



October 2017 Fires City of Sonoma After Action Report – Executive Summary

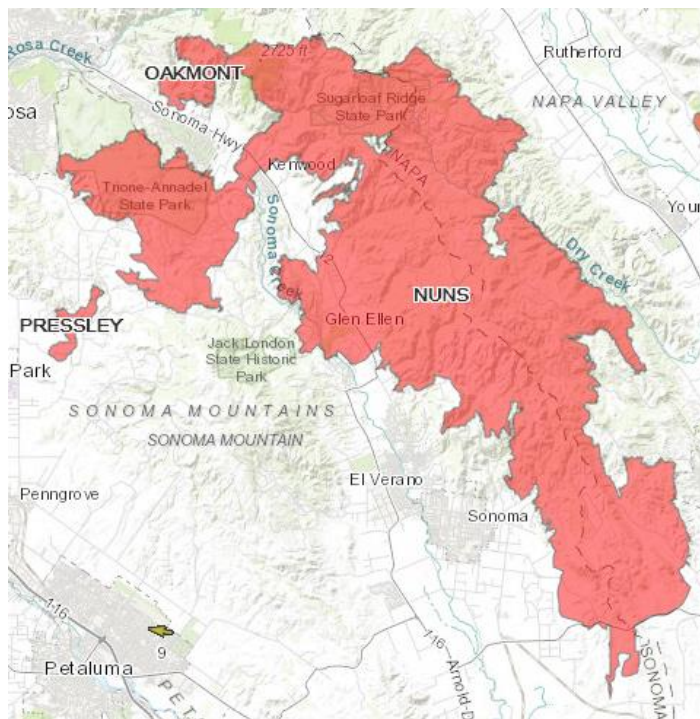
Part I – Incident Overview

Description of Incident

On the night of October 8th and early morning of October 9, 2017, five major and several smaller wildfires began in various locations in Napa and Sonoma Counties. The Sonoma and Napa County fires were fueled by high winds, high fuel loads and low humidity and resulted in some of the most deadly and destructive fires in California history. Three of the fires that merged (Adobe, Nuns-Norrbom and Partrick fires) and threatened the entire Sonoma Valley including the City of Sonoma became known as the Nuns Fire. The Nuns Fire was located in Sonoma and Napa counties as far south as Schellville, spanning the Mayacamas mountains to the east and crossing the Sonoma Valley through Glen Ellen and up to Annadel State Park in the north and west. The Nuns fire did not reach the Sonoma City limits although some occupants of the City evacuated due to mandatory or advisory evacuation notices, heavy smoke or electrical power outages.

Emergency Operations Center Activation and Operational Period

At 3:00 AM on October 9, 2017, Sonoma City Manager Cathy Capriola and Sonoma Police Chief Bret Sackett activated and opened the City of Sonoma Emergency Operation Center (EOC) to help facilitate local emergency needs and coordinate local response efforts. The City's EOC provided emergency management and coordination for the City of Sonoma in addition to providing various types of mutual aid support to Sonoma County for the unincorporated portions of Sonoma Valley. The City's EOC remained open and operational until 12:00 noon on Tuesday, October 17, 2017.



Fire and Law Enforcement Response

Before describing fire and law enforcement response, it is important to describe the structure of fire and law enforcement services in the City of Sonoma and Sonoma Valley. The City of Sonoma has a population of approximately 11,000 people and is two square miles in size. The

remaining unincorporated portion of the Sonoma Valley is approximately 24,000 people. City of Sonoma contracts for law enforcement services with Sonoma County Sheriff's Department. The City's Police Chief also serves as the Sheriff Lieutenant with lead law enforcement responsibility for the Sonoma Valley. The City of Sonoma and the Valley of the Moon Fire Protection District approved a Joint Powers Agreement creating the Sonoma Valley Fire & Rescue Authority. The Valley of the Moon Fire Protection District, operating as the Sonoma Valley Fire & Rescue Authority (SVFRA), now provides all-risk fire, rescue, and emergency medical services to the communities of Agua Caliente, Boyes Hot Springs, City of Sonoma, Diamond-A, El Verano, Fetters Hot Springs, Temelec, and Seven Flags. The recent contract with the Glen Ellen Fire Protection District brought further consolidation in fire service operations to the Sonoma Valley. Under this model, the City's Fire Chief is also the Fire Chief for the SVFRA.

