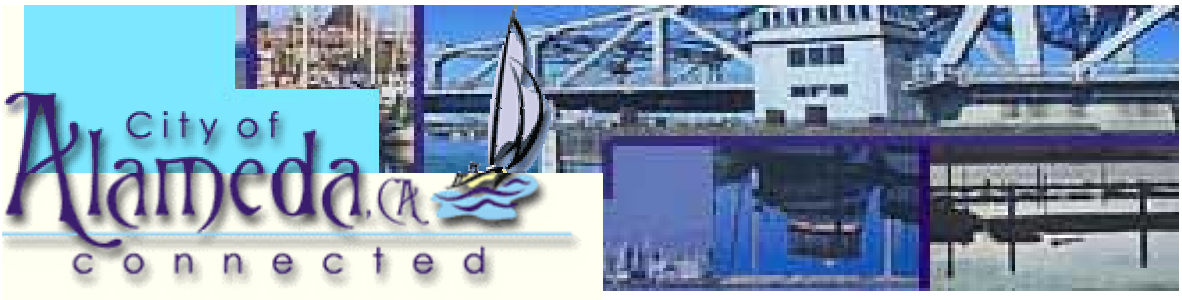


July 2008

Comprehensive Emergency Management Plan

Comprehensive Emergency Management Plan

Table of Contents

1 BASIC PLAN 8

1.1 PROMULGATION 8
1.1.1 The Basic Plan: 8
1.1.2 Requirements 8

2 PURPOSE & SCOPE 9

2.1 PURPOSE 9
2.2 SCOPE 9

3 OBJECTIVES 9

3.1 THE OBJECTIVES OF THE PLAN ARE TO: 9

4 NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS) 10

4.1 NIMS COMPLIANCE 10
4.2 MINIMUM NIMS COMPLIANCE ACTIVITIES TO BE ACHIEVED DURING FY 2005 10
4.2.1 FY 2006 and FY 2007 Requirements 11
4.2.2 Executive Order S-2-05 12
4.3 NIMS CONCEPTS AND PRINCIPLES 13
4.4 NIMS COMPONENTS 13
4.5 COMMAND AND MANAGEMENT 13
4.5.1 Preparedness 13
4.5.2 Resource Management 14
4.5.3 Communications and Information Management 14
4.5.4 Supporting Technologies 14
4.6 ONGOING MANAGEMENT AND MAINTENANCE 14
4.7 INCIDENT COMMAND AND MANAGEMENT 14
4.8 UNIFIED AND AREA COMMAND 15
4.8.1 Unified Command 15
4.8.2 Area Command 16
4.9 MULTI-AGENCY COORDINATION SYSTEMS 17
4.9.1 Multi-agency Coordination System Elements 17
4.10 EMERGENCY OPERATIONS CENTERS 17
4.11 MULTI-AGENCY COORDINATION-ENTITY INCIDENT RESPONSIBILITIES 18

5 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS). 19

5.1 WHAT IS SEMS? 19
5.2 PURPOSE OF SEMS 19
5.3 ORGANIZATIONAL/RESPONSE LEVELS AND ACTIVATION REQUIREMENTS 19
5.3.1 Field Response Level 20
5.3.2 Local Government Level 20
5.3.3 Operational Area 20
5.3.4 Regional 20
5.3.5 State 21
5.4 FEATURES COMMON TO ALL ORGANIZATIONAL/RESPONSE LEVELS 22
5.4.1 Essential Management Functions 22
5.4.2 Management by Objectives 22
5.4.3 Action Planning 22
5.4.4 Organizational Flexibility--Modular Organization 23
5.4.5 Organizational Unity and Hierarchy of Command or Management 23
5.4.6 Span of Control 23
5.4.7 Personnel Accountability 23

5.4.8 Common Terminology *23*
5.4.9 Resources Management *23*
5.4.10 Integrated Communications *24*
5.5 MUTUAL AID 25
5.5.1 What is Mutual Aid? *25*
5.5.2 Mutual Aid Systems *25*
5.5.3 Mutual Aid Coordinators *26*
5.5.4 Participation of Volunteer and Private Agencies *26*
5.5.5 Emergency Facilities used for Mutual Aid *28*
5.6 OVERVIEW OF SEMS RESPONSE 31
5.6.1 Local Incident within Capability of Local Government *32*
5.6.2 Single Jurisdiction Incident--Local Government Requires Some Additional Resources *32*
5.6.3 Major Single Jurisdiction Disaster--Local Government Requires Additional Resources *32*
5.6.4 Major Area-Wide Disaster--Damage in Multiple Operational Areas *33*

6 AUTHORITIES AND REFERENCES 36

6.1 FEDERAL 36
6.1.1 Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988. ..... *36*
6.1.2 Federal Civil Defense Act of 1950 (Public Law 920, as amended) *36*
6.1.3 Department of Homeland Security, HSPD-5 and HSPD-8 ..... *36*
6.2 STATE OF CALIFORNIA 36
6.2.1 California Government Code, Section 3100, Title 1, Division 4, Chapter 4. ..... *36*
6.2.2 The State of California Emergency Plan *36*
6.2.3 California Civil Code, Chapter 9, Section 1799.102 ..... *37*
6.3 LOCAL 38
6.3.1 Alameda County Administrative Code (citations only) *38*
6.3.2 Alameda County Resolutions (citations only) *38*
6.3.3 Alameda County Multi-Hazard Functional Plan *37*
6.3.4 Alameda County Emergency Medical Services Plan *37*
6.3.5 City of Alameda Multi-Hazard Functional Plan *37*
6.3.6 City of Alameda Resolution adopting the California Master Mutual Aid Agreement *37*
6.3.7 City of Alameda Emergency Services Ordinance *37*

7 DEFINITIONS 41

7.1 INCIDENTS, EMERGENCIES, AND DISASTERS. 41
7.1.1 Incident *41*
7.1.2 Emergency *41*
7.1.3 Disaster *42*

8 RESPONSE LEVELS 43

8.1 RESPONSE LEVELS ARE USED TO DESCRIBE THE TYPE OF EVENT: 43
8.1.1 Response Level 1 - Local Emergency *43*
8.1.2 Response Level 2 - Local Disaster *43*
8.1.3 Response Level 3 - Major Disaster *43*
8.2 RESPONSE LEVEL DIAGRAM 44

9 EMERGENCY PHASES 45

9.1 GENERAL INFORMATION REGARDING EMERGENCIES 45
9.1.1 Mitigation Phase *45*
9.1.2 Preparedness Phase *45*
9.1.3 Response Phase *45*
9.1.4 Recovery Phase *46*

10 EMERGENCY PROCLAMATIONS 47

10.1 LOCAL EMERGENCY 47

10.2 STATE OF EMERGENCY 47
10.3 STATE OF WAR EMERGENCY 48
10.4 EMERGENCY PROCLAMATION FORMATS 48
10.4.1 Proclamation of State of Emergency 49
10.4.2 Emergency Proclamation Confirmation Resolution 50
10.4.3 Local Emergency Extension Resolution 51
10.4.4 Terminating Local Emergency Resolution 52
10.4.5 Curfew and Other Restrictions Proclamation 53

11 EMERGENCY ORGANIZATION 54

11.1 OVERALL EMERGENCY STRUCTURE 54
11.2 COMMAND SECTION DEFINITIONS (SEE APPENDIX 1 OF THIS PLAN FOR SPECIFIC RESPONSIBILITIES) 55
11.2.1 City Council (Policy Group) 55
11.2.2 Emergency Operations Center (EOC) Manager 55
11.2.3 Public Information Officer (PIO) 55
11.2.4 Emergency Management Coordinator 55
11.2.5 Legal Officer 55
11.2.6 Joint Staff Group 55
11.2.7 Security Officer 56
11.2.8 Safety Officer 56
11.2.9 Liaison Officer 56
11.3 EMERGENCY OPERATIONS CENTER (EOC) SECTION DEFINITIONS 56
11.3.1 Operations Section Chief 56
11.3.2 Planning & Intelligence Section Chief 57
11.3.3 Logistics Section Chief 58
11.3.4 Finance Section Chief 59
11.4 INCIDENT COMMAND (IC) STRUCTURE (ALSO KNOWN AS FIELD COMMAND STRUCTURES) 60
11.4.1 IC Structure Chart (Does not represent City Emergency Operations Center organization) 60
11.4.2 General ICS Information 60
11.4.3 ICS Organization (Does not represent City Emergency Operations Center organization) 61
11.4.4 Incident Facilities 62
11.4.5 Incident Action Plan 63

12 EMERGENCY OPERATIONS CENTER (EOC) 64

12.1 EXPLANATION OF THE EOC 64
12.2 EOC ACTIVATION 65
12.2.1 When the EOC is activated 65
12.2.2 EOC Activation Checklist 66
12.2.3 EOC Equipment and Supplies Checklist 66
12.2.4 EOC Closeout Checklist 66
12.3 EOC CALL OUT LIST 67
12.4 EOC STAFF IMMEDIATE ACTION CHECKLISTS 68
12.4.1 Director 68
12.4.2 Public Information Officer 69
12.4.3 Liaison 70
12.4.4 Safety & Security Officer 71
12.4.5 Operations Section Chief 72
12.4.6 Logistics Section Chief 73
12.4.7 Planning & Intelligence Section Chief 74
12.4.8 Administration & Finance Section Chief 75
12.5 EOC FORMS & DOCUMENTATION 76
12.5.1 Activity Log 77
12.5.2 Message Form 78
12.5.3 Emergency Resources Summary 80
12.5.4 Planning & Strategy Worksheet 81
12.5.5 Situation Report (SITREP) Form 84

12.5.6 RIMS (Resource Information Management System) Forms 86

13 HAZARD VULNERABILITY ASSESSMENTS/RISK ANALYSES 101

13.1 DISASTER RISKS 101
13.1.1 Major Earthquake Threat Summary 101
13.1.2 Seismic Ground Response 106
13.1.3 Flooding Threat Summary 114
13.1.4 Tsunamis (Seismic Waves) 116
13.1.5 Hazard Materials Vulnerability Threat Summary 117
13.1.6 Terrorism Threat Planning (Terrorism Incident Planning Guidelines) 119

14 PLAN MAINTENANCE AND TRAINING 125

14.1 EMERGENCY OPERATIONS PLAN MAINTENANCE 125
14.2 TRAINING PROGRAM 126
14.2.1 Command Section Training 127
14.2.2 Emergency Operations Center (EOC) Section – Functional Sections 127
14.2.3 Emergency Operations Center Section – Groups, Branches & Units 128
14.2.4 Command Table Top Training 129
14.3 EXERCISES 130
14.3.1 Table Top Exercise 130
14.3.2 Communication and Warning System Tests 130
14.3.3 EOC Functional Exercise 130

APPENDICES

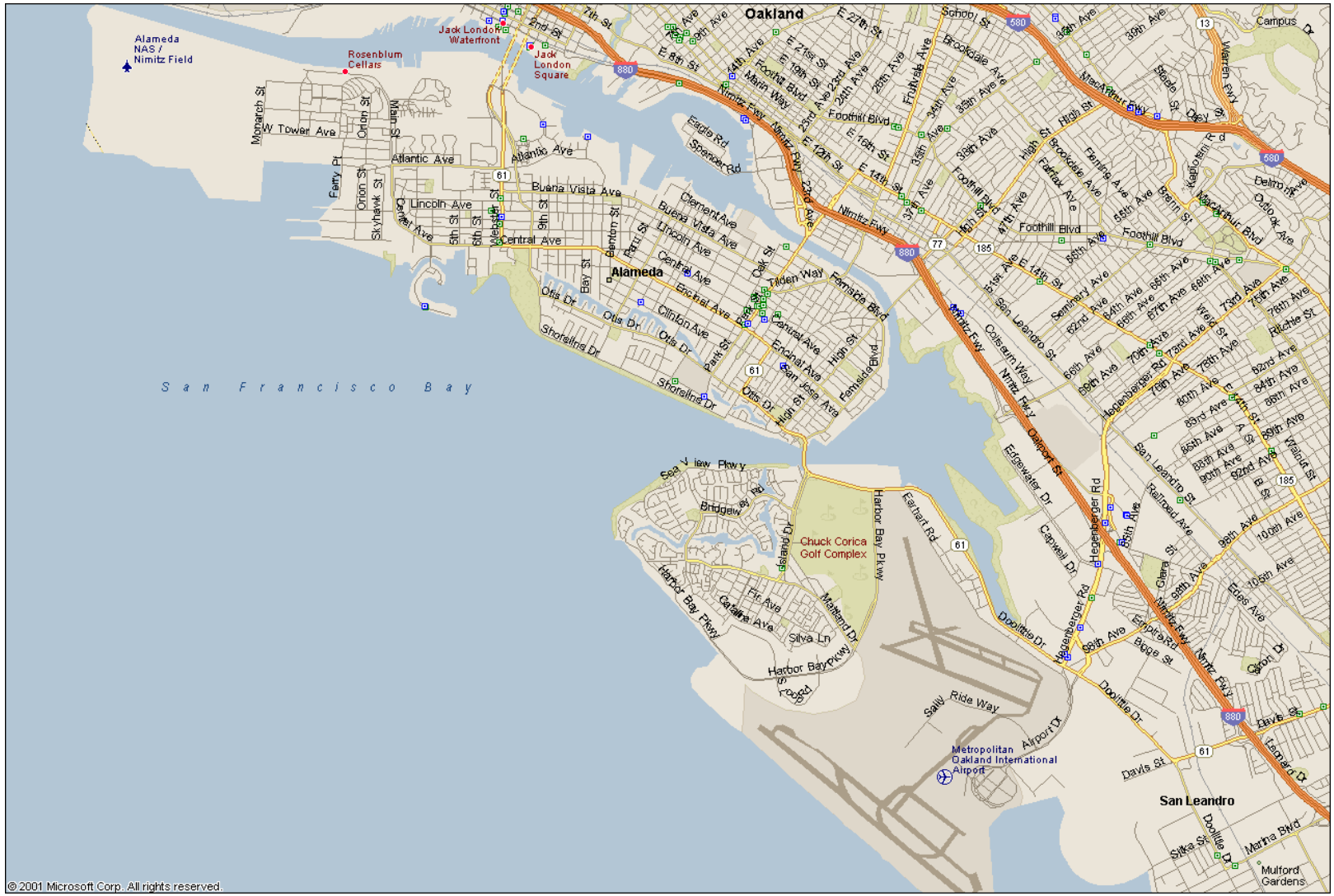
1 EMERGENCY OPERATIONAL ASSIGNMENTS
2 DISASTER RESPONSE CHECKLISTS
3 EMERGENCY STANDARD OPERATING PROCEDURES

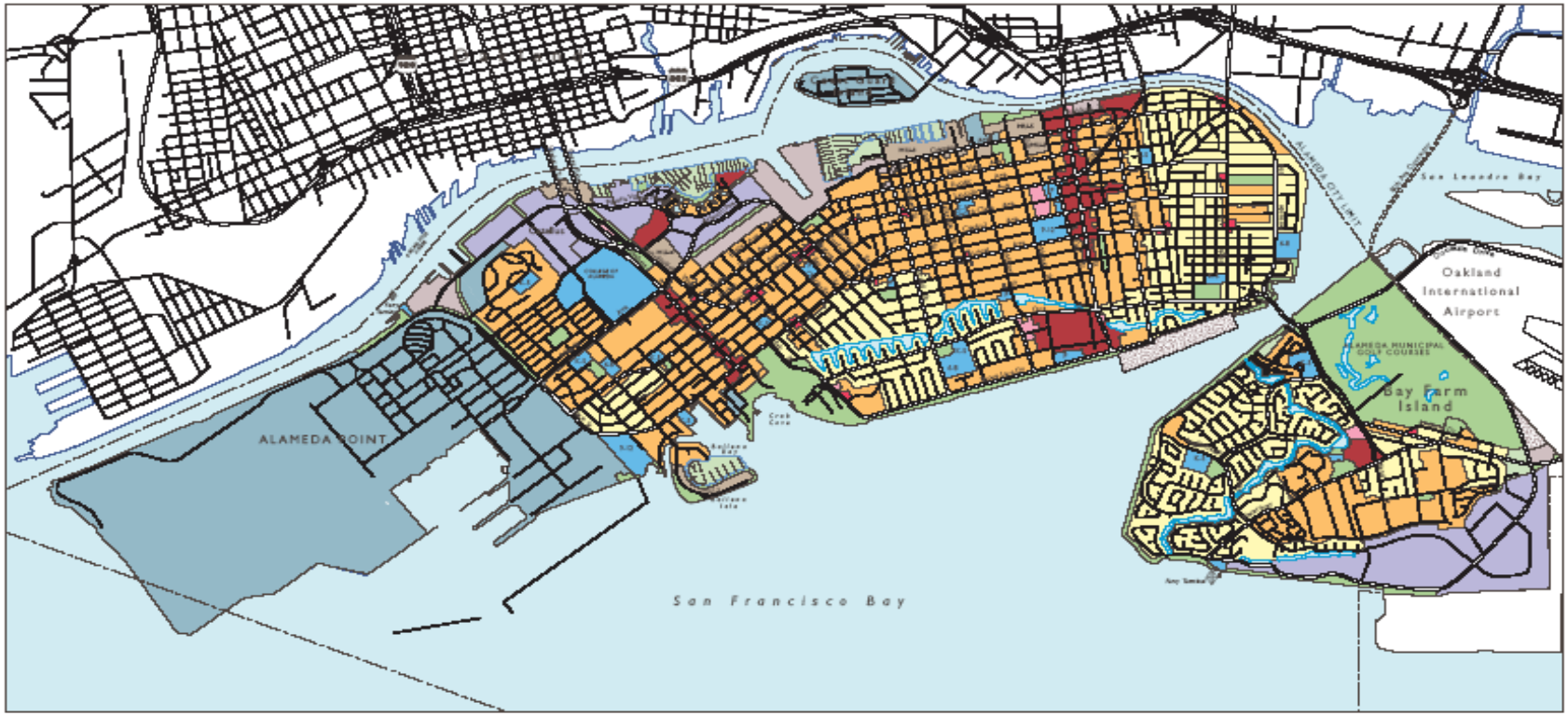
ANNEXES

A WARNING & COMMUNICATIONS
B EVACUATION
C SHELTER AND MASS CARE
D HAZARDOUS MATERIALS RESPONSE
E TERRORISM AND WEAPONS OF MASS DESTRUCTION
F HAZARD MITIGATION
G CONTINUITY OF GOVERNMENT
H FAMILY DISASTER PREPAREDNESS
I DISASTER RECOVERY
- COMMUNITY LEADERSHIP FUNCTIONAL CHECKLIST
- ADMINISTRATION FUNCTIONAL CHECKLIST
- EMERGENCY MANAGEMENT FUNCTIONAL CHECKLIST
- HEALTH & SAFETY FUNCTIONAL CHECKLIST
- PUBLIC WORKS FUNCTIONAL CHECKLIST
- BUILDING INSPECTION FUNCTIONAL CHECKLIST
- PLANNING & COMMUNITY DEVELOPMENT FUNCTIONAL CHECKLIST
- PUBLIC INFORMATION FUNCTIONAL CHECKLIST
- UNMET NEEDS FUNCTIONAL CHECKLIST

J GLOSSARY

City of Alameda, California





LSA

FIGURE IV.A-3

Alameda Point GPA EIR

Existing Alameda General Plan Diagram

Low-Density Residential
Medium-Density Residential
Neighborhood Business
Community Commercial
Office
Business Park
Specified Mixed Use
General Industry
Open Space/Habitat
Public/Institutional/School (grades)
Federal Facilities
Commercial Recreation
Parks & Public Open Space

N

0 2500 5000
FEET

SOURCE: DYETT & BHATIA, 2001

City of Alameda

COMPREHENSIVE EMERGENCY MANAGEMENT PLAN

1 Basic Plan

1.1 Promulgation

1.1.1 The Basic Plan:

The Basic Plan addresses the City of Alameda's responsibilities in emergencies associated with natural disaster, human-caused emergencies and technological incidents. It provides a framework for coordination of response and recovery efforts within the City in coordination and with local, State, and Federal agencies. The Plan establishes an emergency organization to direct and control operations during a period of emergency by assigning responsibilities to specific personnel.

The Basic Plan:

- Conforms to the State mandated Standardized Emergency Management System (SEMS) and effectively restructures emergency response at all levels in compliance with the Incident Command System (ICS).
- Establishes response policies and procedures, providing the City of Alameda clear guidance for planning purposes.
- Describes and details procedural steps necessary to protect lives and property.
- Outlines coordination requirements.
- Provides a basis for unified training and response exercises to ensure compliance.

1.1.2 Requirements

The Plan meets the requirements of Alameda County's policies on Emergency Response and Planning, the Standardized Emergency Management System (SEMS) Operational Area Response, and defines the primary and support roles of City agencies and departments in after-incident damage assessment and reporting requirements.

2 Purpose & Scope

2.1 Purpose

The Purpose of the Comprehensive Emergency Management Plan is to protect the safety and welfare of the residents, employees, and visitors in the City of Alameda.

2.2 Scope

The Scope encompasses a broad range of major emergencies that may affect multiple areas. Such emergencies include earthquakes, hazardous materials emergencies, flooding, and wildfires. Also included are procedures for emergencies that may or may not require the full or partial activation of an Emergency Operations Center (EOC).

3 Objectives

3.1 The objectives of the plan are to:

- ✓ Protect the safety and welfare of residents and employees of the City of Alameda.
- ✓ Provide for a safe and coordinated response to emergency situations.
- ✓ Protect the City's facilities, properties, infrastructure and natural resources.
- ✓ Enable the City to restore normal conditions with minimal confusion in the shortest time possible.
- ✓ Provide for interface and coordination between incident sites and the City Emergency Operations Center (EOC).
- ✓ Provide for interface and coordination between the City EOC and the Operational Area EOC.
- ✓ Provide for the orderly conversion of pre-designated sites to community shelters, when necessary.

4 National Incident Management System (NIMS)

On February 28, 2003, the President of the United States issued Homeland Security Presidential Directive–5. HSPD–5 directed the Secretary of Homeland Security to develop and administer a National Incident Management System. NIMS provides a consistent nationwide template to enable all government, private-sector, and nongovernmental organizations to work together during domestic incidents.

- NIMS is a comprehensive, national approach to incident management that is applicable at all jurisdictional levels and across functional disciplines. The intent of NIMS is to:
- Be applicable across a full spectrum of potential incidents and hazard scenarios, regardless of size or complexity.
- Improve coordination and cooperation between public and private entities in a variety of domestic incident management activities.

4.1 NIMS Compliance

HSPD-5 requires Federal departments and agencies to make the adoption of NIMS by State and local organizations a condition for Federal preparedness assistance (grants, contracts, and other activities) by FY 2005.

Jurisdictions can comply in the short term by adopting the Incident Command System. Other aspects of NIMS require additional development and refinement to enable compliance at a future date.

Lessons learned from previous large-scale disasters point to a need for a National Incident Management System. Emergencies occur every day somewhere in the United Sates. These emergencies are large and small and range from fires to hazardous materials incidents to natural and technological disasters. Each incident requires a response. Whether from different departments within the same jurisdiction, from mutual aid partners, or from State and Federal agencies, responders need to be able to work together, communicate with each other and depend on each other.

Until now, there standards for domestic incident response that reach across all levels of government and all response agencies did not exist. The events of September 11 have underscored the need for and importance of national standards for incident operations, incident communications, personnel qualifications, resource management, and information management and supporting technology. To provide standards for domestic incident response, President Bush signed HSPD-5. HSPD-5 authorized the Secretary of Homeland Security to develop the National Incident Management System, or NIMS. NIMS provides for interoperability and compatibility among all responders.

4.2 Minimum NIMS Compliance Activities to be Achieved During FY 2005

State and territory level efforts to implement the NIMS must include the following:

- Incorporate NIMS into existing training programs and exercises;
- Ensure that federal preparedness funding supports state, local and tribal NIMS implementation;
- Incorporate NIMS into Emergency Operations Plans;

- Promote intrastate mutual aid agreements;
- Coordinate and provide NIMS technical assistance to local entities; and
- Institutionalize the use of the Incident Command System.

At the state, territorial, tribal and local levels, jurisdictions should support NIMS implementation by:

Completing the NIMS Awareness Course: "National Incident Management System (NIMS), An Introduction" IS 700. This independent study course developed by the Emergency Management Institute (EMI) explains the purpose, principles, key components and benefits of NIMS.

Formally recognizing the NIMS and adopting NIMS principles and policies. States, territories, tribes and local entities should establish legislation, executive orders, resolutions or ordinances to formally adopt the NIMS.

Establish a baseline by determining which NIMS requirements you already meet. Clearly state, territorial, tribal, and local entities have already implemented many of the concepts and protocols identified in the NIMS. As gaps in compliance with the NIMS are identified, States, territories, tribes, and local entities should use existing initiatives such as the Office for Domestic Preparedness (ODP) Homeland Security grant programs, to develop strategies for addressing those gaps.

Establishing a timeframe and developing a strategy for full NIMS implementation. States, territories, tribes, and local entities are encouraged to achieve full NIMS implementation during FY 2005. To the extent that full implementation is not possible during FY 2005, which ends on Sept. 30, 2005, federal preparedness assistance must be leveraged to complete NIMS implementation by Sept. 30, 2006. Beginning FY 2007 (Oct. 1, 2006), federal preparedness assistance will be conditioned by full compliance with the NIMS. States should work with the tribal and local governments to develop a strategy for statewide compliance with the NIMS.

Institutionalizing the use of the Incident Command System (ICS). If state, territorial, tribal and local entities are not already using ICS, you must institutionalize the use of ICS (consistent with the concepts and principles taught by DHS) across the entire response system.

4.2.1 FY 2006 and FY 2007 Requirements

In order to receive FY 2006 preparedness funding, applicants will need to certify as part of their FY 2006 grant applications that they have met the FY 2005 NIMS requirements.

4.2.2 Executive Order S-2-05

EXECUTIVE DEPARTMENT
STATE OF CALIFORNIA

EXECUTIVE ORDER S-2-05
by the Governor of the State of California

WHEREAS, the President in Homeland Security Directive-5, directed the Secretary of the Department of Homeland Security to develop and administer a National Incident Management System, which would provide a consistent nationwide approach for federal, state, local, and tribal governments to work together more effectively and efficiently to prevent, prepare for, respond to,
and recover from disasters, regardless of cause, size, or complexity; and
WHEREAS; California local and state government pioneered the development of standardized incident management systems to respond to a variety of catastrophic disasters, including fires, earthquakes, floods, and landslide; and
WHEREAS, in the early 1970s, the California fire service, in partnership with the federal government, developed the seminal emergency incident command system that has become the model for incident management nationwide; and
WHEREAS; in 1993, California was the first state to adopt a statewide Standardized Emergency Management System for use by every emergency response organization, and implemented a system involving local and state agencies to ensure the continual improvement of the Standardized Emergency Management System; and
WHEREAS, California local and state emergency management professionals have contributed their expertise to the development of the new National Incident Management System; and
WHEREAS, it is essential for responding to disasters and securing the homeland that federal, state, local, and tribal organizations utilize standardized terminology, standardized organizational structures, interoperable communications, consolidated action plans, unified command structures, uniform personnel qualification standards, uniform standards for planning, training, and exercising, comprehensive resource management, and designated incident facilities during emergencies or disasters; and
WHEREAS, the California Standardized Emergency Management System substantially meets the objectives of the National Incident Management System, and
WHEREAS, the National Commission on Terrorist Attacks (9-11 Commission) recommended adoption of a standardized Incident Command System nationwide.

NOW, THEREFORE, I, Arnold Schwarzenegger, Governor of the State of California, by virtue of the power vested in me by the Constitution and Statutes of the State of California, do hereby direct the following:

My Office of Emergency Services and Office of Homeland Security, in cooperation with Standardized Emergency Management System Advisory Board, will develop a program to integrate the National Incident Management System, to the extent appropriate, into the state's emergency management system.
The Office of Emergency Services will identify any statutes or regulations that need to be eliminated or amended to facilitate implementation of the National Incident Management System.
The Office of Emergency Services will report on the status of the implementation of the National Incident Management System to my Emergency Council no later than June 1, 2005.

IN WITNESS WHEREOF I have here unto set my hand and caused the Great Seal of the State of California to be affixed this the eighth day of February 2005.

/s/ Arnold Schwarzenegger

Governor of California

Because of the nature of SEMS and its alignment with ICS and NIMS, jurisdictions in the State of California that comply with SEMS generally meet these criteria.

4.3 NIMS Concepts and Principles

NIMS provides a framework for interoperability and compatibility by balancing flexibility and standardization.

NIMS provides a flexible framework that facilitates government and private entities at all levels working together to manage domestic incidents. This flexibility applies to all phases of incident management, regardless of cause, size, location, or complexity.

