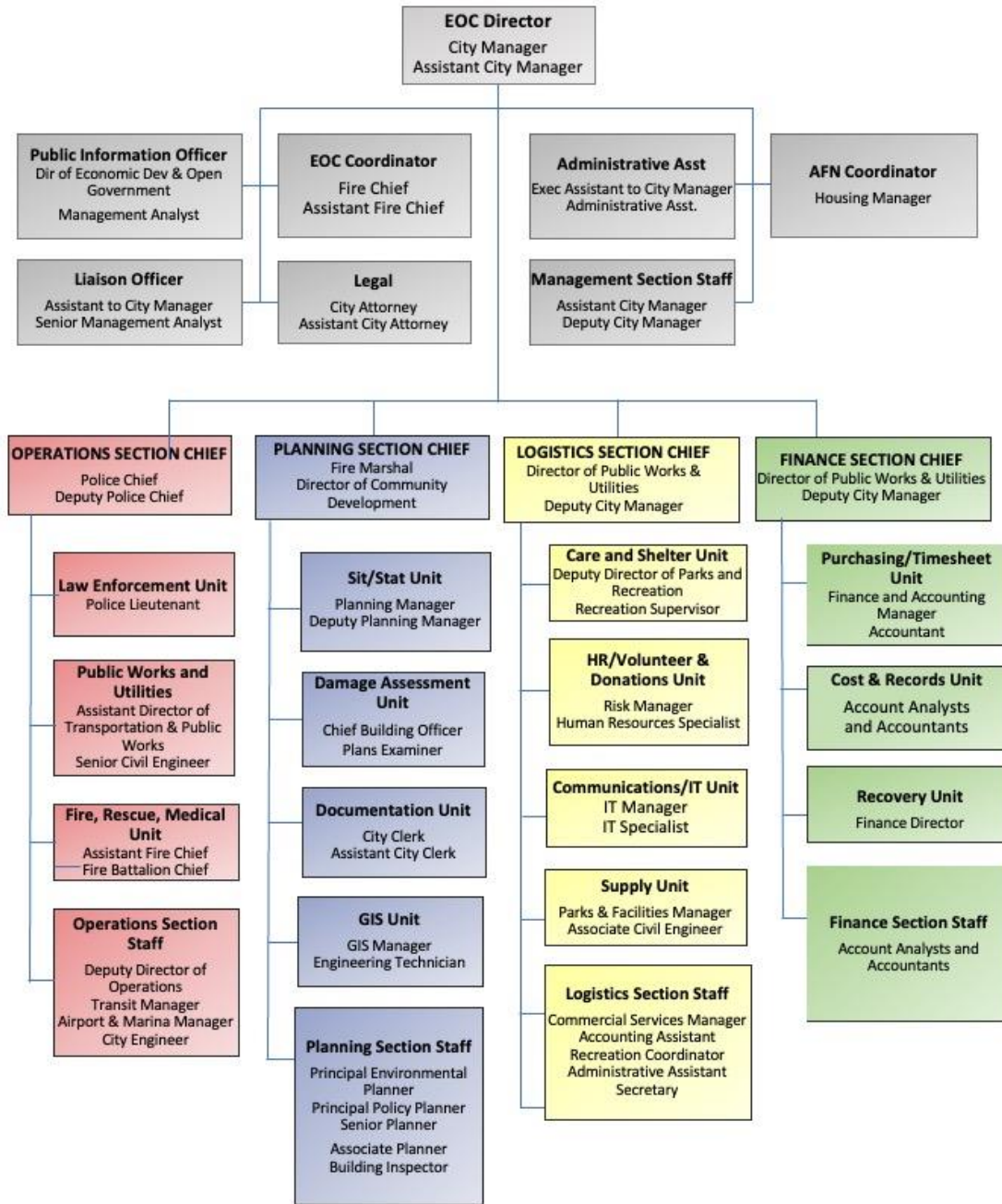


Figure 6: EOC Organizational Chart

EOC Roles and Responsibilities - Sections and Positions Overview

MANAGEMENT SECTION

The Management Section is responsible for the overall emergency management strategy and coordination of key high-level components of the emergency response. Staff in this section will activate the appropriate positions in the EOC and establish priorities for emergency response operations. The Management Section will provide legal services to the EOC and notify the public, staff, and other agencies. The Management Section is comprised of the following positions:

EOC Director

The head of the Management Section is in charge of the EOC. The City Manager is the primary EOC Director and may delegate this responsibility. This position sets priorities for coordinating the emergency response, activates groups in the EOC, mobilizes staff as needed, and establishes overall objectives. This position coordinates with the leaders of the other Sections to ensure that information is being conveyed and updated to help prevent duplication of effort. The EOC Director also approves the release of information to the public and authorizes demobilizing appropriate sections of the EOC.