The fire response activities were managed and coordinated by CAL FIRE with assistance from local and mutual-aid fire response agencies. Local fire response was from the Sonoma Valley Fire and Rescue Authority and other local fire districts. The law enforcement response within the Sonoma Valley was primarily coordinated by the Sonoma County Sheriff's Office with assistance from local and mutual-aid law enforcement agencies. The fire and law enforcement overall response coordination and management were primarily managed from emergency command centers located in Santa Rosa and Napa. The City EOC and Police Station served as a primary EOC for City of Sonoma and the branch incident command center for Sonoma Valley law enforcement, shelter, evacuation and other mutual aid activities.

Emergency Operations Center Management

Various City staff were called in to support City's Emergency Operations Center (EOC) activities. The primary emergency management functional units that became operational within the City EOC included the EOC Director, Operations Section, Planning Section, Logistics Section, Finance Section, Law Branch, Public Works Branch, Fire Liaison, Sonoma County Liaison, Care & Shelter Unit, Food Unit, GIS Unit, Public Information Officer (PIO), CAL FIRE Liaisons, and Auxiliary Communications Systems (ACS). On October 12th through October 15th, EOC staff was supplemented by North Bay Incident Management Team staff to help organize and improve EOC coordination and management activities.

Incident Objectives:

The primary objectives of the City EOC developed over the course of the incident were to:

- Maintain the safety of the citizens of the City of Sonoma and Sonoma Valley;
- Provide a variety of mutual aid support to Sonoma County law enforcement and Sonoma County EOC;
- Support the needs and safety of first responders as needed;
- Coordinate the opening of emergency evacuation centers as needed to support Sonoma Valley and the Sonoma County EOC;
- Help coordinate meals for volunteers, emergency evacuation center occupants and emergency response staff;
- Maintain the continued operation of the City's water system and other critical facilities and operations;
- Provide public information as available and as appropriate;
- Assist with the planning and coordination of the evacuation and closure of a general evacuation shelter at the Sonoma Valley High School; and,

- Assist with the planning and coordination of the evacuation and closure of the two emergency evacuation centers sheltering SDC clients and staff at the Veterans’ Memorial Building and Adele Harrison Middle School.

Emergency Evacuation Centers

Throughout the early morning of October 9, 2017, it became readily apparent that emergency evacuation centers would be needed for people fleeing from fire areas. Three of the four main roads into and out of the Sonoma Valley were closed due to fires (121, 12, and 37). Most of the initial evacuees were from the Sonoma Valley area and not residents of the City of Sonoma, as the City was not immediately threatened by the fire. Specifically, the evacuees were initially from Glen Ellen and Kenwood and other areas of the unincorporated Sonoma Valley, including clients and staff from the Sonoma Developmental Center (SDC).

On October 9th, three emergency evacuation centers were opened within the City of Sonoma including the Veterans Memorial Building for SDC clients and staff; Adele Harrison Middle School for SDC clients and staff; and Sonoma Valley High School for emergency sheltering of the general population. Emergency evacuation centers were primarily staffed with SDC staff, volunteers and Sonoma Valley Unified School District staff. The City EOC assisted with the requisitioning and coordination of supplies, meals and volunteers for all of the emergency evacuation centers.

The City’s EOP stated that the American Red Cross would be contacted through the County EOC in the case of an emergency and be responsible for establishing and managing shelters in Sonoma. American Red Cross resources within the region were quickly overwhelmed by this fire event and were not readily available to the City EOC for opening and managing the three emergency evacuation centers within the City.

On October 11th, the SDC clients and staff occupying the emergency evacuation centers at the Veterans Memorial Building and Adele Harrison Middle School needed to be evacuated and moved to a safer emergency evacuation center location in Dixon due to poor air quality and the potential for the local Veterans Building emergency evacuation center falling within an advisory or mandatory evacuation area. The emergency evacuation centers at the Veterans Memorial Building and Adele Harrison Middle School subsequently closed on October 11th.

The emergency evacuation center at Sonoma Valley High School closed at 5:00 PM on October 16, 2017.

