



**EMERGENCY OPERATIONS PLAN  
TOWN OF MORAGA  
2018**

Adopted by Town Council Resolution 49-2018



## Letter of Promulgation

August 2018

To: Officials and Employees of the Town of Moraga

The preservation of life and property is an inherent responsibility of all levels of government. Since disasters in many devastating forms may strike at any time, the Town of Moraga must provide safeguards, which will save lives and minimize property damage through prior planning, preparedness measures and training. Sound Emergency Operations Plans carried out by knowledgeable and well-trained personnel can and will minimize losses.

The Town of Moraga Emergency Operations Plan (EOP) establishes an Emergency Management Organization and assigns functions and tasks consistent with California's Standardized Emergency Management System (SEMS). It provides for the integration and coordination of planning efforts of multiple jurisdictions. This plan was reviewed and approved by representatives from each Town of Moraga department, local special districts with emergency services responsibilities in the Town, and the Contra Costa Operational Area Office of Emergency Services. The content is based upon guidance approved and provided by the State of California and the Federal Emergency Management Agency. The intent of the Emergency Operations Plan is to provide direction on how to respond to an emergency from the initial onset, through an extended response, and into the cost recovery process.

Once adopted, this plan is an extension of the Contra Costa Operational Area and California Emergency Operations Plan. It will be reviewed and tested periodically and revised as necessary to meet changing conditions.

The Town of Moraga Town Council gives its full support to this Emergency Operations Plan (EOP), and urges all public employees and individuals to prepare for times of emergency before they occur.

A handwritten signature in blue ink that reads "Dave Trotter".

Dave Trotter, Mayor  
Town of Moraga



## RECORD OF CHANGES

The Emergency Operations Plan is expected to undergo changes over time due to updated regulations, lessons learned from response to real events, exercises and drills that test the plan and new relationships with public and private sector partners. All suggested changes will be accepted, reviewed and vetted prior to posting. Changes will follow these steps:

1. Following approval of the commission, modifications will be made and distributed to plan holders.
2. Changes will be distributed with a notice in the table below about the date of change, the material modified.
3. Each plan holder will be expected to update their copy to keep it current.

Change Number	Date of Change	Section Number, Header, Page	Initiated by (Department/Agency)
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### RECORD OF DISTRIBUTION

The Emergency Operations Plan is to be distributed electronically and/or in hard copy to all parties responsible for acting in times of emergency in the Town of Moraga. Updates will be provided electronically, when available. Recipients will be responsible for updating their respective copies of the Emergency Operations Plan when changes are received. The Town Manager, acting as Emergency Manager, is ultimately responsible for dissemination of all plan updates.

Name	Department or Agency	Date of Delivery	Number of Hard Copies
	Town Council		5
	Town Manager, EOC Director		5
	Town Attorney		1
	Police Chief		1
	Public Works Director		1
	Administrative Services Director		1
	Town Clerk		1
	Financial Services Manager		1
	Code Enforcement Officer		
	Town Engineer		
	Parks, Trails & Recreation Director		
	Planning & Building Director		
	Moraga-Orinda Fire District		1
	Contra Costa County Office of the Sheriff		1
	Cal OES		



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# EOP AT A GLANCE

## Approval and Implementation

The Town of Moraga Emergency Operations Plan (“The Plan”) will take effect upon adoption by the Town Council of the Town of Moraga (Moraga Municipal Code Section 2.48.040). The Plan will be officially adopted and promulgated as an official Town document. The plan will be distributed to those Town departments, supporting agencies, and community organizations having assigned primary functions or responsibilities within the Emergency Operations Plan (EOP). Prior to approval by the Town Council, the plan will be reviewed and approved by the Operational Area (OA) and special districts that operate within the town. The plan will also be reviewed by members of the community, to ensure that members of the community have input into the development of the plan.

**Additions or Updates**

Any additions, corrections or updates to this Emergency Operations Plan should be sent to:

police@moraga.ca.us

EOP at a GLANCE

## Emergency Operations Center (EOC) Plan Activation (Section 2.48.060)

The Town of Moraga Emergency Operations Plan (EOP) may be activated by the Moraga Town Manager (Director of Emergency Services), or, in the absence of the Director, by the Assistant Director of Emergency Services under any of the following circumstances:

- Upon proclamation by the Governor that a STATE OF EMERGENCY exists in an area of the state that affects the Town of Moraga.
- Automatically on the proclamation of a STATE OF WAR EMERGENCY as defined in the California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code.)
- Upon declaration by the President, of the existence of a National Emergency that affects the Town of Moraga.
- When requested by the Operational Area.
- When an Emergency Operations Center (EOC) will be beneficial to the community in managing an incident, emergency, or disaster.
- When an Emergency Operations Center (EOC) is necessary during an exercise.

## Plan Development and Maintenance

The Town Manager is designated by the Town Council as the Director of Emergency Services for the Town of Moraga (Moraga Municipal Code Section 2.48.050). The Director of Emergency Services also serves as the Director of the Town’s Emergency Operations Center (EOC). The Town Manager assumes the ultimate responsibility and

**LessonS Learned**

*Community Input*

In an emergency or disaster, leaders should conduct a systematic process engaging the community as appropriate in the development of executable strategic, operational, and/or community based approaches to meet defined objectives.



authority for directing the Town’s Emergency Management Organization (EMO) (including emergency response and recovery). The Town Manager has appointed the Chief of Police as the Assistant Director of Emergency Services (Moraga Municipal Code Section 2.48.050).

**Disaster Council**

The Town of Moraga has created a Disaster Council (per Moraga Municipal Code Section 2.48.030). The Mayor serves as the Chairperson for the Disaster Council.

The Disaster Council is responsible for developing and maintaining the Town’s EOP and integrating plans from other agencies into the EOP (Moraga Municipal Code Section 2.48.090). The Disaster Council is assisted in developing and maintaining the plan by the Moraga-Orinda Fire District. The EOC Director is responsible for implementing the EOP when activated.

The Director of Emergency Services is supported by the Town’s Department Heads and Staff who are responsible for the following:

- Developing response and recovery plans for the Town of Moraga.
- Assisting in organizing, staffing, and operating the Town’s Emergency Operations Center.
- Activating and/or operating communications and warning systems.
- Maintaining information on the status of resources, services, and operations.
- Directing overall EOC activities.
- Identifying and analyzing potential hazards and recommending appropriate counter-measures.
- Collecting, evaluating and disseminating damage assessment and other essential information.

The Four Phases of Emergency Management and Personal Preparedness	
<b>Mitigation</b> Preventing future emergencies or minimizing their effects	Includes any activities that prevent an emergency, reduce the chance of an emergency happening, or reduce the damaging effects of unavoidable emergencies. <ul style="list-style-type: none"> <li>• Buying flood and fire insurance for your home is personal mitigation activity.</li> <li>• Mitigation activities take place <b>before</b> and <b>after</b> emergencies.</li> </ul>



<p><b>Preparedness and Training</b> Preparing to handle an emergency</p>	<p>Includes plans or preparations made to save lives and to help response and rescue operations.</p> <ul style="list-style-type: none"> <li>• Stocking food and water are both examples of personal preparedness.</li> <li>• Preparedness activities take place <b>before</b> an emergency occurs.</li> </ul>
<p><b>Response</b> Responding safely to an emergency</p>	<p>Includes actions taken to save lives and prevent further property damage in an emergency situation. Response is putting your preparedness plans into action.</p> <ul style="list-style-type: none"> <li>• Seeking shelter from severe weather or assessing your home in an earthquake are both personal response activities.</li> <li>• Response activities take place <b>during</b> an emergency.</li> </ul>
<p><b>Recovery</b> Recovering from an emergency</p>	<p>Includes actions taken to return to a normal or an even safer situation following an emergency.</p> <ul style="list-style-type: none"> <li>• Applying for financial assistance to help pay for repairs is a personal recovery activity.</li> <li>• Recovery activities take place <b>after</b> an emergency.</li> </ul>

### History

Moraga is located on 9 ½ square miles in Contra Costa County, one of nine counties of the San Francisco Bay Area. The Town was incorporated in 1974, although settlement of the area began in 1848. As of 2010, the Town's population was estimated to be 16,016. Today Moraga is known for its pastoral rolling hills and for excellent schools within the highly ranked Moraga School District and the Acalanes High School District. In 2010, estimated median household income in Moraga was over 118,000 dollars, approximately double the statewide average. Moraga has approximately 4,000 residential homes and 5,800 total housing units within its Town limits.

<b>Moraga, CA</b>	
Settled	1848
Incorporated	November 13, 1974
<b>AREA</b>	
Total	9.442 sq. mi.
Land	9.433 sq. mi.
Water	0.009 sq. mi.
Elevation	499 ft.
Population (2010)	16,016

### 2010 Census Data

The 2010 United States Census reported that Moraga had a population of 16,016. The population density was 1,696.3 people per square mile (654.9/km<sup>2</sup>). The racial makeup of Moraga was 12,201 (76.2%) White, 277 (1.7%) African American, 31 (0.2%) Native American, 2,393 (14.9%) Asian, 25 (0.2%) Pacific Islander, 281 (1.8%) from other races, and 808 (5.0%) from two or more races. Hispanic or Latino of any race were 1,123 persons (7.0%).

The Census reported that 14,293 people (89.2% of the population) lived in households, 1,545 (9.6%) lived in non-institutionalized group quarters, and 178



(1.1%) were institutionalized.

There were 5,570 households, out of which 1,945 (34.9%) had children under the age of 18 living in them, 3,685 (66.2%) were opposite-sex married couples living together, 418 (7.5%) had a female householder with no husband present, 165 (3.0%) had a male householder with no wife present. There were 121 (2.2%) unmarried opposite-sex partnerships, and 24 (0.4%) same-sex married couples or partnerships. 1,073 households (19.3%) were made up of individuals and 654 (10.1%) had someone living alone who was 65 years of age or older. The average household size was 2.57. There were 4,268 families (76.6% of all households); the average family size was 2.95.

The population was spread out with 3,474 people (21.7%) under the age of 18, 2,342 people (14.6%) aged 18 to 24, 2,193 people (13.7%) aged 25 to 44, 4,947 people (30.9%) aged 45 to 64, and 3,060 people (19.1%) who were 65 years of age or older. The median age was 45.0 years. For every 100 females there were 89.2 males. For every 100 females age 18 and over, there were 84.6 males.

There were 5,754 housing units at an average density of 609.4 per square mile (235.3/km<sup>2</sup>), of which 4,673 (83.9%) were owner-occupied, and 897 (16.1%) were occupied by renters. The homeowner vacancy rate was 0.7%; the rental vacancy rate was 4.1%. 12,073 people (75.4% of the population) lived in owner-occupied housing units and 2,220 people (13.9%) lived in rental housing units.

## **Primary and Secondary Schools**

### **Public**

- Camino Pablo Elementary School, grades K-5
- Los Perales Elementary School, grades K-5
- Donald L. Rheem Elementary School, grades K-5
- Joaquin Moraga Middle School, grades 6-8
- Campolindo High School, grades 9-12

### **Private**

- Saklan Valley School, grades Pre-8
- Orion Academy, grades 9-12, special needs



# SECTION I: OBJECTIVES, PURPOSE AND SCOPE

## 1.1 Objectives

This **Emergency Operations Plan (EOP)** forms the foundation of the Town of Moraga’s emergency planning, organization and response policies and procedures for emergencies and disasters. The EOP:

- a) addresses the Town’s responsibilities in emergencies associated with an “all hazards” approach in managing natural disasters and human-caused emergencies; and
- b) provides a framework for coordination of response and recovery efforts within the Town, while maintaining the flexibility needed to adapt to various situations that may arise.

(“All hazards” refers to natural or man-made incidents, warranting action to protect life, property, the environment, public health or safety, and minimizes disruptions of government, social or economic activities).

This **EOP** has been authored to follow the procedures outlined in the Contra Costa County EOP (2015). The EOP has been organized following the guidelines of FEMA CPG 101 – Developing and Maintaining Emergency Operations Plans (2010). This plan follows the procedures identified within the plans of the operational area, the Standardized Emergency Management System (SEMS), and the National Incident Management System (NIMS). It also defines the primary and support roles of Town departments in post-incident damage assessment and reporting requirements.

The **EOP** includes a hazard analysis and a probability matrix describing the responsibility of each department based on each identified hazard or threat.

The Town of Moraga’s **EOP** will be reviewed and updated on an annual basis. This review is done to keep abreast of doctrinal, technical and operational changes.

## 1.2 Purpose and Scope

The purpose of this *Emergency Operations Plan (EOP)* is to ensure an efficient

**An Effective EOP**

Tells those with operational responsibilities what to do and why to do it. The EOP also instructs those outside the jurisdiction in how to provide support and what to expect.

**This EOP**

- Assigns responsibility to organizations and individuals for carrying out specific actions that exceed routine responsibility at projected times and places during an emergency
- Sets forth lines of authority and organizational relationships and shows how all actions will be coordinated
- Describes how people (including unaccompanied minors, individuals with disabilities, others with access and functional needs, and individuals with limited English proficiency) and property are protected
- Identifies personnel, equipment, facilities, supplies, and other resources available within the jurisdiction or by agreement with other jurisdictions
- Reconciles requirements with other jurisdictions.

OBJECTIVES, PURPOSE & SCOPE



and effective response to a disaster or emergency affecting the Town of Moraga.

This plan is intended to integrate with the emergency plans of the Operational Area (Contra Costa County) and all disaster-response agencies that serve our residents and our community.

The Town is dedicated to providing an efficient, coordinated response to any disaster that could threaten the wellbeing and health of residents or visitors to Moraga. The Town intends to respond following all local, State and Federal disaster response requirements and using the appropriate systems. By doing so, the Town guarantees to use the best response practices and ensures compliance with available disaster cost recovery and assistance programs.

The response to an emergency event will involve all affected Town Departments, Community Groups and other organizations / individuals that can assist in providing resources and participating in recovery efforts. This includes related Town, County, State, Federal, non-profit agencies, volunteer organizations and other volunteers called upon to serve by local authorities.

This plan identifies the component of the Town's Emergency Management Organization (EMO) and establishes associated protocols required to effectively respond to, manage, and recover from major emergencies and/or disasters. Emergency events are defined as, but not limited to: earthquakes, fire, floods, terrorism, nuclear/radiological incidents, hazardous material incidents, disease, civil disturbances or any other emergency requiring a coordinated multi-agency

### OPERATIONAL PRIORITIES

**Saving Lives** • The preservation of life is the top priority of emergency managers and first responders, and takes precedence over any and all other considerations.

**Addressing Human Needs** • Beyond the simple preservation of life, all possible efforts must be made to provide for basic human needs, including food, water, shelter, and security, during and after an emergency or disaster.

**Caring for Vulnerable Populations** • People with physical or mental challenges, or who lack assets that would enable them to remove themselves from harm's way, are more vulnerable to harm both during and after an emergency event. Protecting these vulnerable populations is a high priority during and after an emergency or disaster.

**Protecting Property** • All possible efforts must be made to protect public and private property from damage during and after an emergency or disaster.

**Restoring Basic Services** • Power, sanitation, public transportation, and other basic services must be restored as quickly as possible to enable our community to resume a normal pattern of life.

**Protecting the Environment** • All possible efforts will be made to protect California's environment from damage during and after an emergency or disaster.

**Encouraging Community and Economic Recovery** • Emergency managers; local, county, state and federal government agencies; and the private sector will work together following an emergency or disaster to facilitate a speedy recovery. Every effort must be made to ensure that recovery operations are conducted fairly, equitably, and inclusively.



response and others as defined in Government Code Section 8630 and Section 2.48.020 of the Moraga Municipal Code.

This Plan applies to all emergencies in the Town of Moraga that generate situations requiring planned, coordinated responses. This Plan also applies to emergencies involving the Town as a part of a multi-agency response that necessitate the activation of the Town’s Emergency Operations Center (EOC).

The Plans and Standard Operating Procedures (SOP) of other response agencies will be incorporated into this plan. Those plans and procedures will include items such as resources lists, checklists, along with detailed assignment responsibilities.

### 1.3 Hazard Analysis Summary

The Town of Moraga is vulnerable to a wide range of threats. An all-hazards threat perspective will incorporate a complete range of threats including emerging technological factors. It is important to consider past events for future planning, with attention to the location, scope of hazards and how they can change over time. Below are resources used to identify, assess, and track hazards in the Town of Moraga:

- **Digital Sandbox**, a secured computer based software program that provides threat and risk analysis as well as monitoring. Digital Sandbox is used to quantify and monitor risks from natural and human caused threats, and to direct resources based on threat and risk priorities.
- **THIRA**, The Threat and Hazard Identification and Risk Assessment is a tool that allows a jurisdiction to understand its threats and hazards and how the impacts may vary according to time of occurrence, season, location, and other community factors. This knowledge helps a jurisdiction establish informed and defensible targets.

Natural	Technological and Structural	Biological	Human Caused
<ul style="list-style-type: none"> <li>• Earthquakes</li> <li>• Funnel Cloud/Tornados</li> <li>• Severe Wind</li> <li>• Hurricanes</li> <li>• Floods</li> <li>• Extreme Temperatures</li> <li>• Landslides</li> <li>• Tsunamis</li> <li>• Volcanic Eruptions</li> <li>• Severe Weather</li> </ul>	<ul style="list-style-type: none"> <li>• Explosions or release of toxins from industrial plants</li> <li>• Accidental release of hazardous materials</li> <li>• Hazardous materials release from major highways or rails</li> <li>• Radiological release</li> <li>• Dam failure</li> <li>• Power failure</li> <li>• Water failure</li> </ul>	<ul style="list-style-type: none"> <li>• Infectious diseases, such as pandemic influenza, drug resistant tuberculosis and meningitis</li> <li>• Contaminated food outbreaks, including salmonella, botulism, and E. coli</li> <li>• Toxic materials present in school laboratories</li> </ul>	<ul style="list-style-type: none"> <li>• Fire</li> <li>• Active shooters</li> <li>• Criminal threats or actions</li> <li>• Civil unrest</li> <li>• Bomb threats</li> <li>• Terrorist Acts</li> <li>• Cyber attacks</li> </ul>

The chart below indicates the top seven natural hazards that have been identified in the Contra Costa County’s Local Hazard Mitigation Plan (LHMP). The LHMP



primarily uses data from HAZUS, a nationally applicable standardized methodology utilized by the Federal Emergency Management Agency (FEMA). HAZUS contains models for estimating potential losses from earthquakes and other specified disasters.

Natural Hazards Risk Ranking		
Hazard Ranking	Hazard Event	Category
1	Wildfire	High
2	Earthquake	High
3	Severe Weather	High
4	Landslide	Medium
5	Flood	Medium
6	Drought	Medium
7	Dam Failure	Low
8	Hazardous Materials Release	Low
9	Terrorism	Low

### **Wildfire**

Moraga is situated in a valley and surrounded by hills. Those on the north, west and northeast are developed with residences, while the hills to the south and southeast consist of undeveloped open space. Prevailing winds are generally from the west or northwest. Late summer and fall, Diablo winds (off shore) create an increased level of fire danger. Many of the homes built in the outlying areas, especially in the southern portion of the Town, are an urban interface to open space. These homes in the urban interface are primarily wood-frame, one and two story structures. These areas are classified by CalFire and the Moraga-Orinda Fire District as very high fire danger severity zones. Dry summer wildland fuels, some steep hilly terrain, low humidity and brisk afternoon winds make many locations susceptible to a major wildland fire event.

### **Earthquake**

The US Geological Survey has estimated a 67% probability of a major earthquake in the San Francisco Bay Area by the year 2032. The Town of Moraga lies near the Hayward fault, the San Andreas fault; the Antioch fault; the Calaveras fault; the Concord fault; the Greenville fault; and the Diablo fault. Major movement of any one of these faults could be a cause of moderate to severe damage to structures. There are a few major pipelines that pass through portions of the Town. These pipelines carry domestic water and natural gas. The Town hosts two water reservoirs for EBMUD – these may become unstable and present a danger due to the ground movement associated with an earthquake. Finally, Hwy 24 passes within 4 miles of the Town and provides access to the east and west, serving as the primary egress from the Lamorinda area in an emergency. If the highway is damaged, it is expected that motorists will detour to town streets to move between



locations. Disruption of these systems could result in loss of service and or the release of hazardous materials.

### **Severe Weather**

Severe weather refers to any dangerous condition such as extremely hot or cold temperatures, high winds or excessive rain. All of these weather related emergencies have the potential to cause damage, serious social disruption, or loss of human life, especially among the medically fragile, elderly and homeless.

### **Landslide**

The probability of a landslide in Moraga varies with the location and cause of the slide. Any area of the county that has a slope greater than 15% can experience landslides, primarily caused by heavy rains or improper grading of the slope. Additionally, these areas may be very hazardous in an earthquake. Earthquake effects are more intense during the rainy seasons when the ground is more susceptible to landslides.

### **Flood**

Flooding poses a serious risk to life, property, the environment, and public health and safety, as well as to the economic impact of affected areas. The majority of the Town's creeks are within the 100-year flood plain. During heavy rainstorms, water levels can rise quickly, especially in small streams, and near the headwaters of river basins. Flashfloods can begin before the rain stops falling.

### **Drought**

Multi-year droughts may result in water shortages, which impact water available for human consumption and agriculture production within the county.

### **Dam Failure**

Although rare, dam failures can cause sudden and catastrophic flooding in communities downstream leading to injury, loss of life, and significant property damage. Some of the primary causes of collapse and structural failure of a dam are: severe storms, earthquakes, internal erosion of piping and foundation leakage. Although there are dams to the north and south of the Town, failures of these structures should not imperil the Town.

### **Hazardous Materials Release**

Highway 24 passes within 4 miles of the Town, and is a major east-west arterial used for transportation of many materials, including hazardous materials. Additionally, Canyon Road is used as a cut-through commute route for many vehicles and runs through the Town. There is always a chance of hazardous material spill or release.

Evacuation of the immediate area in case of such a spill would be accomplished in coordination with responding fire agencies. Additionally, many cell phone traffic apps direct drivers on to town streets during heavy traffic hours. These would be employed to redirect traffic in case of an incident.



## **Terrorism**

The likelihood of the Town of Moraga being the target of extreme terrorism is remote. However, especially given that St. Mary's College is located within the Town, a potential for terrorist events always exists within the Town.

### **1.4 Capability Assessment**

The Town of Moraga maintains a small staff of full time employees. These employees are assisted by local businesses that are under contract to assist Town employees on specific projects when needed.

<b>Functional Area</b>	<b>Provider</b>
<b>Public Works</b>	Public works functions are performed by Town employees, with assistance from contract employees. Town Staff members manage activities. Town possesses light hand tools, medium duty vehicles and some light construction equipment. In an emergency, Town staff and contract employees will be dedicated to the Town.
<b>Police</b>	Police Services are provided by the Moraga Police Department. Many officers reside in communities outside of Moraga and their response may be delayed due to road conditions. The agency does have an emergency recall policy and procedure. The Police Department must provide 1 officer as a part of the Mutual Aid Mobile Field Force (MAMFF), which is controlled by the Sheriff's Office. Civilian employees assigned to the police department are expected to respond to the Town in a time of disaster. Emergency Dispatch Services are provided through a contract with the Contra Costa Sheriff's Department.
<b>Fire</b>	Fire and EMS protection and response is provided through the Moraga-Orinda Fire District (MOFD). Fire resources are currently housed at two fire stations housed within the Town. Fire resources may be dedicated to incidents outside of the Town in a large-scale disaster / emergency.
<b>Medical</b>	The Town has no dedicated hospital or large-scale public health facility.

### **1.5 Mitigation**

Moraga has taken mitigation measures to minimize the impact that is likely to result from a natural disaster. Contra Costa County's Local Hazard Mitigation Plan identifies mitigation efforts to reduce the likelihood that a defined natural hazard will impact our community. As the cost of damage from natural disasters continues to increase, Moraga recognizes the importance of identifying effective ways to reduce vulnerability to disastrous events.