EOC Coordinator

While the EOC Director has the legal authority and obligation to control the City's emergency response efforts, and has the ultimate responsibility for these activities, they are usually not an emergency response professional and may not have the technical expertise to implement emergency response activities. To address this, a Management Section staff position called the EOC Coordinator is responsible for developing strategic objectives, response strategies, and implementation of the response measures. The EOC Director approves the EOC Coordinator's decisions as appropriate and helps provide advice to the EOC Coordinator.

Public Information Officer

The Public Information Officer (PIO) is responsible for managing the release of all information to the general public, either directly (e.g., public interviews/announcements or social media) or indirectly (via media outlets). This role is one of the most critical functions within the EOC and must be mobilized in almost all emergency situations. The PIO compiles accurate and timely information and distributes it appropriately after the release of the information is approved by the EOC Director. The PIO conducts tours and media briefings as appropriate and makes information available as needed to other emergency response staff. The PIO also identifies any limits on the release of information to the public in coordination with the EOC Director and other EOC leadership.

Legal Officer/City Attorney

The Legal Officer is the City Attorney or his or her designate. The Legal Officer provides advice to the Emergency Manager in all legal matters relating to the emergency. The Legal Officer assists the Emergency Manager in declaring a local emergency and implementation of emergency powers.

Liaison Officer

The Liaison Officer is the main point of contact between the jurisdiction's emergency response framework and other agencies and is responsible for maintaining contact with representatives from other agencies that can help with response efforts. This staff member participates in meetings with other agencies to share information, ensures effective interagency coordination in a manner that minimizes repetition of effort, and establishes and maintains a list of appropriate contacts. They monitor all coordination with other agencies to identify existing or potential inter-organizational problems and work to minimize or remove these barriers. The Liaison Officer will also oversee any members from other agencies (known as Agency Representatives) stationed at a jurisdiction's operational facility, such as an EOC. The Liaison Officer may deploy the Sonoma County's EOC to help with timely communication and coordination efforts at the Operational Area.

AFN Coordinator

The Access and Functional Needs (AFN) Coordinator evaluates incident operations in the context of people with disabilities and Access and Functional Needs (AFN). They ensure that these individuals receive adequate attention in planning and communications functions. They also ensure that language and disability program access and physical accessibility issues are addressed at all levels of emergency response. The AFN Coordinator in the EOC helps to evaluate needs and secure resources, such as accessible transportation and procurement of Durable Medical Equipment (DME).

Management Section Staff

Management Section staff will also include the Assistant City Manager.

OPERATIONS SECTION

The Operations Section carries out the tactical objectives of the EOC, including planning and implementing specific activities related to emergency search, rescue, and relief. Staff in this section will plan and carry out evacuation operations as appropriate, coordinate tactical mutual aid requests, and participate in emergency inspections. The Operations Section is organized into functional units representing agencies involved in tactical operations:

Operations Section Chief

The Operations Section Chief is responsible for the tactical response to the emergency, including ensuring the safety of these operations. He/She/they supervises the execution of the operational portion of the Incident Action Plan and makes changes to the plan during emergency situations if needed. As every emergency will have differing tactical needs, the Operations Section Chief must decide which personnel and resources are necessary to carry out the tactical operations, mobilizing and demobilizing the appropriate personnel and resources as needed

Law Enforcement Unit

The Law Enforcement Unit directs the response activities of Police units, reserves, and volunteers. It also coordinates all law mutual aid.

Fire, Rescue, Medical Unit

The Fire, Rescue, Medical Unit directs the response activities of City, volunteer, and mutual aid fire. This Branch coordinates rescue operations with the Public Works Branch and other outside agencies as required for heavy rescue. This Branch manages all medical mutual aid and health issues within the City and coordinates with the Operational Area.

Public Works and Utilities

The Public Works and Utilities Unit directs and coordinates response to public works problems, maintains surviving utilities and services, and coordinates public works mutual aid. This Unit also assists in evaluating the safety of structures (e.g., buildings and bridges) and roads.

Operations Section Staff

Operations Section staff will also include the Deputy Director of Operations, Transit Manager, Airport and Marina Manager, and City Engineer.

PLANNING SECTION

The Planning Section is responsible for collecting and analyzing information to support emergency response activities. Staff members in this section will use this information to prepare plans and issue reports. The Planning Section staff also provides technical support to the EOC as needed. The Planning Section is organized into functional units as follows:

Planning Section Chief

The Planning Section Coordinator oversees all planning-related activities to support the emergency response effort. This staff member supervises the collection and analysis of relevant data and is responsible for overseeing the creation and distribution of action plans based on this information. This position oversees the identification of the needs for any special resources, collects and distributes specialized information (e.g., weather forecasts), and reassigns staff. This information includes the status of all personnel and resources assigned to response activities. The Planning Section Chief also forecasts potential changes in the emergency situation, reports on significant changes in the incident, and oversees the preparation of the demobilization plan.