Volunteers

At approximately 4:00 AM on October 9, 2017, the City EOC requested that the Sonoma Community Center activate the Emergency Volunteer Center (EVC) in support of the fire emergency. The EVC opened at 5:30 AM that morning and continued operations until approximately 12:00 PM on Monday, October 16, 2017. Most EVC volunteers were assigned to support the emergency evacuation center at Sonoma Valley High School.



Meals

Initially launched by Rotary and the Red Grape on day one of the fire, the provision of meals and food was a voluntary effort of the Sonoma food community – restaurants, caterers, and grocery stores –contributed. Meals were primarily prepared utilizing local food donations and local volunteers for preparation and delivery. Over the course of the emergency, many of the meals

were prepared at the Red Grape Restaurant in Sonoma and at Suite D in Schellville. The owner of Suite D, Sondra Bernstein, provided significant leadership with the preparation and coordination of needed meals. In coordination with these efforts, many local restaurants delivered meals. Local grocery stores donated food products and hotels that closed during the evacuations also opened up their kitchens and pantries. Food deliveries were made and coordinated by various volunteers but primarily by members of the local Rotary club with liaison to the Sonoma EOC. Throughout the City EOC operational period, the City EOC helped to coordinate the feeding of volunteers, emergency evacuation center occupants, mutual-aid resources and other emergency response personnel.

Public Information

Throughout the fire event, public information was a primary focus of the City EOC. The management of the fire incident was the responsibility of CAL FIRE, which included the distribution of public information. The City played a support and mutual aid role with public information for the City of Sonoma and the Sonoma Valley as a whole. The City does not have a full-time Public Information Officer; these duties are shared by a few staff and outside mutual aid assistance was brought in during this event to assist.

The City's web site was cumbersome to update and difficult to navigate which is why the City was completing the development of a new web site when the October fire event began. Based on this, the primary method of providing information to the public was the City's Facebook page, Sonoma Valley TV and the City's new web site (which was made operational towards the end of the event). The Public Information function typically focused on providing links and information developed from other sources such as evacuation notices, fire maps, road closures, public school closures, fire updates, as well as EOC developed information pertaining to local emergency evacuation center locations, volunteer registries, donation coordination, etc. The City PIO utilized SVTV-27 to post rolling television message board information to the public. Short videos presented by the Fire Chief, the Police Chief, Mayor, City Manager and the CAL FIRE Liaison providing situational updates were also aired on SVTV-27 and posted on the City's Facebook page. The new web site went live several days after the initial incident and was then used as a public information resource with "fire recovery" information actively posted.

Evacuation Areas and Road Closure Coordination

Given that Sonoma Police Chief Bret Sackett served both as the City's EOC Operations Section Chief and the Sheriff's Lieutenant managing the Sonoma Valley Sheriff's Substation, the City's EOC was well informed of pending evacuation areas and imminent road closures.

Mandatory Evacuations in or near Sonoma:

Monday, October 9th, 2017 :: 11:36 a.m.

- -Sonoma Developmental Center
- -Mission Highlands, Norrbom Road, and Gehricke Road

Wednesday, October 11th, 2017

- Castle Road north of Lovall Valley Road
- 7th Street East north of Lovall Valley Road

Thursday, October 12th, 2017 :: 11:05 a.m.

- North of East Napa Street from 4th Street East to end of E. Napa Street
- 7th Street East, Castle Road, and Lovall Valley Road east of Old Winery Road

Saturday, October 14th, 2017

- 7th Street East from East Napa Street to Denmark Street.
- North side of Denmark Street from 7th Street East east to Napa Rd.
- 8th Street East north of Denmark Street.
- E MacArthur Street east of 7th Street East
- Quail Run Way, Hamblin Road

Advisory Evacuation Areas

Wednesday, October 11th, 2017 :: 02:04 p.m

- Residents in Agua Caliente, particularly Cavedale, Moon Mountain, Kearney, La Placita, Richards, Theodore, Hooker, Oak Tree, London and East Agua Caliente Roads

Wednesday, October 11th, 2017 :: 02:59 p.m.

- Most of Boyes Hot Springs and the north side of Sonoma including Arnold Drive from Madrone, south to Petaluma Ave and north of East Napa Street and Lovall Valley Road.

Friday, October 13th, 2017 :: 10:18 p.m

- The east side of 7th Street East between East Napa Street and East MacArthur Street

All Mandatory and Voluntary Evacuation Advisories listed above were lifted on Monday, October 16th, 2017 at 12:08 p.m.