NIMS provides a set of standardized organizational structures, as well as requirements for processes, procedures, and systems designed to improve interoperability.

4.4 NIMS Components

NIMS is comprised of several components that work together as a system to provide a national framework for preparing for, preventing, responding to, and recovering from domestic incidents. These components include:

- Command and management
- Preparedness
- Resource management
- Communications and information management
- Supporting technologies
- Ongoing management and maintenance

Although these systems are evolving, much is in place now. Each of these components will be described on the pages that follow.

4.5 Command and Management

NIMS standard incident management structures are based on three key organizational systems:

The Incident Command System (ICS) defines the operating characteristics, management components, and structure of incident management organizations throughout the life cycle of an incident

The Multi-agency Coordination System, which defines the operating characteristics, management components, and organizational structure of supporting entities

The Public Information System, which includes the processes, procedures, and systems for communicating timely and accurate information to the public during emergency situations

4.5.1 Preparedness

Effective incident management begins with a host of preparedness activities. These activities are conducted on a “steady-state” basis, well in advance of any potential incident. Preparedness involves a combination of:

- Planning, training, and exercises
- Personnel qualification and certification standards
- Equipment acquisition and certification standards
- Publication management processes and activities
- Mutual aid agreements and Emergency Management Assistance Compacts (EMACs)

4.5.2 Resource Management

When fully implemented, NIMS will define standardized mechanisms and establish requirements for describing, inventorying, mobilizing, dispatching, tracking, and recovering resources over the life cycle of an incident.

4.5.3 Communications and Information Management

NIMS identifies the requirements for a standardized framework for communications, information management, and information-sharing support at all levels of incident management.

Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist across all agencies and jurisdictions.

Information management systems help ensure that information flows efficiently through a commonly accepted architecture. Effective information management enhances incident management and response by helping to ensure that decision-making is better informed.

4.5.4 Supporting Technologies

Technology and technological systems provide supporting capabilities essential to implementing and refining NIMS. Examples include:

Voice and data communication systems

Information management systems, such as recordkeeping and resource tracking

Data display systems.

Supporting technologies also include specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

4.6 Ongoing Management and Maintenance

DHS established the NIMS Integration Center to provide strategic direction and oversight in support of routine review and continual refinement of both the system and its components over the long term.

4.7 Incident Command and Management

NIMS employs two levels of incident management structures, depending on the nature of the incident.

The Incident Command System (ICS) is a standard, on-scene, all hazard incident management system. ICS allows users to adopt an integrated organizational structure to match the needs of single or multiple incidents.

Multi-agency Coordination Systems are a combination of facilities, equipment, personnel, procedures, and communications integrated into a common framework for coordinating and supporting incident management.

NIMS requires that responses to all domestic incidents utilize a common management structure. The Incident Command System—or ICS—is a standard, on-scene, all-hazard incident management concept. ICS is a proven system that is used widely for incident management by firefighters, rescuers, emergency medical teams, and hazardous materials teams. ICS represents organizational “best practices” and has become the standard for incident response across the country.

ICS is interdisciplinary and organizationally flexible to meet the needs of incidents of any kind, size, or level of complexity. Using ICS, personnel from a variety of agencies can meld rapidly into a common management structure.

ICS has been tested for more than 30 years and used for planned events, fires, hazardous materials spills, and multi-casualty incidents; multi-jurisdictional and multi-agency disasters, such as earthquakes, hurricanes, and winter storms; search and rescue missions; biological outbreaks and disease containment; and acts of terrorism.

ICS helps all responders communicate and get what they need when they need it.

ICS also provides a safe, efficient, and cost-effective response and recovery strategy.

4.8 Unified and Area Command

In some situations, NIMS recommends variations in incident management. The two most common variations involve the use of Unified Command and Area Command.

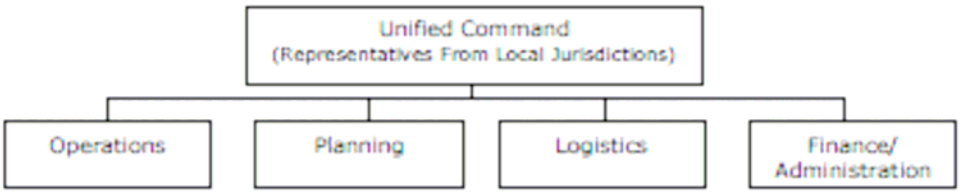
4.8.1 Unified Command

Unified Command is an application of ICS used when:

There is more than one responding agency with incident jurisdiction. Incidents cross political jurisdictions. For example, a Unified Command may be used for:

A hazardous materials spill that contaminates a nearby reservoir. In this incident, the fire department, the water authority, and the local environmental authority may each participate in a Unified Command.

A flood that devastates multiple communities. In this incident, incident management personnel from key response agencies from each community may participate in a Unified Command.



Under a Unified Command, agencies work together through the designated members of the Unified Command to:

- Analyze intelligence information.
- Establish a common set of objectives and strategies for a single Incident Action Plan.

Unified Command does not change any of the other features of ICS. It merely allows all agencies with responsibility for the incident to participate in the decision-making process.

4.8.2 Area Command

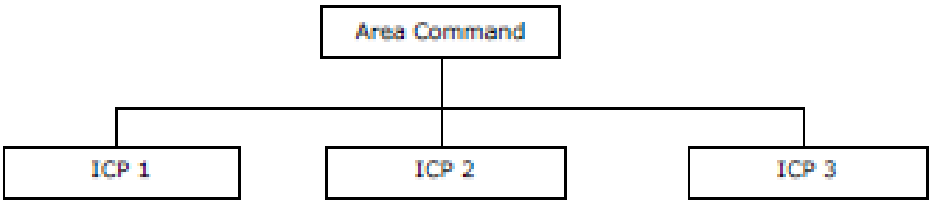
An Area Command is an organization established to:

- Oversee the management of multiple incidents that are each being managed by an ICS organization.
- Oversee the management of large incidents that cross jurisdictional boundaries.

Area Commands are particularly relevant to public health emergencies because these incidents are typically:

- Non-site specific.
- Not immediately identifiable.
- Geographically dispersed and evolve over time.

These types of incidents call for a coordinated response, with large-scale coordination typically found at a higher jurisdictional level.

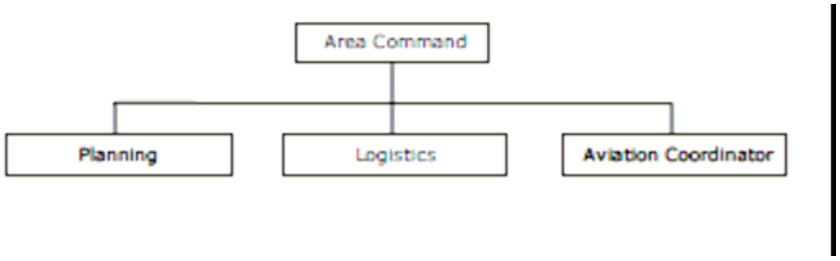


The Area Command has the responsibility for:

- Setting overall strategy and priorities.
- Allocating critical resources according to the priorities.
- Ensuring that incidents are properly managed.
- Ensuring that objectives are met.
- Ensuring that strategies are followed.

An Area Command may become a Unified Area Command when incidents are multi-jurisdictional or involve multiple agencies.

An Area Command is organized similarly to an ICS structure but, because operations are conducted on-scene, there is no Operations Section in an Area Command. Other Sections and functions are represented in an Area Command structure.



4.9 Multi-agency Coordination Systems

On large or wide-scale emergencies that require higher-level resource-management or information management, a Multi-agency Coordination System may be required.

Multi-agency Coordination Systems are a combination of resources that are integrated into a common framework for coordinating and supporting domestic incident management activities. These resources may include:

- Facilities.
- Equipment.
- Personnel.
- Procedures.
- Communications.

The primary functions of Multi-agency Coordination Systems are to:

- Support incident management policies and priorities.
- Facilitate logistics support and resource tracking.
- Make resource allocation decisions based on incident management priorities.
- Coordinate incident-related information.
- Coordinate interagency and intergovernmental issues regarding incident management policies, priorities, and strategies.

Direct tactical and operational responsibility for the conduct of incident management activities rests with the Incident Command.

4.9.1 Multi-agency Coordination System Elements

Multi-agency Coordination Systems include Emergency Operations Centers (EOCs) and, in certain multi-jurisdictional or complex incidents, Multi-agency Coordination Entities.

EOCs are the locations from which the coordination of information and resources to support incident activities takes place. EOCs are typically established by the emergency management agency at the local and State levels.

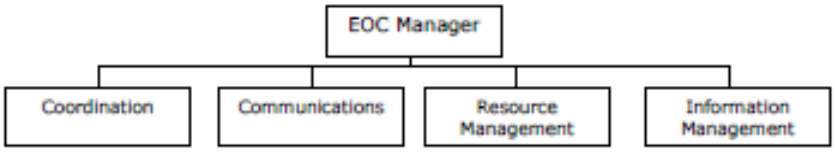
Multi-agency Coordination Entities typically consist of principals from organizations with direct incident management responsibilities or with significant incident management support or resource responsibilities. These entities may be used to facilitate incident management and policy coordination.

4.10 Emergency Operations Centers

EOC organization and staffing is flexible, but should include:

- Coordination
- Communications
- Resource dispatching and tracking
- Information collection, analysis, and dissemination

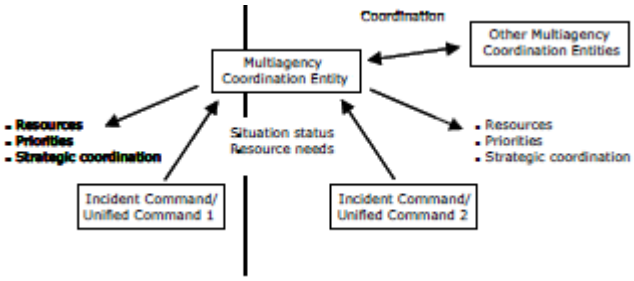
EOCs may also support multi-agency coordination and joint information activities. EOCs may be staffed by personnel representing multiple jurisdictions and functional disciplines. The size, staffing, and equipment at an EOC will depend on the size of the jurisdiction, the resources available, and the anticipated incident needs.



4.11 Multi-agency Coordination-Entity Incident Responsibilities

Regardless of their form or structure, Multi-agency Coordination Entities are responsible for:

- Ensuring that each involved agency is providing situation and resource status information.
- Establishing priorities between incidents and/or Area Commands in concert with the Incident Command or Unified Command.
- Acquiring and allocating resources required by incident management personnel.
- Coordinating and identifying future resource requirements.
- Coordinating and resolving policy issues.
- Providing strategic coordination.



5 Standardized Emergency Management System (SEMS) (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations).

5.1 What Is SEMS?

The Standardized Emergency Management System (SEMS) is the system required by Government Code §8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary:

- Field Response
- Local Government
- Operational Area
- Regional
- State

SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement, 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 personnel related costs under state disaster assistance programs**.

5.2 Purpose of SEMS

SEMS has been established to provide an effective response to multi-agency and multi-jurisdiction emergencies in California. By standardizing essential elements of the emergency management system, SEMS is intended to:

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

Use of SEMS improves the mobilization, deployment, utilization, tracking, and demobilization of needed mutual aid resources. Use of SEMS reduces the incidence of poor coordination and communications, and reduces resource-ordering duplication on multi-agency and multi-jurisdiction responses. SEMS is flexible and adaptable to the varied disasters that occur in California and to the needs of all emergency responders.

5.3 Organizational/Response Levels and Activation Requirements

The five SEMS organizational/response levels are described below. The levels are activated as needed for an emergency.

5.3.1 Field Response Level

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. SEMS regulations require the use of ICS at the field response level of an incident.

5.3.2 Local Government Level

Local governments include cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their emergency operations center is activated or a local emergency is declared or proclaimed in order to be eligible for state funding of response-related personnel costs. In SEMS, the local government emergency management organization and its relationship to the field response level may vary depending upon factors related to geographical size, population, function, and complexity.

5.3.3 Operational Area

Under SEMS, the operational area means an intermediate level of the state's emergency services organization that encompasses the county and all political subdivisions located within the county including special districts. The operational area manages and/or coordinates information, resources, and priorities among local governments within the operational area, and serves as the coordination and communication link between the local government level and the regional level.

It is important to note, that while an operational area always encompasses the entire county area, it does not necessarily mean that the county government manages and coordinates the response and recovery activities within the county. The governing bodies of the county and the political subdivisions within the county make the decision on organization and structure within the operational area.

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

Alameda County is the Operational Area that will be the focal point for information transfer and support requests by cities within the County. The County Administrative Officer is in charge of the Operational Area. In the event of a major disaster, the County emergency organization will operate under a Unified Command Structure.

5.3.4 Regional

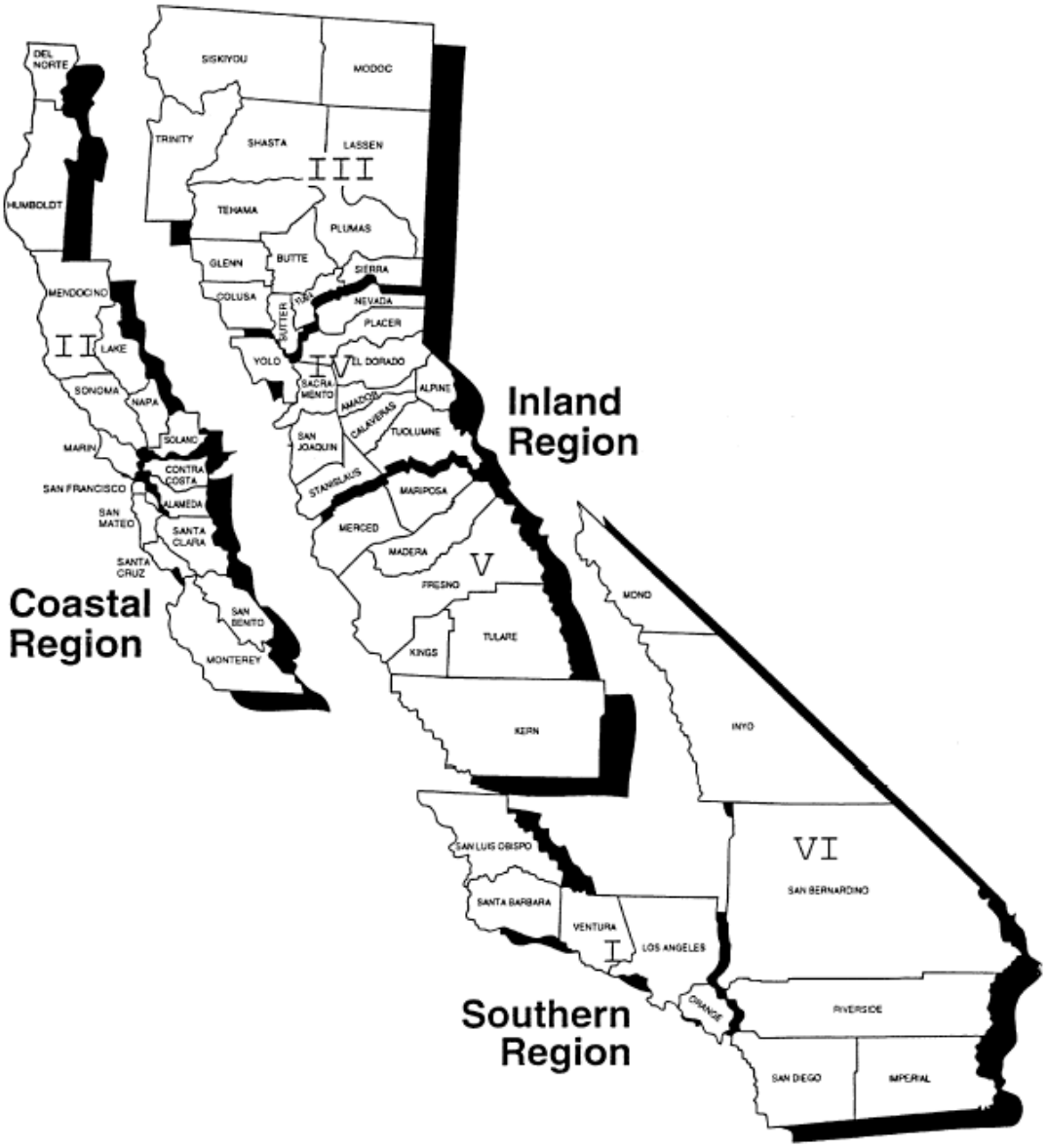
Because of its size and geography, the state has been divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency related activities.

In SEMS, the regional level manages and coordinates information and resources among operational areas within the mutual aid region, and between the operational areas and the state level. The regional level also coordinates overall state agency support for emergency response activities within the region.

5.3.5 State

The state level of SEMS manages state resources in response to the emergency needs of the other levels, 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 disaster response system.

California OES Administrative Regions



5.4 Features Common to All Organizational/Response Levels

SEMS has several features based on the Incident Command System (ICS). The field response level uses functions, principles, and components of ICS as required in SEMS regulations. Many of these field response level features are also applicable at local government, operational area, regional, and state levels. In addition, there are other ICS features that have application to all SEMS levels. Described below are the features of ICS that are applicable to all SEMS levels.

5.4.1 Essential Management Functions

SEMS has five essential functions adapted from ICS. The field response level uses the five primary ICS functions: **command, operations, planning/intelligence, logistics** and **finance/administration**. At the local government, operational area, regional, and state levels, the term "management" is used instead of command. The titles of the other functions remain the same at all levels.

5.4.2 Management by Objectives

The Management by Objectives feature of ICS as applied to SEMS, means that each SEMS level establishes, for a given operational period, measurable and attainable objectives to be achieved.

An objective is an aim or end-of-an-action to be performed. Each objective may have one or more strategies and performance actions needed to achieve the objective. The operational period is the length of time set by command at the field level, and by management at other levels to achieve a given set of objectives. The operational period may vary in length from a few hours to days, and will be determined by the situation.

5.4.3 Action Planning

Action planning should be used at all SEMS levels. There are two types of action plans in SEMS:

- **Incident Action Plans:** At the field response level, written or verbal incident action plans contain objectives reflecting the overall incident strategy and specific tactical action and supporting information for the next operational period. Incident action plans are an essential and required element in achieving objectives under ICS.

- **EOC Action Plans:** At local, operational area, regional, and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance. Action plans can be extremely effective tools during all phases of a disaster.

5.4.4 Organizational Flexibility--Modular Organization

The intent of this SEMS feature is that at each SEMS level: 1) only those functional elements that are required to meet current objectives need to be activated, and 2) that all elements of the organization can be arranged in various ways within or under the five SEMS essential functions.

The functions of any non-activated element will be the responsibility of the next highest element in the organization. Each activated element must have a person in charge of it, however one supervisor may be in charge of more than one functional element.

5.4.5 Organizational Unity and Hierarchy of Command or Management

Organizational Unity means that every individual within an organization has a designated supervisor. Hierarchy of command/management means that all functional elements within each activated SEMS level are linked together to form a single overall organization within appropriate span-of-control limits.

5.4.6 Span of Control

Maintaining a reasonable span of control is the responsibility of every supervisor at all SEMS levels. The optimum span of control is one to five, meaning that one supervisor has direct supervisory authority over five positions or resources. The recommended span of control for supervisory personnel at the field response level and all EOC levels should be in the one-to-three to one-to-seven range. A larger span of control may be acceptable when the supervised positions or resources are all performing a similar activity.

5.4.7 Personnel Accountability

An important feature of ICS applicable to all SEMS levels is personnel accountability. This is accomplished through the Organizational Unity and Hierarchy of Command or Management feature along with the use of check-in forms, position logs and various status keeping systems. The intent in bringing this ICS feature into SEMS is to ensure that there are proper safeguards in place so all personnel at any SEMS level can be accounted for at any time.

5.4.8 Common Terminology

In ICS, common terminology is applied to functional elements, position titles, facility designations and resources. The purpose of having common terminology is to enable multi-agency, multi-jurisdiction organizations and resources to work together effectively. This feature, as applied to all SEMS levels, would ensure that there is consistency and standardization in the use of terminology within and between all five SEMS levels.

5.4.9 Resources Management

In ICS, resources management describes the ways in which field level resources are managed and how status is maintained. At all SEMS levels, there will be some functional activity related to managing resources. This will vary from level to level in terms of directing and controlling, to coordination, to resource inventorying. Procedures for effective resources management must be geared to the function and the level at which the function is performed.

5.4.10 Integrated Communications

This feature of ICS relates to hardware systems, planning for system selection and linking, and the procedures and processes for transferring information. At the field response level, integrated communications is used on any emergency. At all EOC levels and between all SEMS/NIMS levels, there must be a dedicated effort to ensure that communications systems, planning and information flow are being accomplished in an effective manner. The specifics of how this is accomplished at EOC levels will be different from that at field response level.

5.5 Mutual Aid

5.5.1 What is Mutual Aid?

Incidents frequently require responses that exceed the resource capabilities of the affected response agencies and jurisdictions. When this occurs mutual aid is provided by other agencies, local governments, and the state. Mutual aid is voluntary aid and assistance by the provision of services and facilities including but not limited to: fire, police, medical and health, communications, transportation, and utilities. Mutual aid is intended to provide adequate resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

Mutual aid is provided between and among local jurisdictions and the state under the terms of the California Disaster and Civil Defense Master Mutual Aid Agreement. This agreement was developed in 1950 and has been adopted by California's incorporated cities, all 58 counties, and the state.

5.5.2 Mutual Aid Systems

The mutual aid program in California has developed statewide mutual aid systems. These systems, operating within the framework of the Master Mutual Aid Agreement, allow for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions, and state with the intent to provide requesting agencies with adequate resources.

Several discipline-specific mutual aid systems have been developed, including fire and rescue, law, medical, and public works. The adoption of SEMS does not alter existing mutual aid systems. These systems work through local government, operational area, regional and state levels consistent with SEMS.

Mutual aid may also be obtained from other states. Inter-state mutual aid may be obtained through direct state-to-state contacts, pursuant to inter-state agreements and compacts, or may be coordinated through federal agencies.

California Mutual Aid System

DISCIPLINE-SPECIFIC MUTUAL AID SUB-SYSTEMS			
Fire & Rescue	**Law Enforcement**	**Emergency Services**	**Medical Health**
Fire Mutual Aid	Coroners Mutual Aid	All other Emergency Services Mutual Aid	Disaster Medical Health Mutual Aid
Urban Search & Rescue Mutual Aid	Law Enforcement Mutual Aid	Public Works Mutual Aid	Mental Health Mutual Aid
Hazardous Materials Mutual Aid	Search & Rescue Mutual Aid	Emergency Managers Mutual Aid	Mass Care & Shelter Mutual Aid

5.5.3 Mutual Aid Coordinators

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional, and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility, and to pass on unfilled requests to the next level.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional, and state levels. The flow of resource requests and information among mutual aid coordinators is illustrated on the following page.

Mutual aid coordinators may function from an EOC, their normal departmental location, or other locations depending on the circumstances. Some incidents require mutual aid but do not necessitate activation of the affected local government or operational area EOCs because of the incident's limited impacts. In such cases, mutual aid coordinators typically handle requests from their normal work location. When EOCs are activated, all activated discipline-specific mutual aid systems should establish coordination and communications with the EOCs:

- When an operational area EOC is activated, operational area mutual aid system representatives should be at the operational area EOC to facilitate coordination and information flow.

- When an OES regional EOC is activated, regional mutual aid coordinators should have representatives in the regional EOC unless it is mutually agreed that effective coordination can be accomplished through telecommunications. State agencies may be requested to send representatives to the regional EOC to assist OES regional staff in handling mutual aid requests for disciplines or functions that do not have designated mutual aid coordinators.

- When the State Operations Center (SOC) is activated, state agencies with mutual aid coordination responsibilities will be requested to send representatives to the SOC.

Mutual aid system representatives at an EOC may be located in various functional elements (sections, branches, groups, or units) or serve as an agency representative depending on how the EOC is organized and the extent to which it is activated.

5.5.4 Participation of Volunteer and Private Agencies

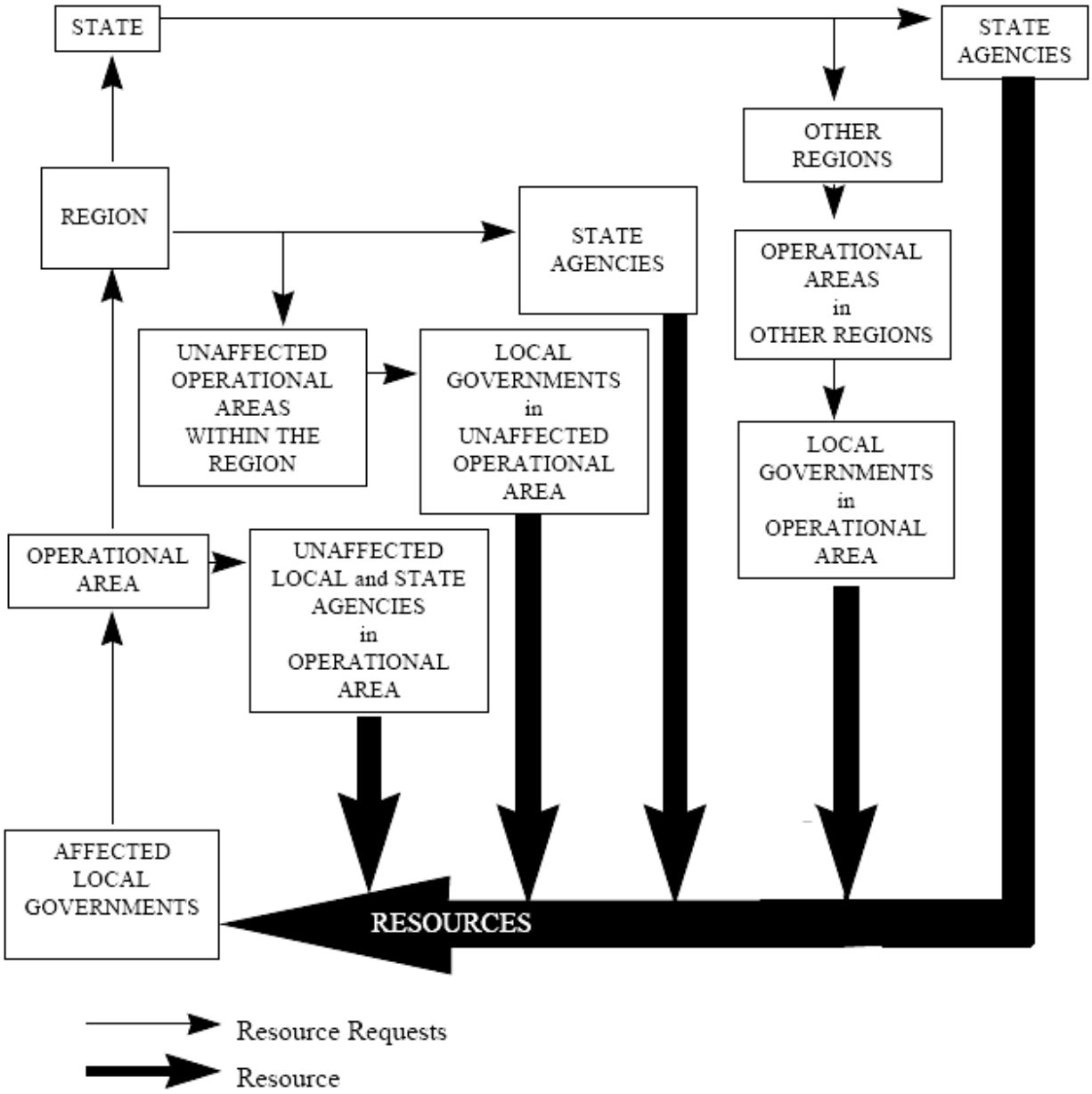
Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer agencies such as the American Red Cross, Salvation Army and others are an essential element of the statewide emergency response to meet the needs of disaster victims. Volunteer agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal, and private agencies.

Mutual aid arrangements may include both governmental and private agencies. For example, public and private water utilities are currently developing a mutual aid system.

Liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS level.

