



CITY OF ALAMEDA

EMERGENCY OPERATIONS PLAN

March 2019

Basic Plan

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FOREWORD

Preface

The 2018 City of Alameda Emergency Operations Plan (EOP) is the foundation for disaster response and recovery operations for the City of Alameda and may be used as a reference and guidance document. This plan outlines how the City of Alameda government complies with and implements the requirements of the California Emergency Services Act to protect the lives and property of the community of the City of Alameda.

This plan establishes the emergency organization, specifies policies and general procedures, and provides for coordination of the responsibilities of the City of Alameda as a member of the Alameda County Operational Area with other member organizations, in all phases of an emergency or disaster. This plan builds upon previous efforts to enhance the City's emergency and disaster preparedness, response, and recovery capabilities and includes the critical elements of the Incident Command System (ICS), Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and the National Response Framework.

The City of Alameda Emergency Operations Plan is an extension of the State of California Emergency Plan and its concepts may be used to coordinate localized emergencies as well as catastrophic disasters. The plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities. This plan promotes coordination so that the City's capabilities can adapt to a changing response environment and to the needs of supporting organizations. City employees will be trained on the plan and participate in exercises periodically to test and validate the plan and to identify capability gaps and improvement areas. This plan is a living document, and will be revised as necessary to meet changing conditions.

The City of Alameda City Council gives its full support to this plan and urges all officials, employees, and residents, individually and collectively, to do their share in the emergency preparedness, response, and recovery efforts of the City of Alameda. This Emergency Operations Plan becomes effective upon approval and resolution of the City Council of the City of Alameda.

Plan Development and Maintenance

The City of Alameda EOP is developed under the authority conveyed to the City of Alameda Disaster Council in accordance with the *California Emergency Services Act, Article 10 – Local Disaster Councils, § 8610: Creation; plans; powers; rules and regulations for dealing with local emergencies*. The *City of Alameda, California Municipal Code, Chapter II, Article II, Section 2-24 - City of Alameda Disaster Council*, also directs the development of the city's emergency plan, providing for "the effective mobilization of all of the resources of this jurisdiction, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency; and shall provide for the organization, powers and duties, services, and staff of the emergency organization."

This EOP was developed in accordance with the guidance issued in the Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide 101 (CPG 101) Version 2.0, the California Office of Emergency Services (Cal OES) Emergency Plan Review Crosswalk 2018, and through input from each City department according to the department's designated responsibility in the City's emergency response



organization. Departments are responsible to review and revise their procedures annually and to revise information as needed.

The plan will also be reviewed after every implementation, including real events and exercises. Departmental revisions should be submitted to the Alameda Fire Department Disaster Preparedness Coordinator, who will manage EOP revisions and ensure they are documented in the record of revisions table. Revisions to the plan will be kept electronically in a single location. Departments and agencies shown on the plan distribution list will be advised of any updates to the plan. Current hard copies of the plan will be available in the EOC. This EOP Basic Plan is subject to various review and approval processes, whereas the appendices and various annexes are not. Major changes to the EOP Basic Plan will be submitted to the City Manager for approval or recommendation for review by City Council.

The Emergency Operations Plan was submitted to the City Council for review and approval. The plan was officially adopted through resolution by the City Council. The plan resolution and written concurrence by city officials are found in Attachment 1.

****NOTE** Official resolution documentation and city official concurrence signatures will be added to this document AFTER City Council review and approval.**

Record of Revisions

This table documents the revisions made to the EOP. The City of Alameda Disaster Preparedness Coordinator will be responsible for maintaining the official copy of the EOP.



Plan Organization

There are three sections of the City of Alameda Emergency Operations Plan: the Basic Plan, the Functional Annexes, and Appendices.

Basic Plan

The Basic Plan addresses the City of Alameda's roles and responsibilities during an all-hazards emergency response. It identifies and describes the City's interaction with local, State, and Federal agencies, the role of the City's Emergency Operations Center (EOC), and the coordination that occurs between the EOC and City entities during an incident. Furthermore, the Basic Plan:

- Establishes response policies and procedures, providing the City of Alameda clear guidance for planning purposes.
- Details the structure and coordination of the City's EOC.
- Provides a basis for unified training and response exercises to ensure compliance.
- Complies with NIMS in accordance with the National Response Framework (NRF), SEMS, ICS, and the State of California Emergency Plan.

Functional Annexes

The Basic Plan is supported by the Functional Annexes, which are procedural guidelines that expand on particular functions outlined in the Basic Plan. The functional annexes further describe discipline-specific operations, concepts, capabilities, organizational structures, goals, objectives, and related policies. The functional annexes also reference existing agency and department plans and procedures as applicable. The annexes are currently in development and do not require approval of the City Council.

Appendices

The appendices relate subsequent plans and procedures developed in support of the Emergency Operations Plan, such as mutual aid plans, hazard-specific plans, and related procedures, which will be incorporated by reference and maintained separate from the Basic Plan. These supporting plans may be appended to the end of the Basic Plan. The appendices are currently in development and do not require approval of the City Council.



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A. Introduction

Disasters or emergencies can happen suddenly, posing threats to the safety and welfare of residents, employees, and visitors of the City of Alameda. The City must be prepared to respond to all types of hazards, both natural and man-made, ranging from planned events to large-scale disasters. The Emergency Operations Plan provides a common framework for which the City of Alameda's agencies may work together to respond to such incidents in a coordinated manner.

The plan was designed to be flexible enough to be used in all emergencies as well as facilitating response and short-term recovery activities. The plan does not address normal day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on potential large-scale emergencies or disasters, which can generate unique situations requiring unusual emergency responses. This plan is a preparedness document intended to be read, understood, and exercised before an emergency.

Purpose

The City of Alameda EOP addresses the City's planned response to emergency situations. The primary objective of the EOP is to coordinate the personnel, facilities, and other resources of the City into an efficient organization capable of responding to any emergency, disaster, or planned event. The EOP defines the citywide emergency management organization and details the method by which the City will coordinate emergency response both internal to their jurisdiction and externally with outside response organizations. The EOP further details the City's Emergency Operations Center (EOC) including activation, responsibilities, and operational procedures.

The City of Alameda EOP embraces the FEMA whole community approach to emergency management and, in addition to City resources, recognizes the roles of special districts, non-governmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), private-sector businesses, educational organizations, and other stakeholders. Additionally, the EOP is intended to reflect the wide variety of support that may be required by residents, visitors, and businesses. Consideration for people with disabilities and access or functional needs will be given in all aspects of City emergency planning.

Scope

The City of Alameda is dedicated to providing an efficient, coordinated response to any disaster that could threaten the well-being and health of its residents or visitors. In so doing, the City intends to follow all NIMS and SEMS requirements in order to facilitate maximum cost recovery from the Federal and State governments.

The response to an emergency event will involve all affected City departments, community agencies and other organizations/individuals that can assist in providing resources and recovery efforts. This includes related City, County, State, Federal, non-profit agencies, volunteer organizations and other volunteers called upon to serve by local authorities. This plan encompasses all natural and man-made hazards applicable to the City of Alameda, ranging from planned events to large-scale disasters. Hazards that the City is particularly vulnerable to include, but are not limited to:

- Earthquake
- Flood / Tsunami
- Civil Emergencies



The procedures detailed in this plan are scalable in order to address incidents that develop over time as well as those that occur without warning.

Emergency Management Goals

The goals of the City of Alameda during an emergency, disaster, or any large-scale planned event are to:

- Protect the safety and welfare of residents, employees, and visitors in the City of Alameda.
- Provide for a safe and coordinated response to emergency situations.
- Protect the City's facilities, properties, infrastructure and natural resources.
- Provide continuity of government.
- Enable the City to restore normal conditions in the shortest time possible.
- Provide for interface and coordination between incident sites and the City EOC.
- Provide for the orderly conversion of pre-designated sites to community shelters, when necessary.
- Provide for interface and coordination between the City and other responders, including utilities, agencies, and NGOs.
- Provide for interface and coordination between the City EOC and the Alameda County Operational Area (OA) EOC.
- Provide fiscally responsible stewardship of City funds and follow procedures that allow for State and Federal reimbursement.
- Plan for, prepare, respond, and recover in a way that mitigates the impact of future events.

Role of Public Employees

During a major emergency or disaster, the Director of Emergency Services has the support of all departments and divisions to respond to and provide the services, resources and capabilities necessary to protect lives, property, and the environment of the City. As defined in Chapter 8, Division 4 of Title 1, Section 3100 of the California Government Code, all public employees are declared to be disaster service workers subject to such disaster service activities as may be assigned to them by their superiors or by law. In the event of a local emergency, under Section 2-24.6a.(6)(c) of the Alameda Municipal Code, the Director of Emergency Services may require the emergency services of any City officer or employee and may requisition necessary personnel of any City department or agency. It is noted, however, that during a disaster, employees may be unable to report to work due to road closures, collapsed bridges, or other structural damage.

Departmental Responsibilities

Separate from the Emergency Operations Plan are documents developed and maintained by the departments with primary and supporting roles identified in the EOP. These documents may include Standard Operating Procedures (SOP), Standard Operating Guidelines (SOG), Department Operating Center (DOC) activation guide and checklists, and other documents that support department-specific responsibilities during an emergency. Departments will operate their response activities according to the overall EOP as well as their own guidelines and emergency protocols.



Requirements of the Americans with Disabilities Act

Title I of the Americans with Disabilities Act (ADA), signed into law on July 26, 1990 by President George H. W. Bush, is a broad civil rights law that prohibits discrimination against people with disabilities. Title I guarantees that people with disabilities have the same opportunities as everyone else to participate in the mainstream of American life.

On September 25, 2008, President George W. Bush signed an updated version of the ADA, known as the ADA Amendments Act (ADAAA) Title II, which went into effect January 1, 2009. Unlike section 504 of the Rehabilitation Act of 1973, which only covers programs receiving Federal financial assistance, Title II applies to State and local government entities, and, in subtitle A, protects qualified individuals with disabilities from discrimination on the basis of disability in services, programs, and activities provided by State and local government entities. The law was intended to clarify the scope of the definition of disability under the ADA and make it easier for people with disabilities to seek protection under the law.

The City of Alameda complies with the ADA and does not deny access to services at any time on the basis of race, color, national origin, sex, age, or handicap. During a major emergency or disaster, initial priorities will be on lifesaving operations, alerting the public, evacuations, and stabilization of the incident. The City will ensure that individuals with disabilities are not separated from service animals and assistive devices, and will receive disability-related assistance throughout emergencies and disasters.

Access and Functional Needs Populations

FEMA has embraced a whole community approach to emergency management requiring the State and local governments to implement solutions that serve the entire community and leverage the resources that the entire community has. For example, people who need accessible transportation use resources such as accessible vans or buses with a wheelchair lift, people who are deaf or hard of hearing can identify local resources such as American Sign Language (ASL) interpreters and Computer Assisted Real-Time Transcription (CART) service.

The California Government Code section 8593.3 (effective January 1, 2017) defines people with access and functional needs as individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, or limited or no English proficiency, 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.

Animal Care Considerations

The Pets Evacuation and Transportation Standards Act of 2006 (PETS Act) Public Law 109–308, October 6, 2006, directs that state and local emergency preparedness plans address the needs of people with pets and service animals after a major disaster, including the rescue, care and sheltering of animals. The PETS Act amends the Stafford Act, and requires evacuation plans to take into account the needs of individuals with household pets and service animals, prior to, during, and after a major disaster or emergency.

The PETS Act is operational when a federal disaster declaration has been made. The declaration serves as a trigger that provides for reimbursement for allowable, documented services utilized in the emergency event. FEMA developed a disaster assistance policy titled “Eligible Costs Related to Pet Evacuations and Sheltering,” (DAP 9523.19), which provides specific guidelines on expenses that are or



are not reimbursable to states that expend resources on various aspects of responding to a disaster. (<https://www.avma.org/KB/Resources/Reference/disaster/Pages/PETS-Act-FAQ.aspx>).

Further information about animal care in the City of Alameda can be found in the Human Services Annex of this EOP.

Whole Community Concept

The National Preparedness Goal, 2015, describes the nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The goal regards national preparedness as the shared responsibility of the entire community, including individuals and families, people with disabilities or access and functional needs, businesses, faith-based and community organizations, nonprofit groups, schools and academia, media outlets, and all levels of government, including state, local, tribal, territorial, and federal agencies. Disaster preparedness is a partnership between all levels of government and the communities they serve. By creating a partnership, everyone can keep the nation safe from harm and resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics.

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B. Situation and Assumptions

Situation Overview

The City of Alameda, located seven miles east of San Francisco and just west of Oakland, is made up of Alameda Island, Bay Farm Island, Coast Guard Island, and Ballena Isle. The City includes 22.7 square miles of land. Alameda in its natural state was a peninsula covered by a dense forest of coastal live oak. According to the 2010 Census, Alameda's population was 73,812. According to the Association of Bay Area Government's (ABAG) projections, the City's population will grow by 8.8% between 2010 and 2020.

It is important to note that Alameda is an island, and is therefore dependent upon its connections to Oakland and the surrounding Bay Area. Any disaster that affects Alameda may also affect services outside off the island that the City depends upon, including emergency services, transportation, power, food, water, sanitation, communication, gasoline, natural gas, housing, medical care, education, and other services.

A hazard analysis has indicated that the City of Alameda may be at risk to numerous hazards associated with natural disaster and technological/human-caused events. These hazards are identified and analyzed at length in the 2016 City of Alameda Local Hazard Mitigation Plan (under separate cover), which also provides general and specific information on the impacts and vulnerabilities associated with each of the identified hazards. A summary of the hazards and vulnerabilities can be found below.

Hazard Analysis Summary

The City of Alameda recognizes that the planning process must address each hazard that threatens the City. This section summarizes the major disaster threats to the City of Alameda. A complete analysis of local hazards and a Local Hazard Mitigation Plan were completed and adopted in 2016. The complete City of Alameda Local Hazard Mitigation Plan is available on the City's website.

Hazard Identification

The City of Alameda Local Hazard Mitigation Plan defines and maps significant natural hazards that may affect people and assets within the City. The hazards considered are those that could cause major impacts, including death, injury, building and facility damage, infrastructure (utilities, roads) damage, and the temporary or permanent loss of personal, private business, and public service functions. Hazards that were determined to be of a threat to the City of Alameda are:

- Earthquake
- Flooding
- Extreme heat
- Drought

Earthquake and flooding are the two natural hazards determined to present the greatest risk and therefore are considered in the most detail in the Hazard Mitigation Plan. A Tsunami emergency for the City has also been analyzed in depth by Cal OES, the California Ecological Survey, and the National Oceanic and Atmospheric Administration (NOAA) through the National Tsunami Hazard Mitigation Program. Extreme heat, extreme cold, and drought hazards are also examined further in the Hazard Mitigation Plan, although they are found to be of minimal risk to Alameda because their occurrences have been rare or resulted in no recorded damage in Alameda. A summary of the analyzed hazards is provided below.

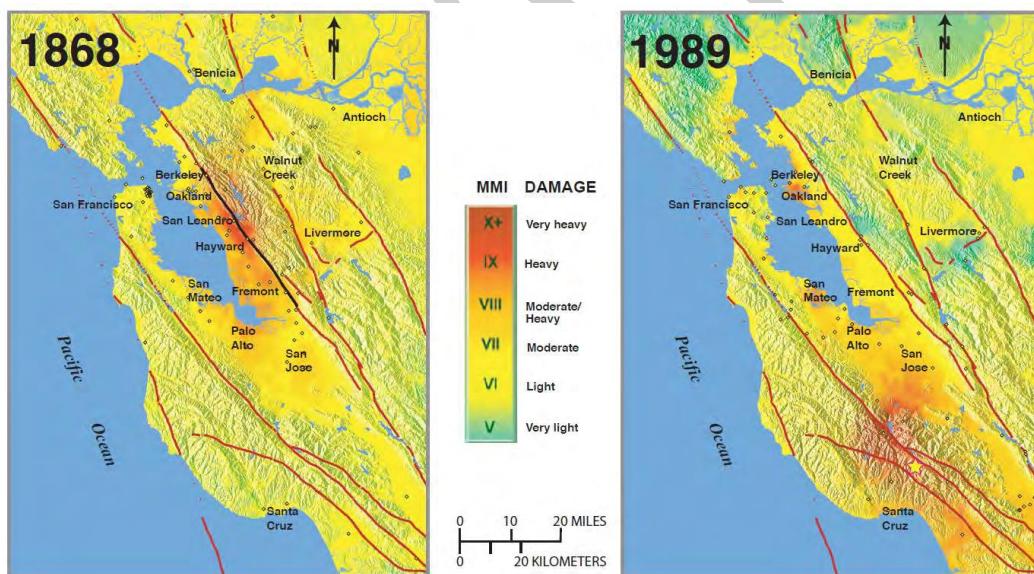


Earthquake

Combining all likely scenarios of a major earthquake on the Hayward or San Andreas faults, the City of Alameda has a 10% chance of experiencing “Very Strong” to “Violent” (MMI 8 to MMI 9) shaking in the next 50 years. The perceived magnitude of earthquakes is dependent upon the energy released by the earthquake, how close it is, and the underlying geology. Bay Farm Island and Alameda Island consist of central cores of higher ground that are relatively stable, and surrounding areas of manmade fill or “made-ground” that are subject to more violent shaking and ground disturbances. These areas of the City in particular are at a heightened risk of extensive damage to buildings and infrastructure during an earthquake.