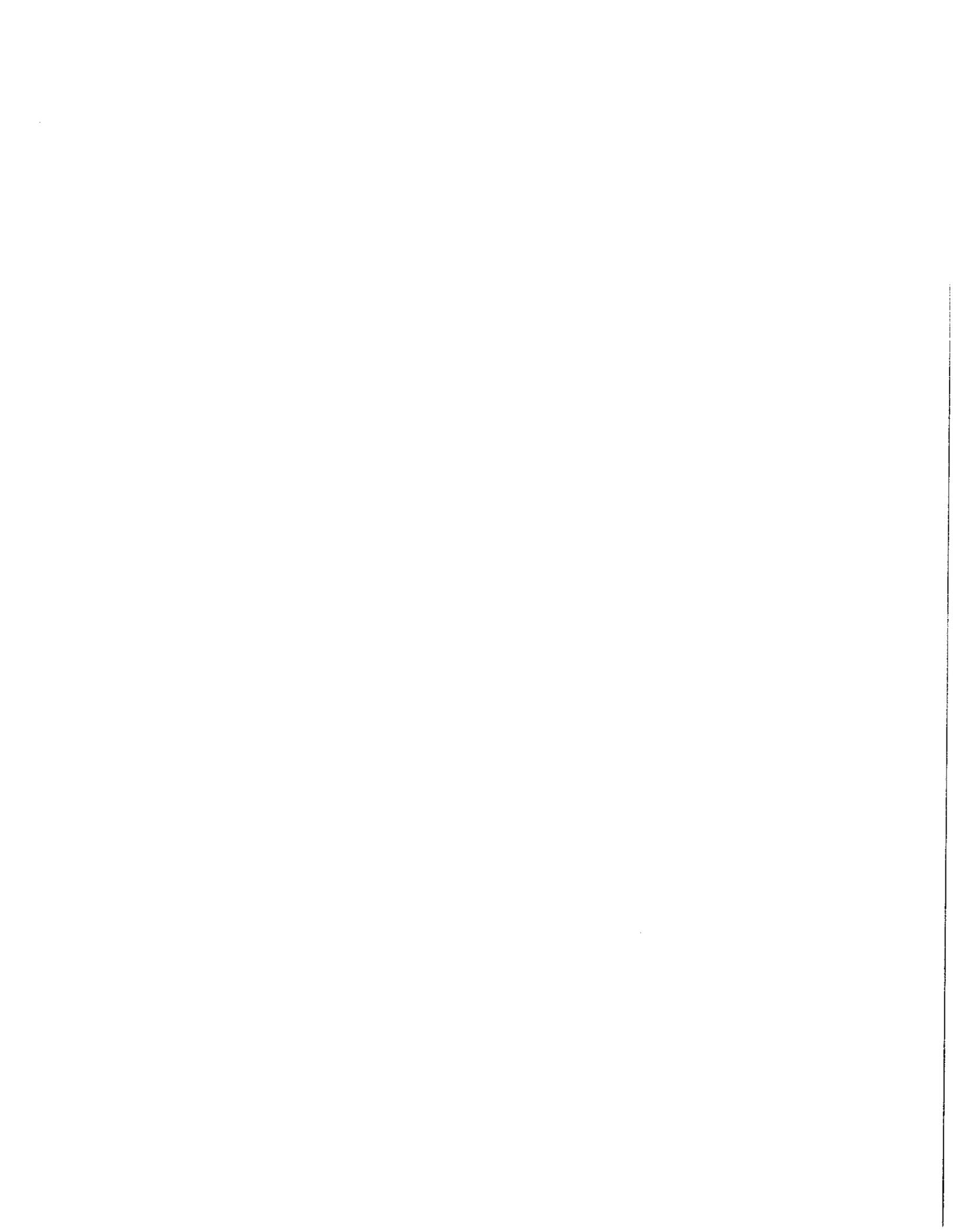
### **1.6 Planning Assumptions**

The following assumptions were considered in the development of this Plan:

1. Emergency management activities will be accomplished using SEMS and NIMS.



2. Emergency response is best coordinated at the lowest level of government involved in the emergency.
3. Emergencies may cause casualties, fatalities and displace people from their homes.
4. An emergency can cause damage to property, interrupt public services, damage infrastructure and harm the environment.
5. The greater the complexity, impact and geographic scope of an emergency, the more multiagency coordination will be required.
6. Mutual aid is requested when needed and provided as available.
7. Neighboring cities, counties and the state government may come to the aid of local areas.
8. Moraga's whole community approach serves and integrates people with disabilities and others with access and functional needs, to include multi-lingual support.
9. Mitigation activities conducted prior to the occurrence of a disaster will result in a potential reduction in the loss of life, injuries, and damage.
10. Support plans and procedures are updated and maintained by responsible parties.





## SECTION II: ORGANIZATION

### 2.1 Organization

This section provides an overview of the key roles of EOC staff during an incident or exercise. EOC staff members will carry out their assignments and accomplish their responsibilities using the Incident Command System (ICS). Position Checklists which describe duties of each role are located in designated section specific Emergency Operations Center Go Boxes. Checklists are also included as part of this EOP. A typical Go Box may also include materials such as directories, resource lists, and guide books.

#### Lessons Learned

- Organizations need depth in filling ICS, EOC and IMT positions; some members will not make it to every event. Cross-training is important.
- In planning staffing needs, it is best to staff critical EOC positions three-deep.

### 2.2 Incident Command System

The **Incident Command System (ICS)** is used for the command, control, and coordination of emergency response. ICS incorporates personnel, policies, procedures, facilities, and equipment, integrated into a common organizational structure designed to improve emergency response operations of all types and complexities. Below are a few characteristics of ICS:

#### Lessons Learned

- Look out for the well-being of the first responders, disaster workers, volunteers, and their family members.

- Span of control
- Personnel accountability
- Common terminology
- Resources management
- Integrated communications

ORGANIZATION

ICS Sections	EOC Role
Management	Responsible for overall emergency policy and coordination in the jurisdiction. Establishes incident objectives, strategies and priorities.
Operations	Responsible for coordinating support to response activities through the implementation of the Emergency Operations Center Emergency Action Plan (EAP).
Planning and Intelligence	Responsible for collecting, analyzing, and disseminating information. Develops the Emergency Operations Center Emergency Action Plan (EAP) in coordination with other sections, and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials to support the emergency response.
Finance and Administration	Monitors costs related to the incident. Provides accounting, procurement, time recording, cost analysis and recovery.



In compliance with the SEMS Regulations, the Town has EOC staff to manage emergency responses within the Town's jurisdiction. The EOC Director will request team members, as needed, to the Town's EOC to carry out their duties.

### **2.3 Town of Moraga Emergency Management Organization**

The Town of Moraga emergency management operation operates under the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

The Town Manager will direct the emergency management organization, serving as the Director of Emergency Services. The Director of Emergency Services is responsible for implementing the Emergency Operations Plan through the efforts of the Town's Emergency Operations Center (EOC). The Town's EOC is organized following the functions and principles of SEMS.

Within the emergency organization, departments and agencies have specified roles and responsibilities for certain functions. A listing of each functional area with its assigned duties is described in Sections V and VI of the *Emergency Operations Plan*.

### **2.4 Role of Public Employees**

California Government Code, Section 3100, Title 1, Division 4, Chapter 4 states that public employees are disaster service workers, subject to such disaster service activities as may be assigned to them by their superiors or by law. The law applies when:

- A local emergency has been proclaimed.
- A state of emergency has been proclaimed.
- A federal disaster declaration has been made.

### **2.5 Continuity of Government**

A disaster could kill or injure key government officials and destroy essential buildings and records. Order, leadership and authority will be essential. Therefore, local government must continue to function. Alternate buildings, officials, and records will prove to be invaluable.

Government at all levels is responsible for providing continuity of effective leadership, authority and adequate direction of emergency and recovery operations. The California Government Code and the State Constitution provide legal authority for the continuity and preservation of state and local government. The successors to each member of the Town Council, referred to as the Emergency Standby Officers are **appointed annually for a one year term**. (Listed in Appendix)

In the aftermath, during the reconstruction period, essential government services must continue to function. Applicable portions of the California Government Code and the State Constitution provide authority for the continuity and preservation of state and local government.



### 2.5.1 Responsibilities

Government at all levels is responsible for providing continuity of effective leadership and authority, direction of emergency operations and management of recovery.

### 2.5.2 Preservation of Essential Records

Each level of government should protect its essential records. The determination of the records to be preserved rests with each agency or with the custodian of the records.

Record depositories should be located well away from potential danger zones and housed in facilities designed to withstand blast, fire, water and other destructive forces. Such action will ensure that:

- The rights and interests of individuals, corporations, other entities and governments are preserved
- Records will be available during emergency operations and later, for re-establishing normal governmental activities

Three types of records considered essential are those required to:

- Protect the rights and interests of individuals. These include vital statistics, license registers and articles of incorporation.
- Conduct emergency operations. These would include utility systems maps, locations of emergency supplies and equipment, emergency operations plans and procedures, lines of succession and lists of regular and auxiliary personnel.
- Re-establish normal government functions and to protect the rights and interests of government. Constitutions, charters, statutes, ordinances, court records, official proceedings and financial records would be included here.

### 2.6 EOC Staff

The Town of Moraga EOC Staff is responsible for coordinating the resources, strategies, and policy for any event within the Town that exceeds the capabilities of first responders. Tactical control remains the responsibility of Field Incident Commanders (ICs) at all times. The EOC is staffed according to who is available to respond to the EOC initially. Positions are replaced as additional EOC staff arrive with more subject matter expertise. Depending on the length of the operational period, staff may be identified as either A or B shift. These shifts will typically rotate every 12 hours.



EOC Shifts are twelve (12) hours in length. The EOC needs to be staffed for two shifts each day, an "A" shift and a "B" shift. Early in an emergency, all personnel may respond. Plans should be made as quickly as possible to assume 24-hour operations if needed. EOC Staffers may be housed locally during a disaster.



Additional factors that impact EOC staffing are the size and nature of the incident coupled with the jurisdictional boundaries where the incident occurred.

The Town of Moraga EOC Staff is comprised of the following sections:

### 2.6.1 Management

The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, priority setting and resource management. Within the EOC, the Management function facilitates executive decision making in support of the incident response, implements the policies established by the governing bodies and facilitates the activities of the Multi Agency Coordination (MAC) Group.

- The Town Manager (or designee) is the Emergency Operations Center Director for the Town of Moraga

### 2.6.2 Operations

The Operations Section in the EOC acts as the primary point of contact between the EOC and Field Incident Commands. Department Coordinators 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. It will provide information from the EOC to Field Incident Commands, as appropriate.

The Operations Section Chief position will depend on the type of incident. The following are examples:

- During a pandemic the Operations Chief may be a medical professional.
- During civil unrest the Operations Chief may be from Law Enforcement.
- During an earthquake, the Operations Chief may be from the Fire District or the Town Engineer.

#### Emergency Organization

In a time of disaster, there may be a delay in filling all of the functional roles that may be needed. Priority of fill should be given to:

- Operations
- Communications
- PIO
- Logistics
- Plans
- Finance

#### Lessons Learned

- The EOC needs to be prepared to establish and staff a helpline for reporting situations that are not 9-1-1 level events.
- Local veterinarians were an important resource for animal care and sheltering.
- Plan and train staff members to do primary damage assessments of structures.



### 2.6.3 Planning and Intelligence

The Planning and Intelligence Section is responsible for the collection, evaluation and dissemination of operational information related to the incident for the preparation and documentation of the EAP at the EOC. Planning/Intelligence also maintains information on the current and forecasted situation and on the status of resources assigned to the emergency or the EOC. As needed, Branch Coordinators are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization. Additional information may be obtained from the field IAP.

- The Planning Department Director (or designee) is the Section Chief for Planning and Intelligence

#### Lessons Learned

- A good IAP goes a long way to getting individuals, teams, groups, and organizations focused and coordinated.

- ✓ COLLECT
- ✓ TRACK
- ✓ MONITOR
- ✓ SHARE

### 2.6.4 Logistics

The Logistics Section is responsible for providing facilities, services, personnel, equipment and materials in support of the emergency. Unified ordering takes place through the Logistics Section to ensure controls and accountability over resource requests. As needed, Unit Coordinators are appointed to address the needs for communications, food, personnel, supplies, facilities and ground support.

The Public Works Department is responsible for issuing purchase orders, conducting solicitations, and managing vendor registration. In the event of an emergency, the Finance Section can assist in locating product and service providers. Contra Costa County Purchasing maintains a vendor database and can provide logistical support in locating and contracting with vendors for supplies, equipment, and services.

- The Public Works Director (or designee) is the Section Chief for Logistics

#### Lessons Learned

- Pre-identification of debris collection and process points allows early engagement in community recovery.
- Preliminary property damage assessment was a major task, and it was difficult to complete due to a lack of trained personnel. If fire agencies take on this role, they will need training, equipment and practice. They will also need to realize that primary damage assessment is a priority and assuming that role could impact response capability.



## 2.6.5 Finance and Administration

The Finance and Administration Section is responsible for financial and cost analysis of the emergency and for any administrative aspects not handled by the other sections. As needed, Unit Leaders are appointed for time recording, compensation and claims, contracts and recovery activities.

- The Finance Director (or designee) is the Section Chief for Finance and Administration

### Lessons Learned

- Need training on how to request disaster assistance, including the application process and documentation.
- Need training on public assistance programs and processes and other assistance available to assist agency recovery from disasters.

## 2.7 Standardized Emergency Management System (SEMS)

The Standardized Emergency Management System (SEMS) is the system required by Government Code Section 8607(a) for managing emergencies involving multiple jurisdictions and agencies. SEMS consists of five organizational levels, which are activated as necessary.

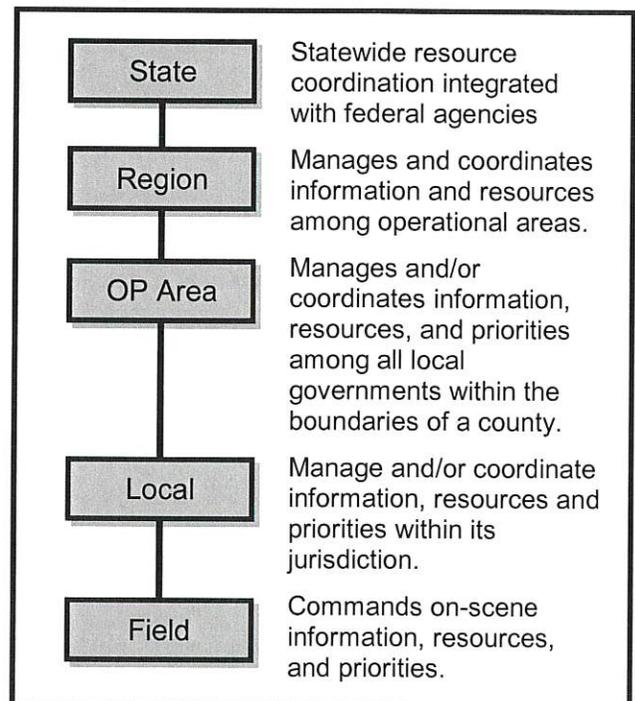
SEMS incorporates the functions and principles of the Incident Command System (ICS), the Master Mutual Aid Agreement (MMAA), existing mutual aid systems, the operational area concept, and multi-agency or inter-agency coordination.

Local governments must use SEMS to be eligible for funding of their response-related costs under state disaster assistance programs. SEMS is intended to:

- Facilitate the flow of information within and between levels of the system
- Facilitate coordination among all responding agencies.

The use of SEMS will improve the mobilization, deployment, utilization, tracking, and demobilization of needed mutual aid resources. The use of SEMS will reduce the incidence of poor coordination and communications, and reduce resource ordering duplication. SEMS is designed to be flexible and adaptable to the varied disasters that occur in California and to the needs of all emergency responders.

SEMS requires the following functions to be provided at the local government and operational area levels:





• **Field**

The Field Level is where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.

• **Local Government**

The local government level of emergency management manages and coordinates the overall emergency response and recovery activities within a local government's jurisdiction. Local governments include the County, cities, cities and counties, school districts and special districts. The local government level is activated when field response level agencies determine that they need support from a higher level. This section of the Plan pertains to emergencies that rise to the local government level within the Town of Moraga.

• **Operational Area (OA) / County**

An OA is the intermediate level of the state's emergency management organization which encompasses a county's boundaries and all political subdivisions located within that county, including special districts. The OA facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the OA. The OA serves as the coordination and communication link between the Local Government Level and Regional Level. State, federal and tribal jurisdictions in the OA may have statutory authorities for response similar to those at the local level.

The Contra Costa County Sheriff's Office of Emergency Services operates the Operational Area EOC within our County.

• **Region**

The Regional Level manages and coordinates information and resources among operational areas within the mutual aid region, and also between the OA and the state level. The Regional Level also coordinates overall state agency support for emergency response activities within the region. California is divided into three California Emergency Management Agency (Cal OES) Administrative Regions – Inland, Coastal and Southern, which are further divided into six mutual aid regions. The Regional Level operates out of the Regional Emergency Operations Center (REOC). Contra Costa is part of the Coastal Region, Mutual Aid Region II.

The Alameda County Sheriff's Office of Emergency Services operates the Regional Area EOC within our region, the Coastal Region (Mutual Aid Region II).

• **State**

The state level of SEMS prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The state level also serves as the coordination and communication link between the state and the federal emergency response system. The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate



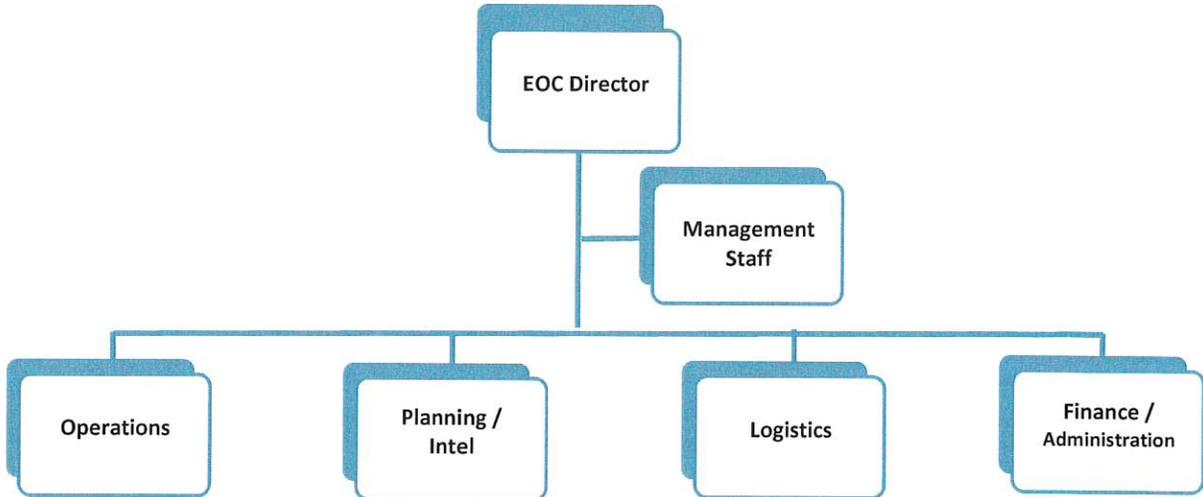
compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the State Operations Center (SOC).

The Field and EOC functions are further illustrated in the following chart:

Primary SEMS Function	Field Level	EOC Level
Command/Field Management/EOC	Command is responsible for the directing, ordering, and/or controlling resources.	Management is responsible for facilitation of overall policy, coordination and support of the incident
Operations	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all jurisdictional operations in support of the response to the emergency in accordance with the EOC Action Plan.
Planning and Intelligence	The collection, evaluation, documentation and use of intelligence related to the incident.	Collecting, evaluating, and disseminating information and maintaining documentation relative to all jurisdictional activities.
Logistics	Providing facilities, services, personnel, equipment and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials in support of all jurisdictional activities as required.
Finance and Administration	Financial and cost analysis and administrative aspects not handled by the other functions.	Responsible for coordinating and supporting administrative and fiscal consideration surrounding an emergency incident, including recovery.



Town of Moraga Emergency Operations Center (EOC) Staffing



### 2.8 National Incident Management System (NIMS)

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, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the Incident Command System (ICS); multi-agency coordination systems (MACS) 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.

#### 2.8.1 NIMS Vest Colors

Each section in ICS provides a key management function for the emergency response. It should be remembered that only those sections required for the emergency response are activated. Sections can be activated and deactivated



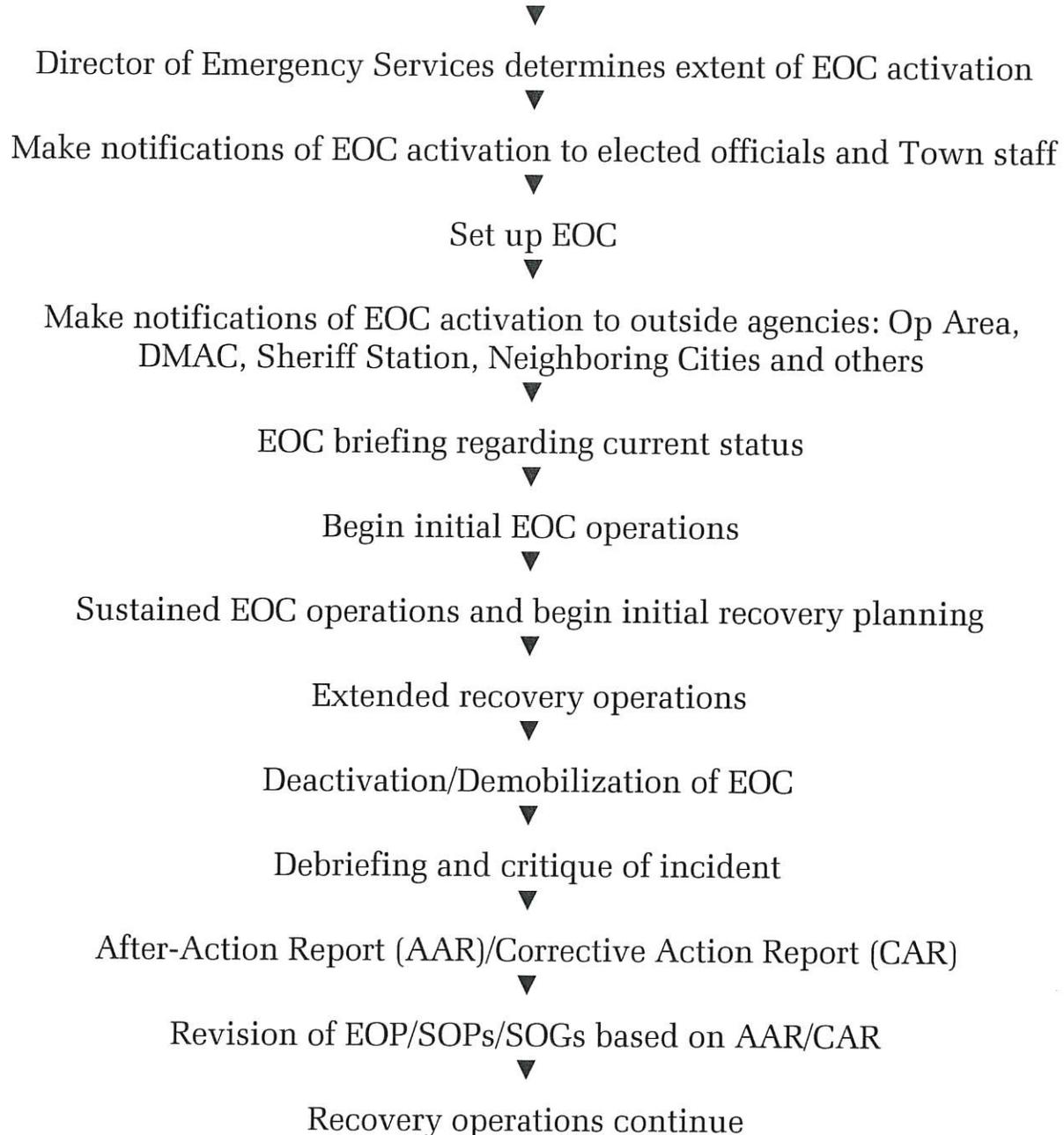
multiple times during an incident. The person who makes this decision regarding opening or closing sections is the EOC Director or Incident Commander. NIMS (National Incident Management System) uses color-coding for sections to serve as visual aids for staff involved in the operation. Staff involved in the emergency response wear a vest that is the color that corresponds to the NIMS section color and is labeled with their emergency response functional role title. This allows all other personnel to immediately identify which section the worker is assigned to. The colors are:

Command Staff:	White
Planning/Intelligence Section:	Blue
Operations Section:	Red
Logistics Section:	Yellow
Finance/Administration Section:	Green



# SEMS/NIMS EMERGENCY ACTIVITIES FLOW CHART

## DISASTER EVENT OCCURS





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## SECTION III: OPERATIONS

### 3.1 Emergency Operations Center (EOC)

The EOC is the location from which centralized management of an emergency response is performed. The use of the EOC is a standard practice in emergency management.

The Director and key decision-making personnel operate from the EOC during the emergency response, establishing policy and priorities. It serves as the central point for information gathering, processing, and dissemination; coordination of all Town of Moraga emergency operations, and coordination with other agencies and the Operational Area EOC. The EOC is partially or fully activated by the Director, according to the requirements of the situation.

The EOC is organized according to SEMS and NIMS, as noted earlier in this plan. The Director and the section chiefs serve as the EOC management team, along with the Public Information Officer, Safety Officer, Legal Advisor and Liaison Officer.

#### 3.1.1 EOC Locations

##### Primary EOC

The Town's Primary EOC is located at the Moraga Town Council Chambers, 335 Rheem Blvd., Moraga, CA. If this location is unsuitable for the establishment of the EOC, the location may be moved at the discretion of the Director.

##### First Alternate EOC

Moraga-Orinda Fire Station 42, 555 Moraga Road, Moraga, CA.

##### Second Alternate EOC

Moraga Town Hall, 329 Rheem Blvd., Moraga, CA.

The Director may determine that a specific location is best suited for the establishment of the Town's EOC. The appropriate equipment will be dispatched to establish a fully functional EOC.

#### The Town of Moraga is responsible for:

- Developing and maintaining current emergency plans that are compatible with the California Master Mutual Aid Agreement and the plans of neighboring jurisdictions, and are designed to apply local resources to the emergency requirements of the immediate community or its neighbors.
- Maintaining liaison with the appropriate Cal OES Mutual Aid Region Office and neighboring jurisdictions.
- Identifying Multipurpose Staging Areas (MSA) to provide rally points for incoming mutual aid and/or a staging area for support and recovery activities.
- Responding to requests for mutual aid.
- Dispatching situation reports to the appropriate Operational Area Coordinator and/or Cal OES Mutual Aid Region as the emergency develops and as changes in the emergency dictate.
- Requesting assistance from neighboring jurisdictions, and/or the Operational Area, as necessary and feasible.
- Receiving and employing resources as may be provided by neighboring jurisdictions, state, federal, and private agencies.
- Carrying out emergency regulations issued by the Governor.