MUTUAL AID CONCEPT:
Flow of Resource Requests



5.5.5 Emergency Facilities used for Mutual Aid

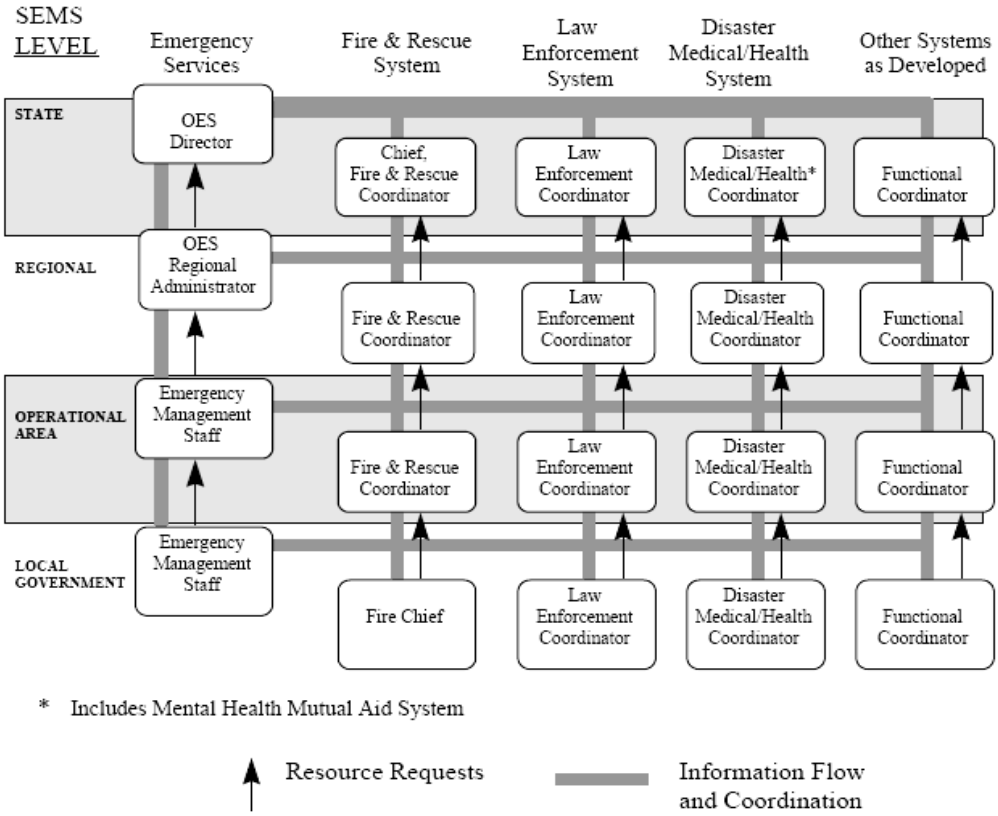
In-coming mutual aid resources may be received and processed at several types of facilities including: marshalling areas, mobilization centers, and incident facilities. Each type of facility is described briefly below:

Marshalling Area: Defined in the Federal Response Plan as an area used for the complete assemblage of personnel and other resources prior to their being sent directly to the disaster area. Marshalling areas may be established in other states for a catastrophic California earthquake.

Mobilization Center: Off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment. For major area-wide disasters, mobilization centers may be located in, or on the periphery of, the disaster area.

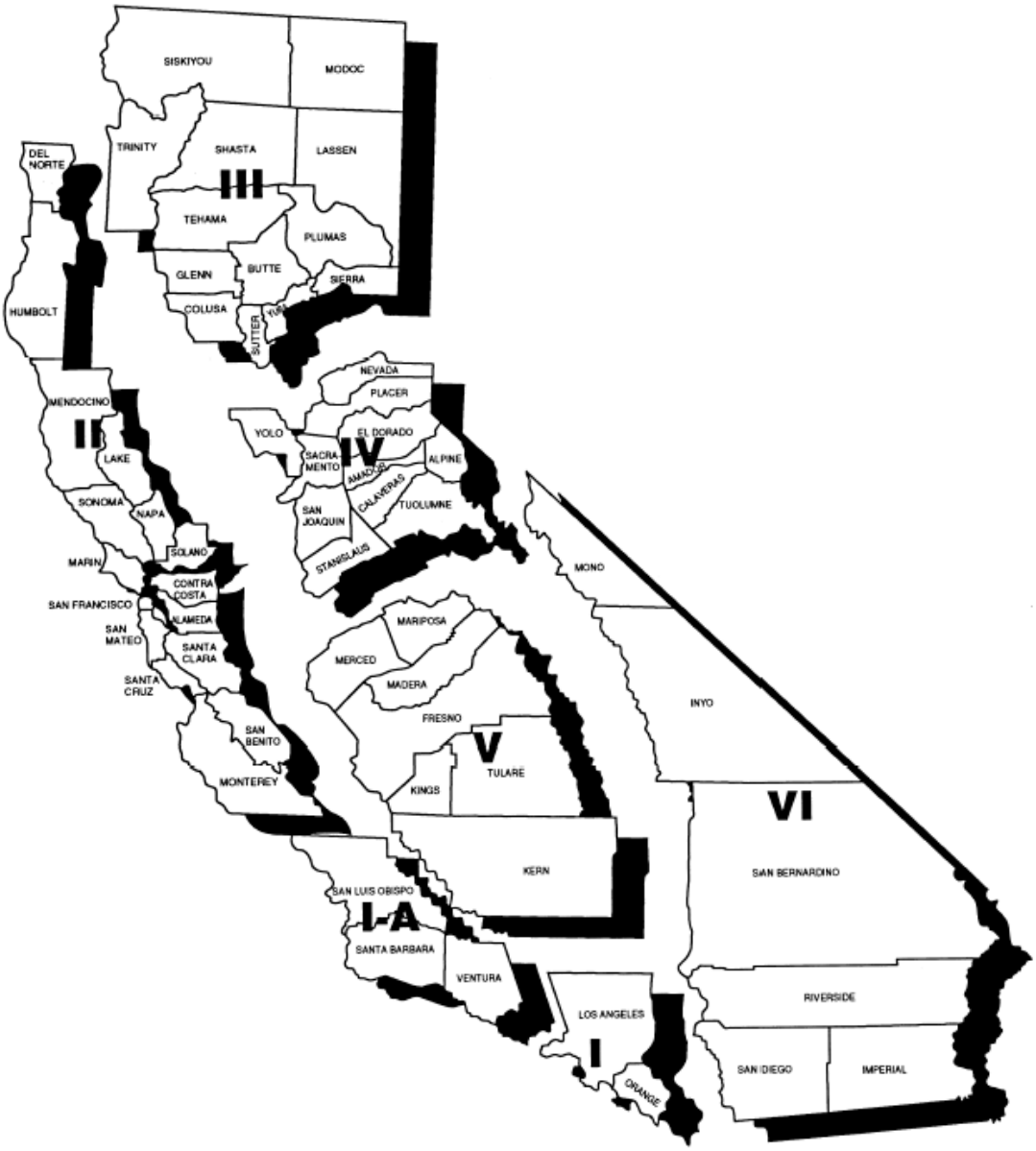
Incident Facilities: Incoming resources may be sent to staging areas, other incident facilities, or directly to an incident depending on the circumstances. Staging areas are temporary locations at an incident where personnel and equipment are kept while awaiting tactical assignments.

MUTUAL AID CHANNELS:
Discipline Specific Mutual Aid Systems



Fire/Rescue Mutual Aid Regions

Law Enforcement & Coroner Mutual Aid Regions



5.6 Overview of SEMS Response

The following describes generally how SEMS is intended to work for various emergency situations. The situations are described in terms of the involvement and interactions of the five SEMS levels, and are intended to apply to all types of disasters that may occur in California, such as, earthquakes, floods, fires, and hazardous materials incidents.

This discussion assumes that appropriate emergency declarations and proclamations are made. It also assumes that multi-agency or inter-agency coordination is accomplished at each level as required by SEMS regulations.

Note that SEMS may be activated and resources mobilized in anticipation of possible disasters. Such anticipatory actions may be taken when there are flood watches, severe weather, earthquake advisories, or other circumstances that indicate the increased likelihood of a disaster that may require emergency response and mutual aid. The extent of actions taken will be decided at the time based on the circumstances.

Shaded areas = not applicable to SEMS Levels Situations identified in SEMS Regulations	SEMS LEVELS: Field Response	Local Government	Operational Area	Regional	State
Incident involving two or more emergency response agencies §2407(a)(1)	Use ICS				
Local emergency proclaimed * §2407(a)(2)	Use ICS	Use SEMS			
Local government EOC activated §2407(a)(1)	Use ICS	Use SEMS			
Local government activates EOC and requests operational area EOC activation §2407(a)(1)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Two or more cities within an operational area proclaim a local emergency §2407(f)(2)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
County and one or more cities proclaim a local emergency §2407(f)(3)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
City, city and county, or county requests governor's state of emergency proclamation §2407(f)(4)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Governor proclaims a state of emergency for county or two or more cities §2407(f)(5)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Operational area requests resources from outside its boundaries ** §2407(f)(7)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Operational area receives resource requests from outside its boundaries** §2407(f)(7)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
An operational area EOC is activated §2411(a)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
A regional EOC is activated §2413(a)(1)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Governor proclaims a state of emergency §2413(a)(2)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC
Governor proclaims an earthquake or volcanic prediction §2413(a)(3)	Use ICS	Use SEMS	Activate EOC	Activate EOC	Activate EOC

Notes:
This matrix triggers the flow of SEMS activation requirements. Activation of an operational area EOC triggers activation of the regional EOC, which, in turn, triggers activation of the State level EOC.

* The EOC is usually activated, but in some circumstances, such as agricultural emergencies or drought, a local emergency may be proclaimed without the need for EOC activation.

** Does not apply to requests for resources used in normal day-to-day operations which are obtained through existing mutual aid agreements providing for the exchange or furnishing of certain types of facilities and services as provided for under the Master Mutual Aid Agreement.

§ Indicates sections in the California Code of Regulations, Title 19, Division 2, Chapter 1 (SEMS)

5.6.1 Local Incident within Capability of Local Government

Field response: Field units respond as needed using the Incident Command System. Resources are requested through local government dispatch centers.

Local government: Supports field response as needed. Small incidents generally do not require activation of the local government emergency operations center. Emergency management staff may monitor the incident for possible increase in severity. Larger incidents may necessitate activation of the EOC. Local government will notify the operational area if the EOC is activated.

Operational area: Activation of the operational area EOC is generally not needed for small incidents, but consideration should be given to possibility of the incident becoming larger. The operational area EOC would be activated if the local government activates its EOC and requests operational area EOC activation.

5.6.2 Single Jurisdiction Incident--Local Government Requires Some Additional Resources

Field response: Field units respond as needed using the Incident Command System. Resources are requested through dispatch centers, department operations centers, or in some cases the EOC.

Local government: Supports incident commanders with available resources. The local government emergency operations center is activated. Local government notifies the operational area lead agency. Resources are requested through operational area emergency management staff and appropriate mutual aid coordinators. (In some cases, mutual aid may be obtained directly from neighboring local governments under local mutual aid agreements.) Local government retains responsibility for managing the response.

Operational area: Operational area emergency management staff and mutual aid coordinators locate and mobilize resources requested by local government. Emergency management staff and mutual aid coordinators generally operate from normal departmental locations for handling limited resource requests, and the EOC is not activated. Emergency management staff and mutual aid coordinators will communicate with each other as needed to coordinate resource mobilization. If requested by the affected local government, emergency management staff will activate the operational area EOC and notify the OES Regional Administrator.

5.6.3 Major Single Jurisdiction Disaster--Local Government Requires Additional Resources

Field response: Field units respond as needed using the Incident Command System. One or more Incident Commands may be established depending upon the size and nature of the disaster. Resources are requested through dispatch centers, department operations centers, or EOC.

Local government: Supports Incident Commanders with available resources. Local government activates its emergency operations center and notifies the operational area lead agency. Resources are requested through operational area emergency management staff and mutual aid coordinators. Local government retains responsibility for managing the response.

Operational area: Lead agency activates operational area emergency operations center. Operational area emergency management staff and mutual aid coordinators locate and mobilize resources requested by Local government. Mutual aid coordinators go to the EOC or send

representatives depending on circumstances. Resources not available within the operational area are requested through the OES Regional Administrator and regional mutual aid coordinators.

Regional: OES Regional Administrator activates regional emergency operations center (REOC) and notifies OES headquarters. OES Regional Administrator and regional mutual aid coordinators locate and mobilize resources requested by the operational area.

State: State Operations Center is activated. State OES staff monitor situation.

5.6.4 Major Area-Wide Disaster--Damage in Multiple Operational Areas

Field response: Field units from the affected jurisdictions respond as feasible using the Incident Command System. Incident Command Posts may be established at various sites throughout the disaster area. Resources are requested through dispatch centers, department operations centers, or EOCs.

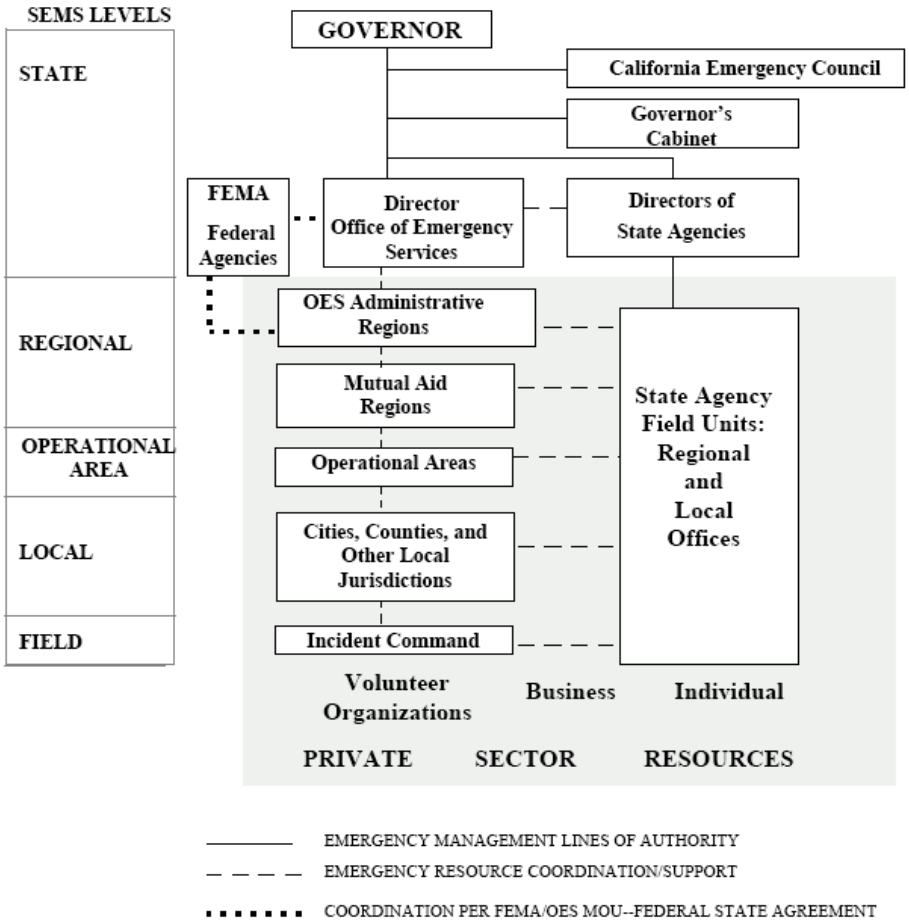
Local governments: Ability to respond may be severely impaired. Local governments assess capability and report situation to operational area. Local governments mobilize all available resources. EOCs establish priorities, allocate available resources to support the field response, and request assistance through the operational area. Local governments retain responsibility for managing the response within their jurisdictions.

Operational areas: Lead agency activates emergency operations center and notifies OES Regional Administrator. Emergency operations center assesses situation and reports information to the regional emergency operations center (REOC). The emergency management staff and mutual aid coordinators mobilize available resources in the operational area, request additional resources through the REOC and regional mutual aid coordinators, and provide overall situation information to local governments.

Regional: OES Regional Administrator activates regional emergency operations center (REOC) and notifies state headquarters. REOC staff and regional mutual aid coordinators locate and mobilize resources available within the region and from state agencies. Additional resources are requested through the State Operations Center. State agency representatives are requested for the REOC to assist in coordinating support to the disaster area. REOC monitors situation and updates State Operations Center.

State: State Operations Center (SOC) is activated and state agency representatives are requested to staff the SOC. SOC coordinates state agency response and mobilization of mutual aid resources from unaffected regions. SOC may direct activation of other OES REOCs to assist in resource mobilization. State agency department operations centers are activated. Federal assistance is requested, if needed. SOC continuously monitors situation.

CALIFORNIA EMERGENCY ORGANIZATION



6 Authorities and References

The following Section contains **PARAPHRASING** and **CITATIONS ONLY** of pertinent authorities and references. The full text of these authorities and references may be obtained on line (in most cases), from the City Legal Department, or from the originator.

6.1 Federal

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

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

6.1.3 Department of Homeland Security, HSPD-5 and HSPD-8

6.2 State of California

6.2.1 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 term "public employees" includes all persons employed by the state or any county, city, city and county, state agency or public district, excluding aliens legally employed. The law applies when:

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

States that (the Governor's Office of Emergency Services has stated) inadequately trained school staff render school officials potentially liable for acts committed or omitted by school staff during or after a disaster. (Sub Sections 835-840.6).The California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code), hereinafter referred to as the Act.

Provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency, or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of this Act.

6.2.2 The State of California Emergency Plan

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

The State Emergency Plan establishes a system for coordinating all phases of emergency management in California. The plan includes:

- a description of the California Emergency Organization;
- a description of mutual aid use during non-declared and declared emergencies to ensure effective coordination of needed resources;
- general policies to guide emergency management activities;
- guidance on interagency coordination to deliver assistance; specific responsibilities of State agencies and various levels of the California Emergency Organization;
- potential assignments for State agencies;
- interagency and intergovernmental shared responsibilities and support capabilities; and
- supporting plans and procedures.

The State Emergency Plan applies to all elements of the California Emergency Organization during all phases of emergency management. The primary audience is intended to be emergency management professionals from city, county, special district, operational area, State, and volunteer agencies.

This plan is also a reference for managers from other states and the federal government, and interested members of the public. It is intended as an overview of emergency management in California and is not a detailed operational document. Specific operating procedures exist at each agency and jurisdiction in support of this plan.

6.2.3 California Civil Code, Chapter 9, Section 1799.102

Provides for "Good Samaritan Liability" for those providing emergency care at the scene of an emergency: "No person, who, in good faith and not for compensation, renders emergency care at the scene of an emergency, shall be liable for any civil damages resulting from any act or omission. The scene of an emergency shall not include emergency departments and other places where medical care is usually offered."

6.3 Local

6.3.1 Alameda County Administrative Code (citations only)

TITLE 2 ALAMEDA COUNTY ADMINISTRATIVE CODE
Chapter 2.118 CIVIL DEFENSE

Section 2.118.010 Purposes.
Section 2.118.020 Civil defense defined.
Section 2.118.030 Conditions or degrees of emergency--State of war emergency--State of Emergency--Local emergency.
Section 2.118.040 The civil defense staff defined.
Section 2.118.050 Civil defense office defined.
Section 2.118.060 Council membership.
Section 2.118.070 Powers and duties.
Section 2.118.080 Meetings.
Section 2.118.090 Members.
Section 2.118.100 Director of civil defense and disaster.
Section 2.118.110 Powers and duties.
Section 2.118.120 Disaster and emergency powers.
Section 2.118.130 The assistant director of civil defense.
Section 2.118.140 Powers and duties.
Section 2.118.150 Civil defense staff.
Section 2.118.160 Divisions, service and staff--Functions and duties prescribed by resolution.
Section 2.118.170 Willfully obstructing enforcement of regulations or performance of duty.
Section 2.118.180 Assistance to enemy.
Section 2.118.190 Unauthorized display, etc. of civil defense identification.
Section 2.118.200 Penalties

6.3.2 Alameda County Resolutions (citations only)

County Resolution R-87-465 Council Recognition
County Resolution 48-748 Master Mutual Aid Agreement

6.3.3 Alameda County Multi-Hazard Functional Plan

6.3.4 Alameda County Emergency Medical Services Plan

6.3.5 City of Alameda Multi-Hazard Functional Plan

6.3.6 City of Alameda Resolution adopting the California Master Mutual Aid Agreement

6.3.7 City of Alameda Emergency Services Ordinance

Chapter 2-15
DISASTER PREPAREDNESS

Sections:

2-15-1 Purpose.
2-15-2 Definitions.
2-15-3 Disaster Council Membership.
2-15-4 Disaster Council Powers and Duties.
2-15-5 Director and Assistant Director of Emergency Services
2-15-6 Powers and Duties of the Director and Assistant Director of Emergency Services
2-15-7 Emergency Organization.
2-15-8 Emergency Plan.
2-15-9 Expenditures.
2-15-10 Punishment of Violations.

Subsection 2-15-1 Purposes.

The declared purposes of this section are to provide for the preparation and carrying out of plans for the protection of persons and property within this City in the event of an emergency; the direction of the emergency organization; and the coordination of the emergency functions of this City with all other public agencies, corporations, organizations, and affected private persons. (Ord. No. 1676 N.S. §1; Ord. No. 2604 N.S. §1)

Subsection 2-15-2 Definition.

As used in this section, "emergency" shall mean the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within this City caused by such conditions as air pollution, fire, flood, storm, epidemic, riot or earthquake, or other conditions, including conditions resulting from war or imminent threat of war, but other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of this city, requiring the combined forces of other political subdivisions to combat. (Ord. No. 1676 N.S. §2; Ord. No. 2604 N.S. §1)

Subsection 2-15-3 Disaster Council Membership.

The City of Alameda Disaster Council is hereby created and shall consist of the following:

a. The Mayor, who shall be Chairman.
b. The City Manager who shall be the Director of Emergency Services and Vice Chairman.
c. The Assistant Director of Emergency Services.
d. Such Chiefs of Emergency Services as are provided for in a current emergency plan of this city, adopted pursuant to this section.
e. Such representatives of civic, business, labor, veterans, professional, or other organizations having an official emergency responsibility, as may be appointed by the Director with the advice and consent of the City Council. (Ord. No. 1676, N.S. §3; Ord. No. 2604 N.S. §1)

Subsection 2-15-4 Disaster Council Powers and Duties.

It shall be the duty of the City of Alameda Disaster Council, and it is hereby empowered, to develop and recommend for adoption by the City Council, emergency and mutual aid plans and agreements and such ordinances and resolutions and rules and regulations as are necessary to implement such plans and agreements. The Disaster Council shall meet upon call of the Chairman or, in his absence from the city or inability to call such meeting, upon call of the Vice-Chairman. (Ord. No. 1676 N.S. §4; Ord. No. 2604 N.S. §1)

Subsection 2-15-5 Director and Assistant Director of Emergency Services.

a. There is hereby created the office of Director of Emergency Services. The City Manager shall be the Director of Emergency Services.

b. There is hereby created the office of Assistant Director of Emergency Services, who shall be appointed by the Director. (Ord. No. 1676 N.S. §5; Ord. No. 2604 N.S. §1)

Subsection 2-15-6 Powers and Duties of the Director and Assistant Director of Emergency Services.

a. The Director is hereby empowered to:

1. Request the City Council to proclaim the existence or threatened existence of a local emergency if the City Council is in session, or to issue such proclamation if the City Council is not in session. Whenever a local emergency is proclaimed by the Director, the City Council shall take action to ratify the proclamation within seven (7) days thereafter or the proclamation shall have no further force or effect.

2. Request the Governor to proclaim a state of emergency when, in the opinion of the Director, the locally available resources are inadequate to cope with the emergency.

3. Control and direct the effort of the emergency organization of this city for the accomplishment of the purposes of this section.

4. Direct cooperation between and coordination of services and staff of the emergency organization of this City; and resolve questions of authority and responsibility that may arise between them.

5. Represent this City in all dealings with public or private agencies on matters pertaining to emergencies as defined herein.

6. In the event of the proclamation of a local emergency as herein provided, the proclamation of a state of emergency by the Governor or the Director of the State Office of Emergency Services, or the existence of a state of war emergency the Director is hereby empowered:

(a) To make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency: provided, however, such rules and regulations must be confirmed at the earliest practicable time by the City Council;

(b) To obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the City for the fair value thereof and, if required immediately, to commandeer the same for public use;

(c) To require emergency services of any City officer or employee and, in the event of the proclamation of a state of emergency in the County in which this City is located or the existence of a state of war emergency, to command the aid of as many citizens of this community as he deems necessary in the execution of his duties; such persons shall be entitled to all privileges, benefits and immunities as are provided by State law for registered disaster service workers;

(d) To requisition necessary personnel or material of any City department or agency; and

(e) To execute all of his ordinary power as City Manager, all of the special powers conferred upon him by this section or by resolution or emergency plan pursuant hereto adopted by the City Council; all powers conferred upon him by any statute, by any Agreement approved by the City Council, and by any other lawful authority.

(f) The Director of Emergency Services shall designate the order of succession to that office, to take effect in the event the Director is unavailable to attend meetings and otherwise perform his duties during an emergency. Such order of succession shall be approved by the City Council.

(g) The Assistant Director shall, under the supervision of the Director and with the assistance of emergency service chiefs, develop emergency plans and manage the emergency programs of this City; and shall have such other powers and duties as may be assigned by the Director. (Ord. No. 1676 N.S. §6; Ord. No. 2604 N.S. §1)

Subsection 2-15-7 Emergency Organization.

All officers and employees of this City, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation or law including persons impressed into service under the provisions of subsection 2-15.6 a, 6(c) of this section be charged with duties incident to the protection of life and property in this City during such emergency, shall constitute the emergency organization of the City of Alameda. (Ord. No. 1676 N.S. §7; Ord. No. 2604 N.S. §1)

Subsection 2-15-8 Emergency Plan.

The City of Alameda Disaster Council shall be responsible for the development of the City of Alameda Emergency Plan, which plan shall provide for the effective mobilization of all of the resources of this City,

both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency; and shall provide for the organization, powers and duties, services, and staff of the emergency organization. Such plan shall take effect upon adoption by resolution of the City Council. (Ord. No. 1676 N.S. §8; Ord. No. 2604 N.S. §1)

Subsection 2-15-9 Expenditures.

Any expenditures made in connection with emergency activities, including mutual aid activities shall be deemed conclusively to be for the direct protection and benefit of the inhabitants and property of the City of Alameda. (Ord. No. 1676 N.S. §9; Ord. No. 2604 N.S. §1)

Subsection 2-15-10 Punishment of Violations.

It shall be a misdemeanor, punishable by a fine of not to exceed five hundred ($500.00) dollars, or by imprisonment for not to exceed six (6) months, or both, for any person, during an emergency, to:

a. Willfully obstruct, hinder, or delay any member of the emergency organization in the enforcement of any lawful rule or regulation issued pursuant to this section, or in the performance of any duty imposed upon him by virtue of this section.

b. Do any act forbidden by any lawful rule or regulation issued pursuant to this section, if such act is of such a nature as to give or be likely to give assistance to the enemy or to imperil the lives or property of inhabitants of this city, or to prevent, hinder, or delay the defense or protection thereof.

c. Wear, carry, or display, without authority, any means of identification specified by the emergency agency of the State. (Ord. No. 1676 N.S. §10; Ord. No. 2604 N.S. §1)

7 Definitions

7.1 Incidents, Emergencies, and Disasters.

7.1.1 Incident

An *incident* is an occurrence or event, either human-caused or caused 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.

Incidents may result in extreme peril to the safety of persons and property and may lead to, or create conditions of disaster. Incidents may also be rapidly mitigated without loss or damage. While not yet meeting disaster level definition, larger incidents may call for managers to proclaim a "Local Emergency".

Incidents are usually a single event that may be small or large. They occur in a defined geographical area and require local resources or, sometimes, mutual aid. There are usually one to a few agencies involved in dealing with an ordinary threat to life and property and to a limited population. Usually a local emergency will not be declared and the jurisdictional EOC will not be activated. Incidents are usually of fairly short duration, measured in hours or, at most, a few days. Primary command decisions are made at the scene along with strategy, tactics, and resource management decisions

7.1.2 Emergency

The term *emergency* is used in several ways. It is a condition of disaster or of extreme peril to the safety of persons and property. In this context, an emergency and an incident could mean the same thing, although an emergency could have more than one incident associated with it.

Emergency is also used in Standardized Emergency Management System (SEMS) terminology to describe agencies or facilities, e.g., Emergency Response Agency, Emergency Operations Center, etc.