In addition to the concern for damage to Alameda itself, the city depends upon its mainland connections for transportation, utilities, commerce, and services. Major damage to Oakland, San Leandro, and adjacent cities would have an indirect effect upon Alameda in both the short term and long term recovery of the City. After an earthquake, Alameda may need to plan on being completely self-sufficient for 72 hours or more, until bridges and utility crossings are restored.

Alameda’s worst-case scenario is a major earthquake along the southern portion of the Hayward Fault, because that is the closest fault line to Alameda, only four miles away. A major earthquake on any one of the faults in the Bay Area is predicted to cause at least some ground disturbance on the made-ground portions of Alameda. Made-ground is much more sensitive to shaking and ground disturbance. Shaking is likely to be felt all over Alameda, but more violently on made-ground. Shake Map modeling indicates that a repeat of the 1868 Hayward Fault quake (~M6.9) and 1906 San Andreas quake (M7.8) would generate MMI 8 (very strong) to 9 (violent) intensity shaking in parts of Alameda.



A ShakeMap showing the inferred intensity of ground shaking in the 1868 earthquake (MMI, or Modified Mercalli Intensity), compared to a ShakeMap for the 1989 magnitude 6.9 Loma Prieta earthquake. Red lines are earthquake faults; black line shows the portion of the Hayward Fault that ruptured in 1868; yellow star marks the epicenter of the 1989 quake. Diamonds show locations of damage reports (1868) and of seismic recordings (1989).

Figure 1. Shake Maps Comparing Damage from the 1868 Hayward Quake (approx. M6.9) to the 1989 Loma Prieta Quake (M6.9)

Flooding

Substantial areas within Alameda County are subject to flooding. According to FEMA records, the majority of the County's creeks and shoreline areas lie within the 100-year flood plain (an area subject



to flooding in a storm that is likely to occur according to averages based upon recorded measurements once every 100 years).

Bay Farm Island is especially vulnerable to flooding. There are three main watersheds within Bay Farm Island – the area surrounding Chuck Corica Golf Course, the area surrounding the Harbor Bay Island Lagoon System, and the rest of Bay Farm Island that drains directly to the Bay. According to the new FEMA modeling, flood waters can over top various locations along the Oakland Airport shoreline and Doolittle Drive, which would then flood the low lying areas of the golf course and homes surrounding the golf course on Island Drive and Maitland Drive. The floodwaters could potentially block Doolittle Drive, Harbor Bay Parkway, Ron Cowan Parkway and the approach to Bay Farm Island Bridge, rendering Bay Farm Island completely cut off from Oakland and the rest of Alameda for both emergency and recovery access. Also threatened is the lagoon system.

Both coastal and non-coastal flooding is likely to be a temporary condition limited by high tide cycles and storm events. The flooding is likely to be shallow – on the order of two feet or less except at the center of the golf course. Flooding of buildings, yards and streets can cause loss of use and damage of contents of residences, commercial establishments, schools, and other buildings. Floodwaters can damage underground utility boxes, prevent emergency circulation if streets are blocked, and release hazardous material leachates.

Tsunami

Although Alameda's shorelines are considered "sheltered" waters, impacts of a large tsunami along the coast could cause a devastating surge in tidal areas all along the inside of San Francisco Bay. According to studies conducted by Cal OES, the California Ecological Survey, and NOAA, the probability of a tsunami impacting Alameda is low, but the risk of significant damage – including complete inundation of Bay Farm Island in the worst case scenario – is extremely high. Damage to marinas, ships and piers, low-lying homes, and other facilities within the tsunami inundation zone would be catastrophic.

Due to this extreme risk, the National Tsunami Hazard Mitigation Program has supported the development of tsunami response "playbooks" to areas with the highest risk of tsunami impacts. One such playbook was developed for the City of Alameda (California Tsunami Evacuation Playbook No. 2015-Alam-05), which provides tsunami-specific maps, guidance about in-harbor hazards, and plans to help emergency management officials respond to tsunamis of different sizes and distances from the California coast. The map depicted in Figure 2, taken from the City of Alameda Tsunami Playbook, identifies the Maximum Phase Tsunami Evacuation Zone for Alameda.

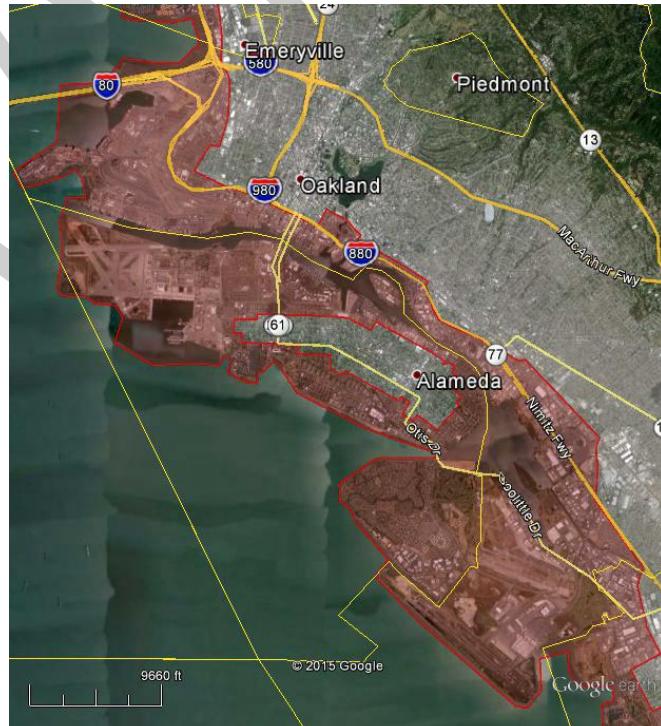


Figure 2. City of Alameda Maximum Phase Tsunami Evacuation Zone

There are two sources for California tsunamis, based on distance and warning time: local sources and distant sources. Local tsunami sources, like large offshore faults and massive submarine landslides, can



put adjacent coastal communities at the greatest risk of a tsunami because the public must respond quickly with little or no official guidance. The Cascadia Subduction Zone is an example of a local tsunami source that could threaten northern California. Stretching from Cape Mendocino, California, to Vancouver Island, British Columbia, this 700-mile long submarine fault system forms the crustal plate boundary where the offshore Gorda and Juan de Fuca plates dive, or subduct, beneath the North American plate. Distant tsunami sources are tsunamis that may be caused by a very large earthquake elsewhere on the Pacific Rim that could reach the California coast many hours after the earthquake. The Alaska-Aleutians Subduction Zone is an example of a distant source that has caused destructive tsunamis in California.

Because very large tsunamis are infrequent and the likelihood that the largest potential tsunamis have not yet occurred in Alameda County, the state tsunami program developed a suite of maximum credible tsunami scenarios as part of their tsunami inundation mapping project for local evacuation planning. This information is displayed below in Figure 3, which is also taken from the City of Alameda Tsunami Playbook. For reference, the 100 year flood discussed in the previous section is mapped at about 7 feet above Mean Sea Level. These are important scenarios for emergency managers to prepare for as there could only be tens of minutes to evacuate or just a few hours to conduct response or evacuation activities before a tsunami arrives.

Tsunami Source Scenario Model Results for the San Francisco Bay Area															
TSUNAMI SOURCES		Approximate Travel Time	Pacifica	Ocean Beach	Black Point Aquatic Park	Candlestick Park	Alcatraz Island	Treasure Island	Yerba Buena Island	Redwood City	Alameda	Richmond	Mare Island	Sausalito	Bolinas
Local Sources	M7.3 Point Reyes Thrust Fault	10-15min	7	6	4	3	4	3	3	4	4	4	3	6	8
	M6.6 Rodgers Creek-Hayward Fault	10-15min	2	2	2	2	2	2	2		3	3	3	3	
	M7.1 San Gregorio Fault	10-15min	4	4	3	3	3	3	3		4	3	3	3	
Distant Sources	M9 Cascadia-full rupture	1hr	4	5	3	3	3	4	3		4	3	3	4	4
	M9.2 Alaska 1964 EQ	5hr	13	12	7	4	6	5	6		9	7	3	8	10
	M8.9 Central Aleutians I	5hr	9	11	6	4	6	5	4	4	9	7	3	7	7
	M8.9 Central Aleutians II	5hr	5	6	5	3	5	4	4		5	4	3	5	7
	M9.2 Central Aleutians III	5hr	18	22	11	6	10	8	7	5	16	10	4	10	19
	M8.8 Kuril Islands II	9hr	3	3	3	3	3	3	2		5	3	3	4	3
	M8.8 Kuril Islands III	9hr	4	4	3	3	3	3	3		4	3	3	4	5
	M8.8 Kuril Islands IV	9hr	5	5	3	3	3	3	3		4	3	3	4	5
	M8.8 Japan II	10hr	5	5	4	3	3	3	3		6	3	3	3	4
	M8.6 Marianas Trench	11hr	3	3	3	3	3	3	3	4	3	3	3	6	3
	M9.5 Chile 1960 EQ	13hr	5	6	3	3	3	3	3		5	4	3	5	5
	M9.4 Chile North	13hr	4	5	4	3	4	4	4		6	3	3	4	5
Maximum Runup - Local Source			8	6	3	3	4	4	4	4	5	4	3	7	9
Maximum Runup - Distant Source			20	24	12	6	12	10	9	6	18	10	4	11	22

Figure 3. Tsunami Source Model Result for the San Francisco Bay Area

Extreme Heat

The Bay Area, especially away from the coast and bay, can experience extreme heat days, where the Heat Index, a function of heat and relative humidity, is high. Extreme heat days pose a public health threat, causing symptoms such as exhaustion, heat cramps, and sunstroke if the Heat Index is over 90F.



The National Weather Service has developed a Heat Index Program Alert, which gets triggered when high temperatures are expected to exceed 105F to 110F for at least two consecutive days. Heat emergencies occur when residents are subject to heat exhaustion and heatstroke, and are more likely to occur in areas not adapted to heat and without air conditioning, cooling centers, or vegetation to mediate heat impacts in exposed areas. Certain populations are typically the most at risk during extreme heat emergencies, including people with disabilities, chronic diseases, the elderly, and children.

No heat emergencies in the City of Alameda or California at large have been declared a disaster at the state or federal level between 1960 and 2008. Climate change is, however, expected to generate an increase in ambient average air temperature, particularly in the summer. The outer Bay Area will likely experience greater temperature increases than coastal or bayside jurisdictions, like the City of Alameda. The frequency, intensity, and duration of extreme heat events and heat waves are also expected as regional climate impacts. In the City of Alameda, the historic average number of extreme heat days per year is four days, not necessarily consecutive. By 2050 it is predicted to be close to 30, and by the end of the century it is predicted to be about 70 days.

Drought

Alameda –along with all of California – has recently been in a long term drought. The primary impact on the City of Alameda has been loss of, or decreased health of, landscaping material and trees in the City's parks and street rights-of-way. This may contribute to more downed trees during future storms. Long term concerns are a lack of adequate water to fight fires, but at this time, the effects of drought are not a major concern. Drought conditions and circumstances will be re-assessed in future Local Hazard Mitigation Plan updates and revisions.

Planning Assumptions

Below are assumptions for emergency planning that reflect situations that must be considered in order to achieve effective emergency operations in Alameda:

- An emergency may occur at any time with little or no warning and may exceed local capabilities.
- The City's EOC will be partially or fully activated to support operations during major emergencies or disasters.
- City resources will be made available to local agencies and citizens to cope with disasters affecting this area.
- City personnel may be unable or unavailable to report to work or as assigned.
- Although non-essential City operations may be reduced or cancelled in order to prioritize resources, continuity of City government must continue.
- Critical infrastructure such as communications, transportation, and utilities may be severely impacted and disrupted.
- Residents, businesses, and other entities will need to be self-sufficient for one week or more.
- Planning for resources and support will be needed to assist people with disabilities and others with access and functional needs.
- The City will provide staging areas and support for utilities, agencies, and NGOs assisting in response and recovery.



- The City will commit their resources to a reasonable degree before requesting mutual aid assistance.
- The City of Alameda will coordinate with the Alameda Operational Area to request or provide resources outside of existing mutual aid agreements.
- Federal and state response and recovery operations will be mutually coordinated to ensure effective mobilization of resources to and in support of the impacted jurisdictions.

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C. Concept of Operations

General Concepts

During a major emergency response, the City of Alameda will work in coordination with numerous governmental, non-governmental, and private organizations. In order to facilitate such a multi-faceted operation, the City follows a specific response structure that designates the manner in which local, county, and state-level entities coordinate and communicate during emergency response operations.

This Concept of Operations provides guidance to City of Alameda decision makers and plan users regarding the sequence and scope of actions to be taken during a citywide emergency response. It defines the framework of the City's emergency management organization and describes its interaction with OA and State emergency management organizations. This Concept of Operations also identifies function and structure of the citywide Emergency Operations Center (EOC), as well as the City's operational procedures during an emergency.

Emergency Management Phases

The City of Alameda maintains an ongoing Emergency Management Program, involving a wide range of emergency management activities. Although the City's EOP focuses on the response and recovery phases, the City's Emergency Management Program is actively involved in all four phases of emergency management: preparedness, response, recovery, and mitigation.

Preparedness

Preparedness activities are necessary to the extent that mitigation measures have not, or cannot completely, prevent disaster. In the preparedness phase, governments, organizations, and individuals develop plans to save lives and minimize disaster damage. These activities serve to develop the response capabilities needed in the event of an emergency. Examples include preparedness plans, emergency exercises/training, warning systems, emergency communication systems, evacuation plans/training, resource inventories, emergency personnel/contact lists, mutual aid agreements and public education/information.

Response

Response activities follow the issuance of a pending disaster warning or the occurrence of an actual disaster or emergency. These activities help to reduce casualties and damage, and speed recovery. Response activities include public warning, notification of public authorities, evacuation, rescue, assistance, activation of the EOC, declarations of disaster, search and rescue, and other similar operations addressed in this plan.

The emergency response phase has three types of response actions taken in support of an emergency or disaster, pre-emergency response, emergency response, and sustained emergency response.

- **Pre-Emergency Response:** Recognition of the approach of a potential disaster where actions are taken to save lives and protect property. Warning and communication systems may be activated and tested, resources may be mobilized including staff and volunteers, EOCs may be activated, and evacuations may begin. City Council members, other key officials, Department Heads and staff are briefed.



- **Emergency Response:** Emphasis is placed on saving lives, controlling the situation, and minimizing the effects of the disaster. Incident Command Posts, DOCs and EOCs may be activated, and emergency instructions may be issued.
- **Sustained Emergency Response:** As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Response support facilities may be established. The resource requirements continually change to meet the needs of the incident.

Recovery

Recovery continues until all systems return to normal and includes both short-term and long-term activities. Short-term operations restore critical services to the community, provide for the basic needs of the community and return vital life-support systems to minimum operating standards. The beginning of a long-term recovery period is an opportune time to institute mitigation measures, particularly those related to the recent emergency. Examples of recovery actions include temporary housing and food programs, restoration of non-vital services, reconstruction of damaged areas, damage insurance, loans and grants, long-term medical care, disaster unemployment insurance, public information, health and safety education, counseling programs and economic impact studies.

Mitigation

Mitigation activities are those that eliminate or reduce the probability of a disaster occurrence. Also included are those long-term activities that lessen the undesirable effects of unavoidable hazards. Some examples include establishment of building codes, flood plain management regulations, insurance, public education programs, hazard analysis updates, tax incentives or disincentives, zoning and land use management, building use regulations and safety codes, resource allocations and preventive health care. A separate Local Hazard Mitigation Plan was updated 2016.