OPERATIONS



### **Emergency Services Supplies**

Emergency supplies are stored at each Town work location to support Town employees during emergency events. Additional supplies are stored in trailers at 335 Rheem Blvd., MOFD Station 41 and at the Moraga Police Department storage facility.

### **3.1.2 DOC Locations**

The Town of Moraga may activate Department Operating Centers to support the Town's EOC or as a part of a multi-jurisdictional response. The Director may activate the following DOCs:

#### **Public Works Departmental Operations Center (DOC)**

The Moraga Public Works Department Operations Center is located at 335 Rheem Blvd., and will be jointly operated with the EOC during emergencies.

#### **Police Department Operations Center**

The Moraga Police Department, is located at 329 Rheem Blvd, 1<sup>st</sup> Floor, Moraga, CA.

### **3.2 Goals**

Incident goals govern resource allocation and the response strategies for the Town during an emergency. Below is a list of operational priorities:

- **Save Lives** – The preservation of life is the top priority of emergency managers and first responders and takes precedence over all other considerations.
- **Protect Property** – Efforts must be made to protect public and private property and resources, including critical infrastructure, from damage during and after an emergency.
- **Preserve the Environment** – Efforts must be made to preserve the Town's environment and protect it from damage during an emergency.
- **Restore Essential Services** – Power, water, sanitation, communication, transportation and other essential services must be restored as rapidly as possible to assist the community in returning to normal daily activities.



### 3.3 Objectives

In order to optimize the accomplishment of any disaster mission, the EOC staff at the local government and operational area levels will consider the following:

- **Mitigate Hazards** – As soon as practical, suppress, reduce or eliminate hazards and/or risks to persons, property and environment during the disaster response. Lessen the actual or potential effects and/or consequences of future emergencies.
- **Meet Basic Human Needs** – Supply resources to meet basic human needs, including food, water, shelter, medical treatment and security during the emergency. Provisions will be made for temporary housing, general needs assistance and support.
- **Address Needs of People with Access and Functional Needs** - People with access and functional needs may be more vulnerable to harm during and after an emergency. The needs of people with access and functional needs must be considered and addressed. This includes the elderly, children and those with pets or service animals.

**Support Community and Economic Recovery** – After a disaster, it is crucial to restore government, individual/household and economic functions in the community. Recovery involves the development, coordination and implementation of operations, services, infrastructure, facilities and programs. Immediate recovery is typically measured in weeks or months. Long term recovery is measured in the years following the incident.

### 3.4 Coordination

The EOC staff will coordinate resource requests from incident command posts and the various sections within the EOC. If requests exceed the supply in the Town, the Operations Section will provide resources based on established priorities.

If resources are not available within the Town, requests will be made to the Operational Area EOC. The OA will coordinate resources obtained from the EOCs throughout the Operational Area.

If resources are not available in the OPAREA, the OA will request them from the Regional Operations Center (REOC). If the REOC cannot supply the resource, it will request it from the State.

**Some of the tasks that are handled at the EOC include:**

- Warnings for threatened populations.
- Dissemination of official public information.
- Evacuation and shelter management.
- Curfew and re-entry to damaged areas controls.
- Damage assessment and requirements documentation.
- Requests for state and federal assistance.
- Coordination of resources (food, water, financial assistance).
- Documentation, reporting and auditing.
- Coordination with volunteer organizations and private sector assistance.



### 3.5 Response Activities

During the response phase, emphasis is placed on control of the situation, saving lives and minimizing the effects of the disaster. Below is a partial list of actions to be taken:

- **Alert and Notification** - Local response agencies are alerted about an incident. Notifications go out to first responders as well as the public.
- **Incident Response** - Immediate response is accomplished within the county by local first responders.
- **Resource Mobilization** - Response agencies activate personnel and mobilize to support the incident response in accordance with standard operating procedures. As an incident escalates and expands, additional resources are activated and mobilized to support the response. This includes resources from within the county, or, when resources are exhausted, from surrounding jurisdictions.
- **Incident Command** - Incident command is established in the field. The Incident Commander develops an initial Incident Action Plan, which sets priorities for the incident, assigns resources and includes a common communications plan. If multiple jurisdictions or agencies are involved, a Unified Incident Command Post (ICP) may be established to facilitate multi-jurisdictional and multi-agency policy decisions.
- **Health and Safety** - During response and recovery staff will monitor and assess safety hazards or unsafe situations to help ensure personnel safety. Staff will routinely inspect and correct any deficiencies in all operating environments. This will include, but is not limited to ensuring EOC and field personnel are not over stressed or working extended periods that may jeopardize their health.

### 3.6 DOC Activation

A Town DOC may activate in support of an incident affecting their department. These DOCs are staffed by their respective department or agency personnel. If the Town EOC is activated, there will not be enough resources to staff both a DOC and an EOC – so all resources will be transferred to the EOC.

If the Town experiences a significant event, a County DOC may be activated to support the Town's EOC. Both Centers will be connected by WebEOC. However, if a County DOC is activated, it may be beneficial to request a liaison officer respond to the Town EOC to facilitate information flow with the County DOC. This may occur for any level of activation. Some county departments may activate a DOC to coordinate information and resources assigned to an incident. Some of the DOCs in Contra Costa County include:

- Conservation and Development Department
- Contra Costa Fire Protection District

#### EOC Activation

The decision to activate the EOC can come at any time. When you receive a call requesting your assistance, please advise the caller:

- When you can be expected
- If you need transportation
- If you are unable to work the shift requested, provide other hours when you would be available.



- Employment and Human Services
- Health Services Department
- Office of Education
- Office of the Sheriff
- Public Works Department

### 3.7 EOC Organization

When activated, the five primary EOC functions may be established as separate sections of the EOC organization. Within each section, there may be several sub-functions that may normally be established.

The functions described in section six include activities that may need to be activated during an EOC activation for the Management Section at the Town's EOC. Some variations in duties and responsibilities may be found at different SEMS levels.

### 3.8 EOC Activation

The Town EOC is activated in the event of a natural or man-made disaster when the routine availability of resources requires support and/or augmentation. Town EOC Activation is ordered by the Town Manager or from the Town Staff listed below:

- Chief of Police
- Director of Public Works

**What should you bring?**

- Photo Identification
- Wear comfortable clothing and shoes
- Bring medications, snacks, and something to drink.
- Work computers and phones
- Your copy of this EOP

The Town official who decides to activate the EOC will implement the Standardized Emergency Management System (SEMS) as appropriate for the scope of the emergency and the Town's role in response to the emergency. He/she may function from the EOC or from other locations depending on the situation. Town Staff will be notified and activated (if necessary) by an EOC representative.

If it is determined that the EOC should be activated, there are two types of activations:

#### 3.8.1 Partial Activation

The EOC is activated, but only some of the positions are filled. This may involve a smaller emergency that a limited number of responders can handle, it might involve the early stages of an expanding disaster, or it might involve the late stages of a response prior to deactivation of the EOC. In a partial activation, the appropriate staff, as directed, should report to the EOC. This may include the Management Section and Operations Section along with the Planning/Intelligence Section Chief, the Logistics Chief and the Finance Chief. Other staff may be assigned depending on the nature and magnitude of the

**When you arrive...**

- Check-in at staging
- Obtain an assignment
- Obtain an ICS Vest
- Obtain a radio (if needed)
- Obtain a telephone (if needed)



emergency.

### 3.8.2 Full Activation

The EOC is activated, and all or most of the positions are filled. This involves an Emergency requiring an all-out coordination and response effort.

### 3.8.3 Notice of Activation

The Town of Moraga maintains a current listing of all designated EOC responders. Upon the determination to activate the Town's EOC, all designated responders will be notified to report.

### 3.8.4 Local EOC Activation

Local jurisdictions activate their EOCs based on the magnitude or need for more coordinated management of an emergency. When activated, local EOCs help form a common operating picture of the incident by collecting, analyzing and disseminating emergency information. Local EOCs support field operations by coordinating resources. Local EOCs may activate in support of local DOCs.

#### 3.8.4.1 Automatic EOC Activation

A minimum of a Partial EOC Activation will be initiated when an earthquake of 6.0 or greater magnitude occurs within a 50 mile radius of the Town of Moraga, or a 7.0 earthquake occurs within the nine (9) county Bay Area, where the Town of Moraga may have suffered serious damage, or where Town manpower may be seriously impacted.

### 3.8.5 Operational Area (OA) EOC Activation

If one or more Town/Special District Emergency Operation Centers (EOCs) is/are activated, or if the event requires resources outside the affected jurisdiction, the Operational Area EOC may activate. The Operational Area (OA) EOC may also activate if a local emergency is proclaimed by the affected local government. In

#### EOC Startup Procedures

- Check calendar for any events scheduled for the Council Chambers and either cancel or relocate the event.
- Contact Town Staff Members and ask that they respond to the EOC. Consider requesting additional resources:
  - ✓ CONFIRE
  - ✓ Red Cross
  - ✓ Salvation Army
  - ✓ CERT
  - ✓ Communications (RACES)
  - ✓ County Search and Rescue
- Contact the Police Department or Public Works to open the EOC and begin moving supplies from the trailer into the building.
- If the Primary EOC location is not available, the trailer will need to be moved to the alternate EOC location.
- Establish an entry control point at the entrance to the EOC to ensure only authorized personnel enter.
- Activate all systems in the EOC (radio, telephone, etc.)
- Implement the Communications Plan
- Contact the County EOC and notify them the Town EOC is activated.
- Contact other local EOCs to exchange contact information.
- Establish sign-in and position assignment rosters.
- Contact the County Community Warning System (CWS) to provide information to residents. Send electronic alerts utilizing Nixle, NextDoor and the AboutTown list to provide information to residents.



the event of an EOC activation the various dispatch centers will be the initial points of contact and per protocol will notify field personnel and the chain of command. The OA EOC then coordinates resource requests from the impacted jurisdiction to unaffected jurisdictions. If resources are not available within the Operational Area (OA) the resource request will be forwarded to the Mutual Aid Coordinators at the California Office of Emergency Services (Cal OES).

The primary Operational Area Emergency Operations Center is located at: 50 Glacier Drive, Martinez, CA 94553. As necessary, an alternate Emergency Operations Center (EOC) may be identified and established based on the location, size and scope of an incident.

### 3.8.6 Regional Emergency Operations Center Activation

Whenever the EOC is activated, the Cal OES Regional Administrator may activate the REOC. The REOC will then coordinate resource requests from the OA to unaffected OAs within the region. If resources are not available within the affected region, resource requests are forwarded to the State Operations Center (SOC) for coordination.

#### EMERGENCY OPERATIONS CENTER ACTIVATION TYPES

<b>Monitoring</b>	<p>This type of incident can be managed with one or two single resources with personnel as needed</p> <ul style="list-style-type: none"> <li>• Emergency Operations Center staff positions support the incident by actively monitoring through situational awareness</li> <li>• Emergency Action Plan (EAP) is not required</li> <li>• The incident is in the Operational Area, but contained by available resources and no local OES support is requested</li> <li>• Communications flow and information sharing will be established with internal and external partners</li> </ul>
<b>Partial Activation</b>	<p>This type of incident extends beyond the capabilities of local control or one jurisdiction and may go into multiple operational periods. This may require the response of resources beyond local jurisdictions, to effectively manage the incident</p> <ul style="list-style-type: none"> <li>• Emergency Operations Center staff may report to the EOC</li> <li>• Liaisons may be deployed to the local EOCs and/or DOCs</li> <li>• A written Emergency Action Plan may be required for each operational period</li> <li>• Some of the Incident Command System Sections may be staffed</li> <li>• Communications flow and information sharing will be established with internal and external partners</li> </ul>



<b>Full Activation</b>	<p>This type of incident is the most complex and may require regional, state, or federal resources to safely and effectively manage and operate</p> <ul style="list-style-type: none"> <li>• Emergency Operations Center staff positions are activated</li> <li>• The EOC Director will have briefings to ensure appropriate common operating picture is established</li> <li>• A written Emergency Action Plan is required for each operational period</li> <li>• Plan on 12 hour rotational shifts</li> <li>• Communications flow and information sharing will be established with internal and external partners</li> </ul>
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### 3.9 Standing Objectives for the Emergency Operations Center (EOC)

1. **Situational Awareness / Analysis** – Assigned: Plans / All Sections / EOC Dir / PIO / Liaison
  - a. Incident Information
  - b. Information Analysis
    - i. Current incident status
    - ii. Incident potential information (12, 24, 48 and 72 hour projections)
  - c. Intelligence and Investigation
  - d. Public Information
    - i. Current
    - ii. Potential
2. **Determine Priority of Incident(s)** – Assigned: EOC Dir / Section Chiefs
  - a. Life Safety
  - b. Property Threats
  - c. High Damage Potential
  - d. Incident Complexity
  - e. Environmental Impact
  - f. Economic Impact
3. **Acquire / Allocate Critical Resources** – Assigned: Logistics / Operations
  - a. Critical resources acquired internally first
  - b. As incident expands, resources acquired externally
4. **Crisis Information Management** – Assigned: EOC Dir / PIO / Legal / Policy
  - a. What is happening, government actions being taken, public actions requested
  - b. Consolidating and packaging incident information
  - c. Internal dissemination of information
  - d. External dissemination of information
  - e. Monitor media (including social media) reporting for accuracy



- 5. **Develop / Advise / Support Policy-level Decisions** – Assigned: EOC Dir / Policy / Plans / PIO
  - a. Coordinate, support, and assist with policy-level decisions
- 6. **Coordinate with Elected / Appointed Officials** – Assigned: PIO / Liaison / Policy / Management
  - a. Keep elected officials informed
  - b. Elected officials must clearly understand their roles
  - c. Connection between EOC and constituents
- 7. **Coordination with County, State, Federal, Private and Non-Governmental Partners** – Assigned: Liaison / Plans / Management
  - a. Communications between system components / disciplines
  - b. Communications with partners (Private, Governmental, NGO, VOAD)

### 3.10 Information Collection, Analysis and Dissemination

The Planning and Intelligence Section in the EOC is responsible for gathering timely, accurate, accessible and consistent information and intelligence during an emergency. Information is used to prepare situational reports that create a common operating picture and action plans. To ensure effective information flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate, and coordinate information among affected agencies.

The Planning “P” is a guide to the process and steps involved in planning for an incident. This process is a continuous cycle that is followed during each operational period.

#### 3.10.1 Steps in the Planning Process

The planning process below is flexible and adaptable. Considerations should be made at each step of the planning process regarding; training, exercises, equipment and other requirements within the jurisdiction.

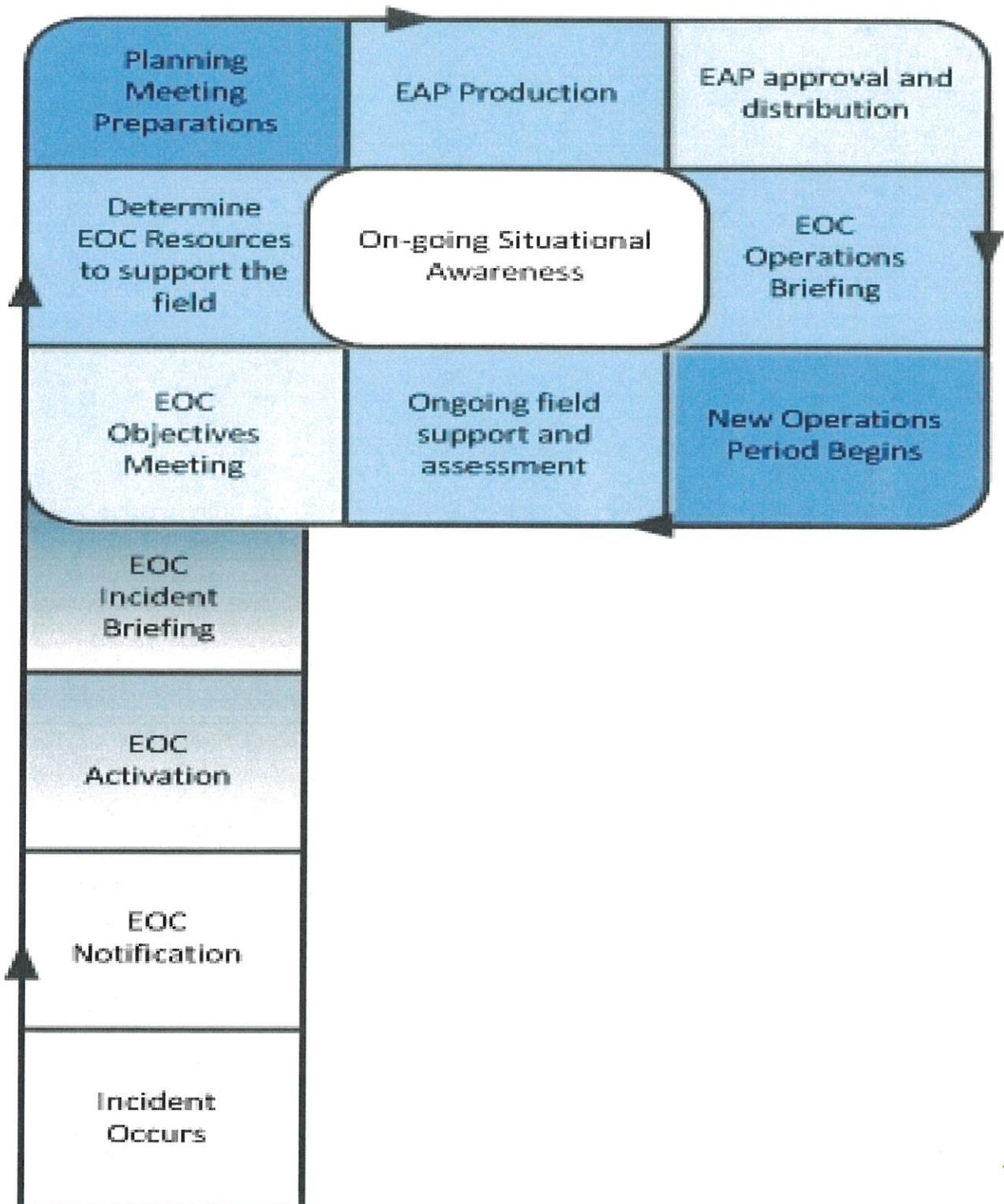


Each phase of The Emergency Management Preparedness Cycle should be carefully evaluated during the Planning Process.





# EOC Planning "P"





### 3.10.2 Action Plans

There are two types of action plans in SEMS: Incident Action Plans and Emergency Action Plans.

**Incident Action Plans**, (IAPs) are used at the Field Response Level to establish operational period priorities. An IAP contains objectives reflecting the overall incident strategy, specific actions and supporting information for the next Operational Period. IAPs are an essential and required element in achieving objectives under SEMS.

Incident Action Plans should include:

**Statement of Objectives:** Appropriate to the overall incident.

**Organization:** Describes what parts of the ICS organization will be in place for each Operational Period.

**Assignments to Accomplish Objectives:** These are normally recommended by each previous shift's Division or Group and Supervisors and reviewed by the Operations Section Chief before they go to the Planning section. They include the strategy, tactics, and resources to be used.

**Supporting Material:** Examples can include maps of the incident, a communications plan, a medical plan, a traffic plan, etc.

Incident objectives should have the following **SMART** characteristics:

1. **S**pecific – the wording must be precise and unambiguous in describing the objective.
2. **M** easurable – the design and statement of objectives should make it possible to conduct a final accounting as to whether objectives were achieved
3. **A** ction Oriented – the objective must have an action verb describing the expected accomplishments.
4. **R** ealistic – objectives must be achievable with the resources that the agency (and assisting agencies) can allocate to the incident, even though it may take several operational periods to accomplish them.
5. **T** ime Sensitive – the timeframe should be specific (if applicable).

#### Incident Action Plan Development Forms

- ICS Form 202
- ICS Form 203
- ICS Form 204
- ICS Form 205
- ICS Form 215
- ICS Form 215A
- ICS Form 216

#### Sample SMART Objectives

- Complete preliminary Damage Assessments of all damaged residential structures in Moraga within the next 24 hours
- Restore water to the business district by 0900 hours tomorrow
- Contain fire within existing area, during this operational period
- Release all hostages safely with no further casualties as soon as practical



**Emergency Action Plans**, (EAPs) are developed at the local government level. The use of Emergency Action Plans provides designated personnel with the knowledge of the objectives to be achieved and the steps required for achievement. The same procedures and outline for preparing Incident Action Plans are adopted for Emergency Action Plans.

Action plans are extremely effective tools during all phases of a disaster. The action planning process involves the EOC Director, Section Chiefs, and other EOC staff, as needed. The EAP documents the operational period, staffing assignments and tasks in addition to briefing schedules and incident objectives.

### 3.10.3 EOC Reporting Systems

The State of California currently has an Internet web-based information reporting system, (Web EOC) for use during emergencies. The purpose of Web EOC is to improve the state's ability to respond to major disasters. The state's Web EOC has been expanded to include all Operational Areas (OAs) in the state. The intent of Web EOC is to increase the level of service and efficiency by improving the state's ability to respond to, manage and coordinate requests for resources in emergencies as well as, to collect process and disseminate information during and after an emergency or disaster. The Contra Costa Operational Area recommends that local government EOC's adopt this same reporting program. The Town of Moraga will be a test-agency for this process.

## 3.11 Communications

When the Town EOC is activated, communications and coordination are established between the Incident Commander (IC) and the EOC directly, or between the IC and department operation centers (DOCs) and then between DOCs and the EOC.

The following delivery resources support EOC communications:

- **CAD** – A Computer Aided Dispatch system used by first responders, medical personnel and local government.
- **Communications Unit** – The Town depends on its radio volunteers to staff its emergency communication unit. It has licensed amateur radio operators, as well as ICS Type-III volunteers with auxiliary communications expertise in the following modalities: Computers, networks, software, microwave, radio systems, satellite, video conferencing, and similar technologies. In support of EOC operations, a primary responsibility is to staff and maintain the communications room in the EOC. Volunteers can also be deployed to various duty stations throughout the Town to further communication if more traditional means are inoperable.
- **CWS** – Community Warning System automatically transmits alerts and warnings over a variety of communication channels.

### Lessons Learned

Amateur radio operators are an essential resource for back-up communications when primary (e.g., 911 call centers and cellphone systems) communications fail.



- **EBRCS** – East Bay Regional Communications System a P25 compliant digital radio communication system that provides fully interoperable communications to all public agencies within Alameda and Contra Costa Counties.
- **Government Emergency Telecommunications Service (GETS)** – A government telecommunications service that is intended to be used in an emergency when the landline network is congested.
- **Mobile Capabilities** – The Town has significant communications resources such as the base stations, cache radios, mobile repeaters, and other logistical assets.
- **OASIS** – Operational Area Satellite Information System which provides inbound and outbound telephone communication between operational areas and the state. The dedicated lines are located in the Office of Emergency Services.
- **Nixle** – A community alerting program that is locally controlled.
- **ReddiNet** - A dedicated emergency medical communications network. It facilitates information exchange among hospitals, EMS agencies, paramedics, dispatch centers, law enforcement, homeland security, public health officials and other health care system professionals in local and regional communities.
- **Satellite Phones** – The Town EOC has one mobile satellite phone.
- **Telecommunications Service Priority** – A program that authorizes priority service for vital voice and data circuits.
- **VHF Legacy System** – A radio system that can be used as a back-up to the EBRCS system and is maintained by the Office of the Sheriff. The Town also maintains a VHF radio channel for use by Public Works and CERT personnel.
- **Web EOC** – A web based software program used for situational awareness and resource requests and tracking within the operational area and with Cal OES.
- **Wireless Priority Service** – Similar to GETS except using wireless carriers.
- **440 MHz Radio System** – Alternate communication mode for incident communications within designated talk groups, health services and countywide.

### 3.12 Mutual Aid / Multijurisdictional Coordination

The basis for this system is the *California Disaster and Civil Defense Master Mutual Aid Agreement* (MMAA), which was developed in 1950. The agreement obligates each signatory entity to provide aid to the others during an emergency without expectation of reimbursement. This plan promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels.

Master Mutual Aid agreements cover, but are not limited to	State and Local Mutual Aid agreements cover
Fire	Emergency Management (EMMA)



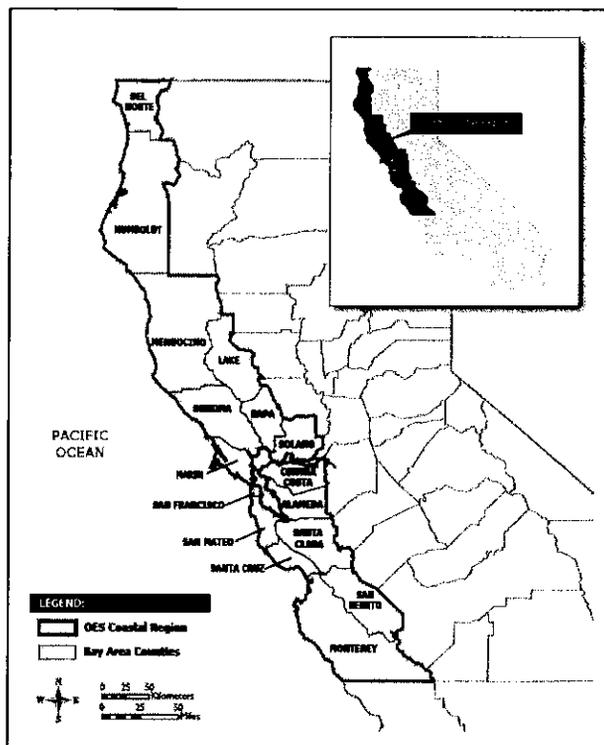
Police	Coroner
Medical and Health	Petrochemical Mutual Aid Organization
Communication	American Red Cross
Transportation Services and Facilities	California Resiliency Alliance
	Volunteer Center of the East Bay
	Contra Costa Crisis Center

Local jurisdictions are responsible for the protection of life and property within their geographic boundaries. Mutual aid is designed to ensure adequate resources, facilities, and other support in the event of an emergency whenever their own jurisdictional resources prove to be inadequate. Requests begin at the field level and follow the SEMS procedures.