Situation Status/Tracking Unit

The primary responsibility of this Unit is to understand the availability and status of operational resources during an incident. This Unit gathers and consolidates resource and resource location status information. The tracking process is enacted when a resource is requested by field operations or to support an EOC-managed element.

Damage Assessment Unit

This Unit surveys and reports on damage with the City, recording and reporting damage to the Management Section, updating damage estimates, maintaining a master damage map, and managing the demolition of damaged structures.

Documentation Unit

The Documentation Unit is responsible for compiling, maintaining, distributing, publishing, and reproducing records related to a disaster/emergency such as: plans, maps, directories, contracts, supply and inventory logs, etc.

GIS (Geographic Information Systems) Unit

This Unit's primary responsibility is to collect, map, and display the status of disaster events, using the necessary geospatial tools and information to make pivotal decisions.

Planning Section Staff

The Planning Section staff will also include the Principal Environmental Planner, Principal Policy Planner, Senior Planner, Associate Planner, and Building Inspector.

LOGISTICS/FINANCE SECTION

The City envisions the same person to Chief for both the Logistics and Finance Sections. The Logistics/Finance Section ensures that the other groups in the EOC have the necessary personnel and resources to carry out their assigned responsibilities. Members of this section are responsible for obtaining equipment, supplies, and services from available sources and requesting mutual aid assistance as needed. This Section also supports emergency response efforts by ensuring that records are properly created and preserved. These records are needed for vital purposes such as requests for state and federal disaster aid, claims processing, payroll of emergency response staff, and purchasing of necessary resources. This Section also helps monitor financial metrics to ensure compliance with applicable regulations and to support planning efforts.

Logistics/Finance Section Chief

The Logistics/Finance Section Chief coordinates the various Logistics/Finance Units, identifying service and support requirements for disaster operations, coordinating requests for additional resources, and advising on current service and support capabilities. The Logistics/Finance Chief also manages all financial aspects of the emergency, including the receipt of claims for compensation against the City from the general public.

Care and Shelter Unit

The Care and Shelter Unit coordinates food, shelter, and associated needs shelter residents, and in cohort with the AFN Coordinator, provides resources for People with Disabilities and Others with Access and Functional Needs. This Unit coordinates with the American Red Cross, the County, and other shelter providers. They coordinate with Public/Mental Health Directors, childcare providers, and animal shelter providers to co-locate services as much as possible for shelter residents.

HR/Volunteer & Donations Management Unit

This Unit identifies and coordinates all available personnel resources, recruiting and placement, including the status of employees and their availability as DSW workers. This Unit also works with Petaluma People Services Center for the coordination of volunteer and donations management.

Communications/IT Unit

The Communications/IT Unit is responsible for managing all the EOC staff's computing, networking, telephone, radio, and data needs. Communications Unit/IT Unit is responsible for providing communication services at an incident or an EOC. The Communications/IT Unit may also be a facility (e.g., a trailer or mobile van) used to provide a major part of an Incident Communications Center.

Supply Unit

The Supply Unit is responsible for locating, procuring, storing, and maintaining supplies and equipment, arranging for essential services, maintaining records on all transactions, and certifying payment to vendors.

Purchasing/Timesheets

This Unit ensures that all employees responding to an emergency are advised on correctly recording and indexing all hours worked and ensures that all costs associated with an emergency response are correctly and accurately recorded and indexed. This also includes maintaining time records for volunteers and Disaster Service Workers.

Costs & Records Unit

This unit provides the projected cost of supplies and materials to support the emergency. It collects all data and records, performing effectiveness analyses and provides cost estimates and cost savings recommendations.

Recovery Unit

Logistics/Finance Section Staff

The Logistics/Finance Section staff will also include the Commercial Services Manager, Accounting Assistant, Recreation Coordinator, Administrative Assistant, and a Secretary.

EOC OPERATIONS

Initial Activities

Upon activation of the EOC, a sign in/out sheet is **CRITICAL** for staff and visitors to the EOC. Secondly, it is important to ensure that each EOC staff member has access and knows how to fill out an F214, a form that logs their activities for each operational period. The F214's are located on the City's SharePoint drive and paper copies should be made available in the EOC. A Sit-Stat board location should be determined and set up, and physical locations for each EOC Section should be determined according to the EOC Layout. If in an alternate location, modify as needed.

The EOC Director will need to determine the EOC Staff shifts and establish an overlapping schedule for shift changes and de-briefs if the activation warrants multiple shifts of the EOC.

The EOC Director will also determine when Section Chiefs will meet and when briefings will occur for all EOC staff. This may vary as the incident progresses based on Action Plans created for the different operational periods.

In conjunction with Logistics/Finances and Human Resources, the EOC Director will determine if there are enough personnel available to staff the EOC and if the EOC needs to request mutual aid to staff all Sections.