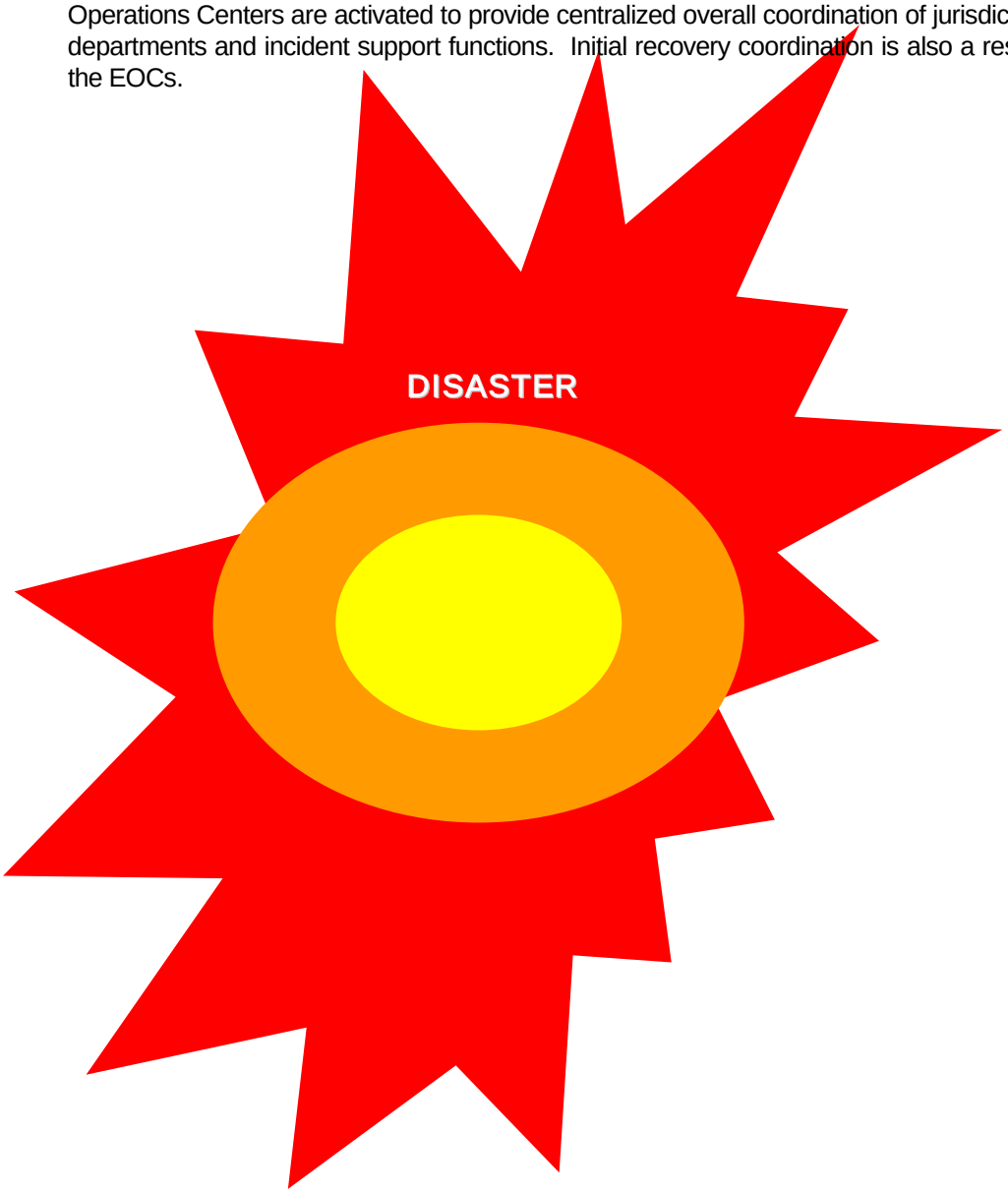
Emergency is also used to define a conditional state such as a proclamation of "Local Emergency". The California Emergency Services Act, of which SEMS is a part, describes three states of emergency:

- State of War Emergency
- State of Emergency
- State of Local Emergency

7.1.3 Disaster

A *disaster* is defined as a sudden calamitous emergency event bringing great damage, loss, or destruction. Disasters may occur with little or no advance warning, e.g., an earthquake or a flash flood, or they may develop from one or more incidents, e.g., a major wildfire or hazardous materials discharge.

Disasters are either single or multiple events that have many separate incidents associated with them. The resource demand goes beyond local capabilities and extensive mutual aid and support are needed. There are many agencies and jurisdictions involved including multiple layers of government. There is usually an extraordinary threat to life and property affecting a generally widespread population and geographical area. A disaster's effects last over a substantial period of time (days to weeks) and local government will proclaim a Local Emergency. Emergency Operations Centers are activated to provide centralized overall coordination of jurisdictional assets, departments and incident support functions. Initial recovery coordination is also a responsibility of the EOCs.



8 Response Levels

8.1 Response Levels are used to describe the type of event:

Area(s) affected extent of coordination or assistance needed, and degree of participation expected from the City. Response Levels are closely tied to Emergency Proclamations.

8.1.1 Response Level 1 - Local Emergency

This type of situation is managed in a normal manner from a command post at the scene. Local resources are adequate and available; a local emergency is proclaimed. Both coordination and direction are centralized: the Emergency Operations Center is not activated and public safety personnel provide necessary support, as established by agreements and ordinances. Police, fire and other responders coordinate via established telephones, radio systems and dispatch centers.

8.1.2 Response Level 2 - Local Disaster

Local resources are not adequate and mutual aid may be required on a regional or even statewide basis. A Local Emergency is proclaimed and a State of Emergency might be proclaimed. Several departments as well as other jurisdictional agencies need close coordination. The Emergency Operations Center is activated to coordinate emergency response. EOC activities may include but are not limited to:

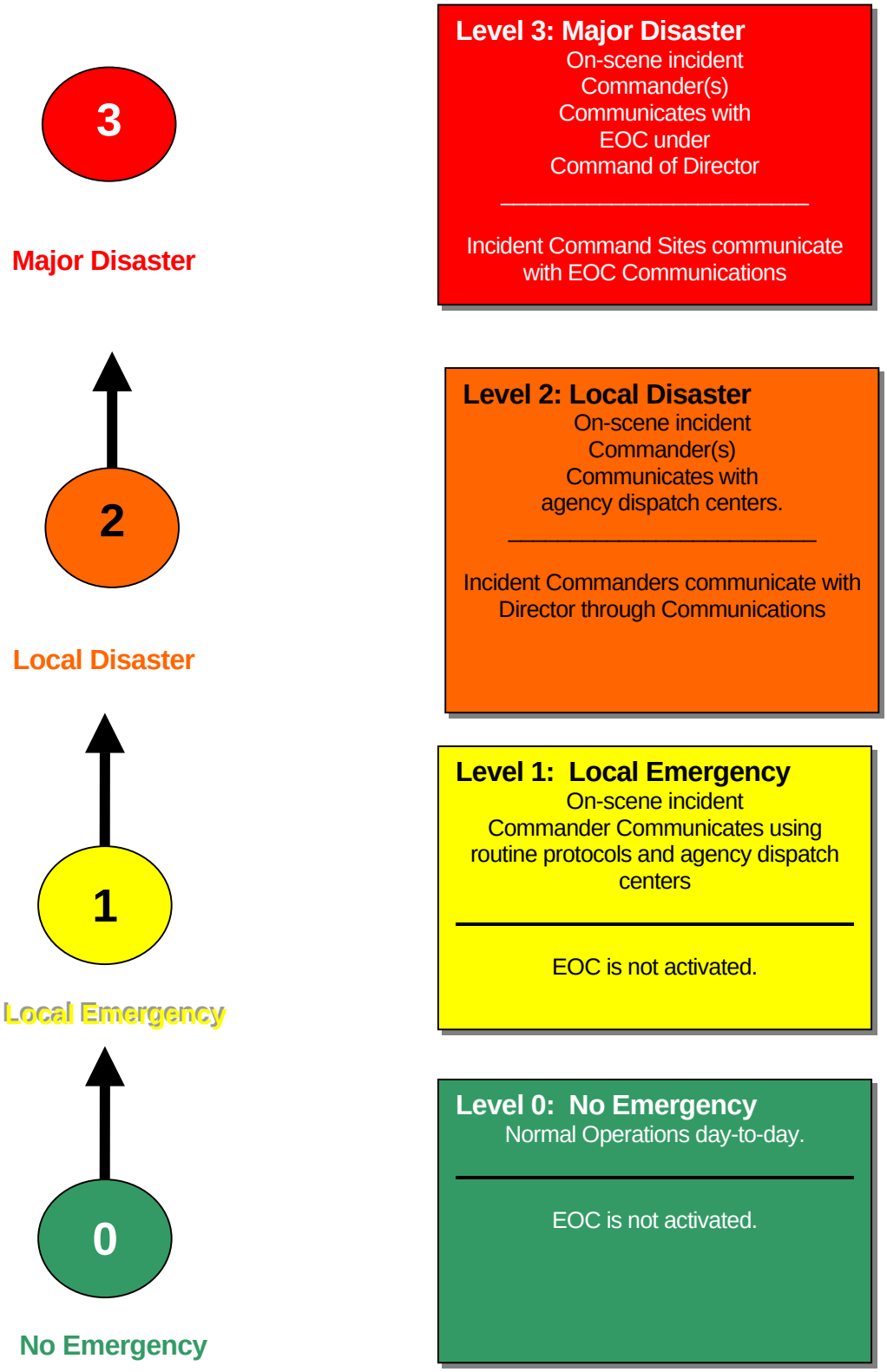
- Establishing a city-wide situation assessment function,
- Establishing a city-wide public information function,
- Determining resource requirements for the affected area and coordinating resource requests,
- Establishing and coordinating the logistical systems necessary to support multi-incident management,
- Establishing priorities for resource allocation.

Direction is decentralized: Incident Command Systems are established and continue to report through agency dispatch centers. Agency dispatch centers or liaison personnel provide information to the Emergency Operations Center.

8.1.3 Response Level 3 - Major Disaster

City resources are overwhelmed and extensive outside resources are required. A Local Emergency and a State of Emergency are proclaimed and a Presidential Declaration is requested. The emergency operation is centralized. The EOC is activated and all coordination and direction activities are done from there. There may be several incidents and the managers of each incident would, as much as possible, report to and receive direction from the EOC. During war, a Statewide Emergency Management System will be fully activated and the State will coordinate emergency operations from Sacramento.

8.2 Response Level Diagram



9 Emergency Phases

9.1 General Information Regarding Emergencies

Some emergencies will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designated to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency operations plan and commitment of resources. All employees must be prepared to respond promptly and effectively to any foreseeable emergency, including the provision and use of mutual aid.

Emergency management activities during peacetime and national security emergencies are often associated with the phases indicated below. However, not every disaster necessarily includes all indicated phases.

9.1.1 Mitigation Phase

Mitigation is perhaps the most important phase of emergency management. However, it is often the least used and generally the most cost effective. Mitigation is often thought of as taking actions to strengthen facilities, abatement of nearby hazards, and reducing the potential damage either to structures or their contents.

While it is not possible to totally eliminate either the destructive force of a potential disaster or its effects, doing what can be done to minimize the effects may create a safer environment that will result in lower response costs, and fewer casualties.

9.1.2 Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency. These activities develop operational capabilities and responses to a disaster. Those identified in this plan as having either a primary or support mission relative to response and recovery review Standard Operating Procedures (SOPs) or checklists detailing personnel assignments, policies, notification procedures, and resource lists. Personnel should be acquainted with these SOPs and checklists and periodically should be trained in activation and execution.

9.1.3 Response Phase

Pre-Impact: Recognition of the approach of a potential disaster where actions are taken to save lives and protect property. Warning systems may be activated and resources may be mobilized, EOCs may be activated and evacuation may begin.

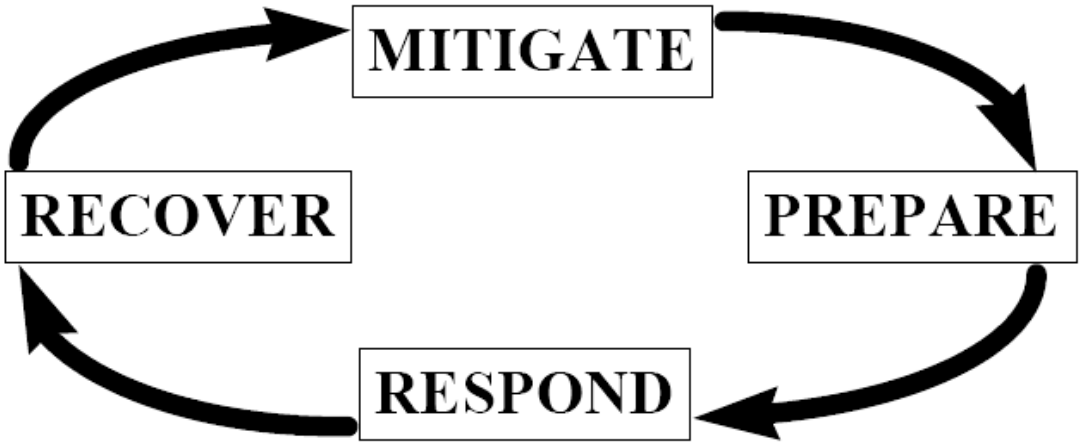
Immediate Impact: Emphasis is placed on saving lives, controlling the situation, and minimizing the effects of the disaster. Incident Command Posts and EOCs may be activated, and emergency instructions may be issued.

Sustained: As the emergency continues, assistance is provided to victims of the disaster and efforts are made to reduce secondary damage. Response support facilities may be established. The resource requirements continually change to meet the needs of the incident.

9.1.4 Recovery Phase

Recovery is taking all actions necessary to restore the area to pre-event conditions or better, if possible. Therefore, mitigation for future hazards plays an important part in the recovery phase for many emergencies. There is no clear time separation between response and recovery. In fact, planning for recovery should be a part of the response phase.

THE DISASTER CYCLE



10 Emergency Proclamations

10.1 Local Emergency

A Local Emergency may be proclaimed by the City Council or by the City Manager. If the proclamation is made by the City Manager, it must be ratified by the City Council within seven days. The City Council must review at its regularly scheduled meetings the need for continuing the local emergency and in no event more than 21 days after the previous meeting. The City Council must proclaim termination of the local emergency at the earliest possible date as conditions warrant. California Gov't Code Sec. 8630, Alameda Municipal Code Sec. 2-15.6.

The declaration of a Local Emergency provides the governing body with the legal authority to:

- Request that the Governor declare a State of Emergency
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance, or failure to perform. (Note: The Emergency Services Act, at California Gov't Code Sec. 8550 et seq., provides for immunities. Secs. 8655-8660.)

10.2 State of Emergency

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

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

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any city or county.

- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the State by the Constitution and the laws of the State of California within the designated area.

- Jurisdictions may command the aid of citizens as deemed necessary to cope with the emergency.

- The Governor may suspend the provisions of orders, rules, or regulations of any state agency, any regulatory statute, or statute prescribing the procedure for conducting state business.

- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of the office.

- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

10.3 State of War Emergency

When the Governor declares a State of War Emergency or a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus:

- All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor that are made or given within the limits of the Governor's authority as provided for in the Emergency Services Act.

10.4 Emergency Proclamation Formats

The next few pages contain Proclamation Formats for various Emergency Declarations by the City of Alameda:

10.4.1 Proclamation of State of Emergency

PROCLAMATION OF STATE OF EMERGENCY

Proclamation of Existence of a Local Emergency by _____ of the City of Alameda.

WHEREAS, Section 2-15.6(a)(1) of the Alameda Municipal Code empowers the _____ of the City of Alameda to proclaim the existence or threatened existence of a local emergency;

And

WHEREAS, said _____ does hereby find that conditions of extreme peril to the safety of persons and property have arisen with the City of Alameda, caused by _____ at about _____ on the _____ day of _____, _____, and that the aforesaid conditions of disaster or of extreme peril warrant and necessitate the proclamation of the existence of a local emergency;

And

WHEREAS, in the opinion of the _____, the resources of the area and region may be inadequate to cope with the emergency;

NOW THEREFORE, it is hereby proclaimed that a local emergency now exists and has existed since _____ at _____ throughout the City of Alameda, and it is further proclaimed and ordered that the powers, functions, and duties of the Director of Emergency Services and the emergency organization of this City shall be those prescribed by state law, by charter, ordinances, and resolutions of this City approved by the City Council of Alameda.

IT IS FURTHER ORDERED that said local emergency by deemed to continue to exist until its termination is declared by the Director of Emergency Services or City Council of Alameda, or the period specified in California Gov't Code Sec. 8630 has passed.

Dated:_____

By:_____

Title:_____

Printed Name:_____
City of Alameda

10.4.2 Emergency Proclamation Confirmation Resolution

CITYOF ALAMEDA RESOLUTION NO. _____

CONFIRMING THE PROCLAMATION BY THE DIRECTOR OF EMERGENCY SERVICES OF THE EXISTENCE OF AN EMERGENCY AND PROCLAIMING THE CONTINUANCE OF THE EMERGENCY

WHEREAS, Alameda Municipal Code Section 2-15.6 authorizes the Director of Emergency Services, or his/her designee, to proclaim a local emergency if the City Council is not in session, and provides that the City Council shall take action to ratify the proclamation within seven (7) days thereafter;

And

WHEREAS, conditions of disaster or of extreme peril to the safety of persons and property have arisen in the City of Alameda caused by_____ commencing at or about _____ on the _____ day of _____, ____, at which time the City Council was not in session;

And

WHEREAS, the City Council of the City of Alameda does hereby find that the aforesaid conditions of disaster or of extreme peril did warrant and necessitate the proclamation of the existence of a local emergency;

And

WHEREAS, the Director of Emergency Services, or his/her designee, did proclaim the existence of a local emergency within the City of Alameda on _____, _____;

And

WHEREAS, the aforementioned conditions of extreme peril are still in existence;

NOW THEREFORE, it is hereby proclaimed and ordered that the proclamation of a local emergency issued by the Director of Emergency Services is hereby ratified and confirmed by the City Council of the City of Alameda;

And

IT IS FURTHER PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Alameda, California

* * * * * *

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

AYES:_____ ABSENT:_____

NOES:_____ ABSTNETIONS:_____

IN WITNESS, WHERE OF, I have hereunto set my hand and affixed the official seal of the City this _____ day of _____, _____.

By:_____

Printed Name:_____
City Clerk
City of Alameda

10.4.3 Local Emergency Extension Resolution

CITY OF ALAMEDA RESOLUTION NO. _____

EXTENDING THE PROCLAMATION OF A LOCAL EMERGENCY

WHEREAS, the Alameda Municipal Code Section 2-15.6 empowers the Director of Emergency Services to proclaim a local emergency if the City Council is not in session and provides that the City Council shall take action to ratify the proclamation within seven (7) days thereafter

And

WHEREAS, conditions of disaster or of extreme peril to the safety of persons and property have arisen in the City of Alameda caused by _____ commencing on or about _____ a.m./p.m. on _____, _____, at which time the City Council was not in session;

And

WHEREAS, the City Council dies hereby find that the aforesaid conditions of extreme peril did warrant and necessitate the proclamation of the existence of a local emergency;

And

WHEREAS, the Director of Emergency Services, or his/her designee, did proclaim the existence of a local emergency with the City of Alameda on _____, _____;

And

WHEREAS, the City Council ratified and confirmed the declaration of a local emergency by adopting a proclamation on _____, _____;

WHEREAS, the condition of emergency continues to exist;

And

WHEREAS, the City Council finds it necessary to continue the existence of a local emergency;

NOW, THEREFORE, the City Council of the City of Alameda does hereby resolve that the effect of the proclamation of the local emergency shall be extended to _____, _____ (not to exceed 21 days from previous extension or proclamation of emergency).

* * * * * *

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

AYES:_____

NOES:_____

ABESNT:_____

ABSTENTIONS:____

IN WITNESS, WHEREOF, I have hereunto set my hand and affixed the official seal of said City this _____ day of _____, _____.

By:_____

Printed Name:_____

City Clerk
City of Alameda

10.4.4 Terminating Local Emergency Resolution

CITY OF ALAMEDA RESOLUTION NO. _____

TERMINATING LOCAL EMERGENCY

WHEREAS, a local emergency existed in the City of Alameda in accordance with the proclamation thereof by the Director of Emergency Services, or his/her designee, on the _____ day of _____, _____, as a result of conditions of disaster or of extreme peril to the safety of persons and property caused by _____ (fire, flood, storm, epidemic, riot, earthquake, or other cause);

And

WHEREAS, the situation resulting from said conditions of extreme peril is now deemed to be within the control of the normal protective services, personnel, equipment, and facilities of and within the City of Alameda;

NOW, THEREFORE, the City Council of the City of Alameda does hereby proclaim the termination of said local emergency.

* * * * * *

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

AYES:_____

NOES:_____

ABESNT:_____

ABSTENTIONS:____

IN WITNESS, WHEREOF, I have hereunto set my hand and affixed the official seal of said City this _____ day of _____, _____.

By:_____

Printed Name:_____

City Clerk
City of Alameda

10.4.5 Curfew and Other Restrictions Proclamation

PROCLAMATION ORDERING CURFEW AND OTHER SPECIFIED RESTRICTIONS DURING EXISTENCE OF A LOCAL EMERGENCY

WHEREAS, art. XI Sec.1 of the City of Alameda City Charter, vests in me the power as Mayor of the City of Alameda to govern the City by proclamation whenever the Council determines that public danger or emergency requires such action;

And

WHEREAS, a Proclamation of a State of Emergency was ordered by _____ on the _____ day of _____, _____, and a Local Emergency now exists within the City of Alameda;

NOW, THEREFORE, I hereby declare the following orders to be necessary for the protection of life and property in the City:

1. No person shall be upon any public street, avenue, boulevard, place, alley, park or other public place or unimproved private realty anywhere within the City boundaries between sunset and sunrise of the following day;

2. _____
_____
_____.

These restrictions shall not apply to peace officers, fire fighters, paramedics, Emergency Operations Organization EOO personnel, the National Guard or other military personnel.

Any violation of these regulations shall be punished ad provided by the Alameda Municipal Code Section 2-15.10.

Dated: _____ By:_____

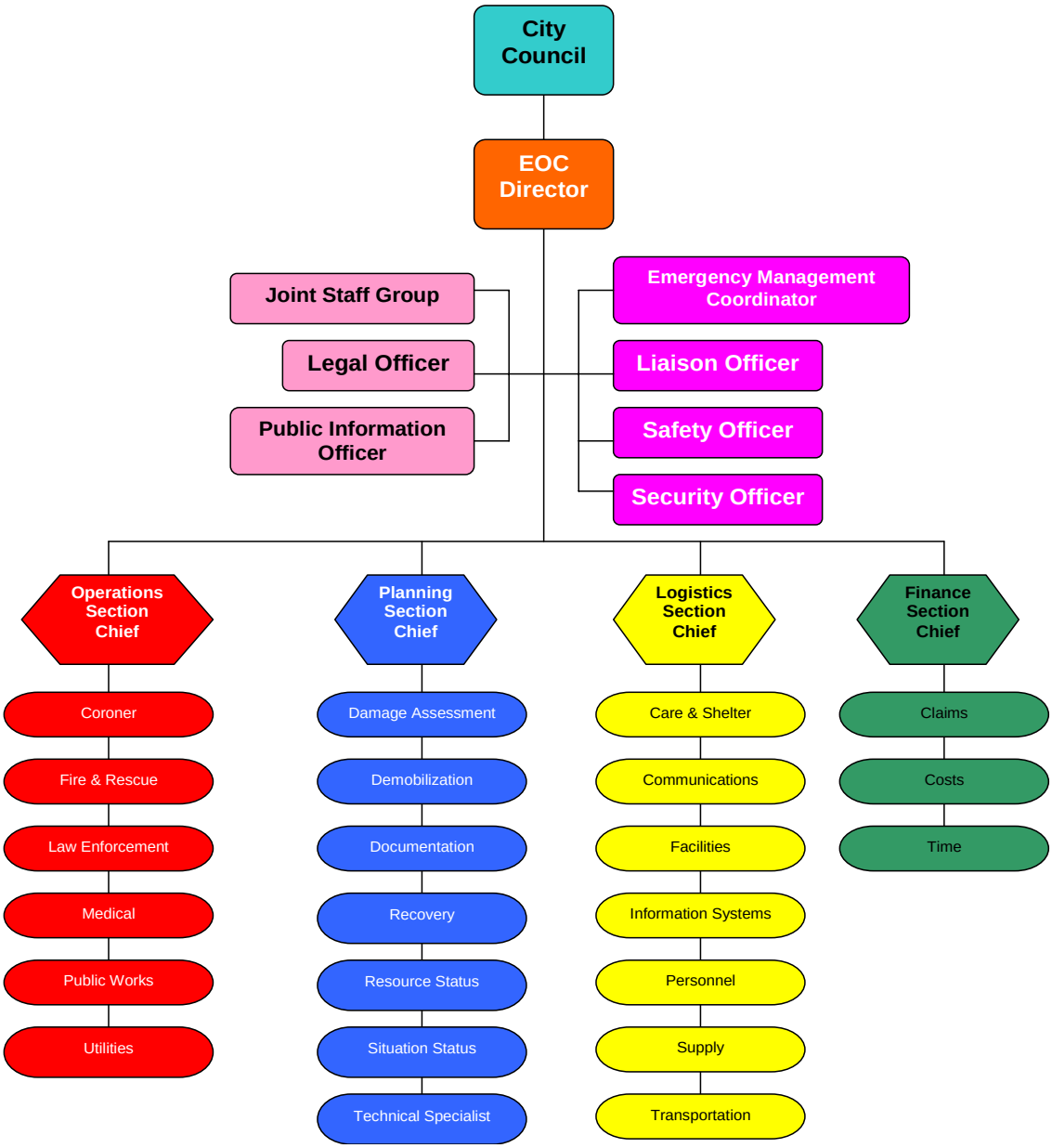
Printed Name:_____
City of Alameda

11 Emergency Organization

11.1 Overall Emergency Structure

SEMS requires that all public agencies use the five designated functions to serve as the basis for organizing emergency planning and response. City of Alameda emergency response organization is based on these functions.

Overall Emergency Organization



11.2 Command Section Definitions (See APPENDIX 1 of this Plan for Specific Responsibilities)

11.2.1 City Council (Policy Group)

The Policy Group is composed of the Mayor, City Council and Legal Advisor(s) and is responsible for; continuity of government, defining policy, short and long-range recovery planning, legal advice and public information. The group will receive periodic briefings from the Director and staff.

11.2.2 Emergency Operations Center (EOC) Manager

The EOC Manager is the City Manager or designee and is overall in charge of the Emergency Operations Center and the coordination of the response to the event.

11.2.3 Public Information Officer (PIO)

The Public Information Officer is responsible for the formulation and release of information about the incident to the news media, emergency workers, and other appropriate agencies and organizations.

11.2.4 Emergency Management Coordinator

From the EOC, constantly assesses the situation. Knows what resources are available. Determines strategy for implementing the plan to handle the incident. Monitors how well (or poorly) the plan is working. Adjusts the plan to meet the realities of the situation. Makes sure that the response is being fully documented - for legal and financial reasons. Coordinates all response activities through the section chiefs. Keeps the Policy Group informed of the progress and strategies being implemented during the response.

If appropriate to the situation and no other person is available, acts as Safety Officer to make sure that the safety of residents and employees and others in the City is the highest priority. The positions of information officer and liaison can also be performed by the Director when designated persons are not available.

Continuity and efficiency require that the Director be in the EOC throughout the response and use a "hands-off" approach to managing response activities.

11.2.5 Legal Officer

Supplies immediate and direct legal advice to the Director regarding policy implementation, emergency ordinances, liability issues, and claims against or on behalf of the City.

11.2.6 Joint Staff Group

Assesses the incident and provides assistance to the EOC Director in the development of an appropriate emergency response strategy.

11.2.7 Security Officer

Responsible for the security of all EOC facilities and management of personnel access.

11.2.8 Safety Officer

Responsible for identification and mitigation of safety hazards and situations of potential city liability during emergency operations and ensure a safe working environment in the EOC and field operations.

11.2.9 Liaison Officer

Serves as the point of contact for agency representatives from assisting organizations outside the city government structure and aids in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.

Multi-agency or inter-agency coordination is defined as the participation of agencies and disciplines involved at any level of the ICS organization and working together in a coordinated effort. The goal is to facilitate decisions for overall emergency response activities including the sharing of critical resources and the prioritization of incidents.

11.3 Emergency Operations Center (EOC) Section Definitions

11.3.1 Operations Section Chief

The Operations Section Chief is responsible for coordinating emergency operational units: Fire, Police, Public Works, and Communications. The Operations Chief is responsible for activating the operations element of the action plan. This position can be filled by more than one person.

11.3.1.1 Coroner Unit

Under the direction of Alameda County (ALCO) Coroner, identify and document the remains of deceased persons. Under the direction of the (ALCO) coroner, work with the Mortuary personnel in removing remains from the emergency scene. Maintain communications with field unit and relay ongoing status of the emergency to the Coroner in the (ALCO EOC.

11.3.1.2 Fire & Rescue Unit

Fire Operations is responsible for protecting lives and property, coordinating fire field forces in providing firefighting services, emergency medical services, radiological and hazardous materials response, and light/heavy rescue.