Before locally committed resources are exhausted and mutual aid is needed, local officials will request assistance from the Operational Area. If the need can't be filled at the operational area level, the request is forwarded to the regional level.

The following are examples of specialized resources that Contra Costa County may utilize to augment services to the community:

- Cal Fire Ground and Aerial Attack Fire Fighting
- Specific SAR canine capability
- East Bay Regional Parks and California Highway Patrol helicopter assets
- US Coast Guard Vessel Capability
- Ambulance Strike Teams
- Mutual Aid Mobile Field Force (MAMFF)
- Area hazardous materials teams
- Robust EMS neonatal / pediatric emergency preparedness program
- Bomb Squad
- Extensive Ground SAR capability to include remote satellite communications
- Dive Team with ROV, (Remote Operating Vehicle) capability
- Fire strike teams



The state is divided into six geographic Mutual Aid Regions. **Contra Costa County is in the Coastal Region, Mutual Aid Region II** along with the counties of: *Monterey, San Benito, Santa Cruz, Santa Clara, San Mateo, Alameda, San Francisco,*



*Marin, Sonoma, Napa, Solano, Mendocino, Lake, Humboldt and Del Norte.*

Each region is comprised of multiple Operational Areas and each has a Regional Mutual Aid Coordinator. Currently Alameda County is the Regional Mutual Aid Coordinator for Law and Emergency Medical Services (EMS). Contra Costa County is the Regional Mutual Aid Coordinator for Fire.

### **3.13 Activation of the Multi-Agency Coordination System (MACS)**

Responding agencies will coordinate and support emergency management and incident response objectives through the development and use of multi-agency coordination systems. This includes developing and maintaining connectivity capability between Incident Command Posts, local Public Safety Dispatch Centers, local Emergency Operations Centers, Department Operating Centers, the Regional Emergency Operations Centers and the State Operations Center.

### **3.14 Emergency Proclamations**

#### **3.14.1 Local Emergency**

The Town Council may proclaim a local emergency within the Town limits of the Town of Moraga. When the Council is not in session, the Town Manager has authority under Municipal Code Section 2.48.060 to proclaim a local emergency, but only after conferring, if possible, with one or more members of the Council, including the Mayor if available, or declaring in writing that such a conference is impossible. A local emergency proclaimed in this manner may not remain in effect for more than seven days unless it is ratified by the Town Council.

The Town Council must review the need to continue a local emergency at least once every thirty (30) days until the Board terminates the emergency. A local emergency must be terminated by the Council as soon as conditions warrant.

**When a disaster is declared, the Town shall advise the Contra Costa Sheriff's Office of Emergency Services of the declaration.**

#### **3.14.2 Local Health Emergency**

The County Health Officer is authorized by Health and Safety Code section 101080 to declare a local health emergency in situations involving the release or spillage of hazardous or medical waste that poses an immediate threat to the public health, or whenever there is an imminent and proximate threat of the introduction of any contagious, infectious, or communicable disease, chemical agent, communicable biologic agent, toxin, or radioactive agent. A declaration of a county health

#### **The Proclamation accomplishes the following:**

- Provides public employees and the Town Council with legal immunities for emergency actions taken.
- Allows the Town Manager to:
  - ✓ Establish curfews
  - ✓ Take any preventive measures necessary to protect and preserve the public health and safety.
  - ✓ Exercise other authorities as established by ordinance.



emergency may not remain in effect for more than seven days unless ratified by the Board of Supervisors.

### **3.14.3 State of Emergency**

When the Town Manager deems locally available resources inadequate to cope with an emergency, the Town Manager is authorized by Moraga Municipal Code Section 2.48.060 to ask the Governor to proclaim a state of emergency.

The Governor may proclaim a state of emergency in areas affected or likely to be affected when:

- She/he finds the "duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation 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 or conditions causing a "state of war emergency," which, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, Town and county, or Town and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the California Public Utilities Commission."
- The Governor is requested to do so by specified local authorities (in the case of a county, by the county administrative officer, or the chair of the board of supervisors; and in the case of a Town, by the mayor or chief executive) or
- The Governor finds that local authority is inadequate to cope with the emergency.

### **3.14.4 Emergency Managers Mutual Aid (EMMA)**

Pursuant to the Master Mutual Aid Agreement, the California Emergency Council approved the Emergency Managers Mutual Aid (EMMA) Plan on November 21, 1997. The EMMA Plan outlines the policies for the program. The purpose of EMMA is to support disaster operations in affected jurisdictions by providing professional emergency management personnel.

EMMA is composed of emergency management personnel from local and state government. The process for the allocation of resources is as follows:

- The County, Cities, and special districts will forward their requests for mutual aid through the OA.
- The OA will act as the coordinator point between the County, Cities, and special districts and the Cal OES Southern region.
- The Cal OES regional offices will act as the coordination point and facilitate



mutual aid among OAs.

- The Cal OES headquarters will facilitate the provision of mutual aid among Cal OES regions.

### **3.15 Staff Training**

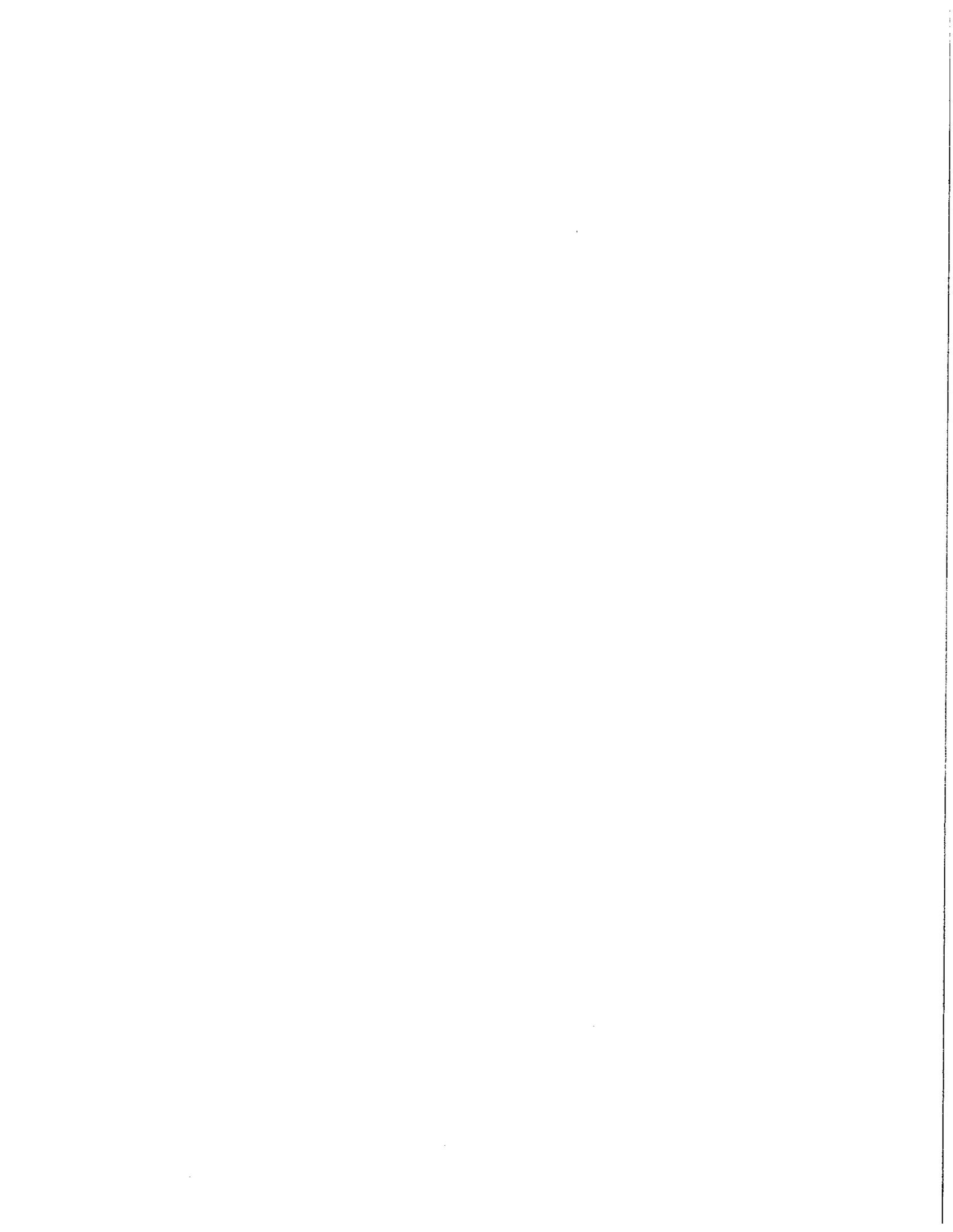
The Town of Moraga Director of Emergency Services is responsible for developing and providing all training required under the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) regulations. The Director of Emergency Services is responsible for providing training for all of the Town's emergency responders, ensuring that all applicable laws are complied with, and employees are familiar with and knowledgeable of the Town's Emergency Plan. The Director of Emergency Services is also responsible for developing appropriate exercises. Each department will ensure the Emergency Operations Plan can be implemented if needed by the Town's Department Heads. The Director of Emergency Services is also responsible for sending appropriate Town Staff to scheduled trainings and exercises.

A statewide EOC Position Credentialing Program has been created which provides Emergency Managers a way to identify measures for EOC position competencies. Additionally, a statewide EOC Credentialing Program documents professional qualifications, certifications, training, and education requirements that define basic criteria expected of emergency services personnel for effective EOC management and operations.

Cal OES' EOC Position Credentialing Program verifies emergency service personnel qualifications and certifications. However, the program does not provide automatic access to EOCs or identification of personnel. The process for requesting resources for certain EOC positions is accomplished through the Standardized Emergency Management System (SEMS) resource request process.



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## SECTION IV: RECOVERY

### 4.1 Recovery Activities

The recovery phase of an emergency is often defined as restoring a community to its pre-disaster condition. Recovery is the process of re-establishing a new state of normalcy in the affected areas of the county. The specific approach to recovery operations following a disaster will be determined by the location, size and nature of the incident.

Transition from response operations to recovery is a gradual shift to assisting individuals, households, businesses and governments meeting basic needs and returning to self-sufficiency.

Short term recovery primarily involves stabilizing the situation and restoring services. These activities may last for weeks.

Long term recovery focuses on community restoration and may last months or even years. Long term recovery activities include, reconstruction of facilities and infrastructure, housing plans, implementation of waivers, zoning changes and other land use laws and assistance to displaced families.

Local Government entities set priorities and obtain resources for recovery within their respective areas of authority. The following actions are taken to stimulate recovery:

- Conduct damage assessment
- Assess housing needs to include identifying solutions and request support
- Initiate temporary repairs to public facilities
- Issue permits for repairs and demolition of private property
- Remove debris
- Open transportation routes
- Restore services such as power, water, sewer, communications and transportation
- Activate Local Assistance Centers
- Coordinate program assistance to individuals, businesses, farmers and ranchers
- Document disaster related costs for reimbursement through federal grant programs
- Enact zoning variances to accommodate business and commercial repairs
- Resume governmental functions
- Begin planning for long term recovery
- Assist with the identification of temporary business space

**Local Assistance Centers:** (LAC) are opened by local governments to assist communities by providing a centralized location for services and resource referrals for unmet needs following a disaster or significant emergency. The LAC is



normally staffed and supported by local, State and Federal agencies, as well as non-profit and voluntary organizations. The LAC provides a single facility at which individuals, families and businesses can access available disaster assistance programs and services. As more Federal resources arrive, a Federal Disaster Recovery Center may be co-located with the State or Local Assistance Center.

## **4.2 Financial Recovery**

Finance is responsible for coordinating and supporting administrative, financial and cost analysis surrounding an emergency. The cost recovery unit plays a vital role in the EOC by tracking personnel time, equipment rental and purchases, coordinating procurement activities, processing claims and tracking costs. Education efforts regarding cost recovery protocols are offered on a routine basis through Webinar presentations, classroom and on line courses. Although the Town is insured and private businesses and homeowners will be expected to utilize their own means of rebuilding, the Town will explore additional disaster assistance programs as follows:

- Individual Assistance (IA) loans and government grant and aid programs
- Cal OES Local Assistance Centers (LACs)
- State Public Assistance (PA) Program
- US Small Business Administration (SBA)
- US Department of Agriculture (USDA)
- FEMA Disaster Recovery Centers (DRCs)
- FEMA Public Assistance Grant Program and Disaster Assistance Policy 9523.19 for household pets and service animals
- Federal Individuals and Households program (IHP)
- FEMA Debris Management Assistance Programs
- Assistance to Tribal Governments
- Non-Government Organizations Assistance

## **4.3 Continuity Planning**

Threats to the Town of Moraga have a single common denominator: the interruption of one or more critical government functions that are vital to the health, safety or welfare of the public. Today's changing threat environment and recent emergencies illustrate the need for Continuity of Operations capabilities and plans.

The fundamental mission of the Town is reliability of service, particularly in times of emergency. Public trust is based on the delivery of vital government services.

Planning authority is accomplished by preparing for succession of officers, designation of standby officers (located in the EOC go box), administration of oaths of office and continuation of duties of the governing body.

The inability of government to provide emergency and essential services can cause direct damage to government infrastructures, life safety and basic human needs



may be compromised leading to increased morbidity, mortality and civil unrest. To ensure continuity the Town will address the following elements:

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

#### 4.4 Documentation

Documentation is the key to recovering eligible emergency response and recovery costs. Damage assessment documentation is critical in establishing the basis for eligibility for disaster assistance programs. Responsibility for maintaining Emergency Operations Center records rests with the entire EOC staff. The following are examples of how the history and chronology of emergencies are captured:

- Emergency Action Plans
- Situation status reports
- Activity logs
- Resource requests
- Timekeeping records to include overtime documentation
- Damage assessment data
- Contracts



Under the California Disaster Assistance Act (CDAA), documentation of damage sustained from a disaster is required. It will be the responsibility of all appropriate county jurisdictions to collect documentation of these damages and submit them to the Recovery Branch Leader of the Finance and Administration Section. The documentation should include the location and extent of damage and estimates of costs. Examples include:

- Debris removal
- Emergency work
- Facilities restoration

#### 4.5 After Action Report (AAR)



The After Action Report (AAR) will serve as a source for documenting the Town's successes and areas in need of improvement in addition to identifying resource gaps. OES staff will coordinate with all the appropriate operational area jurisdictions in compiling an after action report after an emergency or exercise. All EOC staff are responsible for participating in the after action review process. The AAR will be written in simple, clear and concise language as a means to ensure lessons learned are understood. *Actions taken, resources utilized, and the economic and human impacts* are just a few key factors illustrated in an AAR. Each AAR carries over to the next exercise or incident in order to test previously implemented improvements. Generally, AARs lead to an Improvement Plan, and contain corrective actions that are continually monitored and implemented as part of improving readiness.

AARs should follow the CalEMA After Action Report Questionnaire in Appendix 17 and should include the following:

- ***Identified improvement plans***
- ***Corrective action by priority level***
- ***Responsible staff member or team***
- ***Projected resolution date***



## SECTION V: CALIFORNIA EMERGENCY SUPPORT FUNCTIONS

The California Emergency Support Functions (CA-ESFs) are a grouping of functions with activities and responsibilities, which lend themselves to improving the state’s ability to collaboratively prepare for, effectively mitigate, cohesively respond to, and rapidly recover from any emergency. CA-ESFs unify a broad spectrum of stakeholders with various capabilities, resources and authorities to improve coordination for a particular discipline.

Below is a table, which illustrates the CA-ESFs. Moraga uses CA-ESFs as a guide in local planning efforts. The definitions of each ESF are described below. Each function has primary and support agencies and supporting plans and documentation.

California Emergency Support Function (ESF)	Description
CA-ESF #1 Transportation	Manages transportation systems and infrastructure, to include roads, bridges, railways, aviation and marine. Further scope includes identifying movement restrictions as well as damage and impact assessment <ul style="list-style-type: none"> <li>• UASI Mass Transportation and Evacuation Interim Plan</li> </ul>
CA-ESF #2 Communications	Provides resources, coordination, support and restoration of voice and data communications including emergency communications
CA-ESF #3 Construction and Engineering	Provides technical advice, evaluation, management and inspection of critical infrastructure <ul style="list-style-type: none"> <li>• Moraga Debris Management Plan</li> </ul>
CA-ESF #4 Fire and Rescue	Coordinates and supports wildfire, rural and urban fire detection and suppression. Lends expertise and support in emergency scene rescue (ground urban and rural search operations) activities by providing personnel, equipment and supplies
CA-ESF #5 Management	Supports, communicates and coordinates the collection, analysis and processing of information <ul style="list-style-type: none"> <li>• Emergency Operations Plan</li> <li>• Local Hazard Mitigation Plan</li> <li>• UASI Earthquake Interim Plan</li> <li>• Flood Plan</li> <li>• Training Plan</li> <li>• Business Continuity - COOP / COG plan</li> </ul>
CA-ESF #6 Care and Shelter	Coordinates disaster housing, emergency food assistance, minor medical care and family reunification of displaced survivors <ul style="list-style-type: none"> <li>• UASI Mass Care and Shelter Interim Plan</li> <li>• UASI Interim Housing Plan (Interim)</li> <li>• Pet Emergency Preparedness / Coordination Plan resides with Animal Services</li> </ul>



	<ul style="list-style-type: none"> <li>• Medical Needs Sheltering Plan resides with CCHS</li> </ul>
CA-ESF #7 Resources	<p>Coordinates and plans activities to locate, procure and pre-position logistical support such as space, personnel, equipment and supplies</p> <ul style="list-style-type: none"> <li>• CCC Regional Catastrophic Earthquake Logistics Resource Interim Plan</li> </ul>
CA-ESF #8 Public Health and Medical	<p>Responds to communicable disease outbreaks, human caused bioterrorism events and health consequences resulting from a disaster. Provides behavioral health services; operates homeless shelters, residential drug treatment programs, and mental health clinics; and coordinates community agency services. Coordinates and deploys Disaster Healthcare Volunteers including Medical Reserve Corps. Coordinates medical/health mutual aid</p> <ul style="list-style-type: none"> <li>• Excessive Heat Plan</li> <li>• UASI Mass Fatality Interim Plan</li> <li>• CCHS Emergency Medical Services Mass Casualty Incident Plan</li> <li>• CCHS Infection Disease Response Plan</li> <li>• CCHS Alternate Care Site Plan</li> <li>• CCHS Hospital Surge Plan</li> <li>• CCHS Medical Countermeasure Dispensing Plan</li> <li>• CA Public Health and Medical Emergency Operations Manual</li> <li>• Chem-Pack Guidelines</li> </ul>
CA-ESF #9 Search and Rescue	<p>Deprecated. Included in CA-ESF #4 and CA-ESF #13</p>
CA-ESF #10 Hazardous Materials	<p>Provides a coordinated response to actual or potential discharge and/or release of oil, chemical, biological, radiological or other hazardous substances in Moraga</p>
CA-ESF #11 Agriculture	<p>Performs animal and plant disease and pest response; provides food safety and security, and protection and restoration of natural and cultural resources and historic properties. Manages weights and measures regulations</p>
CA-ESF #12 Utilities	<p>Provides assessment and restoration of gas, electric, water, wastewater and telecommunications to include energy industry coordination and forecast</p>
CA-ESF #13 Law Enforcement	<p>Provides for public safety and security of property, coordinates coroner activities and supports access, traffic and crowd control. Includes enforcement of state and local laws as well as some Search and Rescue responsibility in addition to evacuation operations</p>
CA-ESF #14 Long-Term Recovery	<p>Performs social and economic community impact assessment and analysis and review of mitigation program implementation</p> <ul style="list-style-type: none"> <li>• Recovery Plan to be developed</li> </ul>
CA-ESF #15 Public	<p>Supports the accurate, coordinated, timely and accessible release of information to affected audiences. Performs media and</p>



Information	community relations while operating within a Joint Information System / Center <ul style="list-style-type: none"><li>• CCHS Crisis and Risk Communication Plan</li><li>• FEMA Guideline 517</li></ul>
CA-ESF #16 Evacuation	Included in CA-ESF #13
CA-ESF #17 Volunteer and Donations Management	Coordinates the services of affiliated volunteers and manages spontaneous volunteers. Manages monetary and in-kind donated goods <ul style="list-style-type: none"><li>• UASI Volunteer Management Interim Plan</li><li>• UASI Donations Management Interim Plan</li></ul>
CA-ESF #18 Cyber Security	Responsible for re-establishing a stable, safe and resilient cyberspace and the protection of secure cyber networks



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## SECTION VI: SUPPORTING ELEMENTS

### 6.1 Supporting Elements

The supporting elements are variations of functional components tailored to the Plan. While the basic plan provides broad overarching information relevant to the Plan as a whole, these supporting elements focus on specific areas requiring an emergency operations focus.

#### 6.1.1 Integrating People with Disabilities and Others with Access and Functional Needs

The Town of Moraga takes a whole community approach to serving the needs of the local residents. In part this is accomplished by engaging critical stakeholders with expertise in areas such as transportation and sheltering. Populations with access and functional needs include those members of the community who may have additional needs before, during and after an incident in functional areas.

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

- Live in institutionalized settings
- Are elderly
- Are unaccompanied children
- Are from diverse cultures
- Have limited English proficiency or are non-English speaking
- Are transportation disadvantaged
- Have no access to any communications devices
- Have no access to a shelter and/or may need to be assigned a Functional Access Service Team (FAST) member
- Have disabilities – temporary and/or lifelong
- Have sight or hearing impairments
- May require medical care
- May require supervision
- Other situations that would ensure maintaining independence

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

- Communications
- Sheltering
- Evacuation / Transportation
- Recovery

SUPPORTING ELEMENTS



### 6.1.2 Warning

The County's Community Warning System may be used to provide time-sensitive alerts and warnings to affected members of the public about imminent hazards to human life or health for which specific protective action is recommended. These types of alerts and warnings include hazardous material incidents, public health emergencies, law enforcement emergencies, fires threatening populated areas, severe flooding, or "at risk" missing persons. The most common protective actions for these types of hazards are shelter in place, evacuate, or be-on-the-lookout.

The Community Warning System automatically coordinates the transmission of alerts and warnings over a variety of delivery systems, including:

- Sirens near major industrial facilities and in other special safety zones
- Telephone Emergency Notification System (TENS) that includes both landlines (Reverse 911) throughout the county, and pre-registered mobile devices (cell phones, text and email messages)
- Social media, including Facebook and Twitter, and CWS website postings
- California's Emergency Digital Information System (EDIS)
- Federal Integrated Public Alert and Warning System (IPAWS)
- Emergency Alert System (EAS)
- NOAA weather radios
- Wireless Emergency Alerts (WEA)

The Community Warning System has predesigned templates for a variety of warning messages to expedite the message development process. Although templates exist for many of the hazards common in Contra Costa County, it is important to remember that all messages should include:

- What authority is issuing the warning
- What the hazard is
- A specific affected area for which the warning is in effect
- Who, specifically, is affected by this warning and what they should do
- How long the warning is in effect/when it expires

### 6.1.3 Population Protection

- Evacuations and "shelter-in-place" orders will be handled pursuant to Office of the Sheriff Policies and Procedures, with the Incident Commander balancing the immediate hazards associated with remaining on scene against the risks of moving people in a dangerous environment.
- The Incident Commander or other authority will recommend a protective action based on discussion with the appropriate personnel regarding the nature of the incident.
- The Incident Commander has the authority to initiate evacuation or a shelter-in-place order based upon his/her assessment of the situation at the time.



- Area resources and, when available, additional resources, including personnel, transport, etc., may assist with the evacuation effort to provide security and to facilitate an organized transition to a safe environment.
- Early/Advanced evacuations will generally be conducted by available law enforcement working the affected area.
- Unaccompanied minors will be evacuated to a safe, contained location and supervised by a responsible adult/official until they can be reunited with parents.
- Parents will be directed to evacuation location to pick up children.
- Area resources and, when available, additional resources may be allocated to provide temporary security to at-risk groups when a credible threat to safety exists.
- Detention facility transportation units will move incarcerated individuals to pre-determined, secure locations in the event of an evacuation.
- The Community Warning System may be used to notify the public about existing hazards and protective actions to take.
- At the request of the Incident Commander, all in accordance with policies and procedures. The Community Warning System can be used to notify the public at the end of a shelter-in-place action.
- Animal Control Services coordinates the care and shelter of evacuees' pets with consideration to location of American Red Cross shelters.
- Most jurisdictions do not support forced evacuations. Property owners have the right to make independent decisions about evacuation.

## **6.2 Prevention and Protection**

### **6.2.1 Prevention Activities**

The police department is responsible for developing and maintaining positive partnerships between the police department, its infrastructure partners, and other local, state, and federal agencies in order to share critical information to safeguard persons and property. The police department coordinates this with the Sheriff's Office Homeland Security Unit (HSU) in reviewing tips and leads to ensure appropriate agencies and resources are notified.