The EOC Director will need to determine if she/he/they want to declare a local State of Emergency based on the severity of the Incident.

Establishing a breakroom (an adjacent conference room, lobby, or any physical space) is important and creating an area for self-care for EOC workers has proven very successful. (See Care and Feeding of EOC Personnel.)

Communications equipment and internet capabilities should be tested if accessible.

As mentioned previously, a schedule for feeding EOC staff should be established by Logistics/Finance upon activation of the EOC.

Accommodations should be made for any EOC staff who may have disabilities or others with Access and Functional Needs.

EOC Action Planning Process

Sound, timely planning provides the foundation for effective incident management. Action Planning is the process by which EOC Management and general staff develop and execute specific objectives in

response to an incident or event. Action planning facilitates successful incident operations, supports the overall EOC priorities, establishes accountability and direction, and eliminates redundancy.

Incident Action Plan

An Incident Action Plan (IAP) is the formalized written documentation of the Action Planning process. It defines the situation and incident objectives and reflects the allocation of resources and tactics necessary to manage an incident. It is developed for every operational period and revised frequently to provide consistent and up-to-date guidance for field personnel.

The Planning “P” (Figure #7) depicts the **five primary phases** and activities in the process. Collaboration and coordination are the keys to incident action planning, and the meetings and briefings must be conducted effectively and efficiently. The following section outlines the activities within the different phases of incident action planning.

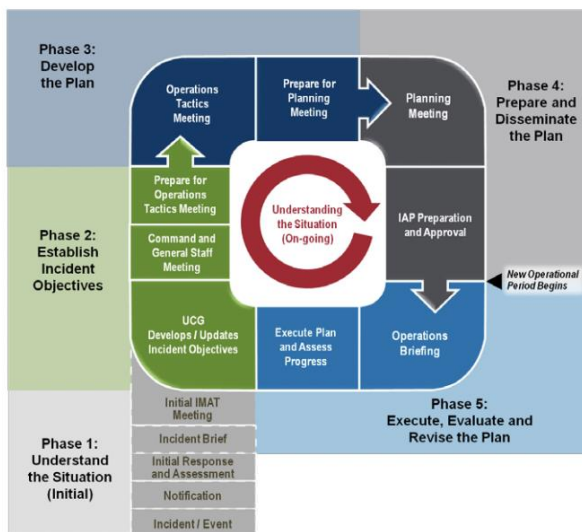


Figure 7: Planning “P”

Phase 1: Analyze the Situation, Including Future Developments

The first phase represents the vertical leg of the Planning P. Gaining an understanding of the situation includes gathering, recording, analyzing, and displaying information regarding the scale, scope, complexity, and potential incident impacts. Comprehensive situational awareness is essential to developing and implementing an effective IAP. Obtaining accurate, reliable situational awareness during the initial hours of an incident is often challenging and involves the gathering of information from as many sources as possible, as quickly as possible, to ensure that decision-makers have the knowledge they need to make the best possible decisions. Shortly after activation, Management and ICS Section

Chiefs and Unit Leaders come together at an initial EOC Incident Briefing meeting to review what is known and establish overall priorities.

Phase 2: Establish Incident Objectives and Strategy

The second phase includes formulating and prioritizing “SMART” incident objectives and identifying appropriate strategies to meet incident challenges. SMART objectives are:

- S – Specific: what to do, with whom, and when
- M – Measurable: How do we know when we’ve met the objective?
- A – Action-oriented: What are the steps? Who does what?
- R – Realistic: Can the object be accomplished as proposed?
- T – Time frame: When will we accomplish this objective?

Good incident objectives are concise and stated in the form of a command, begin with an action verb (but not “continue” or “maintain”), provide “actionable guidance” for the Operations Section, and address incident operations, not administrative and internal support activities.

Phase 3: Develop the Plan

The third phase involves determining the tactical direction and the specific resources, reserves, and support requirements for implementing the selected strategies and tactics for the operational period.

Phase 4: Prepare and Disseminate the Plan

The fourth phase involves preparing the plan to include the appropriate detail for the level of complexity of the incident. Within the Planning “P”, this step includes:

- Updating situation/ resource status/incident potential resources
- Reviewing/reconfirming objectives
- Identifying geographic operational lines, the establishment of unit boundaries, and identifying functional unit assignments
- Assigning specific tactics for each unit
- Identifying operational facilities/reporting locations
- Confirming resource orders
- Communications, Medical, and Traffic Plan requirements/considerations
- Finalization, approval, and implementation of the IAP

Phase 5: Execute, Evaluate and Revise the Plan

The fifth phase of the planning process includes executing and evaluating planned activities and checking the accuracy for subsequent operational periods. General staff should regularly compare planned progress with actual progress during the operational period.