Standardized Emergency Management System

Legislation for the Standardized Emergency Management System (SEMS) was passed in 1996 to improve coordination of state and local emergency response in California. Regulations are found in Title 19 Public Safety, Division 2 Office of Emergency Services, Chapter 1, SEMS (Authority cited: Section 8607(a), Government Code). These regulations establish the SEMS based on the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program, the Multi-Agency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area (OA) concept, and the Master Mutual Aid Agreement and related mutual aid systems.

In accordance with SEMS, California's emergency response operations rely on a system in which government levels work together from the field level upward, in a single, integrated structure. Incidents are managed at the lowest possible level. Local government has primary responsibility for emergency response activities within its jurisdiction. Operational Areas, the region, and the State provide support to local jurisdictions. SEMS also provides a standardized response structure for emergencies involving multiple jurisdictions or multiple agencies in California. It defines a standard management structure and a standard terminology for statewide use. SEMS is applicable to all organizational levels and functions in the emergency response system. There are five designated levels in the SEMS organization, which are identified in Figure 4.



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 activities in direct response to an incident or threat. The Incident Command System is used to control and coordinate field-level response activities and provides a standard organizational structure to facilitate coordination of multiple organizations. During field response operations, DOCs and/or the EOC may or may not be activated depending on the severity and type of event. Generally, if day-to-day response activities can resolve an emergency situation, response will remain at the field level.

Local Government

Local governments include cities, counties, and special districts. They are responsible for the management and coordination of the overall emergency response and recovery activities within their jurisdiction. Local governments must adopt SEMS and demonstrate use of SEMS protocols when activating their EOC or when a local emergency is declared eligible for State reimbursement of response-related personnel costs, as defined in Government Code §8558(c). Coordination takes place between the field level and the EOC and from the EOC to the Operational Area (OA). Information is reported from the OA to the Cal OES Coastal Region and from the region to the SOC. The City of Alameda is also responsible for providing resources and mutual aid within their capabilities. Alameda will comply with SEMS regulations in order to be eligible for state funding of response-related personnel costs and will:

- Use SEMS when a local emergency is declared or proclaimed, or the EOC is activated
- Establish coordination and communications with Incident Commander(s) either through DOCs or the EOC
- Use existing mutual aid systems for coordinating fire and law enforcement resources
- Establish coordination and communications between the City of Alameda EOC, the Alameda OA EOC, and any state or local emergency response agency having jurisdiction at an incident within the city's boundaries
- Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level emergency response activities

Operational Area

The Operational Area (OA) is an intermediate level of the State's emergency services organization, which is defined by SEMS as "the county and all political subdivisions located within the county, including special districts." The OA coordinates information, resources, and priorities among local governments within the area and serves as the communication link between the local government level and the

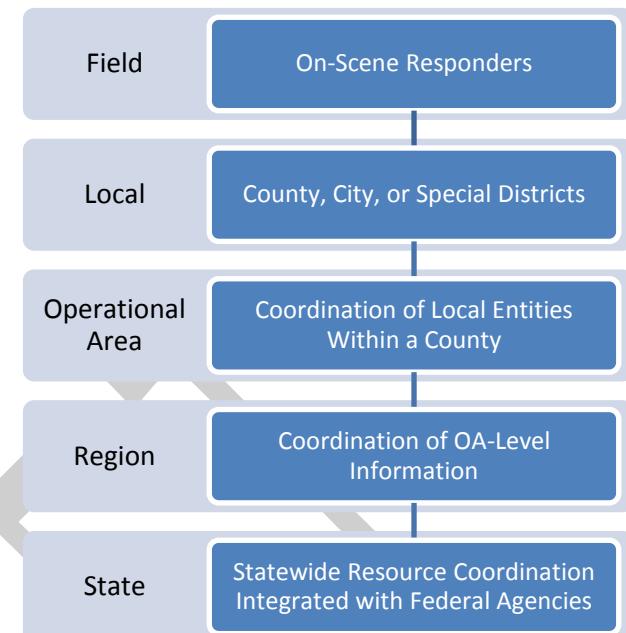


Figure 4. SEMS Organizational Levels



regional level. Governing bodies of the county and the political subdivisions within the county make OA-level decisions. In Alameda County, the emergency management organizations of each incorporated city are responsible for coordination and direction of response and recovery operations within their respective jurisdictions, while the County emergency management organization serves a support role. The County is responsible for coordinating and directing response and recovery operations in the unincorporated areas of the County, with the cities providing support and mutual aid as needed.

Alameda County is the Operational Area that will be the focal point for information transfer and support requests by cities within the county. The Alameda County Sheriff's Office is the lead agency for the Alameda OA. The Alameda OA is comprised of the County of Alameda, 14 cities, and special districts within the boundaries of the county. The "Agreement for Participation in the Alameda County Operational Area Emergency Management Organization" dated May 10, 2016, is an agreement to recognize and participate in an operational area emergency management organization. It is signed by the County, cities, special districts, and other public benefit non-profit corporations that are parties to the agreement, creating a partnership. The Alameda County Sheriff serves as the Director of Emergency Services for the County and the Operational Area Coordinator. The OA is responsible for:

- Managing and coordinating information, resources and priorities among local governments within the Alameda OA
- Serving as the coordination and communication link between the local governments and the Cal OES Coastal Region
- Using multi-agency or inter-agency coordination to facilitate decisions for overall OA level emergency response activities

SAN FRANCISCO BAY AREA OPERATIONAL AREAS

- Alameda County
- Contra Costa County
- Del Norte County
- Humboldt County
- Lake County
- Marin County
- Mendocino County
- Monterey County
- Napa County
- San Benito County
- San Francisco City and County
- San Mateo County
- Santa Clara County
- Santa Cruz County
- Solano County
- Sonoma County

Region

Cal OES provides administrative coordination and support through designated, discipline-specific mutual aid regions and three administrative regional offices. These regional offices are geographically divided across California and are designated as Coastal, Inland, and Southern. The City of Alameda is part of the Cal OES Coastal Region, which includes the 16 OAs in and around the San Francisco Bay Area. The Cal OES administrative regional level manages information and supports the coordination of resources among OAs within the region and between the OAs and the State Operations Center (SOC). Regional activities are generally carried out at the Regional Emergency Operations Center (REOC) at the Cal OES Coastal Region Office, 1340 Treat Blvd., Suite 270, Walnut Creek, California 94597. The REOC is managed and staffed by Cal OES personnel. The administration office phone number is (925) 953-1405.

State

Cal OES manages State resources at the State level in response to the emergency needs of the other SEMS levels. Cal OES manages and coordinates mutual aid among the mutual aid regions and between the regional levels and State level, and serves as the coordination and communication link with the



Federal disaster response system. In the event that OAs and the region require Federal assistance, requests are made from the local level through the appropriate SEMS channel to the SOC, where the request will be made to the Federal Government. The Cal OES Main Offices (Buildings A, B, & C) are located at 3650 Schriever Avenue, Mather, California 95655-4203. The phone number to the main office is (916) 845-8510. This location houses the SOC, the State Warning Center, and Executive offices. The Cal OES Main Office (Building D) is located at 10390 Peter A McCuen Boulevard, Mather, California 95655. The Public Safety Communications Main Office is located at 601 & 630 Sequoia Pacific Boulevard, Sacramento, California 95811. The administration phone number is (916) 657-9494.

All resources available within the state that may be applied in disaster response and recovery phases, together with the private sector, are collectively referred to as the California Emergency Organization. The goal is to support emergency activities to protect life, property, and the environment. During a state of war emergency, a state of emergency, or a local emergency, the Cal OES Director will coordinate the emergency activities of all state agencies (California Emergency Services Act, §8587). When support requirements cannot be met with state resources, the state may request assistance from those federal agencies having statutory authority to provide assistance in the absence of presidential declarations. The state may also request a Presidential Declaration of an Emergency or Major Disaster under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93288 as amended.

Federal

The Department of Homeland Security has designated the Federal Emergency Management Agency (FEMA) to serve as the main federal government contact during disasters and national security emergencies. FEMA Region 9, is headquartered in Oakland, and is one of ten Regional Offices across the country. FEMA Region 9 has responsibility for the areas of Arizona, California, Hawaii, Nevada, Guam, American Samoa, the Commonwealth of Northern Mariana Islands, the Republic of Marshall Islands, the Federated States of Micronesia, and more than 150 sovereign tribal entities. In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of Emergency Support Functions as defined in the National Response Framework. All contact with FEMA and other federal agencies is made through the OA to the state during the response phase. During the recovery phase, cities, or special district may have direct contact with FEMA and other federal agencies. The FEMA Region office is located at 1111 Broadway, Suite 1200, Oakland. The phone number is 1-800-621-FEMA (3362) or TTY (800) 462-7585.

National Incident Management System

The National Incident Management System (NIMS) is a system mandated by Homeland Security Presidential Directive (HSPD-5) that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. NIMS is not specific to one type of incident, rather it incorporates an all hazards approach in managing incidents.

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



The National Response Framework (NRF) is mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan. Local governments must use NIMS to be eligible for federal preparedness grants.

Incident Command System

The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private
- Establishes common processes for planning and managing resources

ICS is applicable across all disciplines and is structured to facilitate activities in the following five major functional areas.

ICS Function	Responsibilities
Command (Management)	Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
Operations	Responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's action plan.
Planning	Responsible for collecting, evaluating, and disseminating information; developing the organizational level's action plan in coordination with the other functions; and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/Administration	Responsible for financial activities and administrative aspects not assigned to the other functions.

Emergency Proclamations

Local Emergency

A Local Emergency may be proclaimed by the City Council or by the City Manager in the role of Emergency Services Director as specified by Section 2-24.6 of the City of Alameda Municipal Code. If the proclamation is made by the City Manager, it must be ratified by the City Council within seven days. The City Council must review at its regularly scheduled meetings the need for continuing the local emergency and in no event more than 21 days after the previous meeting. The City Council must proclaim termination of the local emergency at the earliest possible date as conditions warrant. (California Gov't Code Sec. 8630). The declaration of a Local Emergency provides the governing body with the legal authority to:

- Request that the Governor declare 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 to perform. (see Article 17 of the Emergency Services Act for privileges/immunities)

State of Emergency

A State of Emergency may be declared by the Governor when:

- Conditions of a disaster or extreme peril exist that 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.

When the Governor declares a State of Emergency:

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any city or county.
- The Governor shall, to the extent deemed 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 the emergency.
- The Governor may suspend the provisions of orders, rules, or regulations of any state agency, 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 the office.
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

State of War Emergency

When the Governor declares a State of War Emergency or 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 that are made or given within the limits of the Governor's 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. The California Constitution, the City Charter, and general law provide authority for continuity and preservation of local government.

Continuity of leadership and government authority is particularly important with respect to emergency services, direction of emergency response operations, and management of recovery operations. To this end, it is particularly essential that the City of Alameda continue to function as a government entity.

Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while additional resources may be provided by others upon request. A key aspect of this control is to be able to communicate official requests, situation reports, and other emergency information throughout any disaster situation.

The City of Alameda's Continuity of Government plan was developed to ensure continuity of the City's government. The complete City of Alameda Continuity of Government Plan may be found as an Appendix to the EOP. The plan defines the following seven critical elements of government continuity:

1. Succession of Officers
2. Seat of Government
3. Emergency Powers and Authority
4. Emergency Plans
5. Primary and Alternate Emergency Operations Center(s)
6. Preservation of Vital Records
7. Protection of Critical Infrastructure

Vital Record Retention

The preservation of vital records is of high importance to the City of Alameda. The City has an established Records Management Program that is tasked to manage City records efficiently and economically by:

- Reducing the amount of unnecessary records being stored.
- Creating a City-wide Records Retention Program.
- Setting up standards and procedures for storing records.
- Administering salvage paper programs.
- Maintaining historical records of the City.

The preservation of vital records is critical to the City's recovery from a catastrophic event. In addition to the information retrieval requirements of response, each response function has a record-keeping component. Although the principal focus of vital records preservation is to support recovery through reimbursement for disaster-related costs, vital records also have a broader and arguably more important function. Vital records become vital because they help describe a reasonably complete compilation of damage, death, physical and mental trauma, and allocation of public and private resources, making it possible to learn from the disaster experience.



Vital records for the City of Alameda are maintained in several locations, which are detailed in the City of Alameda's Continuity of Government plan.

Alerting and Warning

Alerting and warning is the process of alerting governmental forces and warning the general public to the threat of imminent extraordinary danger. Success in saving lives and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the population within their jurisdiction. Depending on the nature of the threat and the population at risk, warning can originate at any level of government. Often the use of various warning systems and devices originate or are disseminated from a central location that is staffed 24 hours a day, typically the communications center.

Detailed information about the City of Alameda's alert and warning systems are described in the City of Alameda Warning and Communications Plan, which is an Appendix to the EOP.

Training and Exercises

As stated in the City of Alameda Municipal Code Section 2-24.8.(c) the Assistant Emergency Services Director, under the supervision of the Director and with the assistance of Emergency Manager, is responsible for maintaining emergency plans and managing the City's emergency programs, to include training and exercises. The record of training, exercises, and activations are kept in VEOCI.

Training

By law, all City employees are Disaster Service Workers (DSW). As such, City employees will receive basic orientation to DSW expectations and yearly refresher training on their responsibilities.

All employees having any responsibilities in emergency response or being assigned a position in the EOC are trained on the EOP. The appropriate SEMS/NIMS/ICS training is provided to all public safety, EOC, and first responder personnel. According to NIMS, individuals must maintain the proper documentation that can authenticate and verify that they have the certification necessary to fill a specific role. This ensures that all personnel hold a minimum common level of training, experience, and capability for the particular position they are to fill. Each department is responsible to schedule and document ongoing emergency management training for their employees designated with an emergency role. Department management or supervisors will submit training documentation directly to the City of Alameda Disaster Preparedness Coordinator. All other DSW training documentation will be maintained by their department. Training requirements for City of Alameda emergency management roles are displayed below in Figure 5.

SEMS/NIMS Training Guidance Matrix	SEMS Introduction	SEMS EOC	SEMS Executive	ICS 100 (IS 100)	ICS 200 (IS 200)	ICS 300	ICS 400	ICS 402	NIMS (IS 700)	NRF (IS 800)
Full time disaster service worker (DSW) employees.	X	X		X					X	
Personnel who supervise a branch, division, group, or unit in the field or EOC.	X	X		X	X	X			X	X
Personnel in the Command/Management or General Staff at an Incident or Area Command or in the EOC.	X	X		X	X	X	X		X	X
Executives, administrators, and policy makers within agencies that are required to support a SEMS emergency response or recovery organization.			X					X	X	X

Figure 5. City of Alameda Emergency Management Training Requirements



Exercises

The City of Alameda's emergency exercises utilize the guiding principles of the Homeland Security Exercise and Evaluation Program (HSEEP). HSEEP provides a common method to manage the exercise program, design and develop the exercise, perform and evaluate the exercise, and conduct improvement planning. Exercises are a key component of preparedness providing an opportunity to assess and validate capabilities, and address areas for improvement. Exercises play a vital role in national preparedness by enabling whole community stakeholders to test and validate plans and capabilities, and identify both capability gaps and areas for improvement. A well-designed exercise provides a low-risk environment to test capabilities, familiarize personnel with roles and responsibilities, and foster meaningful interaction and communication across organizations.

Discussion-Based Exercises

All City employees with emergency management response assignments should participate annually in one discussion-based exercise. Discussion-based exercises include seminars, workshops, tabletop exercises, and games. These types of exercises can be used to familiarize participants with, or develop new, plans, policies, agreements, and procedures. Exercises should be conducted at the EOC site and the scenario topics should vary to address different incidents and conditions.

Operations-Based Exercises

Operations-based exercises include drills, functional exercises, and full-scale exercises. These exercises can be used to validate plans, policies, agreements, and procedures; clarify roles and responsibilities; and identify resource gaps. Operations-based exercises are characterized by observance of actual reactions to an exercise scenario, such as initiating communications or mobilizing personnel and resources.

The City should conduct at least one operations-based exercise semi-annually, simulating an actual incident or disaster. This serves to practice policies, procedures and decision-making skills. The exercise can be for the City alone, or in conjunction with other jurisdictions. This is the most effective method of training staff. Shortly after the functional exercise, a lessons-learned workshop should be held involving all who participated.

After-Action Reporting

Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, core capability performance, and corrective actions in an After-Action Report/Improvement Plan. Through improvement planning, organizations take the corrective actions needed to improve plans, build and sustain capabilities, and maintain readiness.

Communication and Warning System Tests

The City should test all communication and warning systems and protocols at least once a year, and after significant changes in the system. Relevant directories and procedures should be updated following each test.