### **6.2.2 Protection Activities**

The Sheriff's Office has an officer assigned to the Northern California Regional Intelligence Center (NCRIC), representing all agencies in the county. This officer participates in the terrorism liaison officer outreach program. This position also has direct links to the FBI's Joint Terrorism Task Force (JTTF) and other state and federal agencies, which facilitate information dissemination.

### **6.2.3 Eight Signs of Terrorism**

1. Information gathering by suspicious persons
2. Tests of security by suspicious persons
3. Suspicious financial activity



4. Acquiring supplies in preparation for an attack
5. Suspicious persons out of place
6. Dry or trial run to test infrastructure vulnerabilities
7. Surveillance of critical infrastructure
8. Deploying assets in suspicious locations near critical infrastructure

## **6.3 Public Information**

### **6.3.1 Purpose**

This supporting element is to establish uniform guidelines and practices for the effective development, coordination and dissemination of emergency information to the public in the case of an emergency or disaster. It utilizes the parameters of the Contra Costa County Joint Information System procedures for:

- Rapid delivery of accurate information and instructions to the public and media
- Response to public and media inquiries
- Dissemination of critical information to internal and external partners
- Establishment of a Joint Information System (JIS) and Joint Information Center (JIC)

### **6.3.2 Assumptions**

During emergency situations:

- The public and media will need and want information about the situation and instructions on what actions to take.
- Residents will make better decisions if given updated information regularly.
- Local media can provide an essential role in delivering information and instructions to the public; regional or national media may also play a role and need to be considered.
- Many communication channels exist, but not all may be available in any given emergency. The situation will drive the channels and tools to be used.
- Monitoring of the media will require advanced planning to know which methods they are using to disseminate information besides their primary channels.
- Social media will be the most challenging to monitor and control, but have significant value to the public.
- Perception is the key; Joint Information System team members need to convey a calm presence, authority and situational understanding to the media and the public at all times.

### **6.3.3 Objectives**

- To guide public action as determined by the EOC Director in an Emergency Operations Center, or by the Incident Commander if in the field.



- To gain public confidence by providing timely, accurate, credible and actionable information.
- To keep the public calm by building trust, explaining the process in place to find answers, give people specific actions to take, and reassure them.
- To meet the needs of the news media and social media influencers.
- To meet the needs of internal and external partners and stakeholders.
- To meet the needs of people with disabilities and others with access and functional needs, as well as others that would be considered vulnerable in an emergency.
- To provide information to the public in coordination with Town, state and federal agencies, as well as community based, faith based and non-government organizations.

#### **6.3.4 Practices and Guidelines**

- It is the policy of the Town of Moraga to develop plans and procedures to address public information needs during an emergency or disaster response within the Town.
- The lead Public Information Officer (PIO) and additional designated PIOs will coordinate efforts to provide timely and effective information prior to, during and following a major emergency or crisis that affects public safety, public health, community well-being and continuity of operations.
- The PIO is responsible for the dissemination of accurate and timely information to affected populations, with consideration for people with Access and Functional Needs.
- Multi-lingual support such as translation services and non-English broadcast media cooperation may be explored to communicate more effectively with a diverse public.
- Information released to the media and/or public will be verified by public information staff and the EOC Director.
- The Town of Moraga will use the concept of a JIC to coordinate the release of information, and a Joint Information System or virtual JIC when physically co-locating is not possible or practical.
- A joint information center will be opened when there is more than one agency involved or impacted in an emergency incident.

#### **6.3.5 Media Access**

- Media access to PIOs during an emergency/disaster will be provided through contacts within the EOC or a field JIC. Physical access to the EOC will not be permitted without permission of the EOC Director, and media must be accompanied by a PIO at all times.
- Disaster and accident scenes may be closed to the public under authority of 409.5(a) P.C. which states "...a menace to the public health or safety is created by a calamity such as a flood, storm, fire, earthquake, explosion or other disaster..."



- It is important to note, however, that 409.5(d) P.C. states “Nothing in this section shall prevent a duly authorized representative of any news service from entering the area closed...” After being advised of any existing danger, members of the news media are permitted free movement in the area as long as they do not hamper, deter or interfere with law enforcement or public safety functions.
- Consideration shall be given to the need to protect crime scenes within a disaster or accident scene and the need to protect the privacy of juveniles and medical patients before providing media access to these areas.

#### **6.3.6 Primary Responsibilities for the Public Information Officer**

- Evaluate the need for and, as appropriate, establish and operate a Joint Information System.
- Establish a JIC as necessary, to coordinate and disseminate accurate and timely information.
- Determine from the EOC Director or Incident Commander if there are limits on information available to be released, and what the scope of release will be.
- Develop material for use in media briefings.
- Obtain approval of media releases.
- Inform the media and moderate media briefings, whether in person, via conference call or other means.
- Arrange for tours, interviews or briefings as needed.
- Maintain current information summaries and/or display boards about the incident.
- Maintain an Activity log for PIOs.
- Manage media and public inquiries.
- Coordinate emergency public information and warnings.
- Monitor media and social media reporting for accuracy, and take corrective action where needed.
- Ensure that all required agency forms, reports and documents have been completed prior to demobilizing a Joint Information Center or System.

#### **6.3.7 PIO Roles and Functions within a JIC**

- Lead PIO with overall responsibility for Joint Information Center operations
- Information Gathering
- Information Verification
- Coordination and Production of Messaging
- Information Dissemination
- Media Monitoring
- Social Media Monitoring
- Liaison
- Provides coordinated communication with key program areas and other entities involved in response and recovery operations



- Coordinates with elected officials, community leaders, VIPs, and other governmental and non-governmental organization support agencies

### 6.3.8 Documents available in the EOC go-box and PIO electronic go-materials

- Lead PIO Checklist
- PIO Checklist by Role and Function
- PIO Contacts
- Media Contacts
- JIC Templates

## 6.4 Private Sector Coordination

The California Resiliency Alliance (CRA) created regional public-private partnerships to improve homeland security and natural disaster response. Examples of partnerships include technology, financial, retail, health and biotechnology, and energy companies. The CRA is linked into a mutual aid alliance network as well as governments and associations. The role of CRA is to facilitate business and government partnerships to fill important gaps. The CRA initiatives include cross-sector response coordination, public health emergencies through the Bay Area Cross Sector Partners in Preparedness (BACSPP) as well as critical infrastructure protection through the Northern California Regional Intelligence Center (NCRIC). Additional initiatives include FEMA National Emergency Information Technology Guard volunteers, the emergency resource registry and the Cal OES Good Samaritan registry.

The CRA is integrated into EOC at all levels of government. The private sector liaison in the EOC communicates information and obtains situational awareness for business continuity purposes. In addition the CRA works with the Logistics Section to coordinate private resources such as, water, food, clothing, cots, equipment, technology and facilities like warehouses and cafeterias.

## 6.5 Volunteers and Donations Management

The Volunteer and Donations Management Unit is part of Logistics Section of the Town's EOC staff. Organized and trained volunteer groups and non-governmental organizations (NGOs) provide critical services in a disaster. Although it is recommended that volunteers pre-affiliate before any emergency, there may be spontaneous volunteers who will require processing. In addition, organizations have been identified, which can assist with bulk / in-kind donations processing and distribution, as well as monetary donations. Templates with public messaging exist to aid in notifying the community as

### Lessons Learned

- It might take 24 to 48 hours to determine where volunteers are most useful in the operation.
- Spontaneous volunteers were useful for roadway clearing.
- Use a staging area for the spontaneous volunteers so that you can manage and control them until a plan is in place to collect their information, issue credentials, and assign them to tasks.



to what items are needed and where the items can be brought to assist with an emergency.

All donations shall be tracked and recorded by the Logistics Unit for documentation and later acknowledgement.

### 6.5.1 Partnership Organizations

- American Red Cross exists to provide compassionate care to those in need. The network of donors, volunteers and employees share a mission of preventing and relieving suffering through disaster relief efforts. In addition the Red Cross supports the EOC Care and Shelter Branch.
- Volunteer Organizations Active in Disasters (VOAD) improve outcomes for people affected by disasters by facilitating cooperation, communication, coordination, and collaboration among nonprofit organizations, community-based groups, government agencies, and for-profit companies.
- Community Emergency Response Teams (CERT) – Is a program that educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.
- Salvation Army is a ministry with a mission to meet human needs without discrimination. In addition they can provide feeding services in a disaster.
- Saint Vincent de Paul Society is a nonprofit organization that provides direct assistance to anyone suffering or in need. They offer a lifeline to those in want of food and clothing, rent assistance, medical aid, help with addiction or incarceration, employment and shelter.
- Community Awareness and Emergency Response (CAER) is a non-profit public benefit corporation of public emergency response agencies, local government officials and facilities and businesses that use, store, handle, produce or transport hazardous materials with a mission to actively enhance public health and safety.

#### Lessons Learned

- CERT resources can be used effectively and extensively in much of the disaster area.

### 6.5.2 Governmental Volunteer Groups

Contra Costa County Area Agency on Aging provides leadership in addressing issues that relate to older residents, to develop community-based systems of care that provide services which support independence within our local community interdependent society, and which protects the

#### Volunteer Management

- Prepare for the arrival of volunteer organizations
- Invite those groups that we need
- Many volunteers will self-deploy
- Screen all volunteers
- Use PIO to obtain/cancel volunteers
- Lamorinda CERT will setup a Volunteer Reception Center to register and deploy spontaneous volunteers



quality of life of older adults and persons with functional impairments, and to promote citizen involvement in the planning and delivery of service.

### **6.5.3 Office of the Sheriff - Emergency Services Support Unit**

The Emergency Services Support Unit (ESSU) manages volunteer groups who contribute significantly to emergency operations. Activation of the Sheriff's volunteer programs is through the Law Branch Mutual Aid Coordinator in the Emergency Operations Center. Volunteer units may be called upon for their specialized training and professional skills in the following groups:

- Air Squadron – Pilots and observers provide air operations support which includes transportation, surveillance, logistics and disaster response
- Cadets – Young adults participate in public events, search and rescue and traffic enforcement
- Communications Unit – Licensed amateur radio operators provide alternate communication to the operational area in support of an exercise or emergency
- Chaplains – The chaplaincy program provides support, comfort, guidance and counseling in times of crisis to the law enforcement community and the public
- Dive Team – Certified rescue divers are available to assist with evidence collection, victim recovery, hazardous object removal, inspections and disaster response
- Food Service Unit – Volunteers support field operations during training and emergency events by providing nourishing meals
- Ground Search and Rescue Team – Volunteers are requested to assist in locating missing or at-risk persons, evidence collection, public events and disaster response
- MAMST Mutual Aid Mobile/Medical Support Team – Volunteers provide support by deployment and equipment supply and maintenance for the Mobile Field Force, Search and Rescue and the Special Weapons and Tactics Team
- Reserve Deputy Sheriffs – Reserves assist with in-custody transportation, patrol and detention duties and special assignments such as DUI checkpoints and off road activities and special events
- SAVES – Sheriff's All Volunteer Extended Services – This diverse unit of community members with varying skill sets assist with the delivery of logistical and clerical support mostly in field operations and administrative assignments

### **6.5.4 Healthcare Volunteer Groups**

- Contra Costa Health Services Medical Reserve Corps (MRC) – a local group of volunteers committed to improving the public health, emergency response and resiliency of Contra Costa County



- Contra Costa Health Services Disaster Healthcare Volunteers (DHV) - a group of individual healthcare providers with active licenses in their respective medical disciplines, public health professionals, or a members of a medical disaster response team who volunteer for disaster service

Volunteer and donation groups can greatly enhance and supplement emergency response personnel and materials. The county will follow the State Disaster Service Worker (DSW) program guidelines. By law, the DSW program says that all public employees are disaster service workers, and are required to perform “such disaster service activities as may be assigned to them by their superiors or by law.” Coordination is established by the Operational Area with neighboring jurisdictions and Cal OES. These coordination efforts have a direct impact on multi-jurisdictional response planning and recovery roles. The level of involvement will vary considerably depending upon the nature and complexity of the incident. Volunteer agencies mobilize their resources through their own systems.

## **6.6 Training and Exercises**

Training, tests and exercises are essential to ensure public officials, emergency response personnel and the public are ready. As part of the emergency management training curriculum, it is recommended that personnel with emergency responsibilities complete emergency management courses as described by the SEMS Approved Course of Instruction and the National Incident Management System (NIMS) integration criteria. The Governor’s Office of Emergency Services provides training for emergency managers and first responders through the California Specialized Training Institute. Each agency is responsible to maintain training and exercise records that demonstrate self-certification and compliance with SEMS and NIMS.

### **6.6.1 Preparedness Exercises**

Exercises provide personnel with an opportunity to become familiar with the procedures, facilities and systems that will be used in an emergency. Town departments should plan for and participate in an exercise program that involves emergency management response personnel from multiple disciplines and multiple jurisdictions.

Exercises should:

- Be as realistic as possible
  - Use the application of SEMS
  - Be based on risk assessments
  - Include non-governmental organizations and private sector when appropriate
- Refer to state and federal guidelines for other specifics

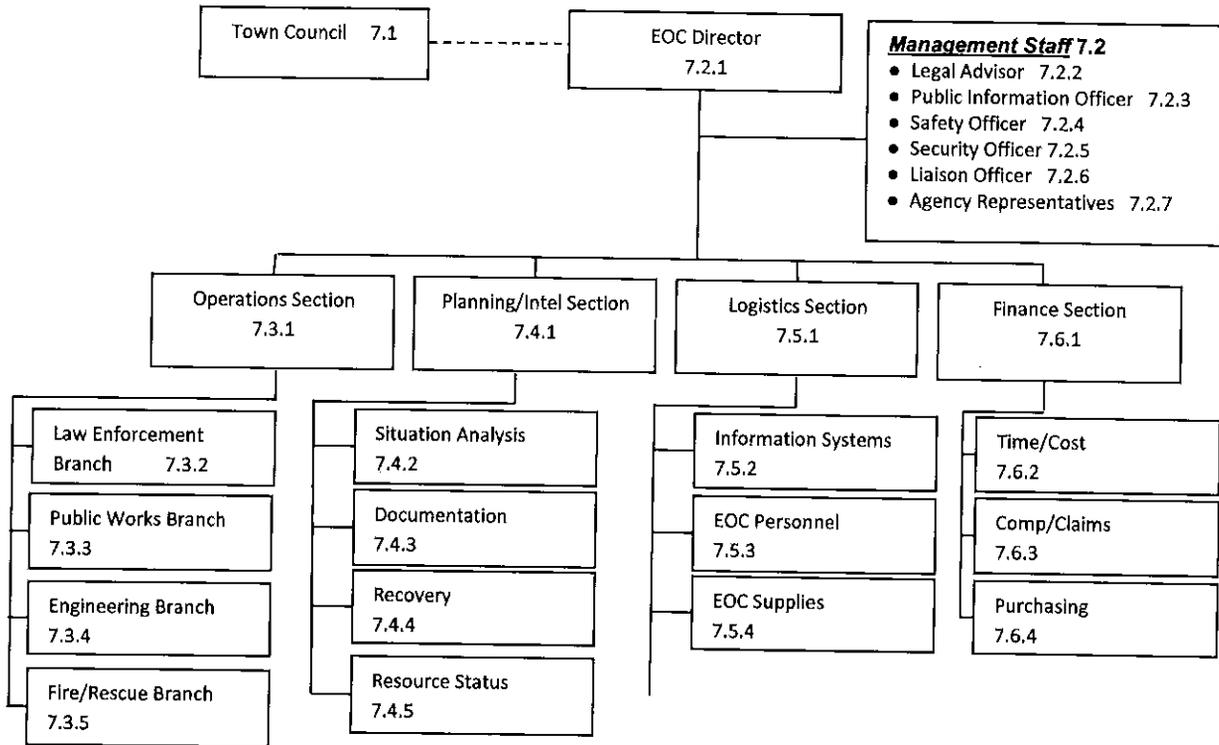


# SECTION VII: EMERGENCY OPERATIONS CENTER STAFFING

## Functional Organization Chart

### Town of Moraga Emergency Operations Center (EOC)

Serving as a Local Government Multi-Agency Coordination Center (MAC)



EOC STAFFING

The Town of Moraga has assigned personnel to each of the Emergency Operations Center positions. *Specific EOC staffing assignments are subject to change from time to time based upon turnover of Town staff.* Descriptions of each section and each position are included in this section of the Emergency Operations Plan.

The purpose of the Emergency Operations Structure is to allow for the most efficient flow of information within Town government and outside between the Town and other jurisdictions, agencies, and organizations.

### 7.1 TOWN COUNCIL

The Town Council is the elected governing body responsible for passing laws and making policy that sets the direction of the Town Government. Day-to-day administration of the Town government is deferred to the Town Manager and the Town staff.



In the event of an emergency that requires activation of the Town's EOC, the Town government will be operating under a different set of systems and procedures. The Town Council will be initially responsible for establishing the legal authority and organization from which the Town will operate in times of an emergency, including:

- Undertaking periodic policy review of the Emergency Operations Plan under which the Town will operate,
- Being available to the Emergency Services Director to ratify any proclamation of Local Emergency,
- Passing emergency ordinances and resolutions,
- Designating alternates in the event Town Council members are unavailable at the time of an emergency (See Appendix 1),
- Facilitating the continuity of Government following an emergency.

Rather than meeting according to a regular published meeting schedule, the Town Council is expected to be involved in the incident response in ways that enable and complement ongoing operation of the EOC and EOC staffing. This could occur in a number of different ways, and may be dependent upon resource availability in the event of an EOC activation.

**Although not directly involved in EOC staffing or operation, the Town Council will receive regular briefings from the Emergency Services Director or designated EOC staff.**

## 7.2 MANAGEMENT SECTION

The Town Manager is the EOC Director and leads the Town's Emergency Management Staff. From the EOC, the Director constantly assesses the situation, knows what resources are available, determines strategy for implementing the plan to handle the incident(s), monitors how the plan is working, adjusts the plan to meet the realities of the situation, and coordinates all of the Town's response activities through the section chiefs. The Director ensures the Town Council is informed of the progress and strategies being implemented during the response.

The EOC Director is supported by Management Staff. They are delegated responsibility to perform management support functions. Management Staff positions will vary depending upon the EOC Director's need for support. The Management Staff positions are extremely important in that they relieve the EOC Director of many activities that may interfere with the Director's primary responsibility for EOC management.

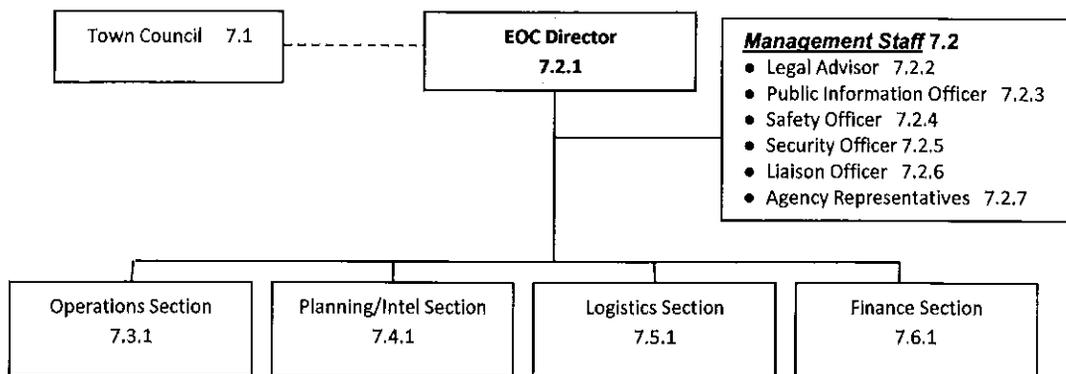
### Management Section Duties

Manage EOC functions and coordinate the overall response/recovery effort, including:

- Prioritizing, decision-making, coordination, tasking, and conflict resolution within the OC.
- Report to the Town Council.
- Report to Cal OES through the OA EOC.
- Inter-jurisdictional coordination.
- Activation, including notification and recall, and deactivation of the EOC



### 7.2.1 EOC Director



#### Function Description

The EOC Director has overall responsibility and authority for the operation of the EOC. He/she will ensure that the EOC is staffed and operated at a level commensurate with the emergency. The EOC Director reports directly to the Town Council or their designated alternates.

The EOC Director will delegate authority as appropriate and necessary to members of the Management Staff and to the General Staff.

Positions reporting to the EOC Director include but are not limited to:

#### Management Staff (Called the Command Staff)

- Legal Advisor
- Public Information Officer
- Liaison Officer
- Safety Officer
- Security Officer

#### Section Chiefs (called the General Staff)

- Operations Section Chief
- Planning/Intelligence Section Chief
- Logistics Section Chief
- Finance Section Chief

#### EOC Priorities

1. Life Safety
2. Limit casualties and damage.
3. Restore jurisdiction to normal as quickly as possible.
4. Protect the environment.

#### EOC vs ICP

EOC provides Coordination, Policy and Support  
 ICP in the field provides Command

#### Response Priorities

- Save Lives
- Protect Property
- Preserve the Environment
- Restore Essential Services
- Ensure Cost Recovery



## EOC Director Responsibilities

1. Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between emergency response agencies within the jurisdictional area.
3. In conjunction with the General Staff, set jurisdictional objectives and priorities for response efforts. Ensure that all department and agency actions are accomplished within the objectives and priorities established at the EOC.
4. Ensure that inter-agency coordination is accomplished effectively.

### Mass Care

Provide life-sustaining services to the affected population with a focus on hydration, feeding and sheltering to those who have the most need, as well as support for reunifying families.

### Services and Resources

Provide essential public and private services and resources to the affected population and surrounding communities, to include emergency power to critical facilities, fuel support for emergency responders, and access to community staples (e.g., grocery stores, pharmacies and banks) and fire and other first response services.

### Opening the EOC

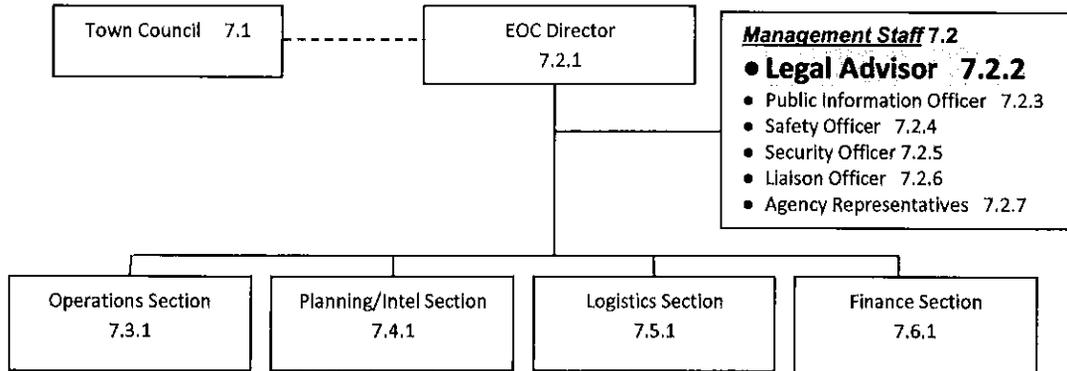
1. Coordinate with Police or Public Works staff to open the building.
2. Unload the trailer contents.
3. Using the map from the trailer, set-up tables, chairs and equipment in the appropriate locations.
4. Coordinate with amateur radio personnel and assist with unloading and set-up of radio equipment, as needed.
5. Establish connectivity via WebEoc with other EOCs.

### Responder Safety

Ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for all traditional and atypical response personnel engaged in lifesaving and life-sustaining operations.



### 7.2.2 Legal Advisor



#### Function Description

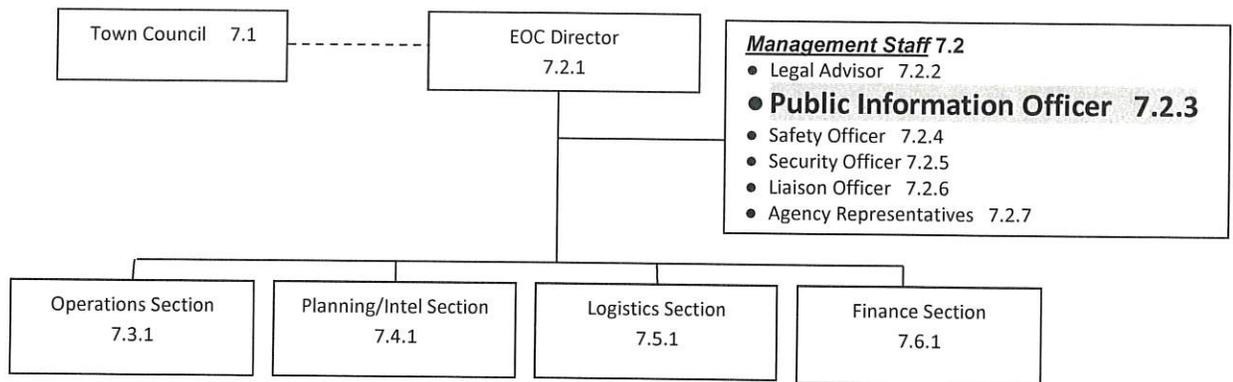
The Town Attorney functions as the Legal Advisor, supplying immediate and direct legal advice to the EOC Director regarding policy implementation, emergency ordinances, liability issues, and claims against or on behalf of the Town.

#### Responsibilities

1. Assist and serve as legal advisor to the EOC Director and General Staff as needed.
2. Assist the EOC Director in facilitating the overall functioning of the EOC.



### 7.2.3 Public Information Officer



#### Function Description

The Public Information Officer serves as the primary point of contact between the EOC, the media and the public. The Public Information Officer will prepare information releases, brief media representatives, and provide for press conferences. Normally, the Public Information function will also oversee the Rumor Control activity.