11.3.1.3 Law Enforcement Unit

Police Operations is responsible for protecting lives, enforcing laws and proclaimed orders, controlling traffic, combating crime and providing animal control services during a disaster.

11.3.1.4 Medical Unit

The Medical Unit takes actions to reduce injuries and loss of life by coordinating medical response, treatment, and transportation.

11.3.1.5 Public Works Unit

Public Works Operations is responsible for reducing damage, restoring essential services, and assisting in heavy rescue.

11.3.1.6 Utilities

Provide liaison between all utilities and the City of Alameda EOC. Under the supervision of the EOC Manager, determine utility restoration priorities for the City.

11.3.2 Planning & Intelligence Section Chief

The Planning and Intelligence Section Chief is responsible for collection, evaluation, dissemination and use of information about the development of the incident and status of resources

11.3.2.1 Damage Assessment

Has the responsibility of collection, evaluation, dissemination and use of information relative to the damage assessment in the City.

11.3.2.2 Demobilization Unit

Prepares a demobilization plan to ensure the orderly, safe and cost-effect release of personnel and equipment.

11.3.2.3 Documentation Unit

The Documentation Unit is responsible for maintaining complete incident files and providing duplication services.

11.3.2.4 Recovery Unit

Ensures that the city receives all emergency assistance and disaster recovery reimbursement for which it is eligible. Conducts all initial recovery operations and prepares the EOC organization for transition to a recovery operations organization – the goal of which is to restore the city to pre-disaster conditions as quickly and as effectively as possible.

11.3.2.5 Resource Status Unit

The Resource Status Unit is responsible for maintaining an inventory of available personnel, equipment, vehicles, etc., and displaying inventory in the EOC.

11.3.2.6 Situation Status Unit

The Situation Unit is responsible for the collection and organization of incident status and situation information; and displaying the information in the Emergency Operations Center (EOC).

11.3.2.7 Technical Specialist

Act as resource to members of the EOC staff in matters relative to your technical specialty.

11.3.3 Logistics Section Chief

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

11.3.3.1 Care and Shelter Unit

The Shelter Unit is responsible for providing staffing and coordination for mass care and shelter.

11.3.3.2 Communications Unit

Communications is responsible for developing plans for assuring that the EOC communications system functions adequately; this includes messages, radios, telephones, and computers.

11.3.3.3 Facilities Unit

Oversees the staff to ensure that adequate facilities are provided for the response effort including securing access to the facility and providing staff, furniture, supplies and materials necessary to configure the facility in a manner adequate to accomplish the mission.

11.3.3.4 Information Systems Unit

Manages all radios, data and telephone needs of the EOC staff.

11.3.3.5 Personnel Unit

The Personnel Unit is responsible for providing for the coordination of City employees, registration of volunteers, and for the management of manpower.

11.3.3.6 Supply Unit

Order, receive, store, process and allocate all emergency resources and supplies. Determine the supply need from the Logistics Chief. Determine status of all personnel.

11.3.3.7 Transportation Unit

The Transportation Unit is responsible for providing vehicles to move people/equipment to and from the EOC, to and from the incident(s), and for public evacuation and sheltering, if necessary.

11.3.4 Finance Section Chief

The Finance Section Chief is responsible for all financial and cost analysis aspects of the incident and supervising units under the Administration and Finance Section. Briefs and updates the EOC Director.

11.3.4.1 Claims Unit

Accept as agent for the City of Alameda, claims resulting from the incident and is responsible for managing compensation for injuries and claims arising out of the incident

11.3.4.2 Cost Unit

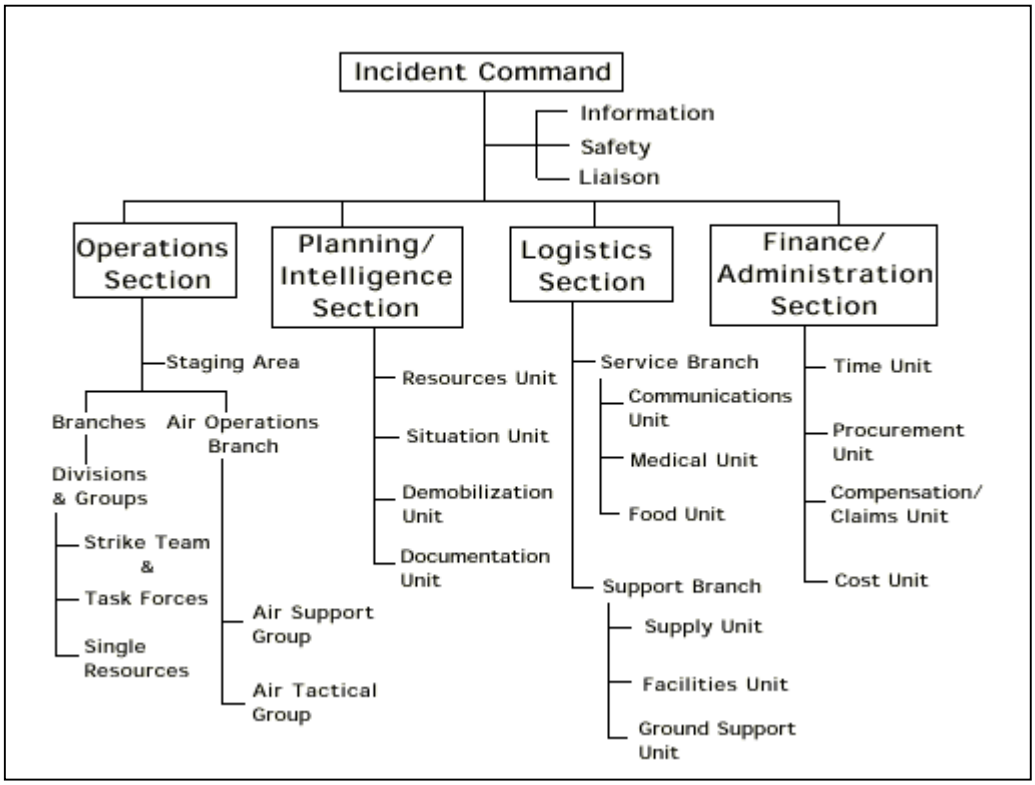
The Cost/Finance Unit is responsible for collecting all cost data, performing cost analyses, providing cost estimates, and recommending ways to reduce costs.

11.3.4.3 Time Unit

The Time Unit is responsible for keeping track of the hours worked by paid personnel and volunteers, and the hours that various pieces of rental equipment are used.

11.4 Incident Command (IC) Structure (Also known as Field Command Structures)

11.4.1 IC Structure Chart (Does not represent City Emergency Operations Center organization)



11.4.2 General ICS Information

The Incident Command System is used to manage an emergency incident or a non-emergency event. It can be used for both small and large situations.

The system has considerable internal flexibility. It can grow or shrink to meet differing needs. This makes it a very cost-effective and efficient management system. Listed below are examples of the kinds of incidents and events that can use the ICS:

APPLICATIONS FOR THE USE OF THE INCIDENT COMMAND SYSTEM

- Fires, HAZMAT, and multi-casualty incidents
- Multi-jurisdictional and multi-agency disasters
- Wide-area search and rescue missions
- Pest eradication programs
- Oil spill response and recovery incidents
- Single and multi-agency law enforcement incidents
- Air, rail, water, or ground transportation accidents
- Planned events such as celebrations, concerts, parades
- Private sector emergency management programs
- State or local major natural hazard management

11.4.3 ICS Organization (Does not represent City Emergency Operations Center organization)

The organization of the Incident Command System is built around the same five major management activities as SEMS. These five management activities are the foundation upon which the incident management develops. They apply whether handling a routine emergency, organizing a major event, or managing a major response to a disaster.

11.4.3.1 Command Section

Sets objectives and priorities. Has overall responsibility at the incident.

11.4.3.1.1 INCIDENT COMMANDER

Person in charge at the incident, and must be fully qualified to manage the incident. As incidents grow in size or become more complex, a more highly qualified person may be assigned as IC by the responsible jurisdiction or agency.

11.4.3.1.2 INFORMATION OFFICER

The point of contact for the media or other organizations seeking information directly from the incident or event.

11.4.3.1.3 SAFETY OFFICER

Monitors safety conditions and develops measures for assuring the safety of all assigned personnel.

11.4.3.1.4 LIAISON OFFICER

On larger incidents or events, representatives from other agencies may be assigned to the incident to coordinate their agency's involvement. The Liaison Officer will be their primary contact.

11.4.3.2 Operations Section

Conducts tactical operations to carry out the plan. Develops the tactical objectives, organization, and directs all resources.

11.4.3.2.1 DIVISIONS

Established to divide an incident geographically or describe some geographical area related to incident operations.

11.4.3.2.2 GROUPS

Established to describe functional areas of operation. What is established will be determined by the needs of the incident. Groups work wherever they are needed, and are not assigned to any single division. Divisions and Groups are at an equal level in the organization.

11.4.3.2.3 BRANCHES

Established another level of organization within the Operations Section to increase the span of control, define another functional structure, or organize the incident around jurisdictional lines.

11.4.3.2.4 AIR OPERATIONS

Operated at the branch level and established separately at an incident where there are complex needs for the use of aircraft in both tactical and logistical operations.

11.4.3.2.5 STAGING AREAS

Established wherever necessary to temporarily locate resources awaiting assignment.

11.4.3.3 Planning and Intelligence

Develops the action plan to accomplish the objectives. Collects and evaluates information. Maintains resource status.

11.4.3.4 Logistics

Provides support to meet incident needs. Provides resources and all other services needed to support the incident response.

11.4.3.5 Finance and Administration

Monitors costs related to the incident. Provides accounting, procurement, time recording, and cost analyses.

11.4.3.6 Units

Functional Units fall under each of the three remaining sections (see ISC Structure Chart). Not all of the units may be required, and they will be established based upon the need. The titles of the units are self-descriptive.

11.4.4 Incident Facilities

Facilities will be established depending on the kind and complexity of the incident or event. Not all facilities will necessarily be used.

11.4.4.1 Incident Command Post (ICP)

The location from which the incident Commander oversees all incident operations. There is only one ICP for each incident or event. Every incident or event must have some form of ICP.

11.4.4.2 Staging Area

Locations at which resources are kept while awaiting incident assignment.

11.4.4.3 Base

The location at the incident at which primary service and support activities are performed.

11.4.4.4 Camps

Incident locations where resources may be kept to support incident operations. Camps differ from staging areas in that essential support operations are done at camps, and resources at camps are not always immediately available.

11.4.4.5 Helibase

A location in and around an incident area at which helicopters may be parked, maintained, fueled, and equipped for incident operations.

11.4.4.6 Helispot

Temporary locations where helicopters can land and load/off-load personnel, equipment, and supplies.

11.4.5 Incident Action Plan

Every incident must have an oral or written action plan. The purpose of the plan is to provide all incident supervisory personnel with direction for future actions. Action plans which include the measurable tactical operations to be achieved, are always prepared around a time-frame called an Operational Period.

Operational Periods can be of various lengths, but should be no longer than 24 hours. The planning of an operational period must be done far enough in advance to ensure that requested resources are available when it begins.

The Incident Action Plan must be known to all incident supervisory personnel. This can be done through briefings, by distributing a written plan prior to the start of the Operational Period, or by both methods.

11.4.5.1 Essential Incident Action Plan Elements

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 prepared for each Division or Group and 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.

12 Emergency Operations Center (EOC)

12.1 Explanation of the EOC

The Emergency Operations Center (EOC) is the location from which centralized management of an emergency response is performed. The use of EOCs 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 City of Alameda 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/NIMS, as noted earlier in this plan. The Director, Staff Assistant and the section chiefs serve as the EOC management team, along with the Public Information Officer, Safety Officer, and Liaison.

Unless otherwise specified, the EOC should not be providing tactical direction to the various incidents that are being conducted in the field using the Incident Command System.

The EOC normally will be located in the basement area of the Police Administration Building at 1555 Oak Street. The various rooms therein will be converted as necessary into work stations whenever the EOC is activated. Conversion instructions are located in the Alameda Police Department Communication Supervisor's office and in appendix 2 of this document.

The alternate EOC is located at the Alameda Fire Department Classroom building at 431 Stardust Place; the primary site shall be used unless it is declared uninhabitable.

The Emergency Operations Supply Building which is located in the City Hall parking lot contains supplies which are kept along with food and water for use by members of the emergency organization during EOC activation.

12.2 EOC Activation

12.2.1 When the EOC is activated

Activation of the City EOC means that at least one City official implements SEMS as appropriate to the scope of the emergency and the City's role in response to the emergency. The City EOC is activated when routine use of resources needs support and/or augmentation. The City official implementing SEMS may function from the EOC or from other locations depending on the situation.

Activated EOCs may be partially or fully staffed to meet the demands of the situation. The City maintains three EOC staffing levels that can be applied to various situations. Activation criteria are as follows:

EOC Activation Guide

Level	Conditions	EOC Duties	Activation	Actions
NONE (Green)	1. Normal	1. Maintenance	1. No Activation	1. No actions
0 (Blue)	1. No potential severe weather 2. No increasing international tension 3. No increasing national or local tension 4. No increasing probability of hazard	1. Monitor world, national, regional, and local news and monitor regional weather forecasts and space forecasts.	1. Only minimal staff in normal operations	1. No actions.
1 (Yellow)	1. Serious increase in international tension 2. Possibility of local unrest 3. Severe weather watch is issued 4. Situational conditions warrant 5. Small incidents involving one facility 6. Earthquake advisory 7. Flood watch	1. Continuous monitoring of event 2. Check & update all resource lists 3. Distribute status and analysis to EOC personnel 4. Receive briefing from field personnel as necessary	1. Only basic support staff or as determined by Emergency Manager	1. EOC Section Chiefs review Plan and Guidelines and check readiness of staff and resources.
2 (Orange)	1. Small scale civil unrest 2. Situational conditions warrant 3. Severe weather warning issued 4. Moderate earthquake 5. Wildfire affecting specific areas 6. Incidents involving 2 or more facilities 7. Hazardous materials evacuation 8. Imminent earthquake alert 9. Major scheduled event	1. Continuous monitoring of event 2. Initiate EOC start-up checklist 3. Facilitate field personnel 4. Provide status updates to EOC personnel	1. Staffed as situation warrants and liaison to other agencies 2. Primary EOC personnel will be available and check-in regularly	1. Briefings to City Executive staff and Department Heads 2. EOC begins full operation
3 (Red)	1. International crisis deteriorated to the point that widespread disorder is probable 2. Acts of terrorism (biological, technical, other) are imminent 3. Civil disorder with relatively large scale localized violence 4. Hazardous conditions that affect a significant portion of the City 5. Severe weather is occurring 6. Verified and present threat to critical facilities 7. Situational conditions warrant 8. Major emergency in the City or Region 9. Incidents occurring involving heavy resource involvement 10. Major earthquake	1. Brief arriving staff on current situation 2. Facilitate EOC staff	1. As determined by the Emergency Manager 2. EOC essential and necessary staff 3. Key department heads 4. Required support staff	1. As situation warrants

12.2.2 EOC Activation Checklist

- ❑ EOC Activation is ordered by the Director or the City Manager and will call the Section Chiefs.
- ❑ Upon, activation, personnel assigned to positions on the EOC Team report to the EOC location and check in with Section Chiefs.
- ❑ Conduct EOC function and incident/situation briefing.
- ❑ Issue seat and confirm shift assignments.
- ❑ Obtain identification badge and credentials.
- ❑ Begin activity logs.
- ❑ Determine staffing needs and acquire additional support as needed.
- ❑ Check communications equipment (telephones, fax machines, radios). Assistance available from the Communications Team.
- ❑ Locate and lay out necessary supplies and materials.
- ❑ Review and start working off Position Checklist.

12.2.3 EOC Equipment and Supplies Checklist

Equipment and supplies should be sufficient for prolonged operation of the fully staffed EOC. The following is a recommended supply list:

❑ Communications equipment	❑ Flashlights/emergency lighting
❑ Furniture - desks/tables and chairs for all positions, conference tables and chairs	❑ Uninterruptible Power Supply (UPS) for computers
❑ Computers and printers	❑ TV, VCR, AM/FM Radio
❑ EOC forms and logs	❑ Displays, maps, charts, white boards
❑ Copier & copy paper	❑ Administrative
❑ Supplies and office equipment (pens, pencils, staplers/staples, note paper)	❑ First Aid and Sanitary Supplies
❑ Emergency generator	❑ Blankets and other items for a sleeping area
❑ Kitchen equipment and supplies	❑ Janitorial Supplies
	❑ Food supply

12.2.4 EOC Closeout Checklist

- ❑ Notify appropriate agencies and individual sites that EOC is being closed.
- ❑ Collect data, logs, situation reports, message forms, and other significant documentation. Place in a secure file box. Mark the outside with the date and any state or federal numbers associated with the response.
- ❑ Deliver the information to the Administration & Finance Section Chief.
- ❑ Fold and repack re-usable maps, charts, and materials.
- ❑ Collect and box all office supplies and unused forms.
- ❑ Make a list of all supplies that need replacement and forward to the Logistics Section Chief.
- ❑ Return vest and identification credentials.
- ❑ Log out.
- ❑ Leave work area in good order.

12.3 EOC Call Out List

The EOC Call Out List resides in the City of Alameda's Police Department and is continually updated by the Disaster Preparedness Office. The list contains all EOC personnel and their office and cell phone numbers.

12.4 EOC Staff Immediate Action Checklists

12.4.1 Director

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio, ☐ Telephone,	☐ Cellular phone, pager ☐ Clerical support, ☐ Personal supplies for duration of emergency
Time of Notification of Incident ☐ Time received: _____am/pm ☐ Who sent message:_____	
Determine level of Emergency ☐ See attached Response level diagram (See Emergency Operations Plan page v: Level 1: Local Emergency, Level 2: Local Disaster, Level 3: Major Disaster)	
Determine location of EOC ☐ EOC Location ☐ Location 2_____ ☐ Location 3_____	**Contact individual who has keys to open EOC location** ☐ Location 2_____ ☐ Location 3_____
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive at EOC:

☐ Determine availability of power
☐ If no power is available, begin operation in manual mode
☐ Notify EOC staff of mode of operation
☐ Indicate what to bring to EOC

Set up EOC using guidelines and diagram on in EO Supply Building

Set-up phone system ((Logistics/Communications Unit)

☐ If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with operations.
☐ Initiate and maintain activity log
☐ Make decision for staffing needs: clerical support staff, runners for messages
☐ Meet with Section Officers and staff for situation updates
☐ Ensure communications & radio systems are available
☐ Notify City Council of situation/incidents
☐ Be prepared to provide general status reports to Alameda County Operational Area EOC
☐ Hold morning and afternoon briefings as well as during change of shifts
☐ Authorize news releases from Public Information Officer
☐ Discuss with Liaison coordination with other agencies as required or helpful, i.e. Cities, County
☐ Make decision about any requests for mutual aid from the Cities or the Alameda County Operational Area EOCs. Meet with Operations and Logistics Section Chiefs to make this determination.
☐ Ensure accurate records are available regarding employee status, damage and condition of City facilities and sites. Meet with Planning & Intelligence, Logistics and Operations Section Chiefs to make this determination.
☐ Determine when operations will return to normal. Plan for transition from EOC operations to normal operations.

ACTIONS TO BE TAKEN FOR EOC DEACTIVATION

☐ Formal critique for all EOC staff.
☐ Direct Planning & Intelligence Section Chief to prepare an After-Action Report to be used for post-disaster meetings with the County and State.
☐ Notify City Council emergency response is ended
☐ Ensure proper application for disaster assistance within two weeks after disaster for long-term repair, etc. Meet with Finance & Administration Section Chief for this information.

12.4.2 Public Information Officer

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio ☐ Telephone	☐ Cellular phone ☐ Clerical support ☐ Personal supplies for duration of emergency
Time of Notification ☐ Time received: _____am/pm ☐ Who sent message:_____	
Call Director ☐ Take note of instructions & location of EOC during Emergency Notification System transmission ☐ Instructions received:_____	
Grab "GO" Kit with Personal Supplies & Supplies needed as instructed ☐ Includes cellular phone, change of clothing, medications, lap-top computer/lithium batteries, paper writing tablets, pencils & list of media contacts	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC: ☐ Determine availability of power ☐ If no power is available, begin operation in manual mode ☐ Set-up phone system (Logistics/Communications Unit) *If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, computer, proceed with EOC PIO operations*.
Set-up PIO desk close to Director ☐ Meet with Director for current status ☐ Activate PIO Support Person ☐ Contact _____ to assist with support functions ☐ Phone:_____ ☐ Determine if emergency broadcast message is needed. ☐ Television Stations:_____ ☐ Radio Stations:_____ ☐ Establish contact with PIOs in other agencies, i.e. Cities/County Operational Area EOC ☐ Establish a Press Room ☐ Ensure news media are not allowed in EOC ☐ Obtain Situation Status, Damage Assessment data from EOC staff ☐ Prepare news releases and have approved by Director ☐ Prepare & distribute employee information bulletins as authorized by Director ☐ Implement rumor control procedures ☐ Maintain complete files of release information and clippings. ☐ Provide recommendations to Planning & Intelligence Section Chief for After Action Report

12.4.3 Liaison

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio, ☐ Telephone,	☐ Cellular phone, ☐ Clerical support (if necessary), ☐ Personal supplies for duration of emergency
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____	
☐ Call Director for Further Instructions ☐ Take note of instructions & location of EOC ☐ Instructions received:_____	
Grab "GO" Kit with Personal Supplies & Supplies needed as instructed. ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC: ☐ Determine availability of power ☐ If no power is available, begin operation in manual mode ☐ Set-up phone system (Logistics/Communications Unit) *If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Liaison operations*.
Set-up Liaison desk close to Director ☐ Maintain activity log (see reverse) ☐ Meet with Director for current status ☐ Determine if clerical support is needed. ☐ Clerical Support Name: _____ Phone: _____. ☐ Establish contact with supporting agencies ☐ Serve as official liaison to agencies, i. e. Red Cross ☐ Verify accuracy of information to be relayed to the Director or PIO. Refer public information announcements to PIO for events and actions by other agencies to Director ☐ Participate in EOC briefings ☐ Coordinate dependent care for EOC staff. ☐ Coordinate employee sheltering within city. If alternate shelter space is needed, contact Red Cross to open a shelter for City employees

12.4.4 Safety & Security Officer

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio, ☐ Telephone,	☐ Cellular phone, ☐ Clerical support (if necessary), ☐ Personal supplies for duration of emergency
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____	
Call Director for Instructions ☐ Take note of instructions & location of EOC ☐ Instructions received:_____	
Grab "GO" Kit with Personal Supplies & Supplies needed ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC:

☐ Determine availability of power
☐ If no power is available, begin operation in manual mode
☐ Set-up phone system (Logistics/Communications Unit)

If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Safety Officer operations as follows:

☐ Set-up Safety desk close to Director
☐ Maintain activity log (see reverse)
☐ Meet with Director for current status
☐ Establish contact with Operations Officer for safety issues
☐ Identify and mitigate safety hazards and situations
☐ Keep Director informed of safety issues
☐ Anticipate situation changes, i.e. effects of safety upon aftershocks

12.4.5 Operations Section Chief

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio, ☐ Telephone,	☐ Cellular phone, ☐ Clerical support (if necessary), ☐ Personal supplies for duration of emergency
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____ ☐ Call Director for Further Instructions ☐ Take note of instructions & location of EOC during Emergency Notification System transmission ☐ Instructions received:_____	
Grab "GO" Kit with Personal Supplies & Supplies needed ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC:

☐ Determine availability of power
☐ If no power is available, begin operation in manual mode
☐ Set-up phone system (Logistics/Communications Unit)

If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Operations Officer operations as follows:

☐ Set-up Operations Section desk with needed supplies. If supplies are needed,
☐ Notify Resource & Logistics Section Chief.
☐ Maintain activity log (see reverse)
☐ Meet with Director for current status
☐ Determine if Operations clerical staff needs to be activated.
Clerical Support Name:_____ Phone: _____
☐ Meet with Safety Officer to review and authorize immediate actions according to safety & emergency operation procedures, i.e. on-site treatment of injured, policy for employees & others not needed for emergency response, occupancy status of buildings.
☐ Direct Public Works to cordon-off unsafe areas, secure facilities and control access where there is damage.
☐ Where needed have all utilities shutdown if presenting possible hazard.
☐ Direct establishment of Medical Treatment area
☐ Ensure traffic controls established for emergency vehicles
☐ Establish & control Visitor Rendezvous Area
☐ Make requests to Logistics Section Chief needed soon, i.e. equipment, food for field staff, etc.
☐ Forward information Situation Status and other in EOC of events & actions.
☐ Prepare plan for large scale egress from site.
☐ Coordinate with Planning & Intelligence Officer and Damage Assessment to identify priorities for inspections, repairs, facility restoration
☐ Plan for ongoing operations with other EOC Officers.
☐ Provide lists of personnel on duty and personnel matters to Admin & Finance/Compensation & Claims Unit.
☐ Provide information & recommendations to Planning and Intelligence Section Chief for After Action report
☐ Support Admin & Finance/Compensation & Claims Unit files with photographs, and source documents, i.e. time records, field notes, etc.

12.4.6 Logistics Section Chief

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Emergency Communications Radio, ☐ Cellular phone, ☐ Procurement materials,	☐ Access to fax, ☐ Emergency services contracts in place, ☐ Personal supplies for duration of emergency.
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____	
Call Director for Further Instructions ☐ Take note of instructions & location of EOC during Emergency Notification System transmission ☐ Instructions received:_____	
Grab "GO" Kit with Personal Supplies & Supplies needed ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC: ☐ Determine availability of power ☐ If no power is available, begin operation in manual mode ☐ Set-up phone system (Logistics/Communications Unit) *If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Resource & Logistics Section operations as follows:* ☐ Report to Director for status of emergency and establish working area with needed supplies. ☐ Maintain activity log ☐ Set-up supporting Section functions with assigned EOC staff: ☐ Check with Section Officers to identify needed resources. ☐ Arrange for an Emergency Services Resolution from the Board, if needed. ☐ Prepare for provisions for all resources for the EOC including procurement & delivery arrangements
If resources are beyond what the City can provide, ☐ Contact County EOC through the EOC Liaison to request mutual aid. ☐ Support shelter operations ☐ Maintain status of all personnel, members of the public, visitors and contractors on City property ☐ Track emergency expenses incurred by the Logistics Section ☐ Assist Finance & Administration Section with collection of documentation & records. ☐ Provide information and recommendations to Planning & Intelligence Section Chief for After-Action Report

12.4.7 Planning & Intelligence Section Chief

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Portable emergency communications radio, ☐ Access to telephone or message runner,	☐ Clerical support (EOC message boards, personal supplies) for duration of emergency
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____	
Call Director for Further Instructions ☐ Take note of instructions & location of EOC during Emergency Notification System transmission ☐ Instructions received: _____	
Grab "GO" Kit with Personal Supplies & Supplies needed ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC:

☐ Determine availability of power
☐ If no power is available, begin operation in manual mode
☐ Set-up phone system (Logistics/Communications Unit)

If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Planning & Intelligence operations as follows:

☐ Set-up Planning & Intelligence Section working area with needed supplies. If supplies are needed, notify Logistics Section Chief.
☐ Maintain activity log
☐ Meet with Director & Operations Section Chief for status
☐ Determine if Planning & Intelligence clerical support needs to be activated.
Clerical Support Name:_____Phone:_____

Communicate with Operations Section Chief assuring that:

☐ Initial facility inspections are made
☐ Proper reports and assessments are made
☐ Damage to City facilities are fully documented
☐ Damage estimates are made
☐ Damaged buildings are posted and secured
☐ Advise Operations Section Chief whether follow-up inspections are needed by Structural Engineers
☐ Coordinate damage assessment functions with other EOC functions.
☐ Assist Admin & Finance/Recovery Unit by providing documentation of damage estimates
☐ Collect information from all EOC staff and prepare After Action report
☐ Assist Finance & Administration with City's application for disaster assistance from the State of California and FEMA

12.4.8 Administration & Finance Section Chief

ACTIONS TO BE TAKEN PRIOR TO ARRIVAL AT EOC

Equipment & Supplies Needed: ☐ Calculation and accounting tools,	☐ Personal supplies for duration of emergency
Time of Notification ☐ Time received:_____am/pm ☐ Who sent message:_____	
Call Director for Further Instructions ☐ Take note of instructions & location of EOC during Emergency Notification System transmission ☐ Instructions received: _____	
Grab "GO" Kit with Personal Supplies & Supplies needed ☐ Includes cellular phone, change of clothing, medications, paper writing tablets, pencils/pens	
Determine route to EOC ☐ Determine route based upon available transportation corridor clearances	

ACTIONS TO BE TAKEN UPON ARRIVAL AT EOC

If you are first to arrive @ EOC:

☐ Determine availability of power
☐ If no power is available, begin operation in manual mode
☐ Set-up phone system (Logistics/Communications Unit)

If power is available and communications systems are set-up, i.e. phones, fax, am/fm radio battery powered radio, proceed with EOC Finance & Administration operations as follows:

☐ Report to Director and establish working area with needed supplies. If supplies are needed, notify Logistics Section Chief.
☐ Maintain activity log (see reverse)
☐ Activate and organize Finance & Administration Section, Units and Clerical Staffs
☐ Set up accounting system including labor, procurement, contracts, and all other accounts
☐ Oversee all accounting & financial aspects of disaster.
☐ Prepare periodic reports for Director
☐ Set up OES/FEMA documentation files
☐ Compile overtime costs and personnel information for OES/FEMA documentation
☐ Assist Damage Assessment with the preparation of reports & damage estimates.
☐ Provide information and recommendations to Planning & Intelligence Section Chief for After-Action Report

12.5 EOC Forms & Documentation

There are four forms that are used by all positions in the EOC. These forms are designed to capture all information necessary to meet emergency incident documentation requirements. These forms are:

- **Activity Log** - This form is to be used as a running record of all activity associated with the incident. Each position in the EOC should maintain their own activity log. **Copying the logs should be avoided so that efforts are not duplicated**. Virtually every activity at each position should be logged on this sheet. At the end of the activation or when an incident response is closed, the logs should be compiled and turned in to the Administration & Finance Section Chief for filing.