Infrastructure

All utilities (i.e. electric power, cable television, telephone service, Internet service, etc.) were operational at the City EOC for the duration of the event.

While cellular phone service was operational at the City EOC with all major carriers, some areas of the north Sonoma Valley were affected by cellular phone outages due to damage or destruction of cellular transmission sites outside of the city.

Electrical power outages did occur for several days for some areas within the Sonoma city limits primarily east of and including Sonoma City Hall.

While the permanent emergency generator serving the East Napa Street water pumping station failed, the issue was mitigated with a backup generator and repairs so that no impact to the City maintained water system and supply occurred during the event.

Due to a mandatory evacuation order, the City Public Works Branch evacuated the equipment at its Corporation Yard to a private contractor's storage yard (Benward Construction) outside of the fire threatened area. The Public Works Branch had strategically planned for this potential scenario and had a planned deployment of key resources to this safe location.

Emergency Declarations

- 10/08/17 Presidential Major Disaster Declaration (California Wildfires – DR-4344).
- 10/09/17 Governor Proclamation of State of Emergency.
- 10/11/17 City of Sonoma Director of Emergency Services Declares Existence of a Local Emergency via Proclamation.

- City of Sonoma Resolution Ratifying and Subsequently Extending the Proclamation by the Director of Emergency Services Declaring the Existence of a Local Emergency (Resolutions 10/17/2017, 11/6/2017, 12/4/17 and 12/18/2017)

Statistical Summary

Nuns Fire:

- 56,556 acres burned.
- No reported damage or burned areas within the City of Sonoma city limits.

Volunteers:

- **Sonoma Community Center Emergency Volunteer Center (EVC)** on behalf of the City EOC:
 - registered approximately 556 volunteers
 - assigned approximately 367 volunteers

Emergency Evacuation Centers:

- **Sonoma Valley High School (SVHS)** – up to 300 evacuees sheltered per night.
 - Of the 300 evacuees sheltered, approximately 100 were “medically fragile” or had special needs including:
 - 6 - Alzheimer’s clients;
 - 20 – non or limited ambulatory;
 - 15 – Significant medical issues (i.e. Oxygen tanks, etc.)
 - 25 – from board and care facilities.
 - An additional approximately 50 people slept in vehicles in the SVHS parking lot or in tents on the high school playing fields on any given night.
- **Veterans’ Memorial Building** – up to 227 evacuees sheltered per night
 - 34– non-ambulatory SDC clients,
 - 113 - ambulant SDC clients,
 - 80 SDC staff;
- **Adele Harrison Middle School** - up to 167 evacuees sheltered per night
 - 96 non-ambulatory SDC clients,
 - 6 ambulant SDC clients,
 - 65 SDC staff

Meals:

Approximately 400 meals per mealtime were prepared and donated by various sources during the height of the event to support City EOC activities (including the local emergency evacuation centers). Over the course of the operational period, it is estimated that the total number of meals prepared to support City EOC activities was approximately 7,395.

Public Information:

- Supported Nixle updates through Sheriff’s Department
- 129 Facebook posts which were viewed by up to 46,000 unique individuals (during period of 10/9-10/25)
- Coordinated with KSVY/SVTV to share info on local radio and TV

- Produced several videos with Mayor, Fire Chief, Police Chief and City Manager; also CAL FIRE, including bilingual (shared via social media and SVTV)
- Supported a Town Hall meeting (coordinated to have it televised and streamed live via Facebook)
- Rolled new City website early to provide a Fire Recovery page and continue public information efforts

Debriefings

Two City coordinated incident debriefings were held to discuss, understand and identify the successes and areas needing improvement pertaining to the City's EOC operations and the activities and functions that the City's EOC supported. The first debriefing included certain EOC section, branch and unit chiefs (i.e. Food Unit, PW Branch, Law Branch, Care & Shelter Branch, Finance, Plans, Logistics and Operations Sections) as well as key partners including the meal volunteer leaders, emergency evacuation center managers, the Sonoma Community Center emergency volunteer coordinator. The second debriefing included all primary City EOC staff.

Separate debriefings were conducted by the Sonoma Community Center, law enforcement and fire sections within their respective agencies.