#### Responsibilities

1. Serve as the central coordination point for the agency or jurisdiction for all media releases.
2. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
3. Coordinate media releases with Public Information Officers at incidents or representing other affected emergency response agencies as required (establish a Joint Information Center – JIC – if needed).
4. Develop the format for press conferences, in conjunction with the EOC Director.
5. Maintaining a positive relationship with the media representatives.
6. Supervise all Public Information activities as needed.
7. Monitor social media and reply to posts in a timely fashion to mitigate rumors and other false information.

**PIO**

Deliver coordinated, prompt, reliable and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

**Lessons Learned**

Be thoughtful in using social media to ask for resources since there is no way to modulate (or regulate) what is coming in terms of quality and quantity.

**CWS**

Get values for the variables listed in Appendix 14 before contacting dispatch.

**CWS**

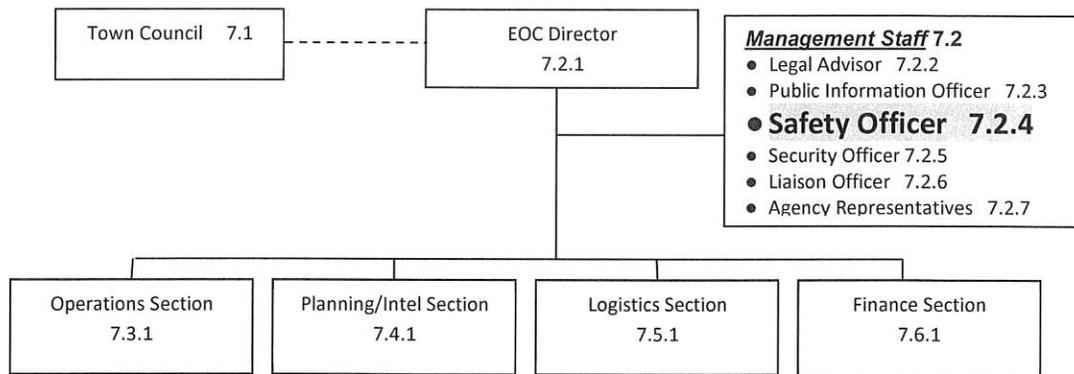
The County's Community Warning System may be used to provide time-sensitive alerts and warnings to affected members of the public about imminent hazards to human life or health for which specific protective action is recommended. These types of warnings typically include major hazardous material incidents, public health emergencies, law enforcement emergencies, fires threatening populated areas, severe flooding, or missing persons. The most common protective actions for these types of hazards are shelter in place, evacuate, or be on the lookout.

The Community Warning System automatically coordinates the transmission of alerts and warnings over a variety of delivery systems, including:

- Sirens near major industrial facilities and in other special safety zones
- Telephone Emergency Notification System (TENS) that includes both landlines (Reverse 911) throughout the county, and pre-registered mobile devices (cell phones, text message, email)
- Social media, including Facebook and Twitter, and a CWS website postings
- California's Emergency Digital Information System (EDIS)
- Federal Integrated Public Alert and Warning System (IPAWS)
  - Emergency Alert System (EAS)
  - NOAA weather radios
  - Wireless Emergency Alerts (WEA)
- The Community Warning System has predesigned templates for a variety of warning messages to expedite the message development process. Although templates exist for many of the hazards common in Contra Costa County, it is important to remember that all messages should include:
  - What authority is issuing the warning
  - What the hazard is
  - A specific affected area for which the warning is in effect
  - What, specifically, people who are affected by this warning should do about it
  - How long the warning is in effect/when it expires



## 7.2.4 Safety Officer



### Function Description

When activated, the Safety Officer position at the EOC is to ensure that a safe working environment is established and maintained within the facility. The Safety Officer will routinely inspect and correct any deficiencies in the operating environment of the EOC. The Safety Officer will also ensure that personnel working in EOC positions are not over stressed or working for extended periods that may jeopardize their health.

### Responsibilities

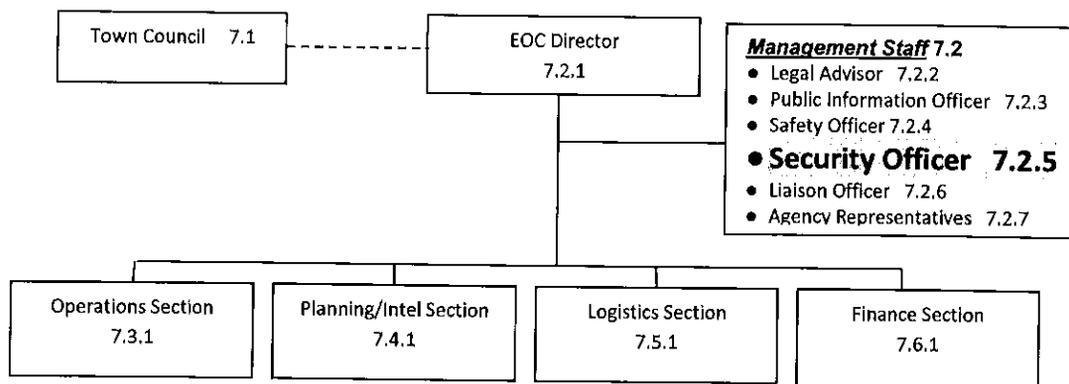
1. Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner, considering the existing situation and conditions.
3. Stop or modify all unsafe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

### Lessons Learned

Safety is a big problem; everybody has a chainsaw, but few know how to use it safely or have the proper safety equipment.



### 7.2.5 Security Officer



#### Function Description

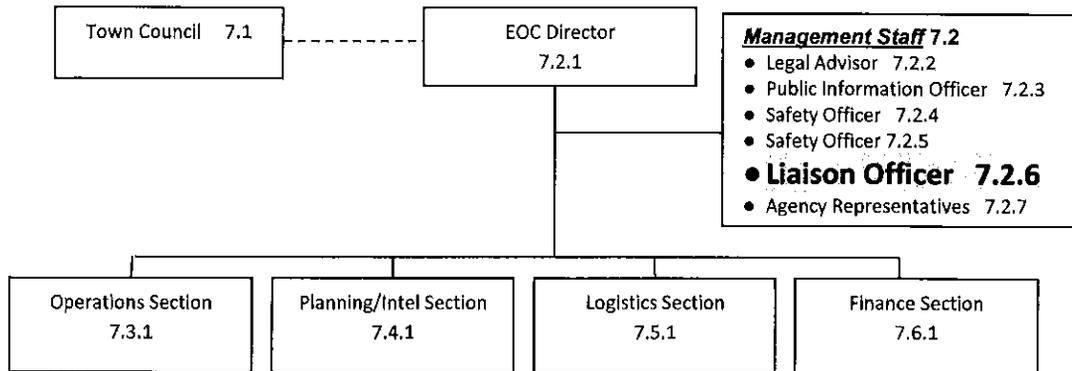
The Security Officer position at the EOC is to ensure that a physically secure working environment is established and maintained within the facility. The Security Officer will control access to the EOC through physically securing the building and providing a login / logout procedure.

#### Responsibilities

1. Ensure that all buildings and other facilities used in support of the EOC are in a physically secure condition at all times.
2. Control personnel access to the EOC in accordance with policies established by the EOC Director.
3. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a secure manner, considering the existing situation and conditions.



## 7.2.6 Liaison Officer



### Function Description

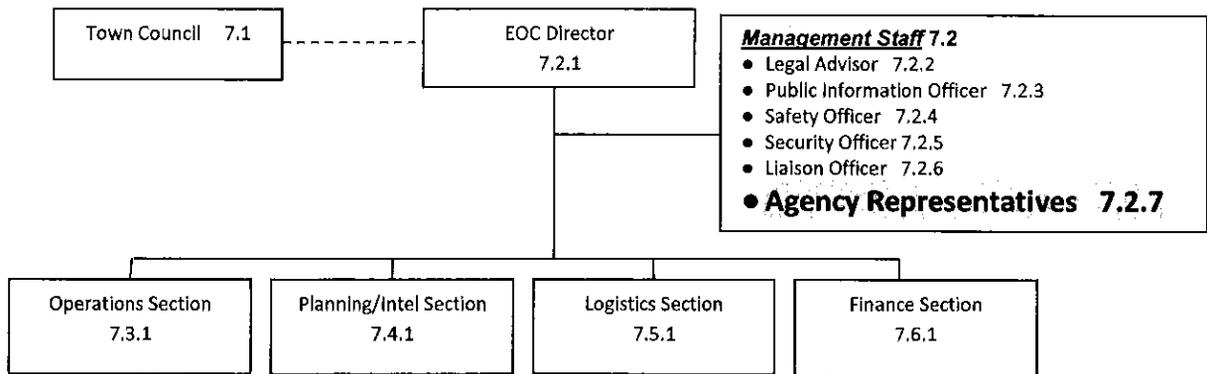
The Liaison Officer function provides a primary point of contact for all incoming agency representatives assigned to the EOC. The Liaison Officer will ensure that agency representatives are provided with the necessary workspace, communications, information and internal points of contact necessary to perform their responsibilities. The Liaison Officer will also ensure that the EOC Director is informed as to what agencies are represented in the EOC.

### Responsibilities

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



### 7.2.7 Agency Representatives



#### Function Description

Agency Representatives are individuals assigned to the EOC by other agencies/jurisdictions. The Agency Representatives serve three principal functions:

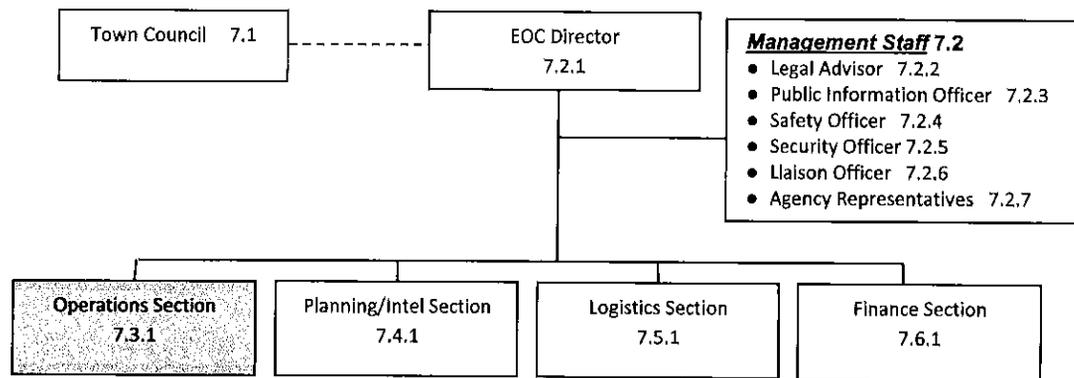
1. They will bring to the EOC information from the agency they represent.
2. They will normally have some level of authorization to speak or act for their agency.
3. They will provide their agency with information obtained at the EOC.

#### Responsibilities

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



## 7.3 OPERATIONS SECTION



The Operations Section in the Local Government EOC acts as the primary point of contact between the EOC and the Department Operations Center (DOC), and is linked directly to field Incident Commands. Department Coordinators 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 DOCs and field Incident Commands as appropriate to the jurisdiction.

### 7.3.1 Operations Section Chief

#### Function Description

The Town's Chief of Police will normally serve as the Operations Section Chief and be responsible for the management and coordination of all EOC related Operations functions. The Operations Section Chief will ensure, based on the nature of the emergency that all necessary operational functions have been activated and are appropriately staffed.

#### Document Everything

- Keep detailed records
- Videotape and photograph damage
- Record all recovery expenses
- Use ICS Forms to document emergency operations

#### Responsibilities

1. Ensure that the Operations function is carried out including coordination of activities for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of organization within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Exercise overall responsibility for the coordination of activities within the Operations Section.
5. Ensure that the Planning/Intelligence Section is provided with Status Reports and Major Incident Reports (utilizing the RIMS formats if available).



6. Conduct periodic Operations briefings for the EOC Director as required or requested.
7. Supervise the Operations Section.

Provide fatality management services, including body recovery and victim identification, working with state and local authorities to provide temporary mortuary solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.

### **Lessons Learned**

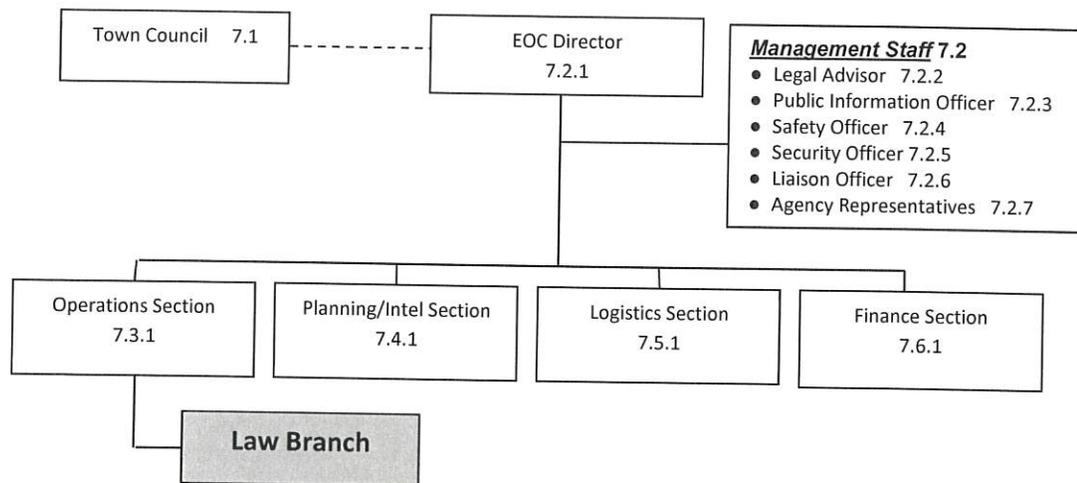
- Communities need traffic flow and access plans for predetermination of priority for closing and opening roads for access.
- Street signs disappeared; you may need to mark streets and designate locations beforehand.
- Utilities, especially electric power companies, must improve communication with local EOC and responders; this would have meant roads opened sooner.
- Personnel don't know how to use or read the Urban Search & Rescue marking system.

### **Lessons Learned**

Plan on fire/EMS personnel self-dispatching and arriving looking to assist in the disaster operations.



## 7.3.2 Law Branch



### Function Description:

The Law Branch in the Operations Section is responsible for linking the EOC to law enforcement agency's DOCs, Dispatch Centers, and the law enforcement mutual aid system. Additionally the Law Branch will connect the jurisdiction with Incident Command on incidents under the management of law enforcement agencies. The Law Branch Director reports to the Operations Section Chief. The Branch will obtain situation reports, requests for resource support (outside of the mutual aid system), and be the primary link from the EOC to law enforcement operations.

### Lessons Learned

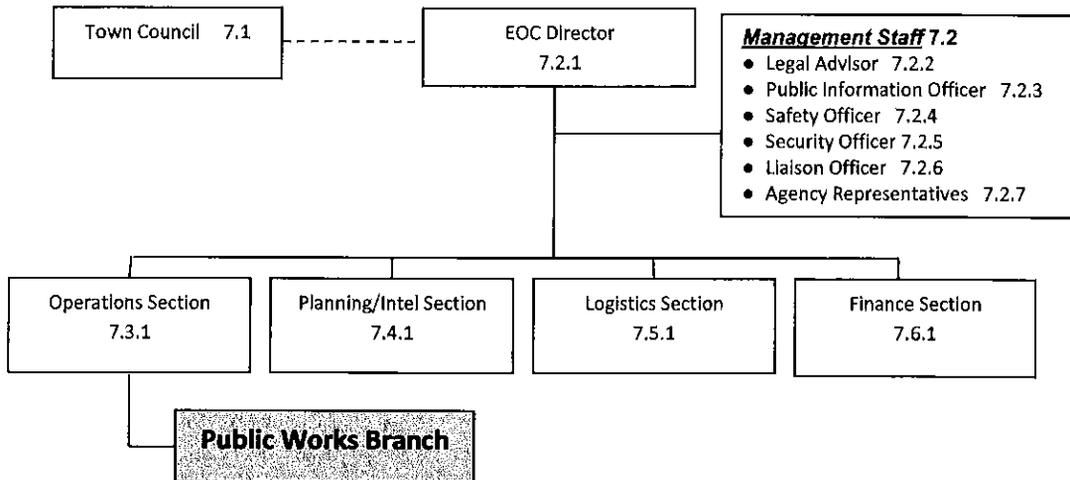
The emergency management agencies, fire departments, and law enforcement agencies receive a large number of requests for welfare checks that place a burden on resources if answered.

### Responsibilities

1. Coordinate movement, evacuation and repopulation operations during an emergency.
2. Alert and notify the public of the impending or existing emergency.
3. Coordinate law enforcement, criminal investigation, search and rescue, and traffic control operations during the emergency.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Group at the Operational Area EOC.
6. 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.
7. Coordinate the field services division responsible for law enforcement and public safety functions related to animals impacted by the disaster.



### 7.3.3 Public Works Branch



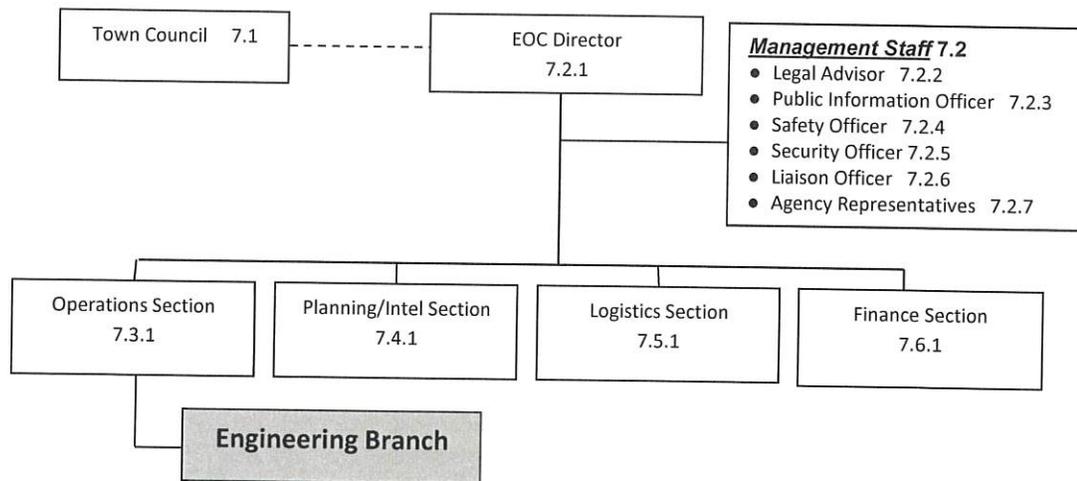
The Public Works Branch acts to repair and/or replace damaged items and provide support to other entities similarly engaged as required by the EOC Director and the nature of the disaster. The Public Works Branch Director reports to the Operations Section Chief.

#### Responsibilities

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



### 7.3.4 Engineering Branch



#### Function Description

The Engineering Branch coordinates all infrastructure related activities during an emergency, including coordination of utility services (public and private), engineering, and damage and safety inspections and assessments. The Engineering Branch Director reports to the Operations Section Chief.

#### Responsibilities

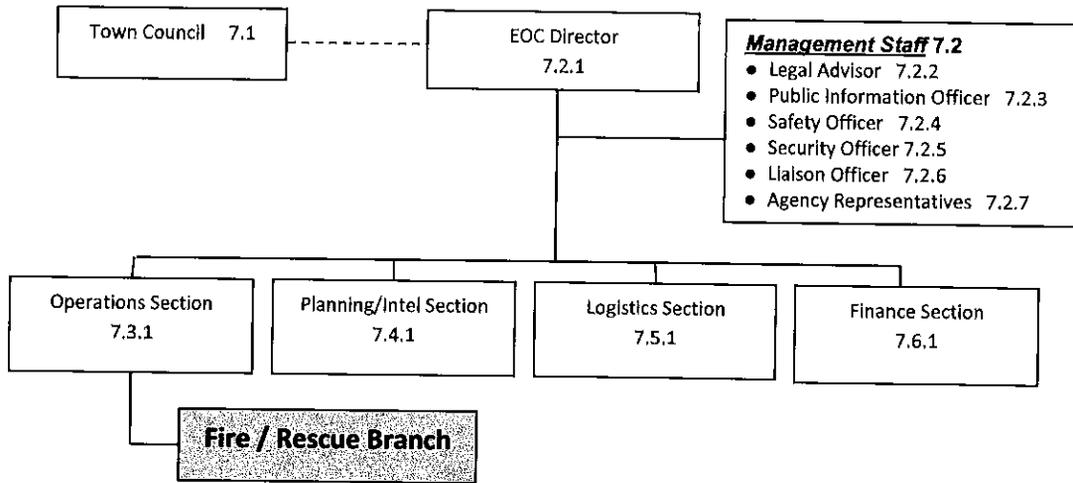
1. Survey all public infrastructure systems, such as streets and roads within the jurisdictional area.
2. Survey all utility systems, and coordinate the restoration of systems that have been disrupted
3. Survey all public and private facilities, assessing the damage to such facilities, and initiate requests for Engineers to inspect structures and/or facilities.
4. Provide detailed damage/safety assessment information to the Planning/Intelligence Section, with associated loss damage estimates.
5. Maintain detailed records on damaged areas and structures.
6. Utilize the Building Inspection Equipment cache located in the Town's EOC Trailer.
7. Assist other sections, branches, and units as needed.

#### Lessons Learned

The utility companies did not communicate with the EOC initially; they need to communicate their priorities for power restoration to emergency management officials.



### 7.3.5 Fire/Rescue Branch



#### Function Description

The Fire/Rescue Branch in the Operations Section is responsible for linking the EOC to Fire and Rescue agency’s DOCs, Dispatch Centers, and the Fire/Rescue mutual aid system. Additionally the Fire/Rescue Branch will connect the jurisdiction with Incident Command on incidents under the management of Fire and Rescue agencies. The Fire/Rescue Branch Director reports to the Operations Section Chief. The Branch will obtain situation reports, requests for resource support (outside of the mutual aid system), and be the primary link from the EOC to fire and rescue operations.

#### Responsibilities

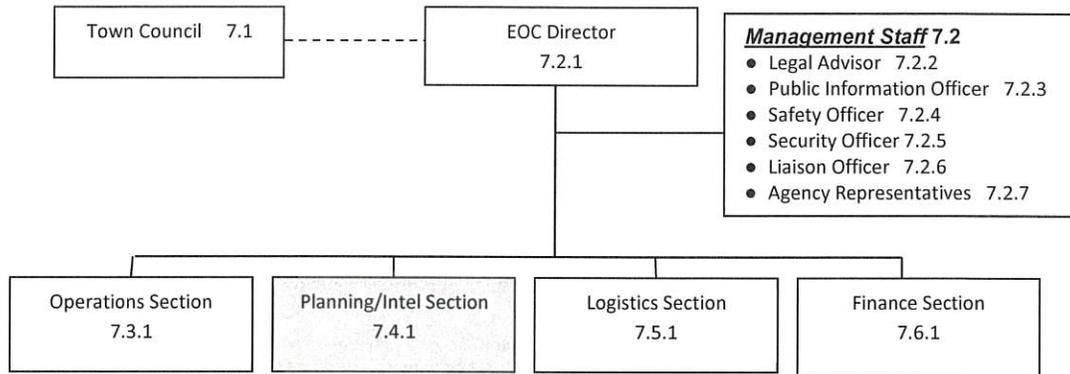
1. Coordinate fire, emergency medical, hazardous materials, and urban search and rescue operations in the jurisdictional area.
2. Work within the Fire & Rescue Mutual Aid System to acquire mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain status reports for major fire and rescue incidents requiring or potentially requiring operational area, state and federal response, and maintain status of unassigned fire & rescue resources.
5. Coordinate with the Law Enforcement Branch Director on Search & Rescue activities.
6. Implement the objectives of the EOC Action Plan assigned to the Fire & Rescue Branch.
7. Respond to requests for non-fire support resources from the fire departments DOC in a timely manner, following established priorities (life safety, protection of the environment, and protection of property).



8. Assist in mobilizing urban search & rescue teams at the request of Department Operations Centers (DOCs) or Incident Commands as appropriate.
9. Ensure that all available emergency medical resources are identified, assigned and mobilized as required.
10. Determine the status of medical facilities within the affected area.
11. Ensure adequate transportation resources are available for appropriate DOCs or Incident Commands for the transportation of injured victims to appropriate medical facilities.
12. Determine the scope of hazardous materials incidents. Utilize the HAZMAT Emergency Response Guide.
13. Assist in mobilizing hazardous materials teams at the request of Department Operations Centers or Field Incident Commanders.
14. Request assistance from and/or provide hazardous materials support as required to Operational Area Emergency Response Agencies consistent with established priorities and objectives.
15. Ensure that deployed teams are provided with adequate support.



## 7.4 PLANNING / INTELLIGENCE SECTION



The Planning / Intelligence Section will gather information from a variety of sources, analyze and verify the 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.