D. Emergency Operations Center

EOC Purpose

The Emergency Operations Center (EOC) is the location from which centralized management of an emergency response and recovery is conducted, and is organized following SEMS and the ICS structure. The use of an EOC is a standard practice in emergency management. The City of Alameda's EOC serves as the central point for information gathering, processing, and dissemination; coordination of City emergency operations; and coordination with other agencies and the Alameda OA EOC.

The EOC does not directly manage or command incidents. Field level emergency responders, such as law enforcement, fire and rescue, and public works departments are managed by on-scene incident commander(s). Information is disseminated through the EOC Director and tactical decisions are coordinated from field response personnel.

The EOC may serve as a multi-agency coordination center from which local governments can provide interagency coordination and executive decision making in support of incident response and recovery operations. The decisions made through the EOC are designed to be broad in scope and offer general guidance on priorities.

Key functions of the EOC include:

- Serving as a central information sharing center
- Providing a citywide common operating picture
- Preparing and issuing a citywide situation status report
- Coordinating resource allocation priorities and reconciling competing objectives
- Maintaining two-way communications with involved City entities, including the private sector and NGOs such as hospitals, clinics, and ambulance providers
- Communicating and coordinating with the Alameda County EOC

The EOC may be partially or fully activated by the Director according to the requirements of the situation. Key decision-making personnel operate from the EOC during the emergency response in order to develop a common operating picture, which provides a basis for establishing policy and priorities. The EOC is equipped with a variety of systems and tools that aid in data collection and sharing, resource allocations, and other critical functions.

EOC at-a-Glance

- **The EOC Director and key decision-making personnel operate from the EOC** during the emergency response, establishing policy and priorities.
- **Central point for information gathering, processing, and dissemination;** coordination of all City of Alameda emergency operations, and coordination with other agencies and the Operational Area EOC.
- **Not intended to provide tactical direction** to field response operations.
- **Organized according to SEMS/NIMS.**
- **The EOC Director, Emergency Manager, and the section chiefs serve as the EOC management team**, along with the Public Information Officer (PIO) Group, Safety Officer, Security Officer, and Liaison Officer.
- **The Mayor/Policy Group** provides continuity of government and defines policy and priorities when necessary.
- **Partially or fully activated** by the EOC Director, according to the situation.



Location

The primary EOC is located at 1809 Grand Street. If this EOC site is not operable, the alternate EOC will be activated, which is located in the basement area of the Police Administration Building at 1555 Oak Street. The EOC Director may consider relocation to the alternate EOC site when any of (but not limited to) the following situations are encountered:

- Structural or non-structural damage that make the EOC unsafe or uninhabitable
- Loss of power, water, phone service, or other utilities occurs
- Toxic or hazardous material releases in the building or neighborhood present a safety hazard to occupants
- A significant security threat is present
- EOC operations during a catastrophic disaster significantly exceed available space.

EOC Maintenance

The Disaster Preparedness Coordinator, Fire Department, or designee will ensure the EOC is in a state of readiness for an activation. EOC supplies must be maintained in preparation for an EOC activation.

Activation and Deactivation

The City Manager, Assistant City Manager, Chief of Police, Police Captains, Fire Chief, Deputy Fire Chief, Fire Department Operations Chief, Public Works Director, and Disaster Preparedness Coordinator or their designees have the authority to activate the City of Alameda EOC. The primary method of activation will be through use of the VEOCI emergency management software system. Through this method, the City's Emergency Manager, EOC Section Chiefs/department heads, and PIOs will be immediately notified to initiate EOC set up. Each department will be required to notify staff of the emergency or disaster, the immediate situation, and recall of or reporting of EOC staff for an activation. Upon notification, departments are responsible to contact all appropriate support personnel within their oversight and direct them to their assignment whether in the EOC, at the field level, or to maintain City operations. Each City department shall develop and maintain a current duty staff roster to be used to recall staff during off-time emergencies. The Director of Emergency Services/EOC Director will determine when it is appropriate to deactivate the EOC.

Activation Triggers

The EOC may be activated as a result of one of the following conditions:

- On the order of the City Council, based upon recommendation from the City's Director of Emergency Services, if the Council is in session; or the Director of Emergency Services shall issue the proclamation if the Council is not in session, subject to ratification by the Council within seven days thereafter (City of Alameda Municipal Code, Chapter 2-24.6 Director and Assistant Director of Emergency Services; Powers and Duties).
- When an actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within the city.
- When a condition threatens the safety of people and property such as, air pollution, fire, flood, storm, epidemic, riot or earthquake.
- When the Governor proclaims a State of Emergency for an area that includes the City.



- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Government Code §§ 8550, et seq.).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

Activation Levels

The magnitude of the emergency will dictate Alameda's response level. Accordingly, the EOC may be partially or fully staffed to meet the demands of the situation. The City maintains four EOC activation levels that can be applied to various situations. Activation criteria are identified below in Figure 6: EOC Activation Guide. Activation checklists are maintained separately from this document as an appendix.

EOC Activation Guide			
Level	Event/Situation	Activation	Actions
4	No issues	None	Emergency Manager monitoring for potential incidents
3	<ul style="list-style-type: none"> • Possibility of local unrest • Severe weather or flood watch • Small incidents involving one facility • Expanding Incident <ul style="list-style-type: none"> - Severe weather or flood watch - Unexpected bridge, tube or road closures lasting more than one hour - Other incidents involving more than one city department or that may become a high visibility event requiring coordination 	DOC Activation (as needed) EOC on Standby "Expanding Incident" plan launched in VEOCI	<ul style="list-style-type: none"> • Emergency Manager continuously monitoring event • Critical EOC staff on standby • Department heads and EOC management staff receive notification and situation information through VEOCI
2	<ul style="list-style-type: none"> • Involvement of multiple City departments • Small scale civil unrest • Severe weather warning • Moderate earthquake • Wildfire affecting specific areas • Incidents involving two or more facilities • Hazardous materials evacuation • Major scheduled event 	EOC Open: Partial Activation Staffed as situation warrants; positions may be filled at the EOC or remotely via conference call, email, etc.	<ul style="list-style-type: none"> • EOC operational according to event needs • Notifications and briefings issued to City Executive staff and Department Heads • Continuous monitoring of event • Situation updates received from and communicated to field personnel
1	<ul style="list-style-type: none"> • Mass Casualty Incident • Civil disorder with relatively large scale localized violence • Hazardous conditions that affect a significant portion of the City • Severe weather is occurring • Verified and present threat to critical facilities • Major emergency in the City or Region • Incidents occurring involving heavy resource involvement • Catastrophic earthquake 	EOC Open: Full Activation All staff positions are activated	<ul style="list-style-type: none"> • EOC fully operational • Notifications and briefings issued to City Executive staff and Department Heads • Continuous monitoring of event • Situation updates received from and communicated to field personnel

Figure 6. EOC Activation Guide



EOC Action Planning

At Local Government, Operational Area, Regional and State levels, the use of EOC Action Plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action Plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance. Action Planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts,
- Documentation of the priorities and objectives, the tasks and personnel assignments associated with meeting them.

The action planning process should involve the EOC Director and General Staff along with other EOC elements, special district representatives and other agency representatives, as needed. The Planning Section is normally responsible for development of the Action Plan and for facilitation of Action Planning Meetings. Action plans are developed for a specified operational period that may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

SEMS Coordination Levels

The SEMS concepts, principles and organizational structure will be used in managing field operations. The size, complexity, hazard environment, and objectives of the situation will determine the ICS organizational size and the support that will be required for the field activities. The incident will be managed by objectives to be achieved and those objectives are communicated to field and EOC personnel through the use of the action planning process.

The IC will communicate with the Emergency Services Director (in the role of EOC Director) as to the status of the situation and resources through established communications channels. Members of the Management and General Staff will communicate with their counterparts in the EOC using the same communications methods. Some members of the EOC Management or General Staff may be asked to attend briefings or planning meetings at an Incident Command Post.

When multiple agencies respond to an incident, the IC will establish a Unified Command or Multi-Agency Coordination System and agency representatives will be asked to report to the Liaison Officer. Outside agencies including those from county, state and federal governments will participate in the Unified Command/Multi-Agency Coordination System by assisting in identifying objectives, setting priorities, and allocating critical resources to the incident.

For events that involve a response primarily from a single department, the City may choose to instead only activate that department's operations center.

Field/EOC Communications and Coordination

The Communications/Information Systems Unit Leader, working with the Police and Fire departments, will develop a Communications Plan outlining the communications channels and protocols to be used during an incident. The Incident Action Plan (IAP) developed for a specific incident will include the Communications Plan (ICS 205 form or 217A form). Typically, field to EOC communications will occur at the Management and General Staff levels or, if established, field units will communicate with a DOC that



will relay the information to the appropriate section/function in the EOC. The OA EOC will communicate situation and resource status information to the State Operating Center (SOC) via CalEOC, a WebEOC based emergency management response system.

Coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, the EOC may be activated to coordinate the overall response while ICS is used by field responders. Incident Commanders may report pertinent information to Department Operations Centers (DOC), which in turn will report and coordinate with the EOC. Occasionally an EOC may need to operate in a centralized coordination and direction mode, where the EOC directly oversees Incident Command teams.

Another scenario is the interaction between the EOC and an Area Command. Area Command may be implemented during an occurrence of several similar incident types located in close proximity, but in different jurisdictions. A Unified Area Command may be established to oversee Incident Commanders operating in general proximity to each other. The Unified Area Command would coordinate with activated local government EOCs.

Field/EOC Direction and Control Interface

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

Field/EOC Coordination with Department Operations Centers

The Alameda Police Department, Fire Department, Public Works Department, and Alameda Municipal Power (AMP) utilize a DOC to coordinate the actions of their personnel and maintain internal departmental continuity of operations. DOCs may be activated during serious or major incidents when activation of the EOC is not required, and during major emergencies and disasters when the EOC is activated and essential response departments require coordination and support for their departmental activities. The EOC supports the DOCs and receives emergency information and situation reports from the field level through them to develop situation analysis and resource status of the overall incident.

If a department within the City uses a DOC to coordinate and support their field activities, its location, time of establishment and staffing information will be communicated to the City EOC. All communications with the field units of that department will be directed to the DOC who will then relay situation and resource information to the EOC. DOCs act as an intermediate communications and coordination link between field units and the City EOC.

Operational Area Coordination

Coordination and communications will be established between the City of Alameda EOC and the Alameda County OA. The communications link may be through the radio system, telephone, fax, email, or amateur radio to ensure notifications, information sharing, and reporting are completed. The OA may direct the most heavily impacted agencies to coordinate and communicate directly with the OA EOC. The City of Alameda may use a multi-agency coordination system (MACS) concept when developing response and recovery operations. When and where possible, Alameda will include jurisdictional representatives in planning for jurisdictional support.



Special Districts

The emergency response roles of special districts are generally focused on their normal services or functional area of responsibility. Special districts will establish their own response systems and coordinate with Alameda through the EOC Liaison as appropriate. Special district boundaries may cross municipal boundary lines and therefore may serve several communities, and counties, or unincorporated areas. In such a situation, the special district may wish to provide a liaison representative to the City of Alameda EOC to facilitate coordination and communication with the various entities it serves. Special districts in Alameda include the Alameda Unified School District, City of Alameda Health Care District, Alameda Public Financing Authority, Alameda Alliance Joint Powers Authority, City of Alameda Financing Authority, Alameda Sewer Improvement Financing Corporation, County Service Area VC 1984-1.

Coordination with Volunteer, Non-Profit, and Private Agencies

The City of Alameda EOC will establish communication with private and volunteer agencies that provide services to the City.

Agencies that play key roles in the response should have representatives at the EOC. If an agency supports several functions and has only one representative at the EOC, the agency representative should be located at the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross personnel may be part of the staffing for the Health & Welfare Branch of the EOC.

Agencies that have countywide response roles and cannot respond to numerous city EOCs should be represented at the OA level EOC. Coordination with volunteer and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.

EOC Structure

The City of Alameda EOC is divided into five NIMS functional areas as noted below for response and recovery operations. These elements work together to identify, coordinate, communicate, and implement the citywide emergency management goals and objectives. Specific roles and responsibilities for each EOC function are detailed in Section E of this document.

EOC Function	Overview of Responsibilities
Management	<p>Responsible for providing support to overall EOC activities, establishing EOC objectives, providing legal advice, managing public information, and coordinating with the Policy Group.</p> <p>The City of Alameda's EOC Management staff includes:</p> <ul style="list-style-type: none"> - EOC Director - Joint Staff Group - Emergency Manager - Public Information Officer (PIO) Group - Liaison Officer - Security Officer - Safety Officer - City Attorney



EOC Function	Overview of Responsibilities
Operations Section	<p>Responsible for coordination of all response elements applied to the disaster/emergency.</p> <p>Carries out the objectives of the EOC Action Plan and requests additional resources.</p> <p>Leadership of the Operations Section is determined by the nature and scope of the incident.</p> <p>The City of Alameda's EOC Operations Section includes the following branches:</p> <ul style="list-style-type: none"> - Fire - Law Enforcement - Human Services - Infrastructure - Transportation - Affiliated Volunteers
Planning Section	<p>Responsible for collecting, evaluating and disseminating information; developing the City's EOC Action Plan in coordination with other sections; initiating and preparing the City's After-Action Report, and maintaining documentation.</p> <p>Functions as the primary support for decision-making to the overall emergency organization.</p> <p>The City of Alameda's EOC Planning Section includes the following branches:</p> <ul style="list-style-type: none"> - Advance Planning and Documentation - Resource Status - Situation Status - Demobilization - Recovery
Logistics Section	<p>Responsible for the provision of resources in the area of personnel, equipment and supplies and ensures that all other sections are supported for the duration of the incident.</p> <p>Addresses policies and procedures for providing or coordinating the provision of transportation, shelter, and facilities to support field response operations.</p> <p>The City of Alameda's EOC Logistics Section includes the following branches:</p> <ul style="list-style-type: none"> - Assets and Equipment - Human Resources - Facilities - Communications/Information Systems
Finance/ Administration Section	<p>Responsible for all financial activities and other administrative aspects such as administering fiscal procedures, including acquisition, payment and accounting.</p> <p>Supports EOC functions by preserving required records for future use and maintains proper and accurate documentation of all actions taken during an activation.</p> <p>The City of Alameda's EOC Finance/Administration Section includes the following branches:</p> <ul style="list-style-type: none"> - Claims - Cost - Procurement - Time



E. EOC Organization and Responsibilities

Overview

The City of Alameda's EOC operates under the NIMS/SEMS emergency management structure based on the Incident Command System. The basic Alameda EOC organizational structure consists of five functional SEMS/ICS sections including Management, Operations, Planning, Logistics, and Finance and Administration. The City of Alameda has identified roles and responsibilities for each EOC function, and has assigned specific City departments to lead or support the coordination of that function. Using this model, each EOC Section, Branch, and Unit within the EOC will be headed by a single City of Alameda department acting as the coordinating department and supported by any number of City departments. Figure 7 below identifies City department assignments within each EOC Section.

Department	EOC Function				
	Management	Operations	Planning	Logistics	Finance & Administration
City Manager	X				X
City Attorney	X				
City Clerk			X		
Alameda Municipal Power		X			
Animal Shelter		X			
Planning Building and Transportation		X	X		
Economic Development			X		
Finance					X
Fire	X	X			
Housing Programs and Services		X			
Human Resources				X	
Information Technology				X	
Library			X		
Police	X	X			
Public Works	X	X		X	
Recreation and Parks		X		X	

Figure 7. Department EOC Roles by Section



EOC Organization

Figure 8 below illustrates the organization of the City's EOC. Position descriptions and responsibilities follow in the subsequent sections. Position checklists may be found as an attachment to this document.