- **EOC Message Form** - Any and all messages and communications received by the EOC are recorded on this form. Ideally, all incoming information is received by the Communications Position, whether by phone, radio, or runner. Persons filling the Communications Position record the incoming information on the EOC Message Form and deliver it to the appropriate Section Chief. The Section Chief takes action or delegates the action required, makes a record on the Message Form, records activities in the Activity Log and then places the message in a completed box for that Section. **Avoid photo-copying or duplicating the EOC Message Form.** During high activity in an EOC, copies of Message Forms have proven to be a hindrance in that they cause severe duplication of effort. At the close of activation, all message forms are compiled by Section and turned into the Administration & Finance Section Chief for filing.

- **Emergency Resources Summary** - During an EOC activation, each Section Chief may have several resources at their disposal. The Emergency Resources Summary form is designed to capture the information required for post-disaster financial recovery documentation. When resources are deployed to deal with aspects of the emergency, entries should be made on this form. At the end of each day during the response, these forms are compiled by Section and turned into the Logistics Section Chief who records the information on a master list. At the close of activation, all Emergency Resource Summary forms are forwarded to the Administration & Finance Section Chief for filing. Again, **avoid duplicating these forms.**

- **Planning & Strategy Worksheet** - This form is used by Section Chiefs to record strategies determined at Planning Sessions. The sheet is divided into three sections; Goal (or Objective), Plans, and Tactics. During planning sessions, Section Chiefs bring histories, observations, and predictions associated with the response to the table. These are formulated into simple goals. Each goal or objective is then broken down into plans - what needs to be down to accomplish the goal. Each plan is then broken down into tactics. Here, the actual steps for carrying out the plan and those responsible for carrying out these actions are identified. Planning sessions are facilitated by the Planning & Intelligence Section Chief. It is up to the people involved in the session how best to use these forms. There are two recommended uses of the form:

  1. The Planning & Intelligence Section Chief prepares a master form during the session listing all goals/plans/tactics discussed and then duplicates it for each of the Section Chiefs. Each Section Chief acts on the items identified as their responsibility in the session, or

  2. Each Section Chief prepares their own Worksheet at the session listing only the items identified as their responsibility.

  Each Section Chief brings the Worksheet they received at the previous Planning Session to the next session. Each action item is discussed and then another Worksheet is prepared for future actions. The completed worksheets are turned in to the Planning & Intelligence Section Chief. At the close of activation, all Worksheets are turned in to the Administration & Finance Section Chief for filing.

12.5.1 Activity Log

City of Alameda EMERGENCY OPERATIONS CENTER STAFF **ACTIVITY LOG[1]**					
Section:				**Name:**	
Date	**Time**	**To**	**From**	**Incident**	**Comments**

[1] The activity log records what you actually did whereas the functional checklist lists the actions you should perform.

12.5.2 Message Form

City of Alameda

EOC Message Form

Date	Priority (Circle one) **EMERGENCY** (Life Threatened) **URGENT** (Property Threatened) **ROUTINE** (All Others)
Time	

TO **T**	Name	FROM	Name
	Title		Title
	Location		Location

Check One ☐Take Action ☐For Information ☐Other _____

Message:

Disposition:

Action Taken By: (Name) Time Action Taken:

Method Sent ____ Radio Dispatch ____ Dispatch ____ Cell phone ____ FAX ____ Courier ____ Other_____	Status Date_____Time_____Initial_____

Documentation

Photographs:

Other:

12.5.2.1 MESSAGE FORM COMPLETION PROCEDURES

- ✓ Message forms are used in the EOC to facilitate the accurate and rapid flow of information between Command Staff, Section Chiefs, City Staff, and other agency representatives involved in the emergency response effort. Message forms provide a basic and critical form of communications and are ordinarily used to:
  - Communicate priority messages
  - Request supplies, equipment, materials or other resources and/or support
  - Advise and update Operations and Planning Section Chiefs
  - Initiate the transmission of a message via radio
  - Initiate the recording and/or visual display of all occurrences, situations, problems, actions, comments and other information reported/recorded through the Message Form
  - Provide a written chronology of events and actions related to the incident response
- ✓ Any EOC staff member who receives information regarding the incident, either by phone, radio, television, personal observation, or other source, shall complete a Message Form in accordance with these procedures.
- ✓ Message Forms must be completed and routed as quickly as possible (with legibility in mind) so that action can be taken immediately.
- ✓ Message Forms may be copied and distributed to Section Chiefs and/or individuals within the EOC. In this manner, EOC staff can be kept current on incident developments and actions.
- ✓ If an individual, agency or department initiates an action or makes a request of another individual, agency or department, a Message Form should be completed so that other EOC participants may be made aware of the action or request.
- ✓ **If you are in doubt about whether or not it is appropriate to complete a Message Form, DO IT**. The Operations Section Chief will eliminate unnecessary or duplicated messages.
- ✓ Not all messages require a response from the message "recipient." Sometimes, Message Forms are created just to convey information to the Operations Chief, EOC Manager and other incident personnel.
- ✓ While the Message Form is critical to communications with the EOC, it is just as important to communicate verbally (face-to-face) with other EOC personnel as developments dictate. Move around the EOC as necessary to talk to co-workers and better observe the information and status display boards. Become familiar with the responsibilities of other ICS/SEMS staff positions.
- ✓ **Information Validation** is always critical to the success of emergency operations. Emergency Management Staff will require verified reports in order to analyze trends and allocate limited resources to the most immediate threats and critical situations. **Consequently, employees must validate incoming information and incident reports to the fullest extent possible.** This can be accomplished by talking to eye witnesses, ordering inspections by field personnel, or substantiating news media reports.

12.5.3 Emergency Resources Summary

City of Alameda

Emergency Resources Summary

Date:	Incident:	Page ____ of ____
Section:	Name:	

Resources Ordered	Resource Identification	ETA	Time On Scene	Location/Assignment

12.5.4 Planning & Strategy Worksheet

City of Alameda ***Planning & Strategy Worksheet***		
Date:	**Incident:**	**Page ____ of ____**
Section:	Name:	

Goal (Objective)	Plans	Tactics

12.5.4.1 INCIDENT ACTION PLAN

The action planning process is an essential tool for the City, particularly in managing sustained operations. If the emergency organization is to have a well planned and executed approach to resolving the problems posed by the disaster the organization must remain focused and unified in its efforts. The Action Planning process is a key element in ensuring that the entire organization will be focused and acting as a unified, coordinated body.

For the organization to continue its efforts, it is important that common organizational goals are maintained and pursued. These goals are set by the Command element of the SEMS organization. For Command to draft appropriate goals, it must have a good understanding of the current situation and some idea of where the situation is going. This information is provided by the Planning Section in the form of **Situation Reports (SITREPS)**. SITREPS must be continually produced and placed in the system.

Once SITREPS are delivered to Command, **Strategic Goals** are drafted. The strategies should be reviewed by Operations and then passed on to Logistics to determine what support is required to attain them. Next Finance establishes specific cost tracking and contracting methods.

In large events, the Planning Section develops the Incident Action Plan using the information collected from Command and the other sections and puts it in written form.

12.5.4.1.1 WRITTEN INCIDENT ACTION PLANS

Written Incident Action Plans are a significant tool and provide a clear statement of objectives and actions, a basis for measuring work effectiveness and cost effectiveness, and a basis for measuring work progress and providing accountability.

Written Incident Action Plans must specify the **Operational Period**. Operational Periods can be of various lengths, but are usually no longer than 24 hours. The length of the Operational Period is determined based on a number of issues. These are: length of time needed to achieve tactical objectives; availability of fresh resources; future involvement of additional resources; environmental considerations (daylight and weather); and safety considerations.

Essential **elements** in the written Incident Action Plan are:

Statement of Objectives – This is a statement of what we expect to achieve. Objectives must be attainable, measurable and flexible.

Organization – This describes what elements of the SEMS organization will be active and in place for the next Operational Period.

Tactics and Assignments – This describes the tactics and operations to be employed to achieve the objectives as set. Tactics will normally be set by the Operations Section. Resource support and acquisition of necessary personnel and materials will be accomplished buy the Logistics and *Finance Sections,*

Supporting Material – Examples include maps, weather information, special information, Communications Plan, Medical Plan, and other special data.

12.5.4.1.2 SUMMARY OF ACTIVITIES BY SECTION

Following is a summary of activities each section performs during the Incident Action Planning process:

1	**PLANNING**	Develops and delivers SITREP
2	**COMMAND**	Sets Strategic Goals and determines Operational Period
3	**PLANNING**	Posts goals for organization's use
4	**OPERATIONS**	Determines tactics to achieve goals
5	**LOGISTICS**	Determines resource and personnel support
6	**FINANCE**	Determines cost tracking and contracting methods
7	**PLANNING**	Prepared written Incident Action Plan. Continues collecting, analyzing and displaying information for the next action planning session.

12.5.4.1.3 ACTION PLANNING MEETING

The Action Planning Meeting is critical and there may be a tendency for them to last longer than necessary unless they are kept on track and have focus. The Planning Section Chief will be responsible for running the Action Planning Meeting. The following **Ground Rules** apply:

- All participants must come prepared
- All participants must be punctual
- Strong leadership must be evident
- Agency representatives have up-to-the-minute status on resources from their agencies
- All cell phones must be off
- Pagers must be on vibrate only

12.5.5 Situation Report (SITREP) Form

Situation Report

To:	*Alameda County EOC*
From:	*City of Alameda*
Operational Area:	*Alameda*
Region:	*Coastal*

Law Mutual Aid Region: *//*	**Fire Mutual Aid Region:** *//*
Event Name:	
Date/Time of Event:	
Event Type:	
Event Location:	
Areas Affected:	
Report as of:	**Report Type:**
Weather:	
Current General Situation:	

Current Situation Detail	Status	Comments
Significant Damage		
Deaths		
Injuries		
Damaged Buildings		
Utility Problems		
Communications Problems		
Road Problems		
Evacuations		
Critical Issues		
Other Problems		

Response	Status	Brief Details, Locations, Comments
EOC Activated		
Care & Shelter		
Construction/Engineering		
Hazardous Materials		
Fire & Rescue		
Law Enforcement		
Medical/Health		

Response	Status	Brief Details, Locations, Comments
Movements		
Utilities		
Disaster Assistance Programs/Facilities		
Mutual Aid Received in last 24 Hours		
Mutual Aid Needed in next 24 Hours		
Prognosis	❒ No Change ❒ Worsening ❒ Improving	

Major Incidents:

Response/Recovery Priorities:

Proclamations/Declarations:	
❒ Local ❒ Gubernatorial Requested ❒ Director's Concurrence	❒ Gubernatorial Received ❒ Presidential Requested ❒ Presidential Received

Other Critical Information & General Comments:

Date/Time of Next Report:

Report Prepared By:	Phone:

Maps:	Attachments:

12.5.6 RIMS (Resource Information Management System) Forms

UTILITIES OUTAGE AND RESTORATION STATUS REPORT

Operations Section (yellow) Give form to Public Works representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one) **Black** – Significant Aid Required **Red** – Require Some Aid **Yellow** – No Aid Required **Green** – Normal

Areas Affected:

Situation: Brief Synopsis

BOIL/BOTTLED WATER ALERT IN EFFECT? ☐ **YES** ☐**NO**

Current Situation: (*please enter numeric values in the indicated (#) fields:*

Status Detail	Remarks
Percentage of water systems inoperable %_____	
Duration of outage time: _____	
# of major jurisdictions affected # _____	
# of people affected # _____	
Actions taken to distribute water	☐Bottled ☐Bulk ☐ROPU ☐Other

Totals:	Remarks (#'s)
Total No. of Systems	
Total No. of Outage Hours	
Total Population Affected	

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

WATER UTILITIES REPORT
Coordinate with Public Works Director or their representative
Outside Agency Section (orange)

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

BOIL/BOTTLED WATER ALERT IN EFFECT? ☐ **YES** ☐**NO**

Actions taken to distribute water: ☐ Not Necessary ☐ Bottled ☐Bulk ☐ROPU ☐Other

Current Situation: (*please enter numeric values in the indicated (#) fields:*

	Enter Value Here	*Remarks*
Percentage of water systems inoperable		
Duration of Outage (hours)		
Number of major jurisdictions affected		
Number of people affected		

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

AFTER ACTION PLAN

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation:

Current Situation: *(please enter numeric values in the indicated (#) fields:*

# of shelters open: # _____ Remarks: _____

# of persons displaced: # _____ Remarks: _____

# of persons in shelters # _____ Remarks: _____

# of persons not sheltered: # _____ Remarks: _____

# of fixed feeding sites: # _____ Remarks: _____

# of mobile feeding sites # _____ Remarks: _____

# of persons fed in past 24 hours # _____ Remarks: _____

# of persons projected to be fed in next 24 hours: # _____ Remarks: _____

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Shelter Locations: Status: ☐ Established ☐In progress ☐ No Shelters set up at this time

Name_____ Street _____

Contact: _____ City/Zip _____

Name_____ Street _____

Contact: _____ City/Zip _____

Use other side if additional Shelters are set up
Use other side for additional information

Entered in Computer Date: ***Time:*** ***Initial***

CARE AND SHELTER STATUS REPORT

Logistics Section (blue) Give form to Recreation Supervisor or representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected: _____

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

# of shelters open: # _____ Remarks: _____

# of persons displaced: # _____ Remarks: _____

# of persons in shelters # _____ Remarks: _____

# of persons not sheltered: # _____ Remarks: _____

# of fixed feeding sites: # _____ Remarks: _____

# of mobile feeding sites # _____ Remarks: _____

# of persons fed in past 24 hours # _____ Remarks: _____

# of persons projected to be fed in next 24 hours: # _____ Remarks: _____

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Shelter Locations: Status: ☐ Established ☐In progress ☐ No Shelters set up at this time

Name_____ Street _____

Contact: _____ City/Zip _____

Name_____ Street _____

Contact: _____ City/Zip _____

Use other side if additional Shelters are set up

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

CONSTRUCTION/BUILDING SUMMARY STATUS REPORT

Planning Section (purple) Give form to Building Official or representative

Report By: _____ Agency:
Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected: _____

Situation: Brief Synopsis

GENERAL AREA/LOCATION FOR THIS BUILDING SUMMARY REPORT

Areas Inspected: ☐ Exterior Only ☐Exterior and Interior INSPECTORS IN THE FIELD #_____

Building Posting Summary	Amount	Remarks
Inspected - GREEN		
Restricted - YELLOW		
Unsafe – RED		
Further Action		

EVALUATION

Building Damage Summary

	Enter # &
None	
1 – 10%	
10 – 30%	
30 – 60%	
60 – 100%	
100%	

Use other side of sheet if necessary

Name of Specific Building Damaged	*Damage Assessment*	*Color Tagged*

Inspected **(Green)** Restricted **(Yellow)** Unsafe **(Red)** **Unknown**

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

_____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

FIRE & RESCUE STATUS REPORT

Operation Section (yellow) Give form to Fire Department Chief Officer or other Fire representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

RESOURCES	a. SR#	b. ST#	RESOURCES	a. #	RESOURCES	a. #
Engines			Helicopters		Rescue/Med	
Dozers			Airtankers		Water Tend	
Crews			Truck COs		Overhead	

	enter number		*enter number*
# FIRES		OUTBUILDINGS DESTROYED	
ACRES BURNED		OUTBUILDINGS THREATENED	
HOMES DESTROYED		COMMERCIAL STRUC. DESTROYED	
HOMES THREATENED		COMMERCIAL STRUC. THREATENED	

	enter #	REMARKS
HAZMAT INCIDENTS		
FIREFIGHTERS INJURED		
FIREFIGHTERS KILLED		

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

_____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

HARARDOUS MATERIALS STATUS REORT

Operations Section (yellow) Give form to Fire Department Chief Officer or other Fire representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

ESTIMATED CASUALTIES	enter # ↓	Remarks ↓
Deaths		
Major Injuries		
Minor Injuries		
Missing		

HAZ MAT RESPONSE	Agency Name ↓	Remarks ↓
Agency Responding		
Response Needed	☐ Yes ☐ No	

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

LAW ENFORCEMENT STATUS REPORT

Operations Section (yellow) Give form to Police Chief or Police representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

	enter # ↓	Remarks ↓
# arrested		
# in custody		
# of officers injured		
# of officers killed		
# of civilians injured		
# of civilians killed		
Areas of Concern		

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

_____

_____

_____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

MEDICAL/HEALTH RESOURCE AVAILABILITY STATUS REPORT Page 1 of 2

Operations Section (yellow) Give form to Fire Department Chief Officer or other Fire representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: *(please enter numeric values in the indicated (#) fields:*

Personnel	**# available within 8 hours**	**# available within 24 hours**
Physicians, Emergency Department		
Physicians, Surgery		
Physicians, Other Medical		
Physicians, Public Health		
Nurses, Emergency Department		
Nurses, Surgery		
Nurses, Public Health		
Nurses, Other Medical		
EMT I		
EMT II and Paramedic		
Ancillary Services (x-ray, lab tech, pharmacist)		
Environmental Health Specialists		
Vector Control Specialists		
Engineers, Sanitary/Public Health		
Public Health Personnel, Other		
Medical/Health Emergency Mgmt. Personnel		
Critical Incident Debriefing Teams		

Hospital Bed Categorization		
Patient Category	**Beds available within 8 hours**	**Beds available within 24 hours**
Medical		
Psychiatry		
Surgery		
Orthopedic		
Spinal Cord Injury		
Burns		
OB/GYN		
Pediatrics		
Critical Care		

Contact Information	
Telephone Number	
Fax Number	
Radio (Cares Freq)	
Other Radio Freq	
PROFs Net ID	
EMSANET ID	
E-mail	
Other	

MEDICAL/HEALTH RESOURCE AVAILABILITY STATUS REPORT
Page 2 of 2

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

MEDICAL/HEALTH STATUS REPORT Page 1 of 2

Operations Section (yellow) Give form to Fire Department Chief Officer or other Fire representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

Estimated Casualties	**Remarks**
Major Injuries #_____	
Minor Injuries # #_____	

Hospital Status	**Remarks**	**Name of Hospitals**
Total Acute Care #		
Not Functioning #		
Partially Functional #		
Fully Functional #		
Not Reporting #		

Status of nursing homes, clinics & field treatment sites	☐ Black ☐ Red ☐Yellow ☐Green
Remarks	

Mutual Aid Needs	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Medical Personnel ?			
Medical Supplies ?			
Medical Transportation			

Public/Environmental Health	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Personnel Needed?			
Medical/Health Emergency Management Personnel			

MEDICAL/HEALTH STATUS REPORT
Page 2 of 2

Public Water Systems	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Damaged ?			
Contaminated ?			
Number affected #			
Sewage/Solid Waste Disposal damaged?			
Food Contaminated ?			

Vector/ Disease Control	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Quarantine Area ?			
Animal Control Concerns ?			
Surveillance Activities ?			
Outbreaks ?			

HazMat/ Radiological	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Victims Exposed/Contaminated?			
Evacuation/Shelter Issues ?			

Mental Health	☐ **Yes Remarks**	☐ **No**	☐**Unknown**
Mental Health Concerns ?			

HOSPITAL STATUS AND LOCATIONS: (Optional)

Name:	Street:
Status:	City/Zip:
Point of Contact:	Phone:
Name:	Street:
Status:	City/Zip:
Point of Contact:	Phone:
Name:	Street:
Status:	City/Zip:
Point of Contact:	Phone:
Name:	Street:
Status:	City/Zip:
Point of Contact:	Phone:
Name:	Street:
Status:	City/Zip:
Point of Contact:	Phone:

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

MOVEMENT STATUS REPORT

Operations Section (yellow) Give form to Police Chief or police representative

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected:

Situation: Brief Synopsis

Current Situation: (*please enter numeric values in the indicated (#) fields:*

Current trafficability in/out of affected area % of normal _____

Remarks: _____

Projected trafficability in/out of affected area % of normal _____

Remarks: _____

MAJOR INTERSECTIONS BLOCKED *(List)*

MAJOR STREETS CLOSED *(List)*

# of persons evacuated # _____	Remarks
# of traffic control units deployed # _____	Remarks

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information ☐ *Over*

Entered in Computer Date: *Time:* *Initials:*

Precise information is essential to meet requirements for reimbursement by State and Federal Government

VOLUNTEER RESOURCES REPORT EQUIPMENT CARD

Report By: _____ Agency:

Position: _____ Phone #:

Event Name: _____ Event Date: _____ Report Time: _____

Overall Status: (circle one)
Black – Significant Aid Required
Red – Require Some Aid
Yellow – No Aid Required
Green – Normal

Areas Affected: ____

Situation:
Brief Synopsis

EQUIPMENT CATEGORY:
☐Aircraft ☐Boats ☐Computers ☐Heavy Equip. ☐Sand/products ☐Sanitation ☐Water/products ☐Food ☐Other

Item Description: _____ Quantity Available: _____

Means of Obtaining ☐ Purchase ☐Donation ☐Rental ☐Other
Specify Other:

Please enter numeric values in the fields:
Cost: _____ Per Item: _____ Per Hour: _____

Name of Provider: _____

Address of Provider: _____

Day Telephone # _____ Evening Telephone # _____ Fax # _____

Transportation Required ☐ Yes ☐No Preferred Method: _____

Are Personnel Required to Operate Equipment: ☐ Yes ☐No # _____ Comments: _____

Mutual aid received in last 24 hours ☐ Yes ☐ No Remarks: _____

Mutual aid needed in next 24 hours ☐ Yes ☐ No Remarks: _____

Critical Issues ☐ Yes ☐ No Remarks: _____

_____

Prognosis: ☐ Worsening ☐ No Change ☐ Improving

Use other side for additional information

Entered in Computer Date: ***Time:*** ***Initials:***

Precise information is essential to meet requirements for reimbursement by State and Federal Government

Alameda County
Office of Emergency Services

DISASTER SERVICE WORKER REGISTRATION

Type or Print in Ink

Name: _____ Date: _____

Address: _____ SSN: _____
(SSN is used for processing of claims only)
_____ Date of Birth: _____
_____ Drivers License #: _____

Home Phone: _____ Class: _____ Exp. Date: _____

Work Phone: _____ Specialty: _____

Class Assigned: _____ Prof. Lic. No.: _____
(See reverse for list of classes) (If applicable)

In case of emergency, contact: _____ Phone: _____

Identification Information:

Hair color: _____ Eye color: _____ Approx. Ht: _____ Approx. Wt: _____

Comment: _____
_____

****

LOYALTY OATH OR AFFIRMATION (Govt. Code Sec 3102)

I, _____, do solemnly swear (or affirm) that I will support and defend the Constitution of the United State and the Constitution of the State of California against all enemies, foreign and domestic; that I will bear true faith and allegiance to the Constitution of the United States and the Constitution of the State of California; that I take this obligation freely; without any mental reservations or purpose of evasion; and that I will well and faithfully discharge the duties upon which I am about to enter. I certify under penalty of perjury that the foregoing is true and correct.

_____
Signature of Volunteer/Disaster Service Worker Date

_____
Signature of Parent or Guardian (if applicant is under 18 yrs)

_____
Signature of Authorized Official Title

V:\DSWREG.003 (Approved 3/91)

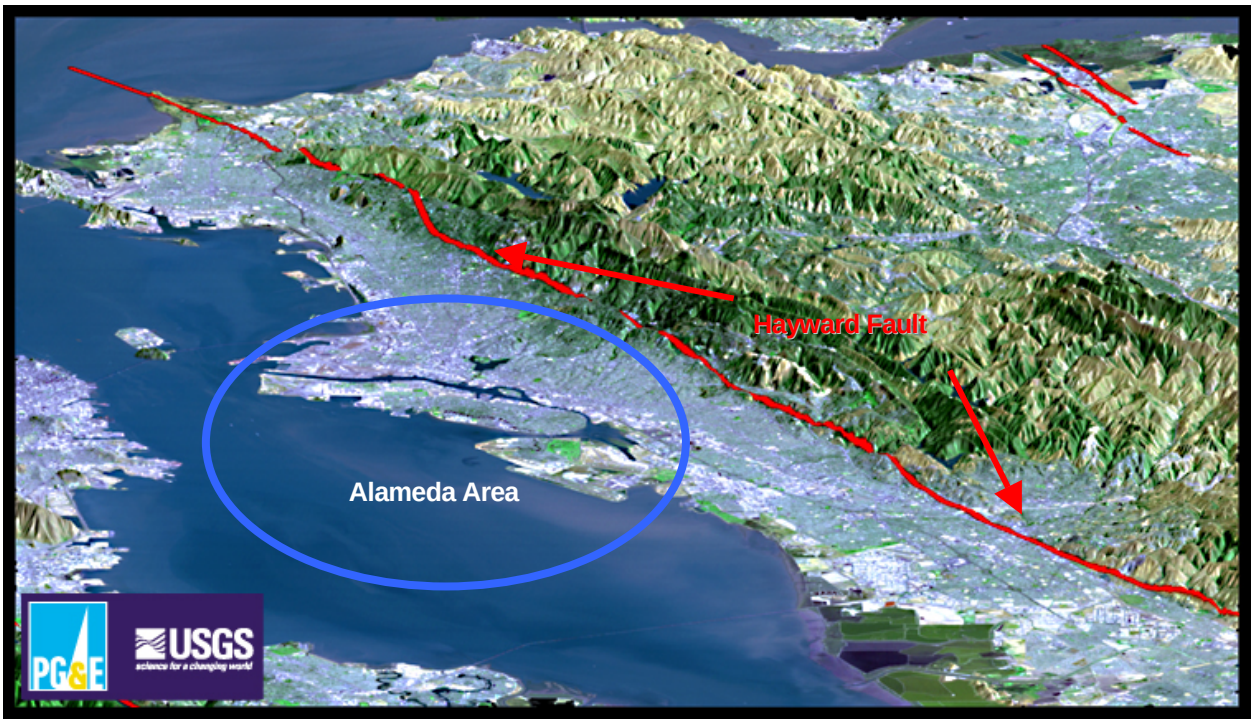
13 Hazard Vulnerability Assessments/Risk Analyses

13.1 Disaster Risks

13.1.1 Major Earthquake Threat Summary

Earthquakes are sudden releases of strain energy stored in the earth's bedrock. The great majority of earthquakes are not dangerous to life or property either because they occur in sparsely populated areas or because they are small earthquakes that release relatively small amounts of energy. However, where urban areas are located in regions of high seismicity, damaging earthquakes are expectable, if not predictable, events. Seismic risk is assumed by every occupant and developer in Alameda County because the County is within an area of high seismicity; San Francisco Bay Region has been impacted by more than ten severe earthquakes during historic times.