ICS Forms and Activity Logs

ICS-201, ICS-211, and ICS-214 forms allow for the capture of vital incident information and a concise documentation of resources on-scene, and the actions taken by those resources. **ICS-201 Incident Briefing** provides the EOC Director, Section Chiefs and other EOC staff (with basic information regarding the incident situation and the resources allocated to the incident and also serves as an initial action worksheet. **ICS-211** provides an incident check in form.

ICS-214 - Activity Log specifically records details of notable activities at any ICS level or EOC position. ICS-214 Activity Logs should be initiated and maintained by staff in various EOC positions **to provide** basic activity documentation and as a reference for after-action reporting. ICS-214 Activity Logs assists the Logistics/Finance units in providing accurate reports to other agencies after an incident to document reimbursement claims. They document how relevant incident activities are occurring and progressing and any notable events or communication. Completed ICS-214 forms are submitted to supervisors, who forward them to the Documentation Unit.

Operational Period/Shift-Change Briefing

The EOC will determine shift lengths and when the shifts change based on the scale of the incident. If the EOC is running 24/7 it usually includes two shifts, typically 12 hours each. There should be an overlap with the shift change to update incoming EOC personnel. This shift change generally is 30 minutes to an hour to allow for a group briefing and individual unit personnel to brief each other on the current operational priorities, key outstanding issues, and areas for follow-up, e.g., the acquisition of key resources, etc.

Situation Status Boards

Situational Status Boards can exist in a physical or virtual format. The primary goal of a "Sit Stat" board is to provide relevant, up-to-date information on the current status of response efforts in an EOC. These boards often include maps of evacuation zones, fire projections, current burn areas, damaged properties, shelters sites that are open and capacity, where to send volunteers and donations, and any type of relevant information affecting the response of that specific incident.

The Board must be located where it is accessible to all EOC personnel and is updated regularly with timely information by the Planning Section in the EOC.

In a physical EOC, it can be whiteboards or large post it-flip chart paper on walls, a projected screen in the EOC, dedicated monitors and screens or any means of transmitting information to the entire EOC.

A virtual EOC can be as simple as an excel spreadsheet or a Dashboard created electronically by IT or a vendor, which is an accessible platform available to all EOC personnel. Whatever form is utilized, it is essential to keep copies of each version for accurate record-keeping of event-specific information.

Since accumulating and sharing information to ensure a coordinated and timely emergency response is a primary EOC function, status boards for tracking emergency activities will be made available for use in both the primary and alternate EOCs. All EOC sections must maintain display devices so that other sections can quickly comprehend what actions have been taken, what resources are available, and track damage in the City. The Planning/Intelligence Section is responsible for coordinating the display of information. All display charts, boards, and materials are stored at the Primary EOC. New display technology may be developed and used to provide this information in the EOC.

At the onset of any disaster, a log will also be compiled for the duration of the emergency situation. Key disaster-related information will be recorded in the log, e.g., casualty information, health concerns, property damage, fire status, size of risk area, the scope of the hazard to the public, number of evacuees, etc. The posting of the log is the responsibility of the Planning/Intelligence Section staff.

Care and Feeding of Personnel

Establishing vendors to feed EOC staff is critical, and it is important to consider EOC staff that are on the night shift and EOC staff that may need to do field visits and might miss a mealtime. Additionally, some EOC Management Teams will provide logistical and self-care support in the EOCs such as the example outlined below from the City of Santa Rosa.

“Personal care supplies were abundant, including such items as socks and underwear for staff who evacuated quickly or lost their homes, food was readily available around the clock, and massages were offered to staff along with stretching and mobilization equipment such as yoga mats, foam rollers, stability balls, hand-held stress balls, etc.”

~ Santa Rosa EOC After Action Report for the 2017 Tubbs Fire

EOC Deactivation and Demobilization

Once the EOC decides to deactivate, it plans for the orderly transition from emergency status to day-to-day operations.

Each Section Chief should refer to their Section Checklist for specific demobilization tasks and responsibilities. A key component of demobilization is transitioning ongoing recovery activities to the appropriate departments and clearly designating who is responsible for each activity.

APPENDIX

Position Checklists

[Common EOC Activation Responsibilities - All Sections](#)

[Management Section Checklist](#)

[Operations Section Checklist](#)

[Planning Section Checklist](#)

[Logistics/Finance Section Checklist](#)

Authorities and References

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as, "The Act", provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1, Division 2 of Title 19 of the California Code of Regulations), establishes SEMS to provide an effective response to multi-agency and multi-jurisdiction emergencies in California.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act and provides overall statewide authorities and responsibilities and describes the functions and operations of government at all levels during extraordinary emergencies, including wartime. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Local emergency plans are considered to be extensions of the California Emergency Plan. This Emergency Operations Plan is intended to be such an extension of the State Emergency Plan.

The California Civil and Government Codes contain several references to liability release (Good Samaritan Act) for those providing emergency services.