### 7.4.1 Planning / Intelligence Section Chief

#### Function Description

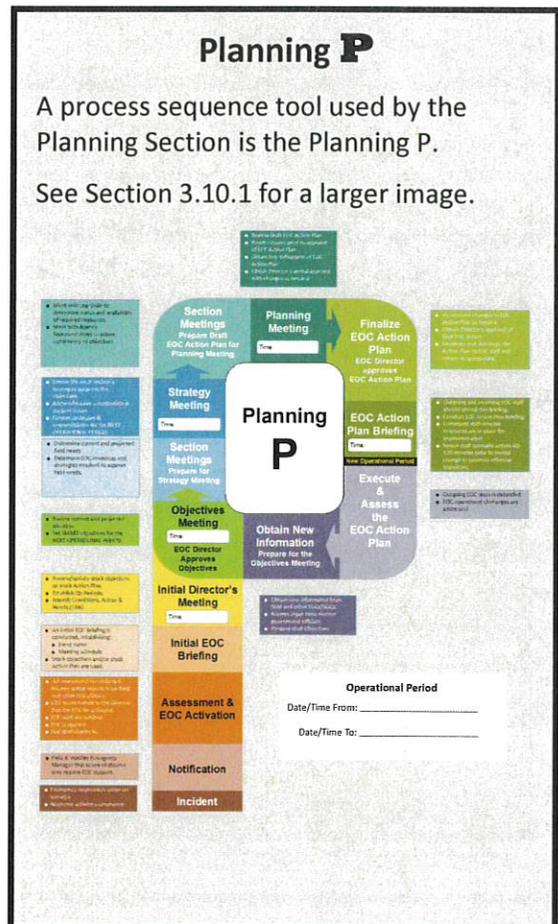
The Planning / Intelligence Section Chief, is responsible for the management and coordination of all EOC related Planning/Intelligence functions. The Section Chief is a member of the general staff and reports directly to the EOC Director.

#### Responsibilities

- ✓ COLLECT
- ✓ TRACK
- ✓ MONITOR
- ✓ SHARE

Ensure that the following responsibilities of the Planning / Intelligence Section are addressed as required:

1. Collecting, analyzing, and displaying situation information,
2. Preparing periodic Situation Reports,
3. Preparing and distributing the EOC Action Plan and facilitating the Action Planning meetings.
4. Conducting Advance Planning activities and reports





5. Providing technical specialists (subject matter experts) to support the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
6. Establish the appropriate level of organization for the Planning/Intelligence Section.
7. Exercise overall responsibility for the coordination of unit activities within the section.
8. Keep the EOC Director informed of significant issues affecting the Planning / Intelligence Section.
9. In coordination with the other section Chiefs, ensure that Status Reports are completed and utilized as a basis for situation reports and the EOC Action Plan.

### Lessons Learned

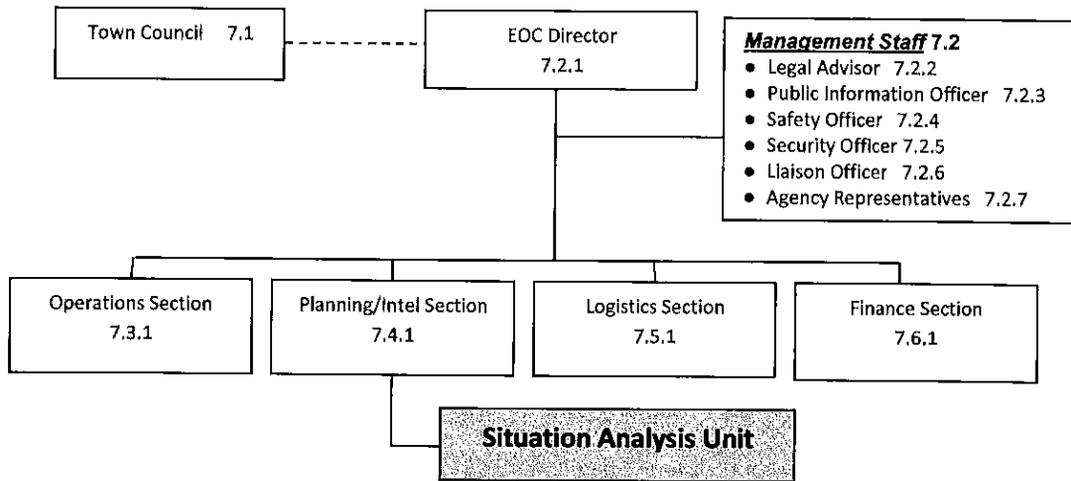
GPS and Geographic Information Systems are important tools for disaster operations.

### Situational Assessment

Provide all decision-makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.



### 7.4.2 Situation Analysis Unit

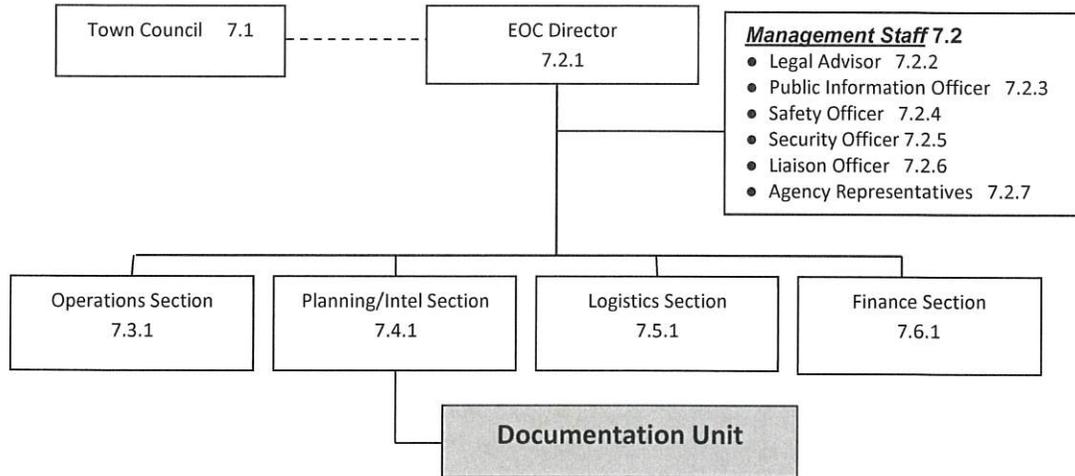


#### Responsibilities

1. Oversee the collection, organization, and analysis of situation information related to the emergency.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation reports are developed for dissemination to EOC staff and also to other EOCs as required.
4. Develop an EOC Action Plan for each operational period.
5. Ensure that all maps, status boards and other displays contain current and accurate information.



### 7.4.3 Documentation Unit



#### Responsibilities

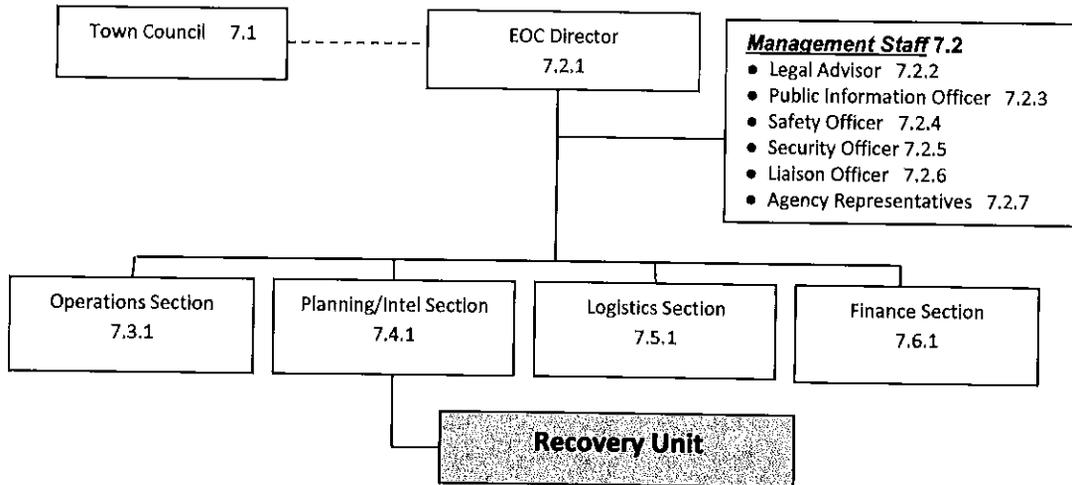
1. Collect, organize and file all completed emergency related forms, to include: all EOC position logs, situation reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to EOC staff.
3. Distribute the EOC situation reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the emergency.
5. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.

**Lessons Learned**

Have a plan to triage calls for nonlife threatening and nonemergency requests for assistance.



### 7.4.4 Recovery Unit

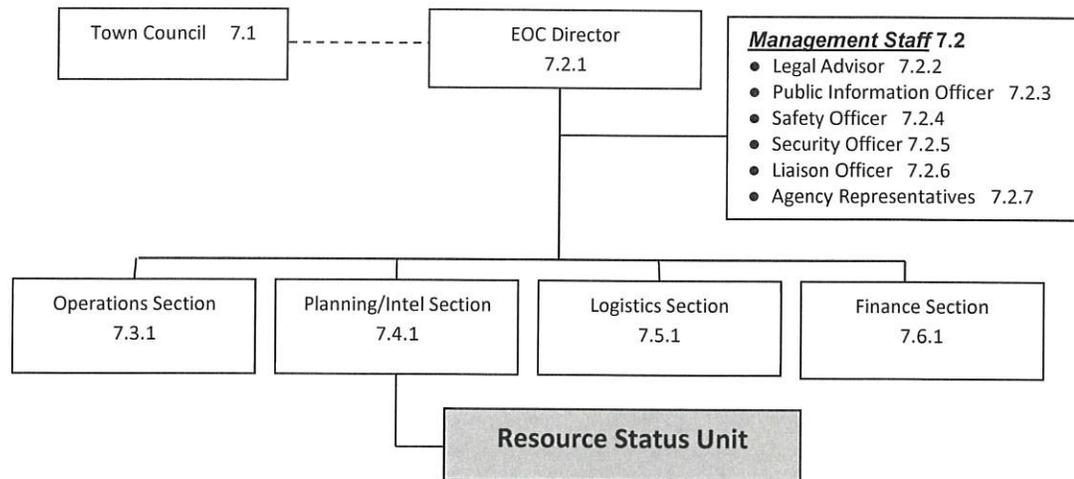


#### Responsibilities

1. Determine impacts of the emergency requiring recovery planning.
2. Initiate recovery planning meetings with appropriate individuals and agencies.
3. Develop the initial recovery plan and strategy for the jurisdiction.
4. Ensure that all appropriate agencies are kept informed and have the opportunity to participate in the recovery planning process.
5. Develop the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort.



## 7.4.5 Resource Status Unit

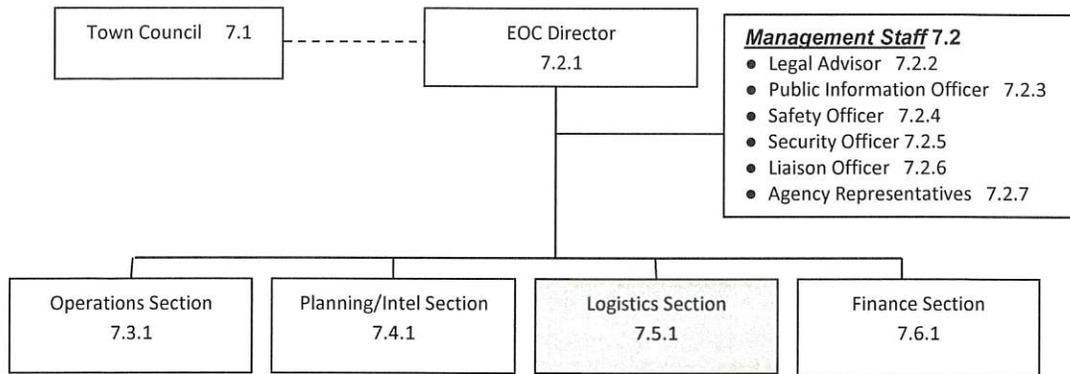


### Responsibilities

1. Receive briefing from immediate supervisor.
2. Acquire work materials.
3. Organize and brief subordinates.
4. Complete forms and reports required of the position and send through the supervisor to the Documentation Unit.
5. Participate in EOC Action planning meetings, as required.
6. Order additional unit staff, as appropriate.
7. Maintain unit records, including Unit/Activity Log (ICS Form 214).
8. Establish the check-in function at the EOC.
9. Prepare Organization Assignment List (ICS Form 203).
10. Prepare appropriate parts of Division Assignment Lists (ICS Form 204).
11. Prepare and maintain the Incident Command Post (ICP) display (to include organization chart and resource allocation and deployment).
12. Maintain and post the current status and location of all resources.
13. Maintain master roster of all resources checked in at the EOC.
14. A Check-in/Status Recorder reports to the RUL and assists with the accounting of all resources assigned to the incident.



## 7.5 LOGISTICS SECTION



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, DOC or agency requests for support directed to the EOC will be channeled through the EOC Operations Section.

### 7.5.1 Logistics Section Chief

The Logistics Section Chief reports to the EOC Director.

#### Responsibilities

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

#### Lessons Learned

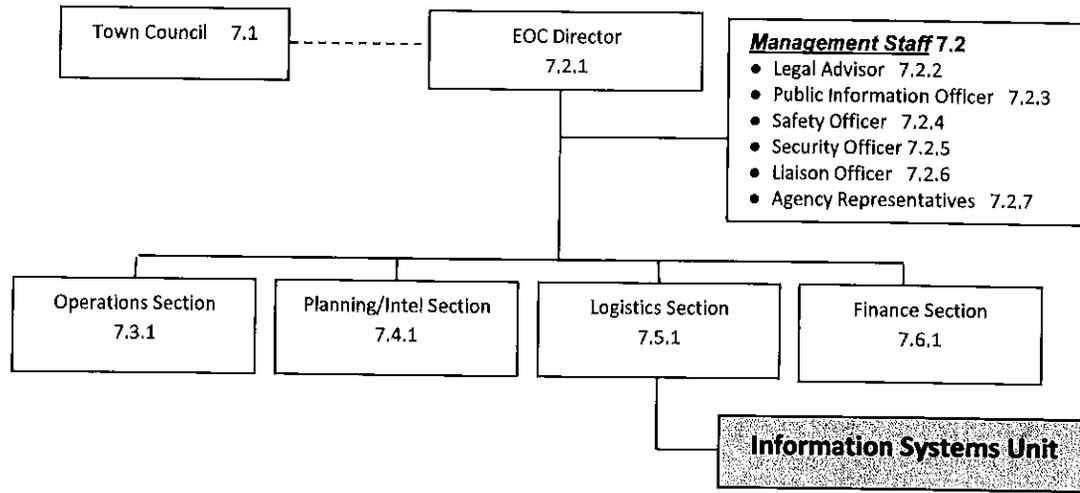
Testing and fueling backup power generators before the event was not done.

#### Lessons Learned

- Agencies should plan initial logistic needs based on those identified in exercises but be prepared early on to increase levels on requests as the event unfolds.
- Incomplete processes for resource ordering and tracking got in the way of getting things that were needed. Lack of paperwork should not be an impediment.
- No plan for resource ordering and tracking sets you up for failure.
- Order what you need early.
- Perform a gap analysis for key resources required in order to provide life-saving and sustaining capabilities.
- Without power, obtaining fuel was a problem. Many facilities did not have back-up power and few had "hand-pumping" capability.



## 7.5.2 Information Systems Unit (including Communications)



### Function Description

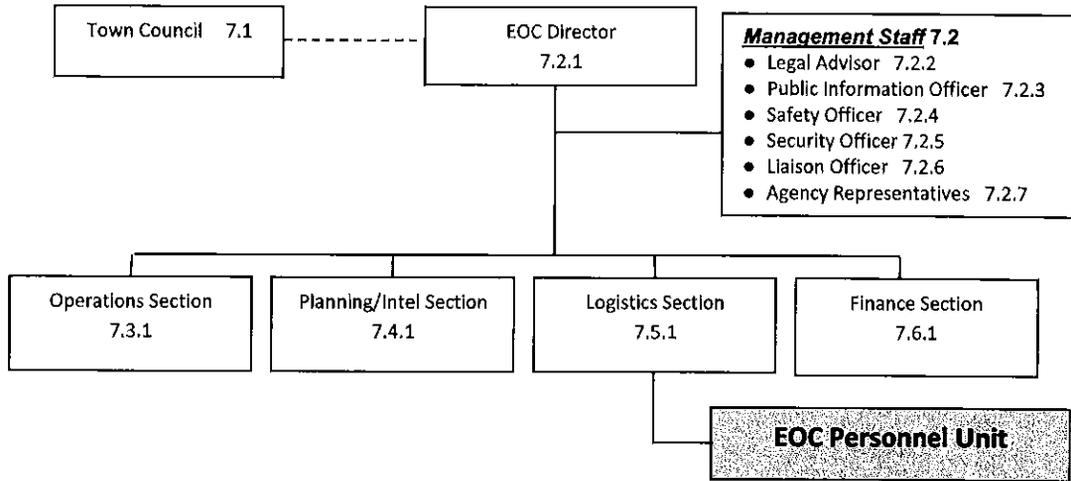
Information Systems Unit provides internal and external communications services to meet and support the Town's EOC operating requirements. Services may include; computers, printers, Internet access, telephones, fax machines, TV and radio receivers, and two-way radios.

### Responsibilities

1. Determine specific telephone, computer hardware, and software application requirements for all EOC positions.
2. Ensure EOC radios, telephones, and computer resources are installed and maintained.
3. Provide and monitor reliable communications links with the County's/Operational Area EOC.
4. Establish a Town EOC Communications Center with sufficient radio frequencies, phone lines, computer links and staff to facilitate 24-hour operation as needed.
5. Develop and distribute a Communications Plan that identifies all systems in use and lists specific frequencies, telephone numbers, and email addresses being used by the emergency.



### 7.5.3 EOC Personnel Unit

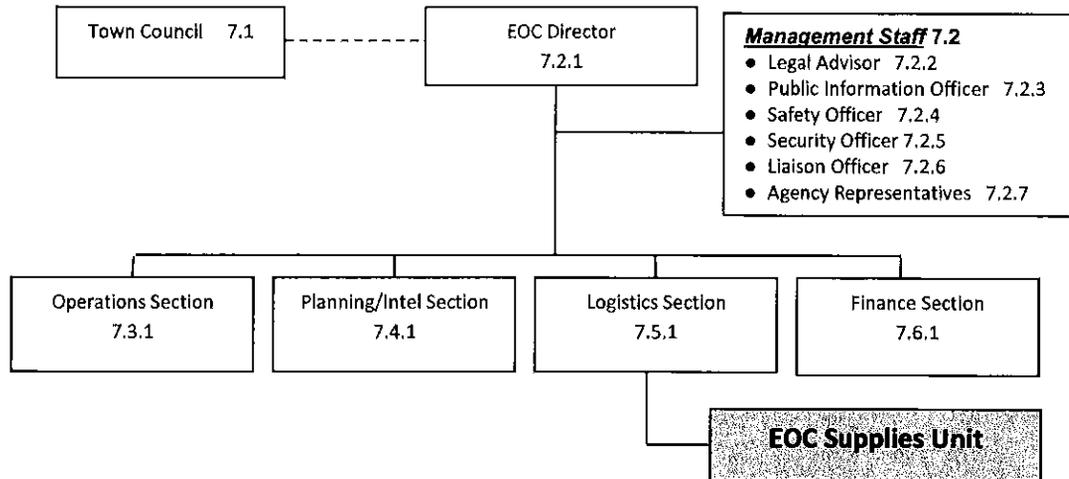


#### Responsibilities

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Develop an EOC organization chart.



### 7.5.4 EOC Supplies Unit

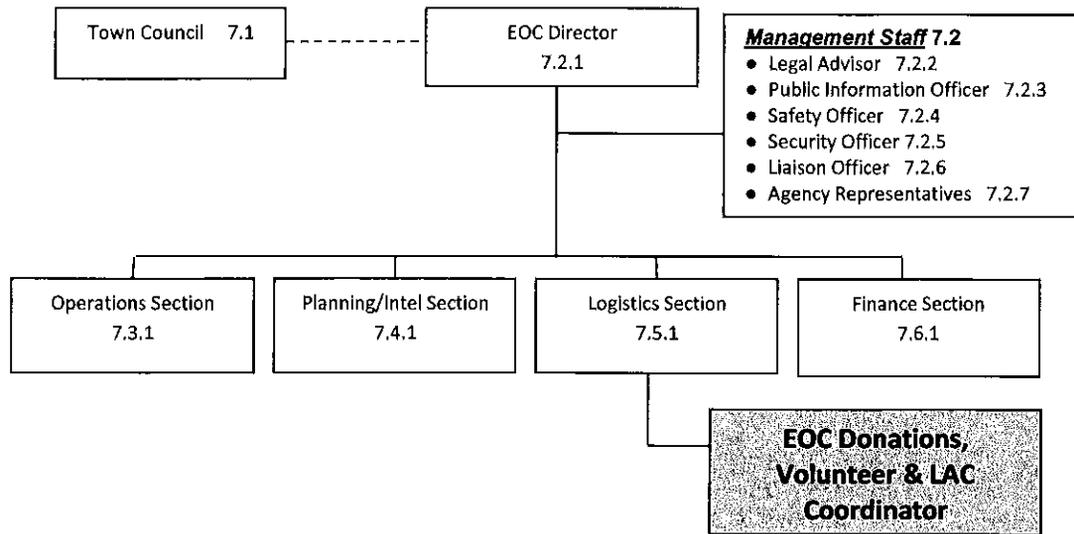


#### Responsibilities

1. Oversee the procurement and allocation of supplies and materiel not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance Section.
3. If necessary, utilize manual (paper) purchase orders found in the EOC.
4. Coordinate delivery of supplies and materiel as required.
5. Maintain a stock of materials and supplies to support EOC operations.



### 7.5.5 EOC Donations, Volunteer and LAC Coordinator

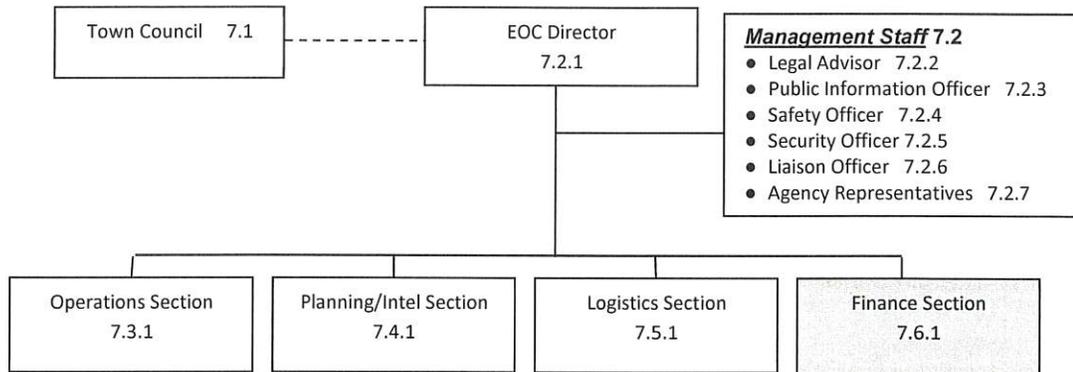


#### Responsibilities

1. Implement Annex ESF-17 - Donation & Emergent Volunteer Management
2. Oversee the acceptance, storage and distribution of donations.
3. Oversee the recruitment, registration, training and utilization of volunteers.
4. Oversee the requests for volunteers from responding agencies.
5. Request the opening of a Volunteer Reception Center as needed.
6. Oversee the risk management of affiliated and spontaneous volunteers including training and insurance records.
7. Oversee the placement of and act as a liaison to the Local Assistance Center.



## 7.6 FINANCE SECTION



The Finance 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.

### 7.6.1 Finance Section Chief

#### Responsibilities

1. Ensure that all financial records are maintained throughout the emergency.
2. Ensure that all on-duty time is recorded for all emergency response personnel at the EOC (both paid and volunteer).
3. Ensure that all on-duty time sheets are collected from EOC assigned personnel and that Sections are collecting this information from Field Level Supervisors or Incident Commanders and their staffs.
4. Ensure there is a continuum of the payroll process for all employees responding to the emergency.
5. Determine purchase order limits for the procurement function in Logistics Section.
6. Ensure that workers' compensation claims, resulting from the response are processed within a reasonable time, given the nature of the situation.
7. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
8. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Branch.

#### Lessons Learned

Advise the fire departments to inventory damaged and destroyed equipment and promptly submit claims through their insurance companies. Also, revise insurance as necessary to ensure any future losses are protected or insured (public assistance grants may cover the losses).

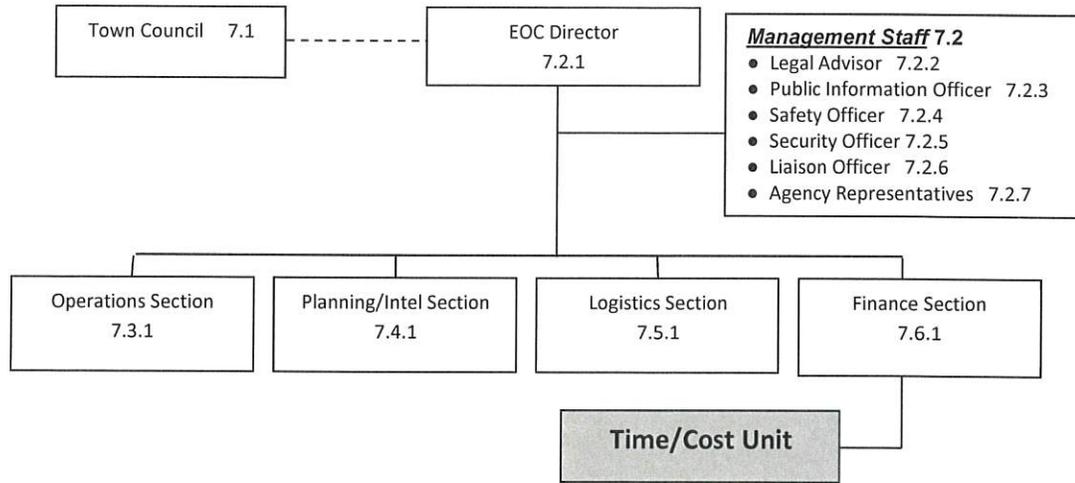
- ✓ COLLECT
- ✓ TRACK
- ✓ MONITOR
- ✓ SHARE



9. Activate units within the Finance Section as required; monitor section activities continuously and modify the organization as needed.
10. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.