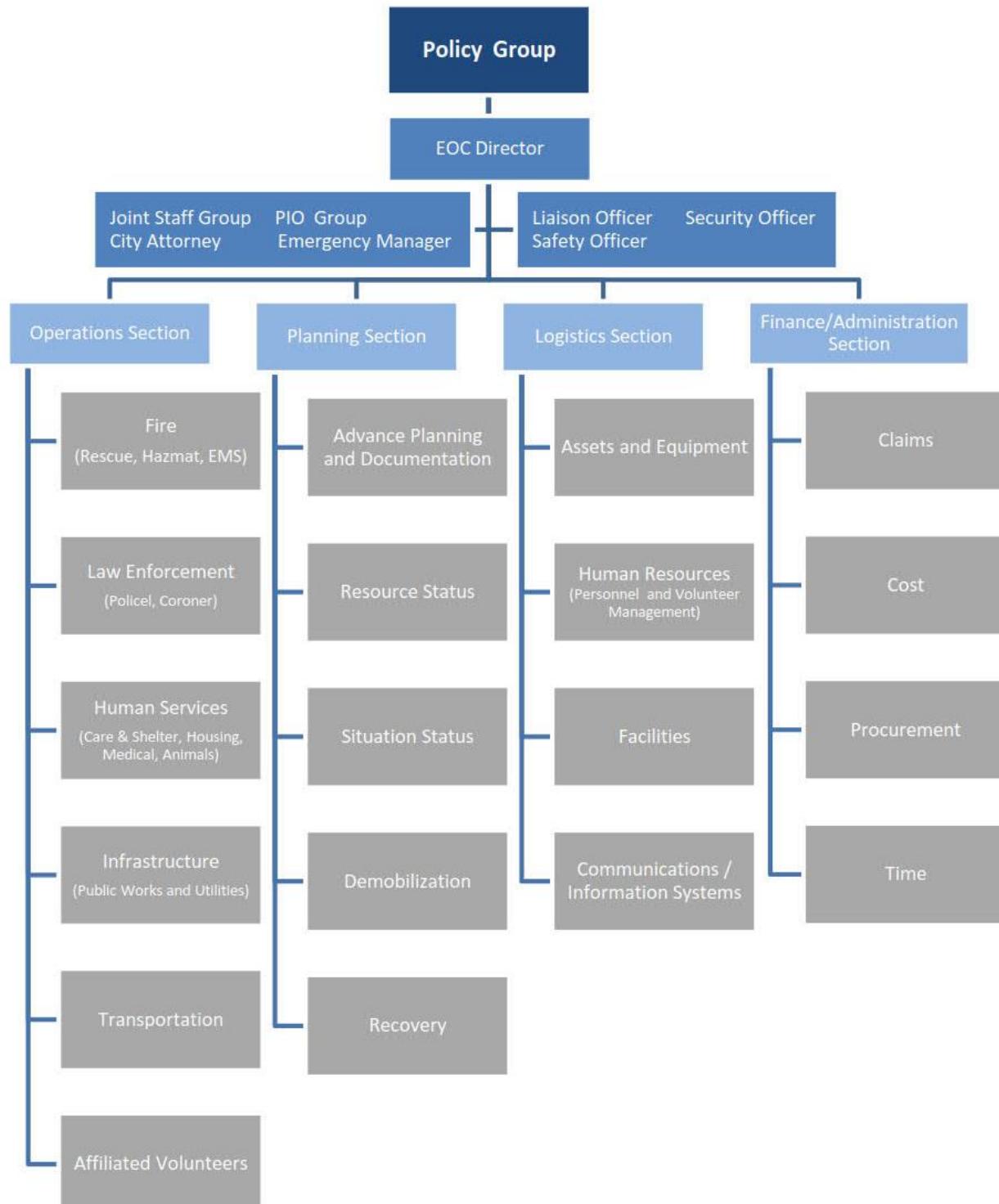


Figure 8. EOC Organizational Chart



Policy Group

Policy Group

Overview

The Policy Group, composed of the Mayor and City Council, has an extremely important role to ensure the continuity of government during emergencies or disasters. The Policy Group is responsible for defining policy, communicating with and reporting on the needs of constituents, ratifying emergency proclamations, liaising with community leaders and other officials, and planning for short and long-range recovery. The Policy Group will receive regular briefings from the EOC Director or designated EOC staff.

Roles and Responsibilities

Position	Responsibilities
Policy Group (Mayor & City Council)	Responsible for continuity of government, defining policy, and short and long-range recovery planning.
	Ratifies local emergency proclamations (City Council).
	Receives frequent briefings from the EOC Director or designated EOC staff.
	Responds to requests from the PIO Group.
	Interfaces with community leaders.
	Liaison to Federal and State elected officials.
	Liaison to local jurisdiction officials.
	Prepares executive directives, orders, resolutions, and/or ordinances as necessary.



EOC Management Staff

Introduction

The City of Alameda EOC Management Staff is responsible for providing support to overall EOC activities. This group includes the EOC Director, Joint Staff Group, Emergency Manager, PIO Group, City Attorney, Security Officer, Safety Officer, and Liaison Officer. The EOC Management Staff is scalable and will be filled according to incident needs. The below table provides a summary of each Management Staff position. Detailed position overviews, coordination assignments, and roles/responsibilities are identified for each Management Staff position in the subsequent sections. Specific staff assignments are maintained separately from this plan.

Position	Responsibilities
EOC Director	Position is filled by the City Manager or designee. Responsible for overall management of EOC activities. Determines the EOC response structure, develops EOC priorities and objectives, and oversees EOC staff.
Joint Staff Group	Composed of the Police Chief, Fire Chief, and Public Works Director. Supplies procedural guidance and advice to the EOC Director throughout the incident.
Emergency Manager	Responsible for overall management of the physical EOC and assists the EOC Director in all areas of emergency management.
PIO Group	Formulates and releases information about the incident to the public, media, emergency workers, and other appropriate agencies and organizations.
City Attorney	Supports decision making efforts of leadership by providing legal guidance regarding policy implementation, emergency ordinances, liability issues, and claims.
Security Officer	Responsible for the security of all EOC facilities and management of personnel access.
Safety Officer	Responsible for identifying and mitigating safety hazards and situations of potential City liability during EOC operations.
Liaison Officer	Serves as the point of contact for representatives from assisting organizations and agencies outside the City's government structure.



EOC Director

Overview

The EOC Director is responsible for the overall management of the EOC activities. This position will be established at every EOC activation to coordinate EOC operations. The City Manager will fill this position based on the incident and continue serving as the Director of Emergency Services during an emergency/disaster. The primary role of the EOC Director is to determine the EOC response structure, develop EOC priorities and objectives, and oversee EOC staff. The EOC Director also oversees the development and implementation of strategic decisions, and approves ordering and release of resources.

Coordination

Lead Coordinator	City Manager
Support	Assistant City Manager

Roles and Responsibilities

Position	Responsibilities
EOC Director	Responsible for the overall operations of the EOC and the coordination of the incident response.
	Define EOC organization according to the requirements of the incident.
	Establishes immediate priorities.
	Determines EOC objectives and strategy to achieve the objectives.
	Provide situational updates to the Mayor/Policy Group.
	Approves the implementation of the EOC Action Plan.
	Coordinates with the Alameda OA EOC and other outside assisting organizations, including State and Federal government entities.
	Reviews and approves the release of public information concerning the incident.



Joint Staff Group

Overview

The Joint Staff Group is made up of the Police Chief, Fire Chief, and Public Works Director. The Joint Staff Group will work closely with the EOC Director to strategize about the City's response and recovery direction, making recommendations on the course of action to be taken. They provide strategic methodology to the EOC Director on how to manage particular aspects of the incident in the most effective manner.

Coordination

Lead Coordinator	Police Chief, Fire Chief, Public Works Director
Support	As assigned; determined according to incident needs

Roles and Responsibilities

Position	Responsibilities
Joint Staff Group	Supplies procedural guidance and advice to the EOC Director throughout the incident.
	Assesses the incident and assists the EOC Director in setting priorities for the overall response.
	Provides information and guidance to the EOC Management Team as needed.
	Ensures adherence to EOC policies and objectives.
	Manages personnel within the EOC who work for their respective departments.
	Makes recommendations on courses of action to be taken.



Emergency Manager

Overview

The Emergency Manager is responsible for the overall management of the physical EOC. The EOC Manager will assist the EOC Director in all areas of the emergency, ensure efficient operation and support of the EOC and related staff, and provide technical advice in all matters that require a command decision from the EOC Director. The Emergency Manager may be the point of contact with the Alameda OA emergency managers and/or EOC, and with the REOC as appropriate.

Coordination

Lead Coordinator	Fire Department
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Emergency Manager	Assists in the development of EOC objectives.
	Provides technical advice and guidance to the EOC Director as needed.
	Identifies EOC equipment concerns or issues.
	Ensures that situation status reports are distributed to the Mayor/Policy Group and other relevant agencies.
	Communicates and coordinates with the OA and/or REOC as needed.
	Ensures information is shared horizontally and vertically.
	Maintains EOC workflow.



PIO Group

Overview

The PIO Group is responsible for the formulation and dissemination of incident information to the public, media, emergency workers, and other appropriate agencies and organizations. The PIO Group ensures that released information is consistent, accurate, timely, and appropriate. All information releases and media contacts will be coordinated with the EOC Director. The PIO Group may include only one PIO or many PIOs, which will be determined according to the needs of the incident.

Coordination

Lead Coordinator	City PIO
Support	Police Department, Fire Department, Public Works Department, and Alameda Municipal Power

Roles and Responsibilities

Position	Responsibilities
PIO Group	Provides timely, accurate, and vetted information to the public, the media, and other relevant stakeholders.
	Develops news releases, answers media inquiries, and arranges for tours or photography of the incident.
	Obtains approval from the EOC Director prior to any information release.

City Attorney

Overview

The role of the City Attorney in the EOC is to support the decision making efforts of leadership while taking into account all necessary considerations of emergency actions and policies. The City Attorney will provide immediate and direct legal advice to the EOC Director regarding policy implementation, emergency ordinances, liability issues, and claims against or on behalf of the City.

Coordination

Lead Coordinator	City Attorney's Office
Support	As assigned

Roles and Responsibilities

Position	Responsibilities
City Attorney	Assists the EOC Director with decision making while providing necessary considerations of emergency actions or policies.
	Assists in the preparation of proclamations, ordinances, and other legal documents.
	Maintains the City's legal records and reports.



Security Officer

Overview

The Security Officer is responsible for the security of all EOC facilities and management of personnel access.

Coordination

Lead Coordinator	Police Department
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Security Officer	Controls personnel access to and from the EOC and related facilities, as determined and in accordance with policies established by the EOC Director.

Safety Officer

Overview

The Safety Officer is responsible for identifying and mitigating safety hazards and situations of potential City liability during EOC operations.

Coordination

Lead Coordinator	City Attorney's Office
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Safety Officer	Identifies and mitigates safety hazards and situations of potential city liability while the EOC is operational.
	Ensures safe working environment in the EOC.
	Reviews the EOC Action Plan for any safety issues.



Liaison Officer

Overview

The Liaison Officer serves as the point of contact for representatives from assisting organizations and agencies outside the City's government structure. The Liaison Officer aids in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. This ensures that each agency is doing what it does best, and maximizes the effectiveness of available resources. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.

The Liaison Officer also serves as the multi-agency or inter-agency representative for the City of Alameda to coordinate the response efforts. Multi-agency or inter-agency coordination is defined as the participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Coordination

Lead Coordinator	As Assigned
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Liaison Officer	Maintains and provides coordination with representatives from assisting organizations and agencies outside the City's government structure, such as special districts or state/federal emergency officials.
	Serves as the multi-agency or inter-agency representative for the City of Alameda to coordinate the response efforts.



Operations Section

Introduction

The Operations Section in the City of Alameda EOC is responsible for coordinating all response operations applied to the event. The Operations Section acts as the primary point of contact between the EOC and involved City departments, and is linked directly to field Incident Commands. Department representatives assigned to the EOC Operations Section receive incoming situation reports, department status, resource requests, and field intelligence. Incoming information will be routed to the appropriate EOC section. They will provide information from the EOC to departments and field Incident Commands as appropriate.

The Operations Section is made up of six units: Fire, Law Enforcement, Human Services, Infrastructure, Transportation, and Affiliated Volunteers. The Operations Section is scalable and will be filled according to incident needs. The following table provides a summary of each Operations Section unit. Detailed position overviews, coordination assignments, and roles/responsibilities are identified for each Operations Section unit in the subsequent sections.

Position	Responsibilities
Operations Section Chief	Manages the overall activities of the Operations Section to ensure that EOC Action Plan operational objectives are carried out. Position is filled according to the primary department responding to the incident.
Fire Branch	Responsible for protecting lives and property, coordinating fire field forces in providing firefighting services, emergency medical services, radiological and hazardous materials response, and light/heavy rescue.
Law Enforcement Branch	Responsible for protecting lives, enforcing laws and proclaimed orders, controlling traffic, and combating crime during a disaster. Also works with the Alameda County Coroner to conduct coroner operations related to the response.
Human Services Branch	Coordinates the provision of basic health and human services, such as mass care, housing, public health services, medical care, and animal/pet welfare.
Infrastructure Branch	Responsible for coordinating infrastructure related activities during an emergency, including coordination of utility services (public and private), public works, engineering, and damage and safety inspections and assessments.
Transportation Branch	Coordinates transportation-related activities such as route recovery and traffic management, and coordinates with mass public/private transportation providers.
Affiliated Volunteers Branch	Communicates and coordinates with affiliated volunteers assisting with disaster response. Acquires incident updates and provides support as needed.



Operations Section Chief

Overview

The Operations Section Chief will develop and manage the Operations Section to accomplish the incident objectives set by the EOC Director. The department assigned to fulfill the role of Section Chief will vary according to the primary department responding to the event. The Operations Section Chief is responsible for developing and implementing strategy and tactics to carry out the incident objectives. This position will organize, assign, and supervise all of the field support plans and assigned resources.

Coordination

Lead Coordinator	Incident-Specific
Support	Police Department, Fire Department, Public Works, Alameda Municipal Power

Roles and Responsibilities

Position	Responsibilities
Operations Section Chief	Ensures that the Operations Section function is carried out, including the coordination of response for Fire, Law Enforcement, Human Services, Infrastructure, Transportation, and Affiliated Volunteers.
	Develops and ensures that EOC Action Plan operational objectives are carried out.
	Establishes the appropriate level of organization within the Section and continuously monitors the effectiveness of that organization. Makes changes as required.
	Coordinates support for field operations.
	Ensures that the Planning Section is provided with status reports from the Operations Section branches.
	Reports to the EOC Director on all matters pertaining to Section activities.
	Ensures cross-functional communications and coordination
	Ensures effective resource sharing between responding departments



Fire Branch

Overview

The Fire Branch is responsible for protecting lives and property by coordinating fire field forces through provision of firefighting services, emergency medical services, radiological and hazardous materials response, and light/heavy rescue. The Fire Branch is the primary link from the EOC to fire department operations. The Fire Unit, Rescue Unit, and/or the EMS Unit will be activated as needed to carry out the appropriate functions.

Coordination

Lead Coordinator	Fire Department
Support	Police Department, Public Works

Roles and Responsibilities

Position	Responsibilities
Fire Unit	Completes and maintains status reports for major incidents requiring or potentially requiring operational area, state and federal response, and maintains status of unassigned fire & rescue resources.
	Supports request for fire mutual aid resources, as necessary.
	Coordinates the prevention, control and suppression of fires and hazardous materials incidents.
Rescue Unit	Coordinates all search and rescue operations.
	Coordinates with the Law Enforcement Branch Coordinator on City Search & Rescue activities.
EMS Unit	Coordinates the provision of emergency medical care.



Law Enforcement Branch

Overview

The Law Enforcement Branch is responsible for linking the EOC to the City of Alameda Police Department, dispatch centers, the law enforcement mutual aid system, with Incident Command on incidents under the management of law enforcement agencies. The Law Enforcement Branch is responsible for protecting lives, alerting and warning the public, enforcing laws and proclaimed orders, coordinating evacuations, controlling traffic, and combating crime during a disaster. If needed, the Law Enforcement Branch will assume responsibility for Coroner Operations under the direction of the Alameda County Coroner.

Coordination

Lead Coordinator	Police Department
Support	Fire Department

Roles and Responsibilities

Position	Responsibilities
Police Unit	Coordinates movement and evacuation operations during the disaster.
	Alerts and notifies the public of the pending or existing emergency.
	Activates any public warning systems.
	Coordinates all law enforcement and traffic control operations during the disaster.
	Ensures the provision of security at incident facilities.
	ensure access control to damaged areas
	Orders and coordinates law enforcement mutual aid resources during the emergency.
Coroner Unit	Coordinates and assumes responsibility as necessary for Coroner Operations under the direction of the Alameda County Coroner.
	Identifies and documents the remains of deceased persons.
	Works with mortuary personnel in removing remains from the emergency scene.
	Maintains communications with field unit and relays ongoing status of the emergency to the Alameda County Coroner.