Part II - Summary of Successes

Emergency Operations Center (EOC) Management Successes

- The City's EOC was opened in a timely fashion and all significant response issues were adequately addressed throughout the event.
- Due to the immediate need to open emergency evacuation centers, the City EOC in coordination with law enforcement, Sonoma Developmental Center staff, County of Sonoma Department of General Services staff, Sonoma Valley Unified School District staff and Sonoma Community Center Emergency Volunteer Center resources, opened and operated three (3) emergency evacuation centers.
- Due to the fact that there had recently been a major turnover of city management staff, the majority of personnel staffing the EOC had not had an exercise in the City's EOC. . . To address this issue and to provide additional resources the EOC Director brought in the North Bay Incident Management Team (NBIMT) to help organize and improve EOC coordination and management activities. This proved to be very effective and efficient for professional assistance and staffing of a 24/7 EOC during the multi-day event in addition to providing hands-on training. In addition, new City staff brought experience and training received from other agencies.
- The City EOC facility functioned as intended and designed. The EOC notebook computers recently purchased through a Homeland Security grant worked very well and provided the needed technology to document and manage activities, access City files and e-mail system and support PIO functions. The dedicated phone lines functioned as planned. In addition, the City was able to utilize a portion of the Police Department to serve as a location to feed the EOC and mutual aid first responders. The Community Meeting Room was used as a television studio for easy access to video equipment and local channel 27 on Sonoma Community Television. The ham radio room also functioned as planned and the volunteer operators provided valuable service.

Fire and Law Enforcement Response Successes

- The fact that normal fire (Sonoma Valley Fire & Rescue Authority) and law enforcement (Sonoma County Sheriff) agencies serve both the Sonoma Valley and the City of Sonoma proved to be very beneficial during this event. The coordination of Sonoma Valley mutual-aid response for law enforcement resources were being managed from within the City EOC by Police/Ops Chief Sackett and therefore coordination, information and intelligence with the City EOC during the course of the event was excellent.
- While a CAL FIRE event, it was important to have seasoned fire staffing in the Fire Branch of the EOC. Retired Fire Chief Mark Freeman joined the EOC which provided critical communication linkages between the EOC and fire field staff.

Emergency Evacuation Centers Successes

- Use of the Sonoma Valley High School as a general population emergency evacuation center and utilization of Sonoma Valley Unified School District (SVUSD) staff and EVC volunteers for evacuation center operations was a tremendous success for this particular event. The staff of SVUSD and SVHS are skilled managers who were able to adapt and stand-up and manage an evacuation shelter for multiple days with no outside expert assistance. Use of schools for an evacuation center works well for large scale emergency events where the schools are otherwise forced to close for the duration of the event due to the nature of the emergency.

Volunteer Successes

- Having a pre-established memorandum of understanding prior to the event with the Sonoma Community Center to operate an Emergency Volunteer Center (EVC) on behalf of the City EOC was very beneficial and the EVC functioned quite well given the circumstances of the event. Former Sonoma Police Chief, John Gurney, was the Sonoma Community Center - Emergency Volunteer Center (EVC) coordinator that registered and assigned hundreds of volunteers to respond to City EOC needs. Bank of Marin provided an alternative volunteer registration location when needed partway through the event.

Meals Successes

- Generous donations of food and water and the preparation and delivery of meals by volunteers, businesses and community organizations occurred organically without any prior planning or agreements and worked very well.

Public Information Successes

- The use of Nixle and Facebook to inform the public of evacuation notices, road closures and other information worked quite well. Ongoing emergency information, including informational videos produced by EOC staff, was posted on SVTV 27 and the City's Facebook page. Local radio station KSVY was also very helpful in providing information to the public that were stranded in vehicles or without TV or Internet reception. CAL FIRE provided A-frame sign boards in front of City Hall and the SVHS emergency evacuation center with maps and informational updates on the fire and evacuation areas.