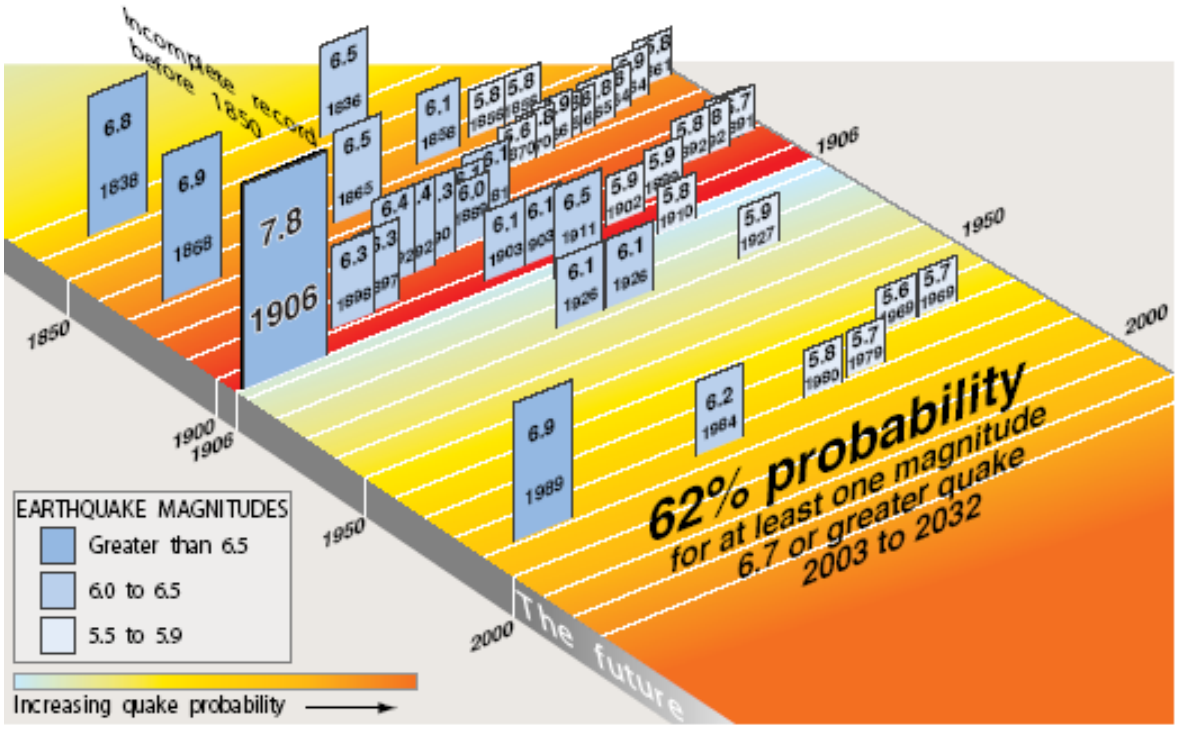
The major effects of earthquakes are ground shaking and ground failure. Severe earthquakes are characteristically accompanied by surface faulting. Flooding may be triggered by dam or levee failure resulting from an earthquake, or by seismically-induced settlement or subsidence. All of these geologic effects are capable of causing property damage and, more importantly, risks to life and safety of persons.

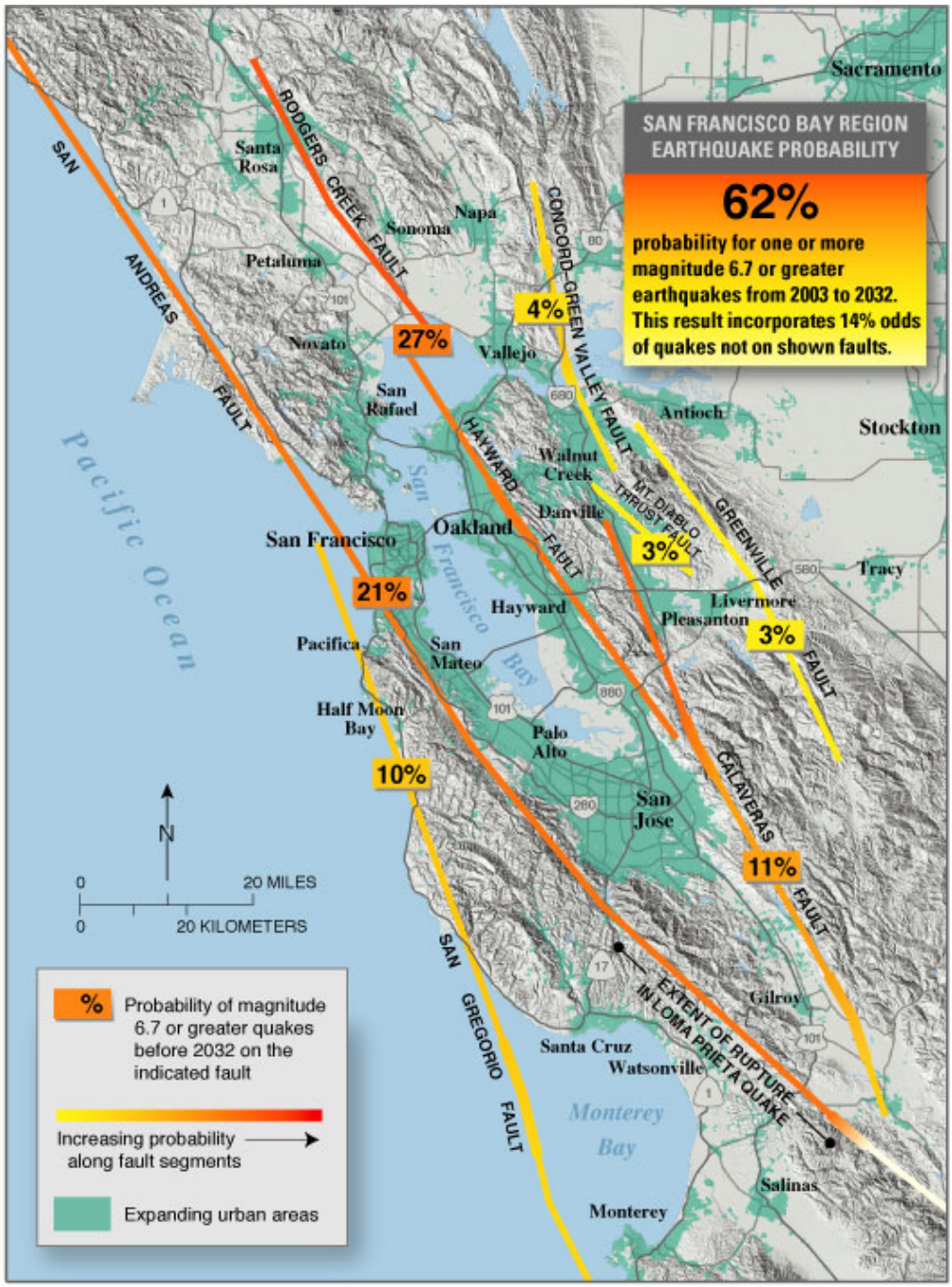


Major faults are depicted in the picture above. The major fault threatening Alameda is the Hayward Fault. The San Andreas Fault and the Mount Diablo Thrust Fault are shown in the picture on the next page. Moderate activity along any of these faults has a high probability of causing damage in the Alameda area.

A fault is a fracture in the earth's crust along which rocks on opposite sides have moved relative to each other. Active faults have high probability of future movement. Fault displacement involves forces so great that the only means of limiting damage to man-made structures is to avoid the traces of active faults. Any movement beneath a structure, even on the order of an inch or two, could have catastrophic effects on the structure and its service lines.

Earthquake Probability



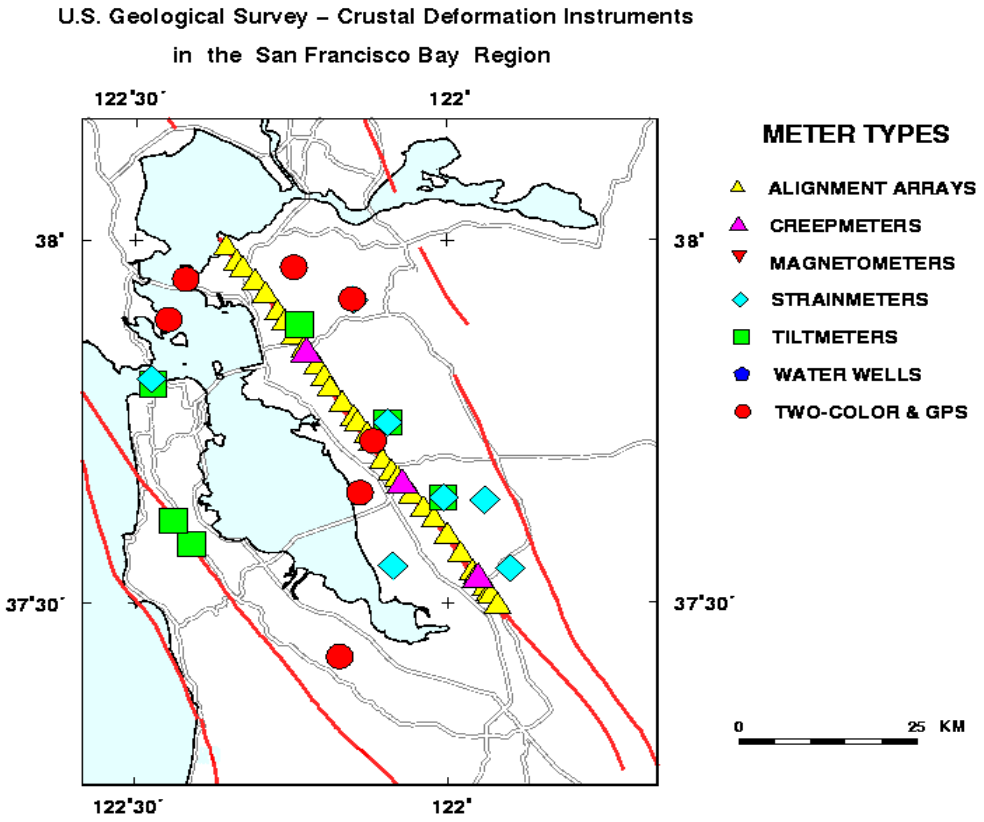


Probabilities (shown in boxes) of one or more major (M>=6.7) earthquakes on faults in the San Francisco Bay Region during the coming 30 years. The threat of earthquakes extends across the entire San Francisco Bay region, and a major quake is likely before 2032. Knowing this will help people make informed decisions as they continue to prepare for future quakes.

The overall energy release of an earthquake is its most important characteristic. Other important attributes include an earthquake's duration, its related number of significant stress cycles, and its accelerations.

Earthquake Size Descriptions		
Descriptive Title	**Richter Magnitude**	**Intensity Effects**
Minor Earthquake	1 to 3.9	Only observed instrumentally or felt only near the epicenter.
Small Earthquake	4 to 5.9	Surface fault movement is small or does not occur. Felt at distances of up to 20 or 30 miles from the epicenter. May cause damage.
Moderate Earthquake	6 to 6.9	Moderate to severe earthquake range; fault rupture probable.
Major Earthquake	7 to 7.9	Landslides, liquefaction and ground failure triggered by shock waves.
Great Earthquake	8 to 8+	Damage extends over a broad area, depending on magnitude and other factors.

Crustal Deformation Instrumentation has been systematically placed in strategic areas along seismically active areas of the Bay Area to detect even minute earth movements. Below shows approximate locations of and types of instruments.



Another way to recognize the intensity of an earthquake is to refer to the Modified Mercalli Intensity Scale. This scale was devised before seismographs were invented. The Modified Mercalli Intensity Scale remains useful in plotting maps that show the general range and severity of ground effects, structural damage, personal observation and sensations during an earthquake. The scale is largely dependent upon the observations and reports of victims of an earthquake.

Modified Mercalli Intensity Scale	
Numerical Code	**Description**
I	Not felt by people, except under especially favorable circumstances.
II	Felt only by persons at rest on the upper floors of buildings, some suspended objects may swing.
III	Felt by some people who are indoors, but may not be recognized as an earthquake. The vibration is similar to that caused by the passing of light trucks. Hanging objects swing.
IV	Felt by many people who are indoors and by a few outdoors. At night some people are awakened. Dishes, windows and doors are disturbed; walls make creaking sounds; stationary cars rock noticeably. The sensation is like a heavy object striking a building; the vibration is similar to that caused by the passing of heavy trucks.
V	Felt indoors by practically everyone, and by most people outdoors. The direction and duration of the shock can be estimated by the people outdoors. At night, sleepers are awakened and some run out of buildings. Liquids are disturbed and sometimes spilled. Small, unstable objects and some furnishings are shifted or upset. Doors close and open.
VI	Felt by everyone. Many people are frightened and run outdoors. Walking is difficult. Small church bells ring. Windows, dishes and glassware are broken. Liquid spills. Books fall from shelves and furniture is moved or overturned. Poorly built buildings may be damaged and weak plaster will crack.
VII	Causes a general alarm. Standing upright is very difficult. Persons driving cars also notice the shaking. Damage ids negligible in buildings of very good design and construction, slight to moderate in well-built ordinary structures, and considerable in poorly built or designed structures. Some chimneys are broken. Interiors of buildings and furnishings are damaged considerably. Architectural ornaments such as fountains, statues, and gargoyles are damaged. Small slides occur along sand or gravel banks of water channels; concrete irrigation ditches are damaged. Waves form on water surfaces and muddy bottoms become agitated.
VIII	General fright or panic. Steering cars is difficult. Damage is slight in specifically designed earthquake-resistant structures, considerable in well-built ordinary buildings, poorly built or designed buildings experienced partial collapse. Numerous chimneys fall; the walls of frame buildings are damaged; interiors are heavily damaged. Frame houses that are poorly bolted move off their foundation. Decayed pilings are broken off. Trees are damaged. Cracks appear in wet ground and steep slopes. Changes in water flow and temperature in springs and wells are noticed
IX	Panic is general. Interior damage is considerable in specially designed earthquake-resistant structures. Well-built ordinary buildings are severely damaged with partial collapse. Frame structures are thrown out of plumb or shifted off foundations. Unreinforced masonry buildings collapse. The ground cracks conspicuously and some underground pipes are broken. Reservoirs are severely damaged. Reservoirs are seriously damaged.
X	Most masonry and many frame structures are destroyed. Specially designed earthquake-resistant structures may suffer serious damage. Some well-built bridges are destroyed. Dams, dikes, and embankments are seriously damaged. Large landslides are triggered by the shock. Water is thrown onto banks of canals, rivers and lakes. Sand and mud are shifted horizontally on beaches and flat land. Railroad rails are bent slightly. Many buried pipes and conduits are broken.
XI	Few, if any masonry structures remain standing. Other structures are severely damaged. Broad fissures, slumps and slides develop in soft or wet ground. Underground pipelines and conduits are put completely out of service. Railroad rails are severely bent.
XII	Damage is total, with practically all works of construction severely damaged or destroyed. Waves are observed on ground surfaces. All soft or wet ground is greatly disturbed. Heavy objects are thrown into the air and large land masses are displaced.

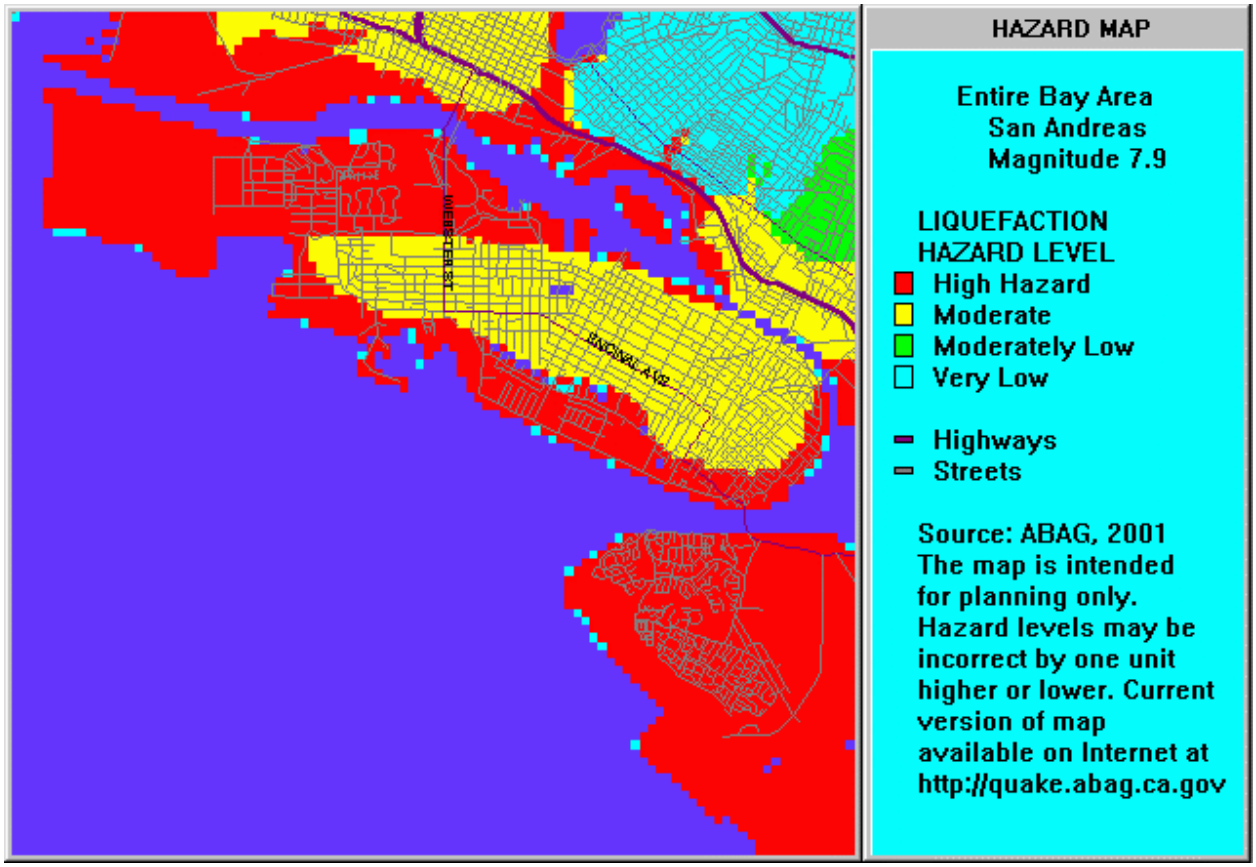
13.1.2 Seismic Ground Response

Most of Alameda County's development and population are located in areas of moderate to moderately low damage susceptibility. The area is, however, susceptible to moderate damage resulting from ground failure and liquefaction. Liquefaction is a specialized form of ground failure caused by earthquake ground motion. It is a "quicksand" condition occurring in water-saturated, unconsolidated, and relatively clay-free sands and silts caused by hydraulic pressure (from ground motion) forcing apart soil particles and forcing those into quicksand-like liquid suspension. In the process, ground materials that are normally firm but wet, take on the characteristics of liquids.

	Total Miles	Moderate	High	Very High
ROADS:	176	85	0	85
Freeway	0	0	0	0
Highway	6	3	0	2
Primary Road	1	1	0	0
Secondary Road	17	9	0	7
Minor Street	152	72	0	75
TRANSIT:	0	0	0	0
Bay Area Rapid Transit (BART)	0	0	0	0
San Francisco MUNI Metro	0	0	0	0
Santa Clara VTA	0	0	0	0
RAIL:	9	2	0	7
All Railroads	9	2	0	7
PIPELINES:	175	84	0	85
Pipelines Under Roads	175	84	0	85

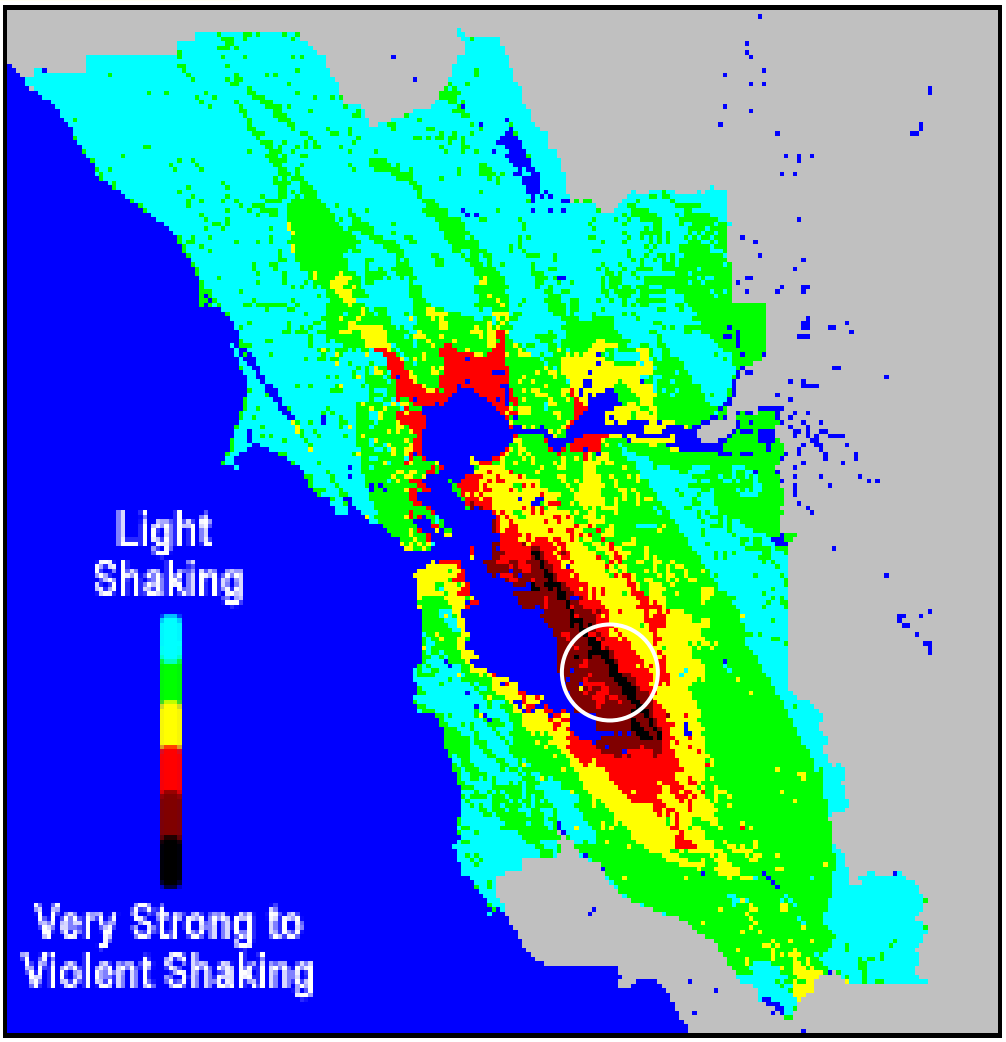
Source: Association of Bay Area Governments, 2004.
Miles of pipeline is an approximation based on miles of road and does not include major aqueducts.
Note: Because of independent rounding, subcategories may not add to totals.

Major landslides, settling and tilting buildings on level ground, and failure of water retaining structures have been observed as a result of liquefaction. Alameda County has a moderate damage susceptibility. Local ground conditions vary. Sound structures on firm, dry alluvium typically perform well, but water-saturated areas are potentially hazardous. The areas of Alameda Island have a High to Moderate damage susceptibility. (See map below.) Overall performance of buildings in this zone is anticipated to be somewhat less than those located on bedrock. Ground conditions here are more variable. It should be recognized that great earthquakes anywhere in the Bay Area are capable of triggering liquefaction in Alameda County.



Underground components of utility systems are often extensively damaged during significant earthquakes. Pipelines for domestic and fire fighting water, sewer service, gas, and for electrical services and communications can be shattered. Aboveground transmission and distribution systems are also susceptible to earthquake damage, but they are usually easier and less expensive to restore than the underground installations.

Typically, cellular telephone and landlines fail first as a result of a moderate and above earthquake. Redundancies built into these do, however, allow for restoration in a relatively short period of time.

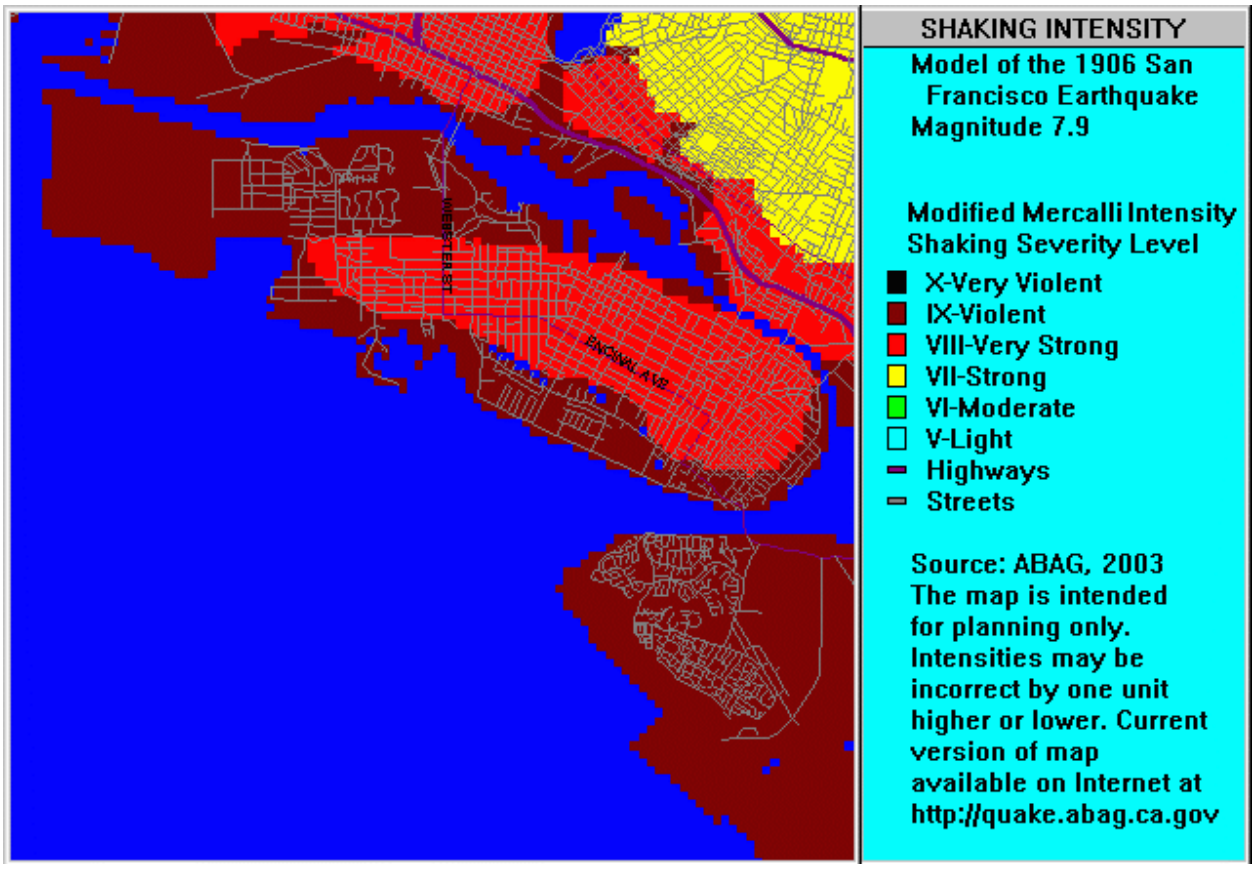


Transportation facilities are vulnerable to earthquakes. Roads and streets are easily blocked, and are often buckled and broken, but emergency routes can be readily improvised. The interchanges of freeways and similar installations (bridges and overpasses) are often damaged but not readily restored. A major earthquake impacting central Alameda County would be expected to cause widespread damage to its transportation systems.

Critical industrial facilities are of special concern because of potential hazardous materials spillage or critical industrial process disruption.

The picture above depicts the intensity of shaking one might feel during a 6.9 earthquake where the epicenter is along the Hayward Fault – not unlike the Loma Prieta earthquake of 1989.

A 7.9 earthquake along the San Andreas Fault, as was the case in the Great San Francisco Earthquake of 1906, would result in very strong to violent shaking in the Alameda area.