Human Services Branch

Overview

The Human Services Branch provides coordination among all mass care, housing, human services, public health, medical services, and animal response departments responding to an event. The Human Services Branch will coordinate the provision of:

- Basic necessities such as food, potable water, clothing, shelter, and emotional support
- Medical, mental, and public health care
- Maintenance of animal and environmental welfare

Coordination

Lead Coordinator	Housing Programs and Services, Recreation and Parks, Animal Shelter
Support	Police Department, Public Works, Fire Department,

Roles and Responsibilities

Position	Responsibilities
Care & Shelter Unit	Coordinate directly with the American Red Cross and other volunteer agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims.
	Assist the American Red Cross and other volunteer agencies with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
	Assist the American Red Cross and other volunteer agencies with the transition from mass care to separate family/individual housing.
	Coordinate the activation and management of commodity points of distribution (C-PODs).
Medical Unit	Minimize loss of life, subsequent disability, and human suffering by ensuring timely and coordinated medical and public health assistance.
	Provide a system for receipt and dissemination of health-related information required for effective response and recovery from a major disaster.
Animal Support Unit	Assesses the status of animal care needs in the City.
	Determines status of available shelters and establish locations for additional sheltering in conjunction with the American Red Cross evacuation centers.
	Determines the need for animal care and veterinary services.
	Develops a plan for meeting local animal welfare needs for the duration of the emergency.
	Coordinates as necessary with the Medical Unit and other EOC positions on animal care and welfare issues and legal requirements.



Infrastructure Branch

Overview

The Infrastructure Branch coordinates all infrastructure-related activities during an emergency, including coordination of utility services (public and private), public works, engineering, and damage and safety inspections and assessments. Specifically, the Public Works Department (PWD) is tasked with directly restoring and/or working with other providers to restore essential services through coordination, damage assessments, cost estimates, staging areas, equipment and manpower, contracted services, and other expertise. Essential services include drinking water supply, fire service water, ice, fuel, sanitary sewer, storm drainage and flood control, garbage collection, emergency generators, power, natural gas, telecommunications, bridges, vehicular and pedestrian circulation, sewage and hazmat containment, debris removal, fleet maintenance, and logistics.

The Public Works Department is also tasked with assisting Fire and Law Units with heavy rescue, barricading, traffic control, and communications using the PWD radio system.

Coordination

Lead Coordinator	Public Works, Alameda Municipal Power
Support	Recreation and Parks

Roles and Responsibilities

Position	Responsibilities
Public Works Unit	Responsible for reducing damage, restoring essential services, and assisting in heavy rescue.
	Coordinates damage assessments to public and private facilities and infrastructure.
	Coordinates repair of damage to public facilities and systems.
Utilities Unit	Liaises between utility providers and the City of Alameda EOC.
	Assesses the status of utilities and provides Utility Status Reports as required.
	Assists in the coordination of restoring damaged utilities disrupted services.
	Under the supervision of the EOC Manager, determines utility restoration priorities for the City.



Transportation Branch

Overview

The Transportation Branch is responsible for providing coordination among transportation operations during the incident. This branch will work with transportation providers, public works field operations, and the Fleet Services Unit in the Logistics Section to determine roadway status, route clearance priorities, traffic management, evacuation routes, and ingress/egress routes for emergency response activities.

Coordination

Lead Coordinator	Public Works
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Transportation Branch	Develops a Transportation Plan which identifies routes of ingress and egress for emergency response vehicles and personnel.
	Supports route clearance and recovery activities.
	Coordinates general traffic and access control.
	Designates evacuation routes and provides appropriate evacuation information to emergency responders and the PIO Group.
	Coordinates the assistance of transporting individuals unable to evacuate themselves.



Affiliated Volunteers Branch

Overview

The Affiliated Volunteers Branch is responsible for providing a link between field-level affiliated volunteers, such as CERT Teams, and the EOC. The Affiliated Volunteers Branch will maintain communications with affiliated volunteer groups to receive status updates and respond to resource and assistance requests as needed.

Coordination

Lead Coordinator	Alameda Fire Department
Support	CERT Volunteers, other

Roles and Responsibilities

Position	Responsibilities
Affiliated Volunteers Unit	Maintains communications and coordination with affiliated volunteer groups supporting the disaster response.
	Provides support to affiliated volunteer groups as needed.
	Works closely with the Human Resources Unit of the Logistics Section to coordinate registration of affiliated volunteers.
CERT Unit	Communicates with field CERT teams via HAM radios or other available communications systems.
	Receives status updates on CERT activities and respond to requests for assistance.



Planning Section

Introduction

The Planning Section will gather information from a variety of sources, analyze and verify information, and prepare and update internal EOC information and map displays. The Section has an important function in overseeing the Planning Meetings and in initiating the EOC Action Planning Process.

The Planning Section is made up of five units: Advance Planning and Documentation, Resource Status, Situation Status, Demobilization, and Recovery. The Planning Section is scalable and will be filled according to incident needs. The following table provides a summary of each Planning Section unit. Detailed position overviews, Coordination assignments, and roles/responsibilities are identified for each Planning Section unit in the subsequent sections.

Position	Responsibilities
Planning Section Chief	Responsible for collection, evaluation, dissemination and use of information about the development of the incident and status of resources.
Advance Planning and Documentation Unit	Responsible for developing an Advance Plan and managing the storage and distribution of completed emergency related forms and documents.
Resource Status Unit	Maintains inventory of available personnel, equipment, vehicles, etc., and displaying inventory in the EOC.
Situation Status Unit	Collects and organizes incident status and situation information. Develops the Situation Status Report.
Demobilization Unit	Prepares a Demobilization Plan that details the orderly, safe and cost-effect release of personnel and equipment.
Recovery Unit	Develops a City Recovery Plan and ensures that the City receives all emergency assistance and disaster recovery reimbursement for which it is eligible.



Planning Section Chief

Overview

The Planning Section Chief is responsible for the collection, analysis, and display of information related to emergency management operations. The Planning Section Chief will conduct EOC planning meetings, oversee the preparation of EOC Action Plans, disseminate situation briefings, and support the overall EOC planning process.

Coordination

Lead Coordinator	Planning, Building and Transportation
Support	Human Resources, Information Technology, Library, City Clerk, Base Reuse, and Community Development

Roles and Responsibilities

Position	Responsibilities
Planning Section Chief	Ensures that all Planning Section unit responsibilities are conducted.
	Establishes the appropriate level of organization for the Planning Section
	Exercises overall responsibility for the coordination of unit activities within the section.
	Keeps the EOC Director informed of significant issues affecting the Planning Section.
	In coordination with the other section coordinators, ensures that Status Reports are completed and utilized as a basis for situation reports, and the EOC Action Plan.



Advance Planning and Documentation Unit

Overview

The Advance Planning and Documentation Unit is responsible for developing an Advance Plan consisting of potential response and recovery issues likely to occur beyond the next operational period. This Unit is also responsible for collecting, organizing, distributing, and filing all completed emergency related forms and documents.

Coordination

Lead Coordinator	Planning Building and Transportation
Support	Base Reuse and Community Development, Human Resources, Information Technology, Library, City Clerk

Roles and Responsibilities

Position	Responsibilities
Advance Planning Unit	In coordination with the Situation Status Unit, develops an Advance Plan consisting of potential response and recovery issues likely to occur beyond the next operational period, generally within 36 to 72 hours.
	Reviews all available status reports, action plans, and other significant documents.
	Determines potential future impacts of the emergency which might modify the overall strategic EOC objectives.
	Provides periodic briefings for the EOC Director and Section Chiefs addressing Advance Planning issues.
Documentation Unit	Collects, organizes and files all completed emergency related forms, to include: all EOC position logs, situation reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
	Provides document reproduction services to EOC staff.
	Distributes the EOC situation reports, EOC Action Plan, and other documents, as required.
	Maintains a permanent electronic archive of all situation reports and Action Plans associated with the emergency.



Resource Status Unit

Overview

The Resource Status Unit is responsible for maintaining detailed tracking records of resource allocation and use (resources already in place, resources requested but not yet on scene, and estimates of future resource needs), conducting logging and invoicing in support of the documentation process, and displaying resource status information in the EOC. The Resource Status Unit coordinates closely with the Operations Section to determine resources currently in place and resources needed and with the Planning Section to provide resources information to the EOC Action Plan.

Coordination

Lead Coordinator	Planning, Building and Transportation
Support	Human Resources, Information Technology, Library, City Clerk, Community Development

Roles and Responsibilities

Position	Responsibilities
Resource Status Unit	Prepares and maintain displays, charts and lists which track and reflect the current status and location of controlled resources, transportation and support vehicles.
	Establishes a resources reporting system for field and EOC units.
	Prepares and processes resource status change information.



Situation Status Unit

Overview

The Situation Status Unit is responsible for collecting and organizing incident status and situation information from supporting EOC sections, branches and units. With this information, the Situation Status Unit will develop and distribute the Situation Status Report. Reports should be developed at pre-designated time intervals.

Coordination

Lead Coordinator	Planning Building and Transportation
Support	Human Resources, Information Technology, Library, City Clerk, Community Development

Roles and Responsibilities

Position	Responsibilities
Situation Status Unit	Oversees the collection, organization, and analysis of situation information related to the emergency.
	Ensures that information collected from all sources is validated prior to posting on status boards.
	Ensures that situation reports are developed for dissemination to EOC staff and also to other EOCs as required.
	Ensures that an EOC Action Plan is developed for each operational period.
	Ensures that all maps, status boards and other displays contain current and accurate information.



Demobilization Unit

Overview

The Demobilization Unit is responsible for preparing an EOC Demobilization Plan. The Unit must ensure that the plan provides details for the orderly, safe and cost-effect release of personnel and equipment. The process of demobilization involves closing down processes and positions no longer necessary to the effective functioning of the EOC.

Coordination

Lead Coordinator	Community Development
Support	Human Resources, Information Technology, Library, City Clerk, Economic Development

Roles and Responsibilities

Position	Responsibilities
Demobilization Unit	Develops a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
	Ensures that Demobilization Plan sufficiently addresses the orderly, safe and cost-effect release of personnel and equipment



Recovery Unit

Overview

The Recovery Unit ensures that the City receives all emergency assistance and disaster recovery reimbursement for which it is eligible. This Unit also conducts initial recovery operations and prepares the EOC organization for transition to a recovery operations organization, with a focus on restoring the City to pre-disaster conditions as quickly and as effectively as possible.

Coordination

Lead Coordinator	Planning, Building and Transportation
Support	Human Resources, Information Technology, Library, City Clerk, Community Development

Roles and Responsibilities

Position	Responsibilities
Recovery Unit	Determines the impacts of the emergency requiring recovery planning.
	Ensures that the City receives all emergency assistance and disaster recovery reimbursement for which it is eligible.
	Initiates recovery planning meetings with appropriate individuals and agencies.
	Develops the initial recovery plan and strategy for the City.
	Ensures that all appropriate agencies are kept informed and have the opportunity to participate in the recovery planning process.
	Develops the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort.



Logistics Section

Introduction

The Logistics Section provides facilities, services, resources, and other support services both to agencies responding to the emergency, and to meet internal EOC operating requirements. Incident Command, DOC, or agency requests for support directed to the EOC will be channeled through the EOC Operations Section.

The Logistics Section is made up of four units: Assets and Equipment, Human Resources, Facilities, and Communications/ Information Systems. The Logistics Section is scalable and will be filled according to incident needs. The following table provides a summary of each Logistics Section unit. Detailed position overviews, Coordination assignments, and roles/responsibilities are identified for each Logistics Section unit in the subsequent sections.

Position	Responsibilities
Logistics Section Chief	Ensures the Logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation resources; as well as arranging for food, lodging, and other support services as required.
Assets and Equipment Unit	Responsible for ordering, receiving, storing, processing and allocating all emergency resources and supplies including fleet services and donations management.
Human Resources Unit	Coordinates City employees and registration of affiliated and unaffiliated volunteers.
Facilities Unit	Oversees the staff to ensure that adequate facilities are provided for the response effort.
Communications/ Information Systems Unit	Responsible for ensuring that the EOC communications systems function adequately; this includes messages, radios, telephones, and computers.



Logistics Section Chief

Overview

The Logistics Section Chief is responsible for providing facilities, services and materials for incident response support.

Coordination

Lead Coordinator	Recreation and Parks
Support	Public Works, Human Resources, Information Technology

Roles and Responsibilities

Position	Responsibilities
Logistics Section Chief	Ensures the Logistics function is carried out in support of the EOC. This function includes providing communication services, resource tracking, acquiring equipment, supplies, personnel, facilities, and transportation resources; as well as arranging for food, lodging, and other support services as required.
	Establishes the appropriate level of branch and/or unit staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
	Ensures section objectives as stated in the EOC Action Plan are accomplished within the operational period or within the estimated time frame.
	Coordinates closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the affected area.
	Keeps the EOC Director informed of all significant issues relating to the Logistics Section.



Assets and Equipment Unit

Overview

The Assets and Equipment Unit is responsible for all aspects of coordinating and managing resources during an emergency. This unit is responsible for ordering, receiving, storing, processing and allocating emergency resources and supplies, and for providing vehicles in support of emergency operations (e.g. to move people/equipment to and from the EOC, to and from the incident(s), and/or for public evacuation or sheltering). The unit works in coordination with the Logistics Chief and the Transportation Branch of the Operations Section to determine the supply need and with the Finance Section to coordinate procurement actions. The Assets and Equipment Unit is also responsible for coordinating the management of donated goods.

Coordination

Lead Coordinator	Public Works
Support	Human Resources, Information Technology

Roles and Responsibilities

Position	Responsibilities
Assets and Equipment Unit	Oversees the procurement and allocation of supplies and materiel not normally provided through mutual aid channels.
	Coordinates procurement actions with the Finance Section.
	If necessary, utilizes manual (paper) purchase orders.
	Coordinates delivery of supplies and materiel as required.
	Develops and maintain resource status/location boards in the Logistics Section.
Fleet Services Unit	Manages fleet services in support of the incident.
	Arranges for the acquisition or use of required transportation resources.
	Establishes contact with local transportation agencies, schools, bus companies, and other transportation equipment providers to determine availability of equipment and transportation resources for use in evacuations and other operations as needed.
Donations Management Unit	Coordinates operations associated with donations management, such as receipt, sorting, repackaging, and distribution of donated goods at Donations Management Staging Areas and pre-identified Disaster Relief Agency Distribution Sites.
	Coordinates with the PIO Group in the development of public information messages related to donated goods and services.



Human Resources Unit

Overview

The Human Resources Unit is responsible for providing for the coordination of City employees, registration of volunteers, and for the management of relevant personnel. This Unit also obtains, coordinates, and allocates all non-fire and non-law enforcement mutual aid personnel and supports requests received such as registering volunteers as Disaster Services Workers and managing EOC personnel issues and requests.

Coordination

Lead Coordinator	Human Resources
Support	Information Technology

Roles and Responsibilities

Position	Responsibilities
Human Resources Unit	Provides personnel resources as requested in support of the EOC and Field Operations.
	Obtains, coordinates, and allocates all non-fire and non-law enforcement mutual aid personnel and supports requests received such as registering of affiliated and unaffiliated volunteers as Disaster Services Workers.
	Manages EOC personnel issues and requests..



Facilities Unit

Overview

The Facilities Unit is responsible for ensuring that adequate facilities are provided for the response effort including securing access to the facility and providing staff, furniture, supplies and materials necessary to configure the facility in a manner adequate to accomplish the mission.

Coordination

Lead Coordinator	Public Works
Support	Human Resources, Finance, Information Technology

Roles and Responsibilities

Position	Responsibilities
Facilities Unit	Coordinates and oversees the management of and support to the EOC and other essential facilities and sites used during disaster operations.
	Coordinates with the Finance & Administration Section on any claims or fiscal matters relating to facilities' operations.
	Coordinates with other EOC branches/units for support required for facilities.
	Supports activities for restoration of disrupted services and utilities to facilities.
	Closes out each facility when no longer needed.



Communications/Information Systems Unit

Overview

The Communications/Information Systems Unit provides for the coordination of agency or City communications services to meet incident, departmental, or EOC needs. These services will include electronic information processing, telephone, fax, and radio. This Unit also provides internal and external communications services to meet and support EOC operating requirements.

Coordination

Lead Coordinator	Information Technology
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Communications/ Information Systems Unit	Ensures radio, telephone, and computer resources and services are provided to EOC staff as required.
	Oversees the installation of communications resources within the EOC. Ensure that a communications link is established with the Operational Area EOC.
	Determines specific computer requirements for all EOC positions.
	Ensures that the EOC Communications Center is established to include sufficient frequencies to facilitate operations and that adequate communications operators are available for 24-hour coverage.
	Develops and distributes a Communications Plan that identifies all systems in use and lists specific frequencies allotted for the emergency.
	Installs, activates and maintains information systems for the EOC.
	Assists EOC positions in determining appropriate types of computer applications required to facilitate operations.