Liaisons Successes

- GIS Mapping - A Geographic Information Services (GIS) Coordinator within the City EOC was an invaluable resource for creation of maps of evacuation areas for the public and EOC staff and for use by law enforcement for road closure assignments.
- County Liaison - On October 13th, 14th, and 15th the County EOC provided an embedded resource within the City EOC to facilitate communications and collaboration with the County EOC. This was very helpful in helping to coordinate requested resources and obtain information from the County EOC.
- CAL FIRE Liaison - Approximately October 13th, CAL FIRE embedded a liaison in the City EOC to assist with fire related intelligence and information and assist with public information. A second liaison from CAL FIRE was also assigned to coordinate directly with law enforcement.
- Fire Branch Liaisons - Given the lack of available fire department resources to staff the City EOC, retired fire chiefs that served within the Sonoma Valley were called upon to volunteer their services and expertise within the City EOC. Former Fire Chief Mark Freeman provided primary support by serving as Fire Branch liaison within the EOC (with former Fire Chief Mike Cahill providing relief). This role provided key communication with active fire personnel in the field and at the Fire Incident Command Center providing important information, intelligence and advice and that was invaluable to EOC staff.

Communications Successes

- Communications systems within the EOC were excellent due to the fact that land-line and cellular phones, CATV, Internet and computer network systems, handheld radios and amateur radios and Auxiliary Communications System (ACS) operators were operational and available throughout the event.

Part III - Summary of Areas Needing Improvement and Follow-up Action

Fire and Law Enforcement Response

1. Some people evacuated thinking the evacuation was mandatory when in fact it was voluntary.
Action Item: Law and Fire branches and the PIO should coordinate terminology and definitions for evacuation notices and develop ways to improve field level evacuation messaging. This will likely include educating the public to provide an understanding of the need for and differences between voluntary evacuation advisories and mandatory evacuation orders. Update the City's Emergency Operations Plan (EOP) to incorporate procedure if needed.
2. The method of identifying and verifying authorized personnel needing to pass through road closures and enter evacuation zones was difficult and not very efficient.
Action Item: Law branch should review current policies and determine if other means might be available for identifying and verifying authorized personnel needing to pass through road closures. Update the City's EOP to incorporate procedure if needed.

Action Item: All City staff need emergency identification cards for communication, identification and to provide if needing to pass through road closures. Update the City's EOP to incorporate procedure if needed.

Emergency Operations Center (EOC) Management

1. Given that some of the primary local emergency service functions and organizations (i.e. law, fire, school and hospital) serve the entire Sonoma Valley, it would be beneficial if the City and County could develop ways for the City EOC to function as an EOC for the entire Sonoma Valley.

Action Item: City staff should meet with the Sonoma County Emergency Coordinator and other stakeholders to determine the feasibility and advisability of operating a Sonoma Valley EOC that serves the entire valley from within the City's EOC. Update the City's EOP to incorporate procedure updates if needed.

2. With the exception of the Sonoma Community Center EVC memorandum of understanding (MOU), the City EOC did not have prior mutual-aid agreements, emergency service agreements or MOU's in place for activities such as the preparing and delivering meals, locations and management of emergency evacuation centers, emergency generator suppliers and maintenance services, EOC management assistance, portable radio equipment, temporary cellular telephone sites, etc.

Action Item: Where practical, initiate and/or update mutual-aid agreements, emergency service agreements or MOU's to support potential EOC activities and make available emergency resources. Update the City's EOP to incorporate copies of the agreements.

3. During the first few days of the event, the EOC Director made assignments, set daily objectives and coordinated work and priorities. The Plans Section function of the EOC didn't formally begin until the NBIMT team arrived on October 12th which allowed for greater clarity and formality including:

- a) Written formal EOC action plans for each operational period including formal objectives, roles and work areas
- b) Establishment of EOC e-mail communications protocols;
- c) Notification to County EOC of City EOC developed resources and activities such as Food Unit and Emergency Volunteer Center activation.
- d) Making sure EOC daily activity logs were provided and completed.

Action Item: Provide training for City EOC staff, including backup staff positions, on the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS). Practice activities for all EOC functions.

Action Item: Develop MOU with outside resources like the North Bay Incident Management Team who can provide additional staffing and expertise in order to operate a 24/7 EOC over multiple days.

4. City ID badges and EOC forms were out of date and in some cases unavailable.

Action Item: Issue current City ID badges and maintain EOC forms on an annual basis. City staff may also want to explore the procurement of different color vests to be used in the EOC for identification of various EOC functions and roles which could also be helpful in visits or meetings in the community during an emergency.