Local

Resolution adopting the City of Petaluma Emergency Operations Plan, May 7, 2001, adopted May 7, 2001

Resolution No. 97-0505 proclaiming Sonoma County as an Operational Area and adopting the Standardized Emergency Management System (SEMS), adopted April 22, 1997

Sonoma County Civil Defense and Disaster Mutual Aid Agreement, adopted 1963

Sonoma County Law Enforcement Mutual Aid Agreement, adopted 1965

Sonoma County (Fire) Master Mutual Aid Agreement, adopted 1998

Chapter 10 of the Sonoma County Code, Emergency Management and Response

City of Petaluma Municipal code

Memorandum of Understanding between the Redwood Empire Chapter of the American National Red Cross and the County of Sonoma, adopted September 29, 1995

State

California Government Code § 8593.3,

Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations) and (Government Code Section 8607(a). Standardized Emergency Management System (SEMS) Guidelines.

California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

'Good Samaritan' Liability

California Emergency Plan

California Natural Disaster Assistance Act (Chapter 7.5 of Division 1 of Title 2 of the Government Code)

Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code)

Temporary County Seats, Section 23600, Article 1 of Chapter 4 of Division 1 of Title 3 of the Government Code

California Hazardous Materials Incident Contingency Plan

California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials

Orders and Regulations, which may be Selectively Promulgated by the Governor during a State of Emergency

Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency

California Master Mutual Aid Agreement

California Law Enforcement Mutual Aid Plan

California Fire and Rescue Operations Plan

Judicial System, Article VI, Section 1, 4, 5, and 10, of the Constitution of California

Local Government, Article XI, of the Constitution of California

Federal

National Incident Management System Homeland Security Presidential Directive-5. Released February 28, 2003

Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93 288, as amended)

Federal Civil Defense Act of 1950 (Public Law 920), as amended

Federal Response Plan (FEMA)

NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide
(Environmental Protection Agency's National Response Team)

ICS Field Operations Guide (ICS 420-1).

Americans with Disabilities Act

All operations and facilities involved in the disaster response activities shall take special note of the Americans with Disabilities Act (ADA). Appropriate efforts shall be made to ensure that necessary considerations and accessibility is given to accommodate people with disabilities. Alert and Warning, emergency communications, transportation, and sheltering are areas that require special attention.

Glossary

This Glossary contains definitions of terms commonly used in the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

Action Plan: "Action Plan" means the plan prepared in the EOC containing the emergency response objectives of that SEMS level reflecting overall priorities and supporting activities for a designated period. The plan is shared with supporting agencies.

After Action Report: A report covering response actions, application of SEMS and NIMS, modifications to plans and procedures, training needs, and recovery activities. After-action reports are required under SEMS after any emergency which requires a declaration of an emergency.

Agency Representative: An individual assigned to an incident or to an EOC from an assisting or cooperating agency who has delegated authority to make decisions on matters affecting that agency's participation at the incident or at the EOC. Agency Representatives report to the Liaison Officer.

Area Command: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a substantial incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met, and strategies followed.

Assisting Agency: An agency directly contributing tactical or service resources to another agency.

Available Resources: Incident-based resources which are available for immediate assignment.

Care and Shelter: A phase of operations that meets the food, clothing, and shelter needs of people on a mass care basis.

Chain of Command: A series of management positions in order of authority.

CLERS: California Law Enforcement Radio System. The State's radio system dedicated to public safety/law enforcement purposes that run off the State's microwave backbone. Local CLERS VHF channels provide State EAS audio to broadcasters.

CLETS: California Law Enforcement Telecommunications System. CLETS terminals can be permissioned to originate EDIS messages. Please see EDIS definition below.

Incident Action Plan (IAP): When a disaster occurs, an IAP is a written or oral plan is drafted by the Planning Section with the Incident Commander, which establishes goals and identifies the operational period.

Command: The act of directing and/or controlling resources at an incident under explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

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

Cooperating Agency: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., American Red Cross telephone company, etc.).

Continuity of Government (COG): All measures that may be taken to ensure the continuity of essential functions of governments in the event of emergency conditions, including line-of succession for key decision-makers.

Coordination: Systematically analyzing a situation, developing relevant information, and informing appropriate command authority of viable alternatives for selecting 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 limits established by specific agency delegations, procedures, legal authority, etc. Multi-agency or Inter-agency coordination is found at all SEMS levels.

Cost Sharing Agreements: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost-sharing agreements are typically written but may also be verbal between an authorized agency or jurisdictional representatives at the incident.

Damage Assessment: The process utilized to determine the magnitude of damage and the unmet needs of individuals, businesses, the public sector, and the community caused by a disaster or emergency event.

Declaration Process: When a disaster strikes, local authorities and individuals request help from private relief organizations and their State government, which give all assistance possible. If assistance is beyond their capability, the Governor requests a Presidential declaration of a major disaster or an emergency. **Delegation of Authority:** A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to assuming command on larger incidents.