Finance/Administration Section

Introduction

The Finance/Administration Section in the EOC manages all financial, administrative and cost analysis aspects of the emergency. Initially, this work may be done in the EOC, but in later stages of the emergency this function may be accomplished at other locations. The Finance/Administration Section is made up of four units: Claims, Cost, Procurement, and Time. The Finance/Administration Section is scalable and will be filled according to incident needs. The following table provides a summary of each Finance/Administration Section unit. Detailed position overviews, coordination assignments, and roles/responsibilities are identified for each Finance/Administration Section unit in the subsequent sections.

Position	Responsibilities
Finance/Admin Section Chief	Responsible for all financial and cost analysis aspects of the incident. Supervises financial support, response, and recovery for the emergency and ensures that payroll and revenue collection process continues.
Claims Unit	Accepts as an agent for the City of Alameda claims resulting from the incident and is responsible for managing compensation for injuries and claims arising out of the incident.
Cost Unit	Responsible for collecting all cost data, performing cost analyses, providing cost estimates, and recommending ways to reduce costs.
Procurement Unit	Responsible for obtaining all non-fire and non-law enforcement mutual aid materials and for coordinating equipment and supplies vendor contracts not previously addressed by existing approved vendor lists.
Time Unit	Responsible for keeping track of the hours worked by paid personnel and volunteers, and the hours that various pieces of rental equipment are used.



Finance/Administration Section Chief

Overview

The Finance/Administration Section Chief is responsible for all financial and cost analysis aspects of the incident. The Finance/Administration Section Chief supervises the financial support, response, and recovery for the disaster/emergency and ensures that the payroll and revenue collection process continues.

Coordination

Lead Coordinator	Finance
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Finance/ Administration Section Chief	Ensures that all financial records are maintained throughout the emergency.
	Ensures that all on-duty time is recorded for all emergency response personnel.
	Ensures that all on-duty time sheets are collected from EOC assigned personnel and that departments are collecting this information from Field Level Supervisors or Incident Commanders and their staffs.
	Ensures there is a continuum of the payroll process for all employees responding to the emergency.
	Determines purchase order limits for the procurement function in Logistics Section.
	Ensures that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
	Ensures that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
	Provides administrative support to all EOC Sections/Branches as required, in coordination with the Human Resources Unit.
	Activate units within the Finance/Admin Section as required; monitor section activities continuously and modify the organization as needed.
	Ensures that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the FEMA and/or Cal OES.



Claims Unit

Overview

The Claims Unit accepts as an agent for the City of Alameda claims resulting from the incident and is responsible for managing compensation for injuries and claims arising out of the incident.

Coordination

Lead Coordinator	Finance
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Claims Unit	Oversees the investigation of injuries and property/equipment damage claims arising out of the emergency.
	Completes all forms required by workers' compensation program.
	Maintains a file of injuries and illnesses associated with the emergency which includes results of investigations.

Cost Unit

Overview

The Cost Unit is responsible for collecting all cost data, performing cost analyses, providing cost estimates, and recommending ways to reduce costs.

Coordination

Lead Coordinator	Finance
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Cost Unit	Responsible for collecting cost information, performing cost-effectiveness analysis, and providing cost estimates and cost savings recommendations.
	Ensures that personnel time records, travel expense claims and other related forms are prepared and submitted to the budget and payroll office.



Procurement Unit

Overview

The Procurement Unit is responsible for obtaining all non-fire and non-law enforcement mutual aid materials, equipment and supplies to support emergency operations, and arranges for delivery of those resources. The Procurement Unit is also responsible for coordinating equipment and supplies vendor contracts not previously addressed by existing approved vendor lists.

Coordination

Lead Coordinator	Finance
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Procurement Unit	Coordinates the acquisition of all non-fire and non-law enforcement mutual aid materials, equipment and supplies.
	Coordinates vendor contracts not previously addressed by existing approved vendor lists.
	If necessary, utilizes manual (paper) purchase orders.
	Coordinates with Finance/Admin Section Chief on all matters involving the need to exceed established purchase order limits.

Time Unit

Overview

The Time Unit is responsible for tracking hours worked by paid personnel, volunteers, contract labor, mutual aid and all others, and ensuring that daily personnel time recording documents are prepared and in compliance with City timekeeping policies.

Coordination

Lead Coordinator	Finance
Support	As Assigned

Roles and Responsibilities

Position	Responsibilities
Time Unit	Tracks, records, and reports all on-duty time for personnel working during the emergency.
	Ensures that personnel time records, travel expense claims and other related forms are prepared and submitted to the budget and payroll office.



F. Recovery Operations

The City of Alameda and the special districts along with private companies serving the City (for example: EBMUD, PG&E) will be involved in recovery operations. In the aftermath of a disaster, many citizens will have specific needs that must be met before they can resume their pre-disaster lives. Typically, there will be a need for services such as:

- Assessment of the extent and severity of damages to homes and other property;
- Restoration of services generally available in communities - water, food, and medical assistance;
- Repair of damaged homes and property; and
- Professional counseling when the sudden changes resulting from the emergency have resulted in mental anguish and inability to cope.

The City will help individuals and families recover by ensuring that these services are available and by seeking additional resources if the community needs them. Use of the Eden Information and Referral Services (2-1-1) can provide a list of services available for displaced individuals and families.

Recovery Phases

Short-Term Recovery

Short-Term recovery includes utility restoration, expanded social, medical, and mental health services, reconstitution of Alameda government operations, transportation route restoration, debris removal and clean-up operations, and the abatement and demolition of hazardous structures. The City of Alameda will coordinate with special districts and private utility companies on all efforts to restore utility systems and services during recovery operations. For federally declared disasters, hotlines will be established by the Federal Emergency Management Agency (FEMA) to assist disaster victims and businesses in applying for individual assistance grants and Small Business Administration loans. In coordination with the American Red Cross, temporary housing will be provided for disaster victims until long-term housing can be arranged.

Intermediate (Mid Term)

Intermediate or mid-term recovery involves returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state. Such activities are often characterized by temporary actions that provide a bridge to permanent measures.

Long-Term Recovery

Long-Term recovery includes land use planning, zoning variance activities, hazard mitigation activities, restoration or reconstruction of public facilities and financial recovery. The City's zoning variances, building codes, plan reviews, seismic safety elements, and other land use planning techniques will be handled independently, on a case-by-case basis. Additionally, to ensure rapid recovery, normal City procedures and policies may be adjusted to streamline the recovery process. However, the City has decided that public safety will be the primary factor when considering streamlining procedures and policies. The City and special districts will identify hazard mitigation projects that will aid in reducing the



City's vulnerability to future disasters. The City and special districts will strive to restore essential facilities to their pre-disaster condition by retrofitting, repairing or reconstructing them during long-term recovery operations. Application for financial recovery activities will be submitted, recouping the cost of responding to and recovering from the disaster. Relief programs will also be sought for individual citizens and private businesses.

Recovery Organization

During the recovery phase, the City of Alameda will participate in a modified organization for recovery. The Alameda OA also serves in a different role during recovery than in response. Local governments, rather than the OA coordinate directly with state and federal recovery programs, while the OA acts as an information and coordination point for its constituent jurisdiction in the unincorporated area of the county. The recovery organization will provide significant resources and information to support disaster recovery efforts. A recovery organization chart for the City of Alameda follows.



Recovery Damage Assessment

Damage assessment is the basis for determining the type and amount of state and/or federal financial assistance necessary for recovery. Under the City of Alameda's Emergency Operations Center's Standard Operating Procedures, an Initial Damage Estimate is developed during the emergency response phase to support a gubernatorial proclamation and for the state to request a presidential declaration. The City and special districts will develop a detailed assessment of damage during the recovery phase. The City or district when applying for the various disaster financial assistance programs will use the detailed damage assessment. The public works departments will complete the detailed damage assessment. The administrative and operational divisions of special districts will, in most cases, complete the detailed damage assessment.

Documentation

Documentation is the key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs. Under the State Natural Disaster Assistance Act (NDAA), documentation is required for damage sustained to public buildings, levees, flood control works, irrigation works, County roads, City streets,



bridges, and other public works, except those facilities used solely for recreational purposes. Under federal disaster assistance programs, documentation of damage sustained to roads, water control facilities, public buildings and related equipment, public utilities, facilities under construction, recreational and park facilities, educational institutions and certain private non-profit facilities must be obtained. Debris removal and emergency response costs incurred by the affected entities should also be documented for assistance purposes under the federal programs. It will be the responsibility of the City and special districts to collect documentation of these damages.

The documented information should include the location, photos, extent of damage and estimates of costs for: debris removal, emergency work and repairing or replacing damaged facilities to pre-disaster condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. However, the cost of improving facilities will not be included. Documentation, including photographs, is key to recovering expenditures related to emergency response and recovery operations. For the City of Alameda and their special districts, documentation must begin at the field response level and continue through the operation of their Emergency Operations Center continually as the disaster unfolds.

After-Action Reporting

SEMS regulations require that jurisdictions complete an After-Action Report (AAR) within 120 days after each emergency proclamation. The SEMS regulations under Title IX, Division 2, Chapter 1, Section 2450(a), require any federal, state, or local jurisdiction proclaiming or responding to a Local Emergency for which the governor has declared a state of emergency or state of war emergency shall complete and transmit an AAR to Cal OES within 90 days of the close of the emergency period. On completion of the AAR, corrective actions must be identified to make recommendations for correcting problems noted in the response/recovery effort, or during exercises and training. Depending on the level of the AAR, corrective actions may include anything from recommendations for improving individual agency plans and procedures, to system-wide improvements. Priority corrective actions are assigned to relevant stakeholders and tracked to ensure the identified problem has been addressed. The Disaster Preparedness Coordinator is responsible to prepare the After-Action Report with input from involved City departments.

Disaster Assistance Programs

When requesting assistance under disaster assistance programs, some key areas of concern must be adequately addressed. These areas include the various disaster assistance programs designed for distinct groups, disaster assistance available at each level of declaration and the level of detail required on each request for disaster assistance. The disaster assistance programs have been developed around the needs of four distinct groups: individuals, businesses, governments, and non-profit organizations.

Individuals may receive loans or grants for such things as real and personal property, dental, funeral, medical, transportation reconstruction crisis counseling, unemployment, sheltering and rental assistance may be provided depending on the extent of damage. Loans for many types of businesses are often made available through the US Small Business Administration, assisting with physical and economic losses as a result of a disaster or an emergency. Funds and grants are available to government and non-profit organizations to mitigate the risk of future damage. A state grant program is available to local governments to respond and recover from disasters. Federal grant programs are



available to assist governments and certain non-profit organizations in responding to and recover from disasters.

At each level of emergency declaration, various disaster assistance programs become available to individuals, businesses, governments, and non-profit organizations. Under a local, state, and federal emergency declaration, the City of Alameda may be eligible for assistance under the Natural Disaster Assistance Act (with the Governor's OES Director's concurrence). Businesses and individuals may be eligible for local government tax relief, low interest loans from the US Small Business Administration, and relief programs under the US Department of Agriculture. Under a State of Emergency Proclamation by the Governor, the City, special districts, individuals, and businesses may be eligible, in addition to the assistance available under a local emergency declaration, for services from the following agencies:

- Contractor's License Board
- Department of Aging
- Department of Insurance
- Department of Motor Vehicles
- State Board of Equalization
- Franchise Tax Board Tax
- Department of Social Services
- Department of Veteran's Affairs (CALVET)

Under a Presidential Declaration, the City, special districts, individuals, and businesses may be eligible for the following disaster assistance programs and services:

- Cora Brown Fund
- Crisis Counseling Program
- Disaster Unemployment
- Federal Financial Institutions
- Hazard Mitigation
- Individual/Family Grant Program
- Internal Revenue Service Tax
- Public Assistance
- Temporary Housing Program
- Veteran's Affairs Assistance

Public Assistance Program Responsibilities

The City, private agencies, and special districts have the responsibility for the completion and submission of the required documents for both state and federal public assistance programs for their jurisdiction, agency, or company. Specifically the City of Alameda's Emergency Operations Center Finance Section will complete the necessary public assistance program application and supporting materials. Additionally, the Finance Section Chief will be the primary contact for the state and federal field representatives. Special districts will typically assign a representative from their emergency



organization to complete application materials and coordinate with the state and federal representatives.

Individual Assistance Program Responsibilities

Individuals are expected, whenever possible, to provide for themselves and direct their own personal recovery. However, many individuals will expect the City to deliver assistance to them well after the disaster. The City will assist individuals in any way possible, including providing them with the Federal Emergency Management Agency's (FEMA) hotline number for assistance. Additionally, they may assist individuals in completing applications for assistance. A sequence of delivery guides has been developed by FEMA to assist individuals and local governments in determining the flow of individual assistance. The City's objective is to provide the residents of this City with all the necessary information to help themselves recover from the disaster. The sequence of delivery appears as follows:

1. Individual Actions for Assistance (family, friends, volunteer organizations, faith-based organizations, etc.)
2. Recovery/Assistance from Private Insurance Carrier
3. FEMA Disaster Housing Assistance
4. United States Small Business Administration Assistance
5. Individual and Family Grant Program Assistance
6. Cora Brown Fund Assistance

Locally, assistance programs may be coordinated at various levels. The number of residents seeking assistance may be overwhelming. Utilizing Alameda County's 2-1-1 (www.211alamedacounty.org) may be an option on how to coordinate and direct people to assistance.

2-1-1 is a national, toll-free, three-digit phone number. Calls are answered live 24 hours a day, 365 days a year by trained information and referral specialists regarding local health and social services. It enables people to find out about vital resources in their community quickly and easily. In Alameda County, 2-1-1 service is provided by Eden Information and Referral, Inc.



G. Mutual Aid

Introduction

Under the terms of California's Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation. To facilitate coordination and flow of mutual aid, Cal OES oversees six mutual aid regions among the three administrative regions. The City of Alameda is located in Mutual Aid Region II within the Cal OES Coastal Region.

The California Mutual Aid System operates within the framework of the Master Mutual Aid Agreement and under the authority of the California Emergency Services Act. The system is a formal process designed to mobilize resources to and from emergency response agencies, local governments, OAs, regions, and the State with the intent to provide requesting agencies with sufficient resources. California Master Mutual Aid Systems California master mutual aid systems are discipline-specific mutual aid systems, to include Fire Service and Rescue, Law Enforcement, Emergency Services, and Medical and Health Services.

California Master Mutual Aid Systems

Fire Service and Rescue Mutual Aid System

The Fire Service and Rescue Mutual Aid System is designed to coordinate the mobilization, organization, and operation of necessary fire and rescue resources on a local, OA, regional, and statewide basis in order to mitigate the effects of disasters. The day-to-day operations of the Fire Service and Rescue Mutual Aid System are managed by the Cal OES Fire and Rescue Branch. For additional information regarding this system's organization, responsibilities, and procedures, refer to the California Fire Service and Rescue Emergency Mutual Aid System, Mutual Aid Plan.

Law Enforcement Mutual Aid System

Maintained by the Cal OES Law Enforcement Branch, the Law Enforcement Mutual Aid System is an ongoing cooperative effort among law enforcement agencies to coordinate State resources in support of local law enforcement during a wide range of emergencies. Law enforcement mutual aid is coordinated through seven mutual aid regions in California. Additional information on procedures, concepts, and state agency roles and resources within the system is available in the California Law Enforcement Mutual Aid Plan.

Emergency Services Mutual Aid System

The Emergency Services Mutual Aid System encompasses all other emergency services mutual aid that is not included in other systems (e.g., Public Works, Safety Assessment Program), which is also known as non-discipline specific mutual aid. Requests are coordinated and met through utilization of the Standardized Emergency Management System (SEMS). Emergency Managers Mutual Aid (EMMA) is a sub-system with the purpose of providing emergency management personnel from unaffected areas to



support disaster operations in affected jurisdictions. Further information on EMMA can be found in the Emergency Managers Mutual Aid Plan.

Medical Health Mutual Aid System

The California Emergency Medical Services Authority (EMSA) administers the Medical/Health Mutual Aid System. The purpose of the system is to identify, attain, and mobilize medical supplies and personnel from unaffected regions of the State to meet the needs of disaster victims. The coordination and acquisition of Medical/Health Mutual Aid resources involves Federal, State, and local agencies as well as the private sector (hospitals, medical supply vendors, ambulance companies, etc.).