5. EOC staff did not effectively provide information to and obtain input from City staff working at City Hall which caused anxiety and difficulties for the staff conducting “normal” business operations at City Hall.
Action Item: Make sure daily communication and exchange of information occurs between EOC staff and City Hall staff and other City employees during emergencies and provide clear operational and management objectives.
6. The City’s EOP does not address the handling of physical material donations. The public immediately wanted to assist with the event by donating food, blankets and other items. Rotary stepped forward and collected many of these donations and then also took responsibility for distribution.
Action Item: City staff should discuss the handling of material and food donations offered by the public and establish guidelines for requesting, storing, delivering, and distributing the donations (if accepted). Update the City’s EOP to incorporate procedure updates if needed.

Emergency Evacuation Centers

7. While the City’s Emergency Operations Plan anticipated that the Red Cross would function as the primary organization opening and operating the emergency evacuation centers, Red Cross resources were largely unavailable for this emergency due to the magnitude of the event and other recent national disasters.
Action Item: Work with County EOC staff to determine how coordination and acquisition of Red Cross or other shelter resources can be improved. Update the City’s EOP to incorporate procedure updates if needed. If the Red Cross is not available or able, the City’s EOP needs to develop a local shelter plan, staffing and agreements for the stand-up and management of the shelters.
8. The City EOC needed assistance with immediately obtaining medical equipment such as oxygen tanks and assistance items such as wheelchairs to support medically fragile evacuees. Due to the immediacy of the need, normal requests through the County EOC would have taken too long to secure the resources.
Action Item: City staff should meet with the Sonoma County Emergency Coordinator, Sonoma County Department of Health Services, Sonoma Valley Hospital staff and other stakeholders to determine the best way to meet immediate medical equipment needs for evacuees. Update the City’s EOP to incorporate procedure updates if needed.
9. The care and sheltering of medically fragile evacuees at the SVHS evacuation center proved to be very challenging. This included patients from residential care facilities, hospice patients, dementia patients and other evacuees with special medical needs.
Action Item: Meet with representatives from Sonoma County Emergency Services, Sonoma County Department of Health Services, Sonoma Valley Hospital, Sonoma Valley Unified School District, American Red Cross and other stakeholders to discuss the best way to deal with the care and sheltering of medically fragile evacuees and evacuees with special medical needs. Update the City’s EOP to incorporate procedure updates if needed.

10. There is a need for a process for verifying medical licenses and/or qualifications and identifying appropriate medical staff providing medical assistance at emergency evacuation centers.

Action Item: Meet with representatives from Sonoma County Emergency Services, Sonoma County Department of Health Services, Sonoma Valley Hospital, Sonoma Valley Unified School District and other stakeholders to discuss the best way of verifying medical licenses and/or qualifications and identifying appropriate medical staff serving shelters. Update the City's EOP to incorporate the updated procedure if needed.

Volunteers

11. Following the event, Sonoma Community Center staff identified several action items that would help improve emergency volunteer center activities.

Action Item: City staff should follow-up with the Sonoma Community Center Executive Director (John Gurney) to discuss progress on the action items. This includes, but is not limited to, having a sufficient number of volunteer safety vests, volunteer ID badges, creation of registry for the advanced registration of volunteers, making the volunteer registration process more efficient, establish better lines of communication between the Emergency Volunteer Center and locations where volunteers are utilized (i.e. embedded EVC representative at the evacuation sites(s) to better disseminate real-needs in real-time.).

Meals – Food Unit

12. While the food unit functioned very well with the volunteer resources that stepped up during this event, these resources may or may not be available during future emergencies.

Action Item: Food suppliers, vendors and delivery resources should be pre-identified and listed on a contact list to the extent feasible. MOU's or other more formal agreements should be put in place and updated on a regular basis as needed so that food resources can be reimbursed for expenses. Update the City's EOP to incorporate the information above.

Public Information

13. During an emergency, there is the need for additional public information staffing assistance and for clear communication channels. The City has no dedicated full-time Public Information Officer position rather these are ancillary duties of a few staff. The City's old website was of limited use during the event due to its limitations. The City did roll out a new website early in order to have a key communication tool going forward. During the event, the City used Facebook as its primary communication link. TV news reports were sometimes inaccurate and provided incorrect information. Mutual aid resources from the cities of Novato and San Rafael helped to staff the Sonoma PIO function in the EOC.