## 7.6.2 Time/Cost Unit



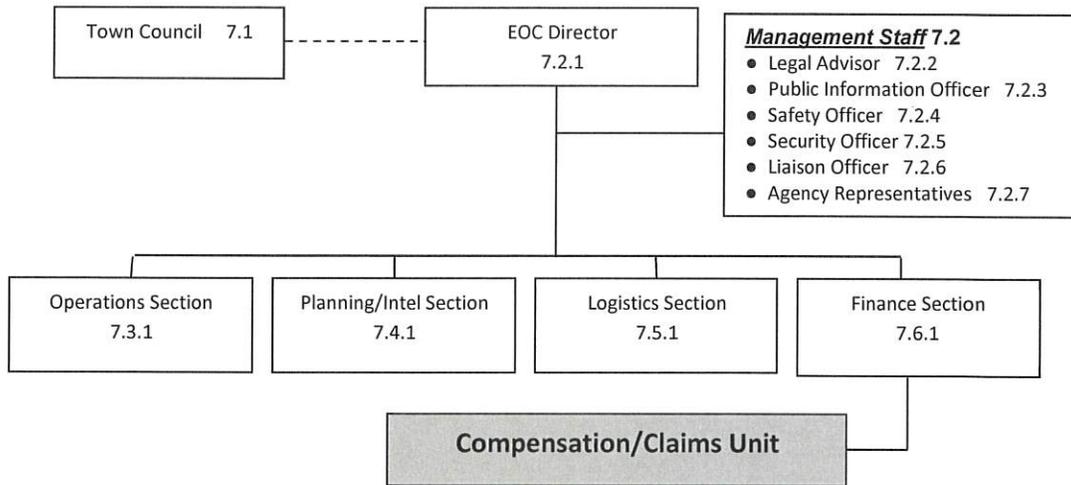
### Responsibilities

1. Track, record, and report all on-duty time for personnel working during the emergency.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to the appropriate budget and payroll office.
3. Collect cost information, perform cost-effectiveness analyzes and provide cost estimates and cost savings recommendations.





### 7.6.3 Compensation and Claims Unit



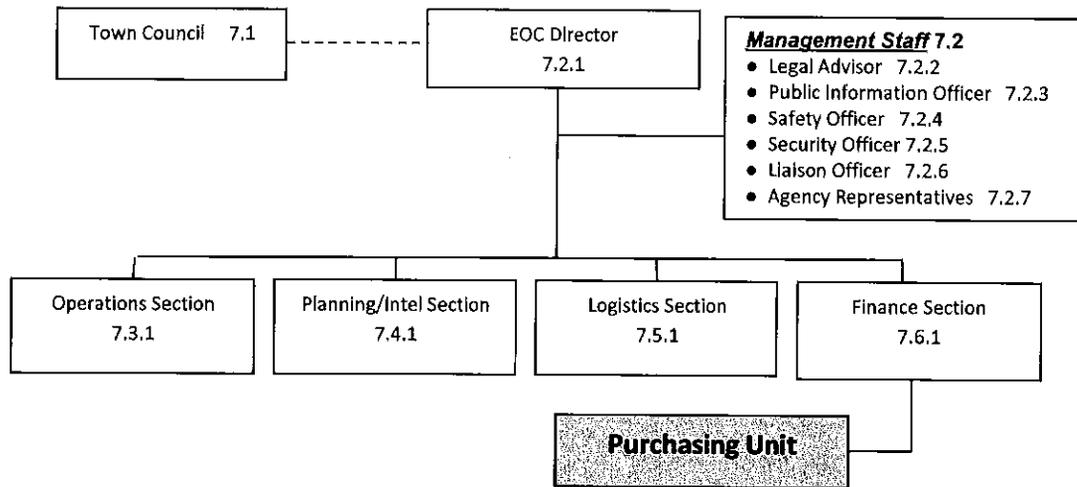
#### Responsibilities

1. Oversee the investigation of injuries and property/equipment damage claims arising out of the emergency.
2. Complete all forms required by workers' compensation program.
3. Maintain a file of injuries and illnesses associated with the emergency to include results of investigations.

- ✓ COLLECT
- ✓ TRACK
- ✓ MONITOR
- ✓ SHARE



### 7.6.4 Purchasing Unit



#### Responsibilities

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. If necessary, utilize manual (paper) purchase orders found in the EOC.
3. Coordinate with Finance Section Chief on all matters involving the need to exceed established purchase order limits.



## SECTION VIII: AUTHORITIES, REFERENCES and REGULATIONS

### 8.1 Authorities, References and Regulations

The authority for the Town of Moraga *Emergency Operations Plan* (EOP) is provided in the documents below. Town of Moraga Municipal Code Chapter 8-314 provides for the authority of implementing the Moraga EOP.

Title / Citation	Origination	Application	Description / Summary
California Emergency Services Act, Chapter 7, Division 1, Title 2 of California Government Code	State of California	State and local government agencies	Confers emergency powers to the Governor, establishes OES, delineates the emergency responsibilities of state agencies, and establishes the state mutual aid system
SEMS Chapter 1, Division 2, Title 21 of the California Code of Regulations	State of California	State and local government agencies	Provides the framework for emergency management in California, directs each agency to be responsible for "emergency planning, preparedness, and training" and directs each agency to establish a line of succession "and train its employees to properly perform emergency assignments"
Governor's Executive Order W-9-91	State of California	State and local government agencies	Establishes basic emergency preparedness objectives and policies to be carried out by state officials
California Disaster and Civil Defense Master Mutual Aid Agreement	State of California	State and local government agencies	Provides a framework for the provision of mutual aid to agencies in need during an emergency event
Emergency Managers Mutual Aid Plan	State of California	State and local government agencies	Outlines policies, procedures, and authorities for provision of emergency management personnel from unaffected jurisdictions to support affected jurisdictions during an emergency event, in accordance with the Master Mutual Aid Agreement
State of War Emergency Orders and Regulations	State of California	State and local government agencies	Explains the broad powers of the Governor during a State of War emergency
State Emergency Plan	State of California	State and local government agencies	Describes the authorities, responsibilities, functions, and operations of all levels of government during extraordinary emergencies
Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act)	Congress of the United States (Public Law 93-288, as amended)	Federal agencies	Authorizes the Federal Government to provide assistance in emergencies and disasters when state and local capabilities are exceeded
National Response Framework	U.S. Department of Homeland Security	All levels of government, and non-governmental and private sector entities	Provides guidance on how the nation conducts all hazard incident responses

AUTHORITIES & REFERENCES



Homeland Security Presidential Directive No. 5	The Executive Office of the President	Federal, state and local agencies with responsibilities for emergency response	Authorizes the development and implementation of NIMS, which establishes standardized incident management processes that all responders use to conduct response actions
Homeland Security Presidential Directive No. 8	The Executive Office of the President	Federal, state and local agencies with responsibilities for emergency response	Establishes policies for strengthening national preparedness, including the National Preparedness Goal and Target Capabilities List



# GLOSSARY & ACROMYNS

## GLOSSARY OF TERMS

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

**All Hazards:** Refers to a policy or program that is designed to deal with a variety of natural and technological hazards.

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

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

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

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

**Command Post:** See **Incident Command Post**.

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

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

**Continuity Communications:** Communications that provide the capability to perform essential functions, in conjunction with other agencies, under all conditions.



**Continuity Facilities:** Locations, other than the primary facility, used to carry out essential functions, particularly in a continuity event. Continuity Facilities, or “Alternate facilities”, refers to not only other locations, but also nontraditional options such as working at home, telecommuting, and mobile-office concepts.

**Continuity of Government (COG):** Includes measures to ensure continued leadership and preservation of vital records, thereby maintaining a viable system of government supported by law; establish emergency authorities legally vested in government leaders so that they have prescribed powers to act; ensure survivability of mechanisms and systems for direction and control so that actions directed by leaders can be communicated and coordinated; sustain essential emergency services and resources so that critical response and recovery actions can achieve widest possible implementation.

**Continuity of Operations Planning (COOP):** An internal effort within an organization to assure that the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents and technological and/or attack/terrorist-related emergencies. Accordingly, an effective Emergency Management Program (EMP) not only addresses the four phases of mitigation, preparedness, response and recovery, but includes COOP planning activities to ensure that ancillary and support functions would continue with little or no interruption.

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

**Delegations of Authority:** Identification, by position, of the authorities for making policy determinations and decisions at HQ, field levels, and all other organizational locations. Generally, pre-determined delegations of authority will take effect when normal channels of direction have been disrupted and will lapse when these channels have been reestablished.

**Department Operations Center (DOC):** A centralized location for a single department or agency where their internal incident management and response takes place.

**Devolution of Control and Direction:** Capability to transfer statutory authority and responsibility for essential functions from an agency’s primary operating staff and facilities to other agency employees and facilities.

**Disaster:** A sudden and extraordinary misfortune; a calamity, which threatens or effects extraordinary loss of life or property.

**Disaster Service Worker (DSW):** All public employees in California are subject to such emergency or disaster activities as may be assigned by their supervisors or by law.

**Emergency:** A condition of disaster or of extreme peril to the safety of persons and property within the state 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 Alert System (EAS):** An established system to enable the President, Federal, State and local jurisdiction authorities to disseminate emergency information to the public via the Commercial Broadcast System (CBS), (composed of amplitude modulation (AM), frequency modulation (FM), television broadcasters and the cable industry); formerly known as the Emergency Broadcast System (EBS).

**Emergency Management:** The discipline and the profession of applying science, technology, planning and management to deal with extreme events that can injure or kill large numbers of people, do extensive damage to property and disrupt community life. As a process, it involves preparing, mitigating, responding and recovering from an emergency. Critical functional components include planning, training, simulating drills (exercises) and coordinating activities.

**Emergency Operations Center (EOC):** A centralized location where individuals responsible for responding to a large scale emergency can have immediate communication with each other and with emergency management personnel for the purpose of enhancing coordination in exercising direction and control of emergency response and recovery efforts.

**Emergency Operations Plan (EOP):** The EOP is the document that describes strategies for managing emergency situations.

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

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

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

**Essential Functions:** The critical activities performed by organizations, especially after a disruption of normal activities. There are three categories of essential functions: NEFs, PMEFs and MEFs.



**Evacuation:** The process of moving persons out of an area affected or potentially affected by a disaster situation.

**Federal Coordinating Officer (FCO):** The individual appointed by the Federal Emergency Management Agency Director (by delegation of authority from the President) to coordinate assistance in a federally declared disaster.

**Federal Disaster Area:** An area of a state (oftentimes defined by counties) that is declared eligible for federal disaster relief under the Stafford Act. These declarations are made by the President usually as a result of a request made by the Governor of the affected state.

**Federal Emergency Management Agency (FEMA):** An agency created in 1979 to provide a single point of accountability for all Federal activities related to disaster mitigation, preparedness, response and recovery. FEMA manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all Federal agencies in the event of a presidential disaster declaration.

**Federal Emergency Response Team:** An interagency team consisting of the lead representative from each Federal department or agency assigned primary responsibility for an ESF and key members of the Federal Coordinating Officer's staff, formed to assist the FCO in carrying out his/her coordination responsibilities. The Emergency Response Team provides a forum for coordinating the overall Federal response, reporting on the conduct of specific operations, exchanging information and resolving issues related to ESF and other response requirements. Emergency Response Team members respond to and meet as requested by the FCO. The Emergency Response Team may be expanded by the FCO to include designated representatives of other federal departments and agencies as needed.

**Full-Scale Exercise (FSE):** An activity intended to evaluate the operational capability of emergency management systems in an interactive manner over a substantial period of time. It involves the testing of a major portion of the emergency plan and organizations in a highly stressful environment. It includes the mobilization of personnel and resources to demonstrate coordination and response capabilities. The EOC is activated and field command posts may be established. A FSE is always formally evaluated.

**Functional Annex:** A document that supplements the EOP, which provides further planning information for a specific aspect of emergency management.

**Functional Exercise (FE):** Activities designed to test or evaluate the capability of individual or multiple emergency management functions. It is more complex than a tabletop exercise in that activities are usually under time constraints and are followed by an evaluation or critique. It usually takes place in some type of coordination or operating center. The use of outside resources is often simulated. No field units are used.

**Governor's Authorized Representative (GAR):** An individual authorized by the Governor to sign amendments to the Federal-State Agreement and to verify the grant applications from the State and local jurisdictions.



**Hazardous Materials Team (HazMat):** A term used to describe a team of highly skilled professionals who specialize in dealing with hazardous material incidents.

**Hazard Mitigation Grant Program (HMGP):** A program authorized under Section 404 of the Stafford Act, which provides funding for hazard mitigation projects that are cost effective and complement existing post-disaster mitigation programs and activities by providing funding for beneficial mitigation measures that are not funded through other programs.

**Human Capital:** during a continuity event, emergency employees and other special categories of employees who are activated by an agency to perform assigned response duties.

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

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

**Incident Command System (ICS):** A nationally used standardized on-scene emergency management concept specifically designed to allow its users 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 field level component of SEMS. It 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.

**Individual Assistance:** Supplementary Federal assistance available under the Stafford Act to individuals, families and businesses which includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief and other services or relief programs.

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

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



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

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

**Local Government:** Local agencies as defined in Government Code §8680.2 and special districts as defined in California Code of Regulations, Title 19, Division 2, Chapter 5, CDAA, §2900(y). **Major Disaster:** As defined in Federal law as “ any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion or other technological or human caused catastrophe in any part of the United States which, in the determination of the President, causes damage of sufficient severity and magnitude to warrant major disaster assistance in alleviating the damage, loss, hardship or suffering caused thereby.”

**Master Mutual Aid Agreement:** The California Disaster and Civil Defense Master Mutual Aid Agreement made and entered into by and among the State of California, its various departments and agencies, and the various political subdivisions of the State. The agreement provides for support of one jurisdiction by another.

**Mitigation:** Activities taken to eliminate or reduce the degree of risk to life and property from hazards, either prior to or following a disaster or emergency.

**Mobilization:** A process of activating resources including personnel, equipment and supplies. The process would include notification, reporting and setup to attain full or partial readiness to initiate response and recovery actions.

**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.

**Mutual Aid:** Voluntary aid and assistance in the event that a disaster should occur, by the interchange of services and facilities, including, but not limited to fire, police, medical and health, communication and transportation services and facilities, to cope with the problems of rescue, relief, evacuation, rehabilitation and reconstruction which would arise in the event of a disaster. Mutual aid is designed to ensure that adequate resources, facilities, and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

**Mutual Aid Region:** A subdivision of the State emergency services organization, established to facilitate the coordination of mutual aid and other emergency operations within an area of the state, consisting of two or more county OAs.

**National Response Framework (NRF):** A national level plan developed by FEMA in coordination with 26 Federal departments and agencies, plus the American Red Cross.



**National Warning System (NAWAS):** The Federal portion of the Civil Defense Warning System, used for the dissemination of warnings and other emergency information from the FEMA National or Regional Warning Centers to Warning Points in each state. Also used by the State Warning Points to disseminate information to local Primary Warning Points. Provides warning information to state and local jurisdictions concerning severe weather, earthquake, flooding and other activities which affect public safety.

**Operational Area (OA):** An intermediate level of the state emergency services organization, consisting of a county and all political subdivisions within the county area. The OA is a special purpose organization created to prepare for and coordinate the response to emergencies within a county area. Each county is designated as an OA. An OA may be used by the County and the political subdivisions for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the State's EOCs and the EOCs of the political subdivisions comprising the OA. The OA augments, but does not replace, any member jurisdiction.

**Orders of Succession:** Provisions for the assumption of senior agency offices during an emergency in the event that any of those officials are unavailable to execute their legal duties.

**Preliminary Damage Assessment (PDA):** The joint local, State, and Federal analysis of damage that has occurred during a disaster and which may result in a Presidential Declaration of Disaster. The PDA is documented through surveys, photographs and other written information.

**Preliminary Damage Assessment Team:** An ad hoc group that comes together after a disaster whose main purpose is to determine the level of disaster declaration that is warranted. The team usually consists of local, State, and Federal representatives to do an initial damage evaluation to sites damaged.

**Preparedness:** Actions taken in advance of an emergency to develop operational capabilities and facilitate an effective response in the event an emergency occurs. Preparedness measures include continuity of government, emergency communications, EOCs, EOPs, emergency public information materials, public education programs, exercise of plans, mutual aid agreements, stocking of disaster supplies, training of emergency response personnel and warning systems.

**Presidential Declaration:** A formal declaration by the President that an emergency or major disaster exists based upon the request for such a declaration by the Governor and with the verification of FEMA PDAs.

**Private Sector:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.

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



**Political Subdivision:** Any Town, Town and county, county, district or other local governmental agency or public agency authorized by law.

**Public Assistance (PA):** A supplementary Federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, Native Americans or eligible private, nonprofit organizations.

**Public Assistance Officer (PAO):** A member of the FEMA Regional Director's staff who is responsible for management of the PA Program.

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

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

**Reconstitution:** The process by which surviving and/or replacement agency personnel resume normal agency operations from the original or replacement primary operating facility.

**Recovery:** An activity to return vital life support systems to minimum operating standards and long term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to crisis counseling, damage assessment, debris clearance, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing and business resumption full scale.

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

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

**Response:** Actions taken immediately before, during or directly after an emergency occurs to save lives, minimize damage to property and the environment and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, EAS activation, emergency instructions to the public, emergency medical assistance, staffing the EOC, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization and warning systems activation.



**Robert T. Stafford Disaster Relief and Emergency Assistance Act:** (Public Law 93-288, as amended by Public Law 100-707) The act authorizes the greatest single source of Federal disaster assistance. It authorizes coordination of the activities of Federal, State and volunteer agencies operating under their own authorities in providing disaster assistance, provision of direct Federal assistance as necessary and provision of financial grants to individuals and families. This act is commonly referred to as the Stafford Act.

**Safety Officer:** A member of the Command Staff (Management Staff at the SEMS EOC Level) responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel.

**Section:** The organizational level having responsibility for a major functional area of an incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration).

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

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

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

**Standardized Emergency Management System (SEMS):** The consistent set of rules and procedures governing the overall operational control or coordination of emergency operations specified in CCR Title 19, Division 2, §2400 et sec. It identifies at each level of the statewide emergency organization the direction of field forces and the coordination of joint efforts of government and private agencies. The ICS is the field level component of SEMS.

**State of Emergency:** A governmental declaration that may suspend some normal functions of government, alert residents to change their normal behaviors or order government agencies to implement emergency operations plans.

**Table Top Exercise (TTX):** An activity in which officials and key staff or others with emergency responsibilities are gathered together informally to discuss simulated emergency situations. It is designed to elicit constructive discussion by the participants without time constraints. Participants evaluate plans and procedures and resolve questions of coordination and assignment of responsibilities in a non-threatening format under minimum stress.

**Tests, Training, and Exercises (TT&E):** Measures to ensure that an agency's continuity plan is capable of supporting the continued execution of the agency's essential functions throughout the duration of a continuity event.



**Vital Records Management:** The identification, protection and ready availability of electronic and hard copy documents, references, records, information systems, data management software and equipment needed to support essential functions during a continuity situation.

**Volunteer:** For purposes of NIMS, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. See 16 U.S.C. 742f(c) and 29 CFR 553.101.

**Windshield Survey:** A quick visual overview of the affected disaster area performed within the first 24 hours after the disaster.



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## ACRONYMS

**#**

211 HelpLink Social Services Hotline  
911 US emergency number

**A**

AAR After Action Report  
ACS Auxiliary Communications Service  
ARC American Red Cross  
ATC Air Traffic Control  
ATC-20-2 Applied Technology Council  
(20-2 refers to the training course for building inspectors)

**B**

BA Biological Assessment  
BOS Board of Supervisors

**C**

CAHAN California Health Alert Network  
CAD Computer-Aided Design  
Cal OES California Office of Emergency Services  
CALWAS California Warning Alert System  
CATEX Categorical Exclusion  
CBO Community Based Organization  
CBP Customs and Border Protection  
CBS Commercial Broadcast System  
CDAA California Disaster Assistance Act  
CEQA California Environmental Quality Act  
CERCLA Comprehensive Environmental Response, Compensation and  
Liability Act  
CESRS California Emergency State Radio System  
CERT Community Emergency Response Team  
CFAA California Fire Assistance Agreement  
CFR Code of Federal Regulations  
CGC California Government Code  
CGS California Geological Survey  
CISD Critical Incident Stress Debriefing  
COG Continuity of Government  
COOP Continuity of Operations  
CWA Clean Water Act  
CWS Community Warning System

**D**

DCF Disaster Control Facility  
DHS Department of Homeland Security  
DMC Debris Management Center  
DOC Department Operations Center




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DOP	Department Operations Plan
DPW	Department of Public Works
DRC	Disaster Recovery Center
DSW	Disaster Service Worker
<b>E</b>	
EA	Environmental Assistance
EAP	Emergency Action Plan
EAS	Emergency Alert System
EBMUD	East Bay Municipal Utility District
EBRPD	East Bay Regional Park District
EBS	Emergency Broadcast System
EDIS	Emergency Digital Information System
EF	Emergency Function
EHU	Environmental Historical Unit
EIS	Environmental Impact Study
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMO	Emergency Management Organization
EMP	Emergency Management Plan
EMS	Emergency Medical Services
EO	Executive Order
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERC	Emergency Response Coordinator
ERD	Emergency Resource Directory
ESA	Emergency Services Act
ESA	Endangered Species Act
ESF	Emergency Support Function
<b>F</b>	
FAA	Federal Aviation Administration
FCC	Federal Communications Commission
FCO	Federal Coordinating Officer
FE	Functional Exercise
FEMA	Federal Emergency Management Agency
FHWA	Federal Highway Administration
FIRM	Flood Insurance Rate Map
FMAG	Fire Management Assistance Grant
FONSI	Finding of No Significant Impact
FOOT	Field On-Site Observation Teams
FSE	Full Scale Exercise
<b>G</b>	
GAR	Governor's Authorized Representative
GETS	Government Emergency Telecommunications System

**H**

HAM	FCC-Licensed Amateur Radio Operator
HM	Hazard Mitigation
HMGP	Hazard Mitigation Grant Program
HSPD	Homeland Security Presidential Directive

**I**

IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IHP	Individuals & Households Program
IMAT	Incident Management Assistance Teams
IMT	Incident Management Team
IT	Information Technology

**J**

JFO	Joint Field Office
JIC	Joint Information Center

**L**

LAC	Local Assistance Center
LDRM	Local Disaster Recovery Manager
LTGR	Long Term Community Recovery

**M**

MACS	Multi-Agency Coordination System
MBO	Management by Objectives
MEF	Mission Essential Functions
MHOAC	Medical Health Operational Area Coordinator
MMAA	Mass Mutual Aid Agreement
MOU	Memorandum of Understanding

**N**

NAWAS	National Warning Alert System
NCS	National Communications System
NEF	National Essential Functions
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NHPA	National Historic Preservation Act
NIMS	National Incident Management System
NFIP	National Flood Insurance Program
NMFS	National Marine Fisheries Service
NOAA	National Oceanic and Atmospheric Administration
NRCS	National Resource Conservation Service



NRF	National Response Framework
NRP	National Response Plan
NAWAS	National Warning System
NWS	National Weather Service
<b>O</b>	
OA	Operational Area
OAEOC	Operational Area Emergency Operations Center
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
OES	Office of Emergency Services
OIG	Office of the Inspector General
<b>P</b>	
PA	Public Assistance
PAO	Public Assistance Officer
PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
PGE	Pacific Gas and Electric
PIO	Public Information Officer
PMEF	Primary Mission Essential Functions
PNP	Private Non-Profit
POC	Point of Contact
POTS	Plain Old Telephone System
PSAP	Public Safety Answering Point
PW	Project Worksheet
<b>R</b>	
RDMHC	Regional Disaster Medical Health Coordinator
REO	Regional Environmental Office
REOC	Regional Emergency Operations Center
RFMAS	Request for Fire Management Assistance Sub-grant
ROVER	Rapid Observation of Vulnerability and Estimation of Risk
RPA	Request for Public Assistance
RRCC	Regional Response Coordination Center
<b>S</b>	
SAP	Safety Assessment Program
SAT	Safety Assessment Team
SBA	Small Business Administration
SCO	State Coordinating Officer
SEMS	Standardized Emergency Management System
SEP	State Emergency Plan
SFHA	Special Fund Hazard Area
SHPO	State Historic Preservation Office
SOC	State Operations Center
SOP	Standard Operating Procedure



SSGP State Supplemental Grant Program  
STATEX Statutory Extension

**T**

TAP Technical Assistance Program  
TICP Tactical Interoperable Communications Plan  
TTX Table Top Exercise

**U**

USACE United States Army Corps of Engineers  
USDA United States Department of Agriculture  
USFWA United States Fish and Wildlife Service  
USGS United State Geological Survey

**V**

VOIP Voice Over Internet Protocol

**W**

Wi-Fi Wireless devices conforming to IEEE 802.11 standards. See WLAN  
WLAN Wireless Local Area Network  
WPS Wireless Priority Access



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