Department Operations Center (DOC): A facility used by a distinct discipline, such as fire, medical, hazardous material, or a unit, such as Department of Public Works, Department of Health, or local water district. Department operations centers may be used at all SEMS levels above the field response level depending upon the impacts of the emergency.

Disaster Service Worker: Includes public employees and any unregistered person impressed into service during a State of War emergency, a State of emergency, or a Local Emergency by a person having authority to command the aid of citizens in the execution of his duties. It does not include anyone registered as an active firefighting member of any regularly organized volunteer fire department, having official recognition, and full or partial support of the county, city, town, or district in which such fire department is located.

EDIS: Emergency Digital Information Service. The “government wireless service” provided by the State and carried locally on 39.32 MHz. is used for longer-form text emergency information, along with a website at [www.edis.ca.gov]. Plans are underway for EDIS to be linked with EAS to help TV stations put text on the screen faster to better serve the hearing impaired’s needs. EDIS is also a key system to reinforce and support the LA County AMBER Plan.

Emergency Alert System: A system that enables the President and federal, state, and local governments to communicate through commercial radio and television broadcast stations with the general public in the event of a disaster.

Emergency Management (Direction and Control): The provision of overall operational control and/or coordination of emergency operations at each level of the Statewide Emergency Organization, whether it be the actual direction of field forces or the coordination of joint efforts of governmental and private agencies in supporting such operations.

Emergency Operations Center (EOC): A location from which centralized emergency management can be performed. An agency or jurisdiction establishes EOC facilities to coordinate the overall agency or jurisdictional response and support to an emergency.

Essential Facilities: Facilities that are essential for maintaining the health, safety, and overall well-being of the public following a disaster (e.g., hospitals, law enforcement and fire department buildings, utility facilities, etc.). May also include buildings that have been designated for use as mass care facilities (e.g., schools, churches, etc.).

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.

Exercise: Maneuver or simulated emergency condition involving planning, preparation, and execution; carried out for the purpose of testing, evaluating, planning, developing, training, and/or demonstrating emergency management systems and individual components and capabilities, to identify areas of strength and weakness for improvement of an emergency operations plan (EOP).

Federal Emergency Management Agency (FEMA): This agency was created in 1979 to provide a single point of accountability for all Federal activities related to disaster mitigation and emergency preparedness, response, and recovery.

Function: In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics and Finance/Administration. The same five functions also are 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.

Hazard Mitigation Plan: The plan resulting from a systematic evaluation of the nature and extent of vulnerability to the effects of natural hazards present in society that includes the actions needed to minimize future vulnerability to hazards.

Incident: An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and/or natural resources.

Incident Action Plan: The plan developed at the field response level which contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The plan may be oral or written.

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command Post (ICP): The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

Incident Command System (ICS): The nationally used standardized on-scene emergency management concept 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 is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, with responsibility for the management of resources to accomplish stated objectives pertinent to an incident effectively.

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

Individual Assistance (IA): Supplementary Federal assistance provided under the Stafford Act to individuals and families adversely affected by a major disaster or an emergency. Such assistance may be provided directly by the Federal Government or through State or local governments or disaster relief organizations.

Joint Field Office (JFO): A temporary Federal facility established locally to provide a central point for Federal, State, local, and tribal executives with responsibility for incident oversight, direction, and/or

assistance to effectively coordinate protection, prevention, preparedness, response, and recovery actions. The JFO will combine the traditional functions of the JOC, the FEMA DFO, and the JIC within a single Federal facility.

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

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a 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.

Joint Operations Center (JOC): The JOC is the focal point for all Federal investigative law enforcement activities during a terrorist or potential terrorist incident or any other significant criminal incident, and is managed by the Senior Federal Law Enforcement Officer. The JOC becomes a component of the JFO when the National Response Plan is activated.

Local Assistance Center (LAC): A facility jointly established by the Federal and State Coordinating Officers within or adjacent to an disaster impacted area to provide disaster victims a "one-stop" service in meeting their emergency representatives of local, state, and federal governmental agencies, private service organizations and certain representatives of the private sector.

Management by Objectives: In SEMS field and EOC levels, this is a top-down management activity that involves a three-step process to achieve the desired goal. The steps are: establishing the objectives, selection of appropriate strategy(s) to achieve the objectives; and the direction or assignments associated with the selected strategy.

Mass Care Facility: A location where temporary services are provided to disaster victims during an emergency which may include lodging, food, clothing, registration, welfare inquiry, first aid, and essential social services.

Master Mutual Aid Agreement: An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivision, municipal corporations, and other 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 to prevent and combat any type of disaster or emergency.

Multi-purpose Staging Area (MSA): A pre-designated location such as a County/District Fairgrounds having large parking areas and shelter for equipment and operators, which provides a base for

coordinated localized emergency operations, a rally point for mutual aid coming into an area, and a site for post-disaster population support and recovery.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

Mutual Aid Region: A mutual aid region is a subdivision of Cal EMA 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 county (operational) areas.