Action Item: The City has upgraded its web site and is in the process of training staff so that during an emergency the City can provide an online location for reliable emergency information. Develop MOUs and contracts outside of the Sonoma Valley for additional PIO expertise. Update the City's EOP to incorporate the updated procedure if needed.

Communications

14. Communications with Sonoma County EOC did not always go as smoothly as possible. This may be attributable to change in personnel during the event, the amount of activity occurring throughout the County, or simply unclear requests or communication. As an example, the City EOC contacted the County EOC to work on a contingency plan for transporting evacuees with special medical needs from the SVHS shelter to a special needs shelter in Petaluma. The next day, transport busses arrived at the SVHS shelter without any prior notification.

Action Item: Discuss City and County EOC staff joint training opportunities with the Sonoma County Emergency Coordinator. In the event of future large shelter events, explore the possibility of having a Sonoma County Shelter and Care staff person embedded in the City's EOC to enhance communication.

15. Internet service was down at the SVHS emergency evacuation center because school servers were not functioning as result of power outages ant their district office.

Action Item: Internet access is now a primary source for providing information to evacuees and a plan should be developed for providing back-up Internet services to emergency evacuation centers. Update the City's EOP to incorporate procedure updates if needed.

16. Medical assistance was an important item during this emergency for some of the evacuees. The Sonoma Valley Hospital stepped forward to offer assistance with medical needs of the evacuation centers. Overall, communications with Sonoma Valley Hospital and local medical clinics could be enhanced for the future. There was confusion as to who at the hospital was authorized to make resource requests to the City EOC (i.e. request for air scrubbers). Questions from various hospital staff regarding the status of the fire also occurred.

Action Item: City staff should collaborate with Sonoma Valley Hospital management staff to determine the best way to provide and assimilate information and resource requests between the City EOC and the Hospital EOC. Exchange emergency contact lists with the hospital and update regularly. Include the Sonoma Valley Hospital in future emergency exercises. Update the City's EOP to incorporate procedure updates if needed. There is also interest from the Sonoma Valley Community Health Center to be involved and assist with future emergency efforts.

Miscellaneous Action Items

1. **Action Items:** Work with Sonoma County EOC and support the enhancement of emergency communication and notification for critical evacuations. Investigate local options and communicate key emergency communication channels to the public.
2. **Action Item:** Reconfigure the EOC layout plan to be more efficient and effective with functional proximities of EOC staff.
3. **Action Item:** Investigate the possibility of a group email and text alert that can be sent to City employees and directing them to report to their appropriate emergency station (i.e. EOC, Corp Yard, etc.). Update the City's EOP to incorporate procedure updates if needed.

4. **Action Item:** A comprehensive electronic and printed list of emergency resource contact information should be developed and maintained on a regular basis. This should include contacts for County EOC, Hospital EOC, School District EOC, media outlets, emergency broadcast system AM radio transmission stations, supply and service vendors, local non-profit organizations, etc.
5. **Action Item:** Train on using the EOC e-mail system to communicate and document communications with outside agencies and resources.
6. **Action Item:** When EOC staffing is limited, the potential use of retired former law enforcement officers, fire officers or other trained personnel should be considered for staffing the City EOC. Additionally, EOC resources such as North Bay Incident Management Team staff can be used to help organize and improve EOC coordination and management activities. Update the City's EOP to incorporate procedure updates if needed.
7. **Action Item:** Have a backup plan in place for GIS map printing (i.e. utilization of local print shops and architects).
8. **Action Item:** If Red Cross or other organization representatives arrive at the City EOC, it should be determined who sent or requested them and what their specific role or objective is.
9. **Action Item:** Look in to the feasibility and of utilizing short-wave two-way radios for emergency communications between the City EOC and certain field staff. Need a back-up communication plan if cell phones and/or land lines are not operational.
10. **Action Item:** Emergency service worker ID's and lanyards should be worn out in the public so people know who you are.
11. **Action Item:** Develop an emergency response checklist in the event of a mass evacuation need.
12. **Action Item:** The City's back-up EOC is Fire Station #1. Investigate an additional EOC location outside of the city limits, implement MOU/agreement, and update the EOP as necessary.

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