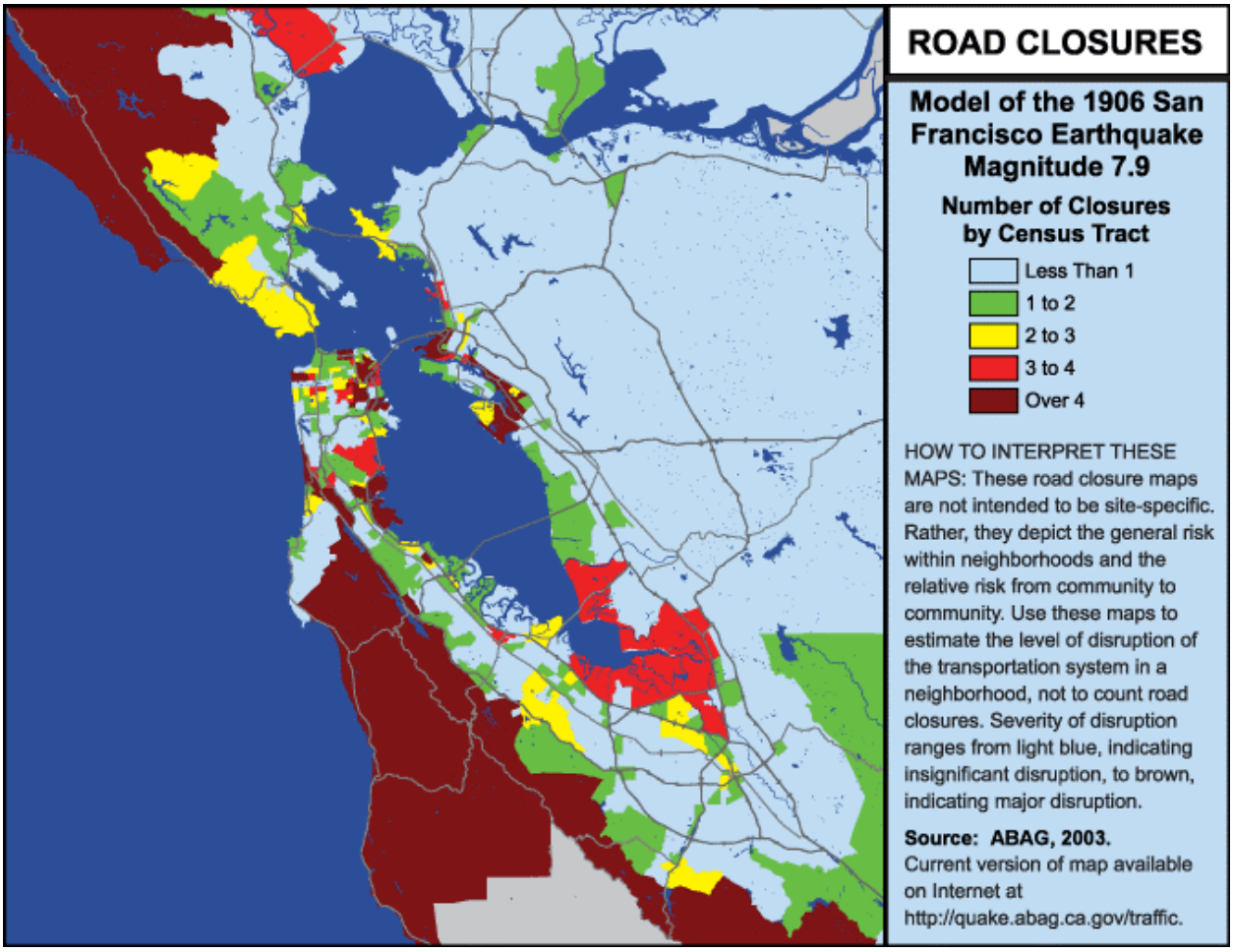
13.1.2.1 Transportation Closure Predictions

13.1.2.1.1 Specific Planning Considerations – San Andreas Earthquake - Entire Length

An earthquake along the entire Bay Area portion of the San Andreas fault would cause approximately ***1,332 road closures***, over nine times as many closures as the 1989 Loma Prieta earthquake. Four counties - Alameda, San Francisco, San Mateo, and Santa Clara - would each experience more road closures than the entire region in the 1989 earthquake. Ground shaking damage to road and highway structures, including BART, is the largest cause of damage in Alameda County, while closures due to building damage is the most common cause of road closures in San Francisco. Faulting is the most common cause of closures in San Mateo and Santa Clara counties.

Resulting Road Closures and Causes – San Andreas Earthquake

COUNTY	Alameda	Contra Costa	Marin	Napa	San Francisco	San Mateo	Santa Clara	Solano	Sonoma	Total
Ground Shaking	47	8	9	0	13	35	45	1	12	170
Faulting	0	0	13	0	0	125	63	0	16	217
Liquefaction	13	2	10	0	7	16	17	1	5	73
Water Pipelines	6	2	5	0	6	17	22	1	6	65
Gas Pipelines	1	0	1	0	1	3	4	0	1	13
Landslides	10	7	16	2	10	30	24	1	16	115
Building Damage	22	2	4	0	317	20	13	0	1	381
Hazmat Incident	3	1	1	0	2	4	1	0	0	12
Structural Damage	22	4	4	0	6	16	21	0	6	78
Miscellaneous	23	5	12	0	67	49	39	1	12	208
TOTAL	146	30	77	3	429	315	250	6	75	1,332

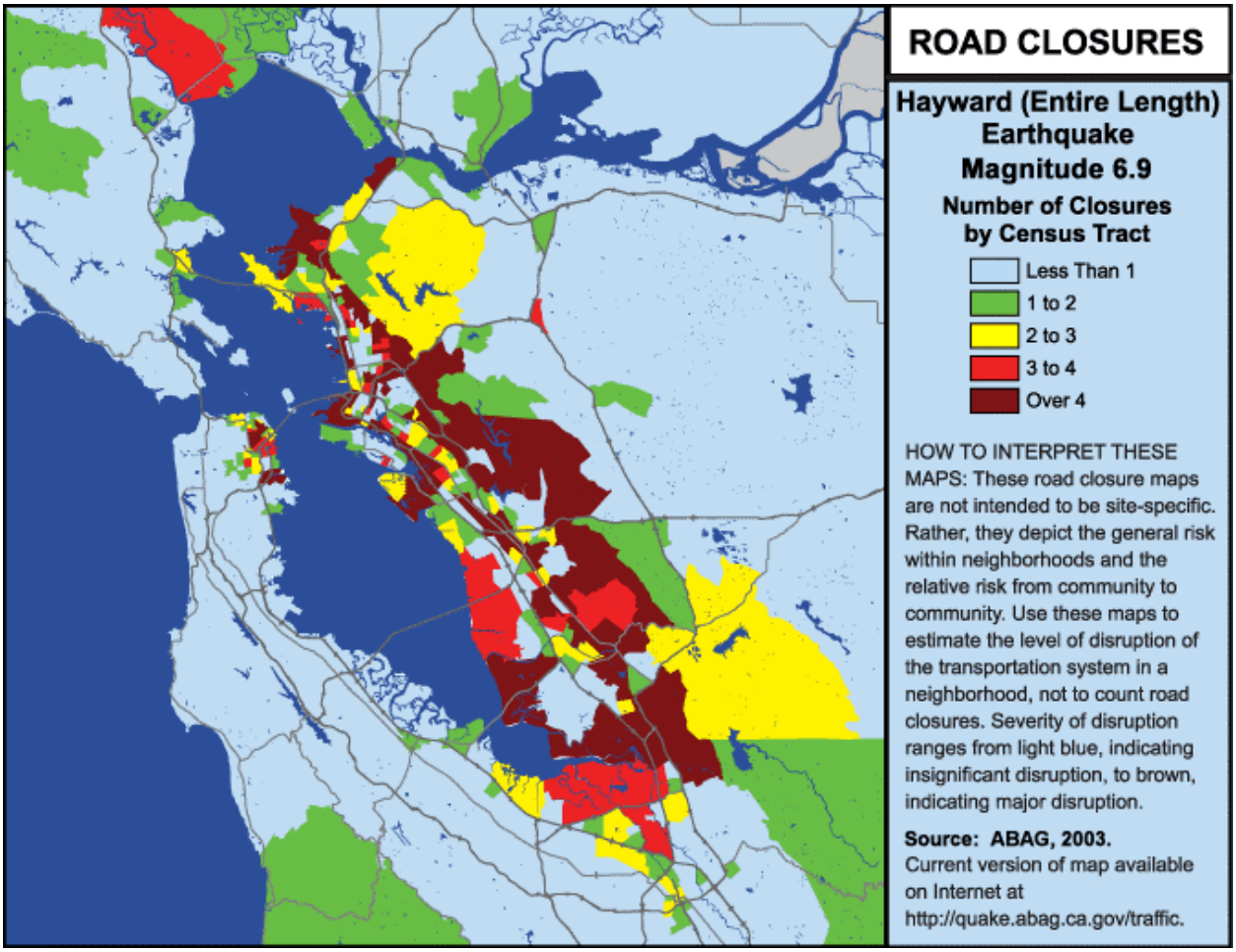


An earthquake along the entire Hayward fault would cause approximately more than ***1,700 road closures*** and would have the most devastating effect of any of the scenarios modeled by ABAG. Almost two thirds of the expected closures (62%) are expected to occur within Alameda County alone. Contra Costa and San Francisco counties are expected to be the next most severely affected areas. In combination, these two counties are expected to account for over one quarter (28%) of the total closures.

The direct hazard of faulting in Alameda and Contra Costa counties accounts for 30% of the closures. Thus, all routes from the western portion of these counties to the I-680 corridor will be blocked. Closures within urbanized San Francisco and Alameda counties can be attributed to their older and denser urban pattern.

Resulting Road Closures and Causes – Hayward Earthquake

COUNTY	Alameda	Contra Costa	Marin	Napa	San Francisco	San Mateo	Santa Clara	Solano	Sonoma	Total
Ground Shaking	170	37	3	0	6	2	24	1	3	**246**
Faulting	404	113	0	0	0	0	3	0	0	**520**
Liquefaction	47	13	6	0	5	2	14	2	2	**91**
Water Pipelines	31	11	2	0	2	1	10	1	2	**60**
Gas Pipelines	6	2	0	0	0	0	2	0	0	**12**
Landslides	42	21	9	1	4	5	11	2	5	**101**
Building Damage	124	10	1	0	159	1	6	2	0	**304**
Hazmat Incident	10	2	1	0	1	0	1	0	0	**17**
Structural Damage	78	17	1	0	3	1	11	0	1	**113**
Miscellaneous	169	42	4	0	33	2	15	2	2	**271**
TOTAL	**1,081**	**268**	**28**	**2**	**214**	**16**	**99**	**10**	**16**	**1,734**



Transportation Closures

Roads

- Highways 13 and I-580, which run parallel to the fault source and even cross the fault, will be affected by this earthquake. I-80 also crosses the fault source near San Pablo north of the I-580 junction. Many highways and roads near the fault source are also susceptible to landsliding.
- Roads in the I-880 and I-80 corridors will experience road closures due to shaking, liquefaction and building damage.
- BART will probably be unable to pick up extra service due to extensive damage to the supports for its elevated sections, and may even contribute to blocking of roadways and highways.
- Roads and highways in the Highway 101 corridor, particularly near the Richmond-San Rafael Bridge and State Route 37, as well as in San Francisco, are expected to experience multiple closures.
- Emergency planners should consider pre-designating alternative north-south emergency arterials between the heavily impacted Bay shoreline and the fault source.

Bridges	• From an emergency planning perspective, this earthquake is particularly problematic because ***all*** of the Bay Area's toll bridges may be affected, either directly or due to closures of local roads feeding the bridges. The Richmond-San Rafael, Dunbarton, Golden Gate and Bay bridges are particularly vulnerable to problems in this earthquake. Even if these bridges remain intact, liquefaction and extensive settlement on the approaches may impact traffic flow. • In addition, non-retrofitted bridges on local roads should be considered a weak link along transportation routes.
Airports	• The Oakland and San Francisco International Airports are expected to be affected by multiple road closures servicing their facilities. • The San Jose International Airport, Hayward Airport, and Moffett Field, while not experiencing quite as many closures as Oakland, will probably still be affected by several closures. • Travis Air Force Base would be the closest airfield capable of handling large commercial and cargo jets should all of the above airports be inaccessible. Therefore, this airport should plan for increased air and vehicle traffic, both immediately and long term. • More information on airports, including possible airport closures, is available from ABAG.
Ports	• The Ports of Oakland and San Francisco are expected to be affected by road closures after this earthquake. Oakland's facilities for large container ships are non-redundant in the immediate Bay Area. The Port of Kobe, Japan, experienced similar impacts following the Hyogo-Ken Nanbu earthquake in 1995. These facilities may be able to unload ships but not transport cargo out of the impacted area. • Ports in southern California and along the entire west coast may experience increased shipping traffic should these ports be heavily impacted by an earthquake.

13.1.3 Flooding Threat Summary

Substantial areas within Alameda County are subject to flooding. According to FEMA records, the majority of the County's creeks and shoreline areas lie within the 100-year flood plain (an area subject to flooding in a storm that is likely to occur according to averages based upon recorded measurements once every 100 years). The FEMA records are maintained as a means of determining flood insurance rates through the National Flood Insurance Program.

13.1.3.1 Local Flood Information

The City of Alameda's location and geography afford it the advantage of bring minimally threatened by flooding.

This graphic, shows historical flooding trends along the Interstate 880 corridor in Oakland, which do not directly affect Alameda, but definitely would impact its residents' mobility.

	Total Miles	500-yr Flood Plain or Other Concern (Q3 Zone X500)	100-yr Flood Plain (Q3 Zone V or A)
ROADS:	176	1	2
Freeway	0	0	0
Highway	6	0	0
Primary Road	1	0	0
Secondary Road	17	0	0
Minor Street	152	0	2
TRANSIT:	0	0	0
Bay Area Rapid Transit (BART)	0	0	0
San Francisco Muni Metro	0	0	0
Santa Clara VTA	0	0	0
RAIL:	9	0	0
All Railroads	9	0	0
PIPELINES:	175	1	2
Pipelines Under Roads	175	1	2

Source: Association of Bay Area Governments, 2004.
Miles of pipeline is an approximation based on miles of road and does not include major aqueducts.
Note: Because of independent rounding, subcategories may not add to totals.

13.1.3.2 El Niño

El Niño is a temporary change in the climate of the Pacific Ocean in the region around the equator. Strong winds blow east to west and pile up water in the western part of the Pacific causing colder water to be pulled up to fill the void in the east. This condition weakens the wind allowing the warmer water to slump back to the east. As the winds weaken and water continues to warm, the condition exacerbates. This poses a flood and storm damage threat to the west coast and the Bay Area. The primary storm forecast window is usually January through March during an El Niño year. The position of the jet stream will determine where landfall of the storms occurs. Meteorological reports forecast potentially frequent storms and heavy rain from El Niño. The Alameda County Flood Control District, Alameda Department of Public Works participated in the October 14, 1997 El Niño Community Preparedness Summit hosted by the Federal Emergency Management along with key staff from other jurisdictions from around the state.

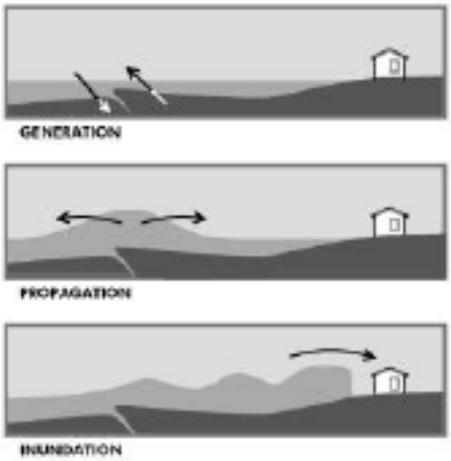
Agencies operate under the premise that a catastrophic weather front could impact Alameda County and the Alameda areas at any time, and, therefore, consistently maintain elevated standards of preparation. Jurisdictions should minimize the danger of flood throughout the area by the consistent, vigilant monitoring and maintenance of critical parts of the flood control system. In addition, it is vital to ensure that water passage ways, channels and pipelines are free of debris, silt and vegetation.

13.1.4 Tsunamis (Seismic Waves)

The phenomenon we call "tsunami" (soo-NAH-mee) is a series of traveling ocean waves of extremely long length generated by disturbances associated primarily with earthquakes occurring below or near the ocean floor. Underwater volcanic eruptions and landslides can also generate tsunamis. In the deep ocean, their length from wave crest to wave crest may be a hundred miles or more but with a wave height of only a few feet or less. They cannot be felt aboard ships nor can they be seen from the air in the open ocean. In deep water, the waves may reach speeds exceeding 500 miles per hour.

Tsunamis are a threat to life and property to anyone living near the ocean. For example, in 1992 and 1993 over 2,000 people were killed by tsunamis occurring in Nicaragua, Indonesia and Japan. Property damage was nearly one billion dollars. The 1960 Chile Earthquake generated a Pacific-wide tsunami that caused widespread death and destruction in Chile, Hawaii, Japan and other areas in the Pacific. Large tsunamis have been known to rise over 100 feet, while tsunamis 10 to 20 feet high can be very destructive and cause many deaths and injuries.

The Tsunami Warning System (TWS) in the Pacific, comprised of 26 participating international Member States, monitors seismological and tidal stations throughout the Pacific Basin. The System evaluates potentially tsunamigenic earthquakes and disseminates tsunami warning information. The Pacific Tsunami Warning Center (PTWC) is the operational center of the Pacific TWS. Located in Honolulu, Hawaii, PTWC provides tsunami warning information to national authorities in the Pacific Basin.



A tsunami is a series of deep, long waves
Generated by a sudden displacement of a large volume of water.

Even though Alameda's shorelines are considered "sheltered" waters, affects of a large tsunami along the coast could cause a devastating surge in tidal areas all along the inside of San Francisco Bay. Damage to marinas, ships and piers, as well as flooding damage to low-lying homes and facilities along the shorelines is conceivable. Residences and businesses are at risk. Personal preparedness plans should be in place to cope with this unlikely but possible occurrence.

13.1.5 Hazard Materials Vulnerability Threat Summary

The Alameda area contains some industrial development that may be associated with hazardous materials uses. Land uses involving hazardous materials or other hazards include the airport, hazardous waste transfer facilities, paint and paint product manufacturing facilities, semiconductor manufacturers, medical device manufacturers, and petroleum product and natural gas pipelines.

In general, natural gas is believed to be less hazardous to the public than petroleum products because it is transported at lower pressures and, when released, rises and dissipates. Petroleum products are pumped at higher pressures and, when released, flow along the ground. Petroleum fires are also more likely to spread to nearby property than vertical-burning natural gas fires.

13.1.5.1 Hazardous Materials and Earthquakes

As a result of earthquakes, almost all hazardous materials incidents are caused by ground shaking. The number and severity of hazardous materials incidents depends not only on the severity of shaking, but also on the design of facilities. For example, un-reinforced masonry and poorly engineered tilt-up concrete and concrete frame buildings can be quite susceptible to catastrophic structural damage. In addition, the shaking damage to contents increases higher up in buildings, particularly in flexible steel-frame buildings.

The types of failures which cause hazardous materials releases during earthquakes include:

1. Building structural failures.
2. Dislodging of asbestos or encapsulated asbestos.
3. Underground pipeline breaks due to soil movement.
4. Above-ground pipeline breaks due to:
    a. Breaks in short connector pipes due to differential movement between pipes and structures.
    b. Impact from other structures or equipment.
    c. Damage from failing pipe supports.
5. Cylindrical storage tank failures due to "elephant's foot" buckling, weakening from corrosion, or sloshing of contents.
6. Toppling of elevated tanks.
7. Shifting and overturning of horizontal tanks;
8. Sloshing from open-topped tanks.
9. Industrial equipment problems due to sliding or overturning, or internal failures.
10. Falling containers and shelves, particularly in:
    a. Hospital, school or business laboratories; or
    b. Liquor, drug or grocery stores.

13.1.5.2 Hazardous Materials Transportation

Many hazardous materials are routinely carried on railroads and the freeways and major roads designated as explosive routes by CALTRANS and the Highway Patrol. The proximity of some of these routes to large numbers of people suggests that an accident involving hazardous materials transportation could reach disaster proportions. The extreme toxicity of some chemicals used in the area and the specialized handling and cleanup procedures required during an accident can close major thoroughfares and necessitate evacuation.

Because of its proximity to large port facilities, the Alameda area has a unique risk to public safety by the transportation of quantities of various highly hazardous materials. The area is home to numerous businesses and industries that manufacture, store, use, and dispose of hazardous materials and hazardous waste. Some of these businesses are neighbors to urbanized population areas in and around Alameda.

The Alameda Fire Department Hazardous Materials Response Plan should be used for guidance in dealing with any hazardous materials incidents.

13.1.6 Terrorism Threat Planning (Terrorism Incident Planning Guidelines)

13.1.6.1 The Hazard

The Terrorist Incident Plan (TIP) should identify and discuss the nature of the Weapons of Mass Destruction (WMD) hazard(s), the hazard agents, potential targets, and release areas, as described below.

Nature of the Hazard. The hazard may be chemical, biological, nuclear/radiological, and/or explosive.

Initial Warning. While specific events may vary, the emergency response and the protocol followed should remain consistent. When an overt WMD incident has occurred, the initial call for help will likely come through the local 911 center. This caller probably will not identify the incident as a terrorist incident, but rather state that there was an explosion, a major "accident," or a mass casualty event. Information relayed through the dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data to begin responding to the incident. With increased awareness and training about WMD incidents, first responders should recognize that a WMD incident has occurred. The information provided in this section applies where it becomes obvious or strongly suspected that an incident has been intentionally perpetrated to harm people, compromise the public's safety and well-being, disrupt essential government services, or damage the area's economy or environment.

Initial Detection. The initial detection of a WMD terrorist attack will likely occur at the local level by either first responders or private entities (e.g., hospitals, corporations, etc.). Consequently, first responders and members of the medical community—both public and private—should be trained to identify hazardous agents and take appropriate actions. State and local health departments, as well as local emergency first responders, will be relied upon to identify unusual symptoms, patterns of symptom occurrence, and any additional cases of symptoms as the effects spread throughout the community and beyond. First responders must be protected from the hazard prior to treating victims.

The detection of a terrorism incident involving covert biological agents (as well as some chemical agents) will most likely occur through the recognition of similar symptoms or syndromes by clinicians in hospital or clinical settings. Detection of biological agents could occur days or weeks after exposed individuals have left the site of the release. Instead, the "scene" will shift to public health facilities receiving unusual numbers of patients, the majority of who will self-transport.

Investigation and Containment of Hazards. Local first responders will provide initial assessment or scene surveillance of a hazard caused by an act of WMD terrorism. The proper local, State, and Federal authorities capable of dealing with and containing the hazard should be alerted to a suspected WMD attack after State/local health departments recognize the occurrence of symptoms that are highly unusual or of an unknown cause. Consequently, State and local emergency responders must be able to assess the situation and request assistance as quickly as possible.

13.1.6.2 Hazard Agents

Chemical: Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in table below. Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

Stated Threat to Release a Chemical Agent
Unusual Occurrence of Dead or Dying Animals • For example, lack of insects, dead birds
Unexplained Casualties • Multiple victims • Surge of similar 911 calls • Serious illnesses • Nausea, disorientation, difficulty breathing, or convulsions • Definite casualty patterns
Unusual Liquid, Spray, or Vapor • Droplets, oily film • Unexplained odor • Low-lying clouds/fog unrelated to weather
Suspicious Devices or Packages • Unusual metal debris • Abandoned spray devices • Unexplained munitions

Biological: Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data).

When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, or incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community.

Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process.

Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in the table below.

General Indicators of Possible Biological Agent Use

Stated Threat to Release a Biological Agent
Unusual Occurrence of Dead or Dying Animals
Unusual Casualties • Unusual illness for region/area • Definite pattern inconsistent with natural disease
Unusual Liquid, Spray, or Vapor • Spraying and suspicious devices or packages

Nuclear/Radiological: The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. Unless confirmed by radiological detection equipment, the presence of a radiation hazard is difficult to ascertain. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. The table below lists some indicators of a radiological release.

General Indicators of Possible Nuclear Weapon/Radiological Agent Use

• A stated threat to deploy a nuclear or radiological device
• The presence of nuclear or radiological equipment (e.g., spent fuel canisters or nuclear transport vehicles)
• Nuclear placards or warning materials along with otherwise unexplained casualties

The scenarios constituting an intentional nuclear/radiological emergency include the following:

(1) Use of an **Improvised Nuclear Device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While "weapons-grade" material increases the efficiency of a given device, materials of less than weapons grade can still be used.

(2) Use of a **Radiological Dispersal Device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. Placing it in close proximity to radioactive material could use any improvised explosive device.

(3) Use of a **Simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

Conventional Explosive Devices: The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions to construct such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature, and are not readily detectable. Secondary devices may be targeted against responders.

Combined Hazards: WMD agents can be combined to achieve a synergistic effect—greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or intoxications may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

Potential Targets: In determining the risk areas within a jurisdiction (and in multiple jurisdiction areas participating in an emergency response), the vulnerabilities of potential targets should be identified, and the targets themselves should be prepared to respond to a WMD incident. In-depth vulnerability assessments are needed for determining a response to such an incident. In addition, reference Risk Management Plans and Emergency Planning and Community Right-to-Know Act (EPCRA) Plans, which include potential target areas and information on industrial chemical facilities, can be obtained from the Local Emergency Planning Committee (LEPC) in your area.

Release Area: Standard models are available for estimating the effects of a nuclear, chemical, or biological release, including the area affected and consequences to population, resources, and infrastructure. Some of these models include databases on infrastructure that can be useful in preparing the TIA. A good source of information on available Federal government models is the *Directory of Atmospheric Transport and Diffusion Consequence Assessment Models*, published by the Office of the Federal Coordinator for Meteorology (OFCM). The directory is available both in print and online on OFCM's web page, http://www.ofcm.gov (select "Publications," then "Publications Available Online," then the directory). The directory includes information on the capabilities and limitations of each model, technical requirements, and points of contact.

13.1.6.3 Potential Areas of Vulnerability

Several points may determine areas at risk: population, accessibility, criticality (to everyday life), economic impact, and symbolic value. The identification of such vulnerable areas should be coordinated with the Federal Bureau of Investigation (FBI).

Traffic	Determine which roads/tunnels/bridges carry large volumes of traffic. Identify points of congestion that could impede response or place citizens in a vulnerable area. Note time of day and day of week this activity occurs.
Trucking and Transport Activity	Note location of hazardous materials (HazMat) cargo loading/unloading facilities. Note vulnerable areas such as weigh stations and rest areas this cargo may transit.
Waterways	Map pipelines and process/treatment facilities (in addition to dams already mentioned). Note berths and ports for cruise ships, roll-on/roll-off cargo vessels, and container ships. Note any international (foreign) flagged vessels (and cargo they carry) that conduct business in the area. NOTE: The Harbor and Port Authorities, normally involved in emergency planning, should be able to facilitate obtaining information on the type of vessels and the containers they carry.
Airports	Note information on carriers, flight paths, and airport layout. Annotate location of air traffic control (ATC) tower, runways, passenger terminal, and parking areas.
Trains/Subways (e.g. BART)	Note location of rails and lines, interchanges, terminals, tunnels, and cargo/passenger terminals. Note any HazMat material that may be transported via rail.
Government Facilities	Note location of Federal/State/local government offices. Include locations of post office, law enforcement stations, fire/rescue, town/city hall, and local mayor/governor's residences. Note judicial offices and courts as well.
Recreation Facilities	Map sports arenas, theaters, malls, and special interest group facilities.
Other Facilities	Map location of financial institutions and the business district. Make any notes on the schedule business/financial district may follow. Determine if shopping centers are congested at certain periods.
Military Installations	Note location and type of military installations.
HazMat Facilities, Utilities, and Pipelines	Map location of these facilities.
NOTE: Security and emergency personnel representing all of the above facilities should work closely with local and State personnel for planning and response.	

14 Plan Maintenance and Training

14.1 Emergency Operations Plan Maintenance

The City of Alameda Comprehensive Emergency Management Plan is designed for efficient update and additions. The responsibility of maintaining the document is assigned to the Director.

The Director will conduct a thorough review of the plan annually:

Updates shall be distributed every year as needed or when there are significant changes.

This Plan is a management tool. It supports, and is integrated with, site operations. The Sections of the Plan addressing site procedures can be easily updated with minor modifications when there are changes to the City organization, systems and/or new functional positions are added. It does not need to be updated every time site procedures change.

Individuals with emergency assignments are to review their procedures and related information after every activation, either simulated in drills or as an actual response. Individual Checklists are to be revised as needed. Additionally, individual users are encouraged to add supplemental materials to their Sections for a complete “response ready” Plan.

The Checklists are designed to be used as worksheets. New and revised Checklists can be reprinted following each activation. If additional pages are added and the City does not wish to renumber the entire Section, new pages can include the letters A, B, C, etc., respectively after the last page of the Checklists and inserted into an existing document.

It is not necessary to reprint the entire document each time it is updated. The footer date should always be kept current and can include the word “Revised” to indicate the update.

14.2 Training Program

This Plan is consistent with the National Incident Management System (NIMS) and Standardized Emergency Management System (SEMS) guidelines. The guidelines provide standardized training modules with competency requirements for each level of activation and responsibility. The City will need to review the guidelines to identify competency requirements based on this Plan.

The following training program is designed to meet compliance requirements for SEMS/NIMS and to provide specific levels of understanding to personnel in City government who would work within the emergency management system:

NIMS (IS-700) Course (All response personnel)

This is a 1 to 2-hour course that is for all personnel that may become involved in multi-agency or multi-jurisdictional response at any level. This is a self-study course with instructor option. There is an optional test. The course provides basic understanding of NIMS, common terms, and information