Emergency Management Assistance Compact (EMAC)

California is a signatory to the interstate EMAC – a congressionally ratified organization that provides form, structure, and procedures for rendering emergency assistance between states. Once the governor has declared a state of emergency, Cal OES will assess the needs for the emergency incident. California can then request resources through the EMAC network for assistance provided by other states in the nation. The use of EMAC resolves two of the key issues regarding mutual aid, liability, and reimbursement so that a disaster impacted state can request and receive assistance from other member states quickly and efficiently.

Mutual Aid Coordinators

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level. Law Enforcement, Fire and Rescue Services, and the Medical Health Operational Coordinator work within existing state mutual aid systems for requests and assignments of mutual aid. Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional, and state levels. When EOCs are activated, all discipline-specific mutual aid systems should establish coordination and communications within the respective local, operational area, regional, or state EOCs. Mutual aid system representatives at an EOC may be located in various functional elements (sections, branches, groups, or units) or serve as an agency representative, depending on how the EOC is organized and the extent to which it is activated.



Attachment 1: Approval Documentation

Plan Concurrence

The following officials concur with the City of Alameda's EOP. Their signature indicates they have reviewed the plan, and that they will carry out the responsibilities designated in its contents.

Position	Signature	Date
1. Mayor, on behalf of City Council		
2. City Manager		
3. Assistant City Manager		
4. City Attorney		
5. Department Head		
6. Department Head		
7. Department Head		
8. Department Head		
9. Department Head		
10. (etc.)		
11.		
12.		
13.		
14.		
15.		
16.		
17.		
18.		
19.		
20.		



Plan Adoption Resolution

CITY OF ALAMEDA RESOLUTION No. _____

TO ADOPT THE UPDATED EMERGENCY OPERATIONS PLAN

WHEREAS, the preservation of life, property, and the environment is an inherent responsibility of local government; and

WHEREAS, the City of Alameda may be subjected to emergencies and disasters of all types; and

WHEREAS, the California Emergency Services Act requires cities to have an Emergency Operations Plan to ensure effective and efficient operations in the event of emergency or disaster; and

WHEREAS, the Federal National Incident Management System (NIMS) and California's Standardized Emergency Management System (SEMS) legislation require the creation, maintenance, training, and exercising of emergency response protocols by every local government; and

WHEREAS, the State Legislature mandated that all such plans be written using the SEMS structure; and

WHEREAS, the City of Alameda Emergency Operations Plan describes how the City of Alameda will manage and respond to major emergency incidents including implementation of an Incident Command System, the Standardized Emergency Management System, and the National Incident Management System; and

WHEREAS, all City department heads have had opportunity to review and comment on the plan as written.

NOW, THEREFORE BE IT RESOLVED, that the City Council of the City of Alameda does resolve, declare, determine, and order the following:

SECTION 1. Accepts and adopts the Emergency Operations Plan attached hereto and incorporated herein by reference

SECTION 2. The Emergency Operations Plan will be reviewed, revised, and re-promulgated every five years or whenever substantial changes occur.

SECTION 3. Changes to the annexes and appendices, and non-substantive changes to the Basic Plan, may be made without formal City Council approval



I, the undersigned, hereby certify that the foregoing Resolution was duly and regularly adopted and passed by the Council of the City of Alameda in a regular meeting assembled on the 2nd day of April, 2019, by the following vote to wit:

AYES:

NOES:

ABSENT:

ABSTENTIONS:

IN WITNESS, WHEREOF, I have hereunto set my hand and affixed the seal of said City this 3rd day of April 2019.

Lara Weisiger, City Clerk
City of Alameda

APPROVED AS TO FORM:

Michael H. Roush, Interim City Attorney
City of Alameda



Attachment 2: Plan Distribution

This distribution list names the departments or government agencies receiving copies of the City of Alameda EOP. The plan may be distributed in an electronic form or printed version. The EOP will also be made available for City employees in electronic format on the shared City network drive.

Department or Agency
Cal OES, Coastal Region
City of Alameda City Council
Alameda Operational Area
Alameda Municipal Power
Animal Shelter
City Attorney
City Clerk
City Manager
Economic Development
Finance
Fire
Housing Programs and Services
Human Resources
Information Technology
Library
Planning Building and Transportation
Police
Public Works
Recreation and Parks



Attachment 3: Authorities and References

The following provides emergency authorities for conducting and/or supporting emergency operations. These authorities form the basis for the organizational and planning principles presented in this EOP.

City

- City of Alameda Resolution No. _____ adopting the 2018 City of Alameda Emergency Operations Plan, Basic Plan, on XXXXX.
- City of Alameda, California Municipal Code, Chapter II, Article II, Section 2-24 - City of Alameda Disaster Council

County

- County of Alameda Administrative Code, Title 2, Chapter 2.118, "Civil Defense," June 30, 2002
- County of Alameda Resolution No. R-87-465, "Adopt Multihazard Functional Plan," June 2, 1987
- County of Alameda Resolution No. 58748, "Adopting the California Master Mutual Aid Agreement," November 28, 1950
- County of Alameda, Agreement for Participation in Alameda County Operational Area Emergency Management Organization, January 24, 1995

State

- California Government Code, Section 3100, Title 1, Division 4, Chapter 4
- State of California Emergency Plan, Cal OES
- California Disaster Assistance Act
- California Code of Regulations, Title 19, Division 2, Chapter 1
- California Civil Code, Chapter 9, Section 1799.102
- State of Emergency Orders and Regulations (Regulations made in advance of a State of Emergency - Standby Orders)
- State of War Emergency Orders and Regulations (Regulations made in advance of a State of War Emergency - Standby Orders)
- California-Federal Emergency Operations Center Guidelines: Integrating Federal Disaster Response Assistance with California's Standardized Emergency Management System x California Catastrophic Incident Base Plan: Concept of Operations
- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code §101040
- Disaster Assistance Procedure Manual (Cal OES)
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Law Enforcement Mutual Aid Plan (December 2014)



- California Fire and Rescue Operations Plan, California Public Health and Emergency Operations Manual, July 2011
- Standardized Emergency Management System Guidelines
- Standardized Emergency Management System Approved Course of Instruction

Federal

- Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 USC § 5121 et seq.)
- Federal Disaster Relief Regulations: 44 CFR Part 206
- National Incident Management System, HSPD-5, Management of Domestic Incidents and HSPD-8
- National Response Plan, U.S. Department of Homeland Security, December 2004
- National Response Framework, U.S. Department of Homeland Security, 2016
- Americans With Disabilities Act (ADA), 1990
- ADA Amendment Act (ADAAA) 2008, Public Law 110-325
- Post-Katrina Emergency Reform Act, 2007 x The Pets Evacuation and Transportation Standards Act of 2006
- Rehabilitation Act (1973), Sections 501, 503, 504 and 508 x Older Americans Act (1965), Title III
- Emergency Management Assistance Compact (EMAC) (1996)
- Executive Order 13407, Public Alert and Warning System
- Emergency Management Mutual Aid Plan (EMMA), November 2012
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0 (November 2010)
- A Whole Community Approach to Emergency Management: Principles, Themes and Pathways for Action (December 2011)
- Disability, Access and Functional Needs Emergency Management Planning Guidance (June 2015)



Attachment 4: Acronyms

Acronym	Definition
AAR	After Action Report
ABAG	Association of Bay Area Governments
ADA	Americans With Disabilities Act
ADAAA	ADA Amendment Act
AMP	Alameda Municipal Power
ASL	American Sign Language
CalOES	California Office of Emergency Services
CART	Computer Assisted Real-Time Transcription
CBO	Community-Based Organization
CPG	Comprehensive Preparedness Guide
C-POD	Commodity Points Of Distribution
DOC	Department Operations Center
DSW	Disaster Service Worker
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMSA	California Emergency Medical Services Authority
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FBO	Faith-Based Organization
FEMA	Federal Emergency Management Agency
FIRESCOPE	Firefighting Resources of California Organized for Potential Emergencies
HSEEP	Homeland Security Exercise and Evaluation Program
IAP	Incident Action Plan
ICS	Incident Command System
MACS	Multi-Agency Coordination System
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
OA	Operational Area
PETS Act	Pets Evacuation and Transportation Standards Act of 2006
PWD	Public Works Department
REOC	Regional Emergency Operations Center
SEMS	Standardized Emergency Management System
SOG	Standard Operating Guidelines
SOP	Standard Operating Procedures
VEOCI	Virtual EOC (software)



Attachment 5: Glossary of Terms

This list contains definitions of terms used in this plan and commonly used in Emergency Management.

Activate: At a minimum, a designated official of the emergency response agency that implements SEMS as appropriate to the scope of the emergency and the agency's role in response to the emergency.

After Action Report: A report covering response actions, application of SEMS, modifications to plans and procedures, training needs, and recovery activities. After action reports are required under SEMS after any emergency which requires a declaration of an emergency. Reports are required within 90 days.

Agency: An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation), or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency and Multi-agency.)

Agency Representative: An individual assigned to an incident or to an EOC from an assisting or cooperating agency that has been 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 at the incident, or to the Liaison Coordinator at SEMS EOC levels.

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 very large 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.

Assignments: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident or EOC Action Plan.

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

Branch: The organizational level at the SEMS Field Level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

Branch Director: The ICS title for individuals responsible for supervision of a Branch at the Field Level. At SEMS EOC levels, the title Branch Director is preferred.

Cache: A pre-determined complement of tools, equipment and/or supplies stored in a designated location, available for incident use.



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

Claims Unit: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries or fatalities at the incident or within an EOC.

Clear Text: The use of plain English in radio communications transmissions. No Ten Codes or agency specific codes are used when utilizing Clear Text.

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

Command Staff: The Command Staff at the SEMS Field level consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These functions may also be found at the EOC levels in SEMS. At the EOC, they would report to the EOC Director but may be designated as Coordinators. At EOCs, the functions may also be established as Sections, or Branches to accommodate subsequent expansion.

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

Complex: Two or more individual incidents located in the same general area that is assigned to a single Incident Commander or to a Unified Command.

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.).

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

Department Operations Center (DOC): A facility used by a distinct discipline, such as flood operations, fire, medical, hazardous material, or a unit, such as police, fire, or public works. Department Operations Centers may be used at all SEMS levels above the field response level depending upon the needs of the emergency.

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

Dispatch: The implementation of a command decision to move a resource or resources from one place to another.

Dispatch Center: A facility from which resources are assigned to an incident.



Division: Divisions are used to divide an incident into geographical areas of operation. Divisions are identified by alphabetic characters for horizontal applications and, often, by numbers when used in buildings. Divisions are also used at SEMS EOC levels and are found organizationally between Branches and Units.

Division or Group Supervisor: The position title for individuals responsible for command of a Division or Group at an Incident. At the EOC level, the title is Division Coordinator.

Emergency: A condition of disaster or of extreme peril to the safety of persons and property caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

Emergency Medical Technician (EMT): A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

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

Emergency Operations Plan: The plan that each jurisdiction has and maintains for responding to appropriate hazards.

Emergency Preparedness Manager: The individual within each jurisdiction that is delegated the day to day responsibility for the development and maintenance of all emergency management coordination efforts.

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

Emergency Response Personnel: Personnel involved with an agency's response to an emergency.

EOC Action Plan: The plan prepared in the EOC containing objectives for the emergency response SEMS level reflecting overall priorities and supporting activities for a designated period. See also Incident Action Plan.

EOC Director: The individual within each political subdivision that has overall responsibility for jurisdiction emergency management. For cities and counties, this responsibility is commonly assigned by local ordinance.

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



Finance/Administration Section: One of the five primary functions found at all SEMS levels which is responsible for all costs and financial considerations. At the incident, the Section can include the Time Unit, Procurement Unit, Claims Unit and Cost Unit.

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."

Functional Element: Refers to a part of the incident, EOC or DOC organization such as section, branch, group or unit.

General Staff: The group of management personnel reporting to the Incident Commander or to the EOC Director. They may each have a deputy, as needed. At the Field SEMS level, the General Staff consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief. At the EOC levels, the position titles are Section Chiefs.

Ground Support Unit: Functional unit within the Support Branch of the Logistics Section at the SEMS Field Response level that is responsible for the fueling, maintaining and repairing of vehicles, and the transportation of personnel and supplies.

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

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 Base: Location at the incident where the primary logistics functions are coordinated and administered. The Incident Command Post may be collocated with the base. There is only one Base per incident.

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 effectively accomplish stated objectives pertinent to an incident.

Incident Management Team: The Incident Commander and appropriate General and Command Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical use 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.

Initial Action or Response: The actions taken by resources which are the first to arrive at an incident or the resources initially committed to an incident.

Jurisdiction: The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical, or functional.

Leader: The ICS title for an individual responsible for a functional unit, task forces, or teams.

Liaison Officer: A member of the Command Staff at the Field SEMS level responsible for coordinating with representatives from cooperating and assisting agencies. At SEMS EOC levels, the function may be done by a Coordinator and/or within a Section or Branch reporting directly to the EOC Director.

Local Government: Means local agencies per Article 3 of the SEMS regulations. The Government Code 8680.2 defines local agencies as any city, city and county, county, school district or special district.

Logistics Section: One of the five primary functions found at all SEMS levels. The Section is responsible for providing facilities, services and materials for the incident or at an EOC.

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 resource 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.

Medical Unit: Functional unit within the Service Branch of the Logistics Section at SEMS Field levels responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

MHOAC: Medical Health Operational Area Coordinator; a functional position established by Health and Safety Code and 1979.153. In the event of a local, State, or federal declaration of emergency, the MHOAC provides a 24 hour, seven day a week capability to staff public health and medical emergency operations.



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

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

Multi-Agency Coordination System (MACS): The combination of personnel, facilities, equipment, procedures and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS. MACS organizations are used within the California Fire Services.

Multi-Agency Incident: An incident where one or more agencies assist a jurisdictional agency or agencies. The incident may be managed under single or unified command.

Multi-jurisdiction Incident: An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS, these incidents will be managed under Unified Command.

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 Coordinator: An individual at local government, operational area, region or state level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A mutual aid region is a subdivision of state OES 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.

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

Operational Period: The period of time scheduled for 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.

Operations Section: One of the five primary functions found at all SEMS levels. The Section responsible for all tactical operations at the incident, or for the coordination of operational activities at an EOC. The Operations Section at the SEMS Field Response Level can include Branches, Divisions and/or Groups, Task Forces, Teams, Single Resources and Staging Areas. At the EOC levels, the Operations Section would contain Branches or Divisions as necessary because of span of control considerations.



Planning Meeting: A meeting held as needed throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan. Planning meetings are also an essential activity at all SEMS EOC levels.

Planning Section: One of the five primary functions found at all SEMS levels. Responsible for the collection, evaluation, and dissemination of information related to the incident or an emergency, and for the preparation and documentation of Incident or EOC Action Plans. The section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident.

Public Information Officer (PIO): A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one PIO per incident. The PIO may have assistants. At SEMS EOC levels, the information function may be established as a coordinator or as a section or branch reporting directly to the EOC Director.

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

RDMHS: Regional Disaster Medical Health Specialist - performs the Medical and Health Branch functions in the REOC, providing support and coordination to the MHOAC

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.

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.

Section Chief: The ICS title for individuals responsible for command of functional sections: Operations, Planning/Intelligence, Logistics and Administration/Finance. At the EOC level, the position title will be Section Chief.

Single Resource: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

Span of control: The supervisory ratio maintained within an ICS or EOC organization. A span of control of five-positions reporting to one supervisor is considered optimum.

Special District: A unit of local government (other than a city, county, or city and county) with authority or responsibility to own, operate, or maintain a project (as defined in California Code of Regulations 2900(s) for purposes of natural disaster assistance. This may include a joint-powers authority established under section 6500 et seq. of the Code.



Staging Area: 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.

Staging Area Managers: Individuals within ICS organizational units that are assigned specific managerial responsibilities at Staging Areas.

Standardized Emergency Management System (SEMS): A system required by California Government Code for managing 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, Operational Area, Region, and State.

State Operations Center (SOC): An EOC facility operated by the California Office of Emergency Services at the state level in SEMS.

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

Support Resources: Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections or the Command Staff.

Supporting Materials: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

Task Force: A combination of single resources assembled for a particular tactical need, with common communications and a leader.

Technical Specialists: Personnel with special skills that can be used anywhere within the ICS or EOC organization.

Type: Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

Unified Command: In ICS, Unified Command is a unified team effort which 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: An organizational element having functional responsibility. Units are commonly used in incident Planning, Logistics, or Finance/administration sections and can be used in operations for some applications. Units are also found in EOC organizations.