National Incident Management System (NIMS): A set of principles that provides a systematic, proactive approach guiding government agencies at all levels, nongovernmental organizations, and the private sector 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 response.

Operational Area: An intermediate level of the state emergency organization, consisting of a county and all political subdivisions within the county area.

Operational Area Coordinator: The individual within the operational area responsible for a specific function such as law enforcement, coroner's services, or emergency medical services. Operational Period: The time scheduled for the execution of a given set of operation actions as specified in the Incident or EOC Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

Public Information Officer: The individual at the field or EOC level that has been delegated the authority to prepare public information releases and to interact with the media. Duties will vary depending upon the agency and SEMS level.

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

Recovery: Activities traditionally associated with providing Federal supplemental disaster recovery assistance under a Presidential major disaster declaration. These activities usually begin within days after the event and continue after the response activities cease. Recovery includes individual and public assistance programs which provide temporary housing assistance, grants and loans to eligible individuals and government entities to recovery from the effects of a disaster.

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

Regional Emergency Operations Center (REOC): Facilities found at Cal EMA Administrative Regions. REOCs are used to coordinate information and resources among operational areas and between the operational areas and the state level.

Resources: Personnel and equipment available, or potentially available, for assignment to incidents or to EOCs. Resources are described by kind and type and may be used in tactical support or supervisory capacities at an incident or at EOCs.

Resources Management: Efficient management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Response: Activities to address the immediate and short-term effects of an emergency or disaster. Response includes immediate actions to save lives, protect property and meet basic human needs. Based on the requirements of the situation, response assistance will be provided to an affected State under the National Response Framework using a partial activation of selected ESFs or full activation of all ESFs to meet the needs of the situation.

Section: That organization level with responsibility for a major functional area of the incident or at an EOC, e.g., Operations, Planning, Logistics, Administration/Finance.

Shelter Manager: An individual who provides for the internal organization, administration, and operation of a shelter facility.

Sonoma County Agricultural Preservation and Open Space District (SCAPOS): County agency that protects the diverse agricultural, natural resource, and scenic open space lands of Sonoma County

Stafford Act: Robert T. Stafford Disaster Relief and Emergency Assistance Act, PL 100-707, signed into law November 23, 1988; amended the Disaster Relief Act of 1974, PL 93-288.

Staging Areas: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

State Operations Center (SOC): An EOC facility operated by CalOES at the state level in SEMS.

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing a response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels which are activated as necessary: Field Response, Local Government, Operation Area, Region, State.

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

Unified Command: In ICS, Unified Command is a unified team effort that allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

Unit: The organizational level at the SEMS Field Level having functional or geographic responsibility for major parts of incident operations. The Unit level is organizationally below the Section level and is identified by functional name (e.g., medical, security, etc.).

Urban Ground Boundary (UGB): a regional boundary, set in an attempt to control urban sprawl by mandating that the area inside the boundary be used for urban development and the area outside be preserved in its natural state or used for agriculture.

Acronyms

Acronyms	
AA/CA	After Action /Corrective Action
ABAG	Association of Bay Area Governments
ARC	American Red Cross
CA	California
Cal OES	California Office of Emergency Services
CLETS	California Law Enforcement Telecommunications System
COG	Continuity of Government
COOP	Continuity of Operations
CSTI	California Specialized Training Institute
DHS	Department of Homeland Security
DOC	Departmental Operations Center
EAS	Emergency Alert System
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERT	Emergency Response Team
EF	Emergency Function (California EOP)

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ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GIS	Geographical Information System
GPS	Global Positioning System
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation program
HSPD	Homeland Security Presidential Directive
IAP	Incident Action Plan
IC	Incident Commander
JIC	Joint Information Center
JIS	Joint Information System
JOC	Joint Operations Center
LAC	Local Assistance Center
NFIP	National Flood Insurance Program
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
ODP	Office of Domestic Preparedness
OES	Office of Emergency Services (Sonoma County)

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PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
RIMS	Response Information Management System
REOC	Regional Emergency Operations Center
SBA	Small Business Administration
SCAPOSD	Sonoma County Agricultural Preservation and Open Space District
SEMS	Standardized Emergency Management System
SITREP	Situation Report
SNS	Strategic National Stockpile
SOC	State Operations Center (CA)
SOP	Standard Operating Procedure
UGB	Urban Ground Boundary
VOAD	Voluntary Organizations Active in Disasters
WMD	Weapon of Mass Destruction

Part 3: Annexes for Future Development

Mass Care and Shelter

Includes Cooling & Warming Centers

PSPS

Pandemic

Flood Response

Attachments:

EOC Communications Call Out List

Communications Plan

Petaluma Valley Hospital Emergency Operations Plan

PG&E PSPS Critical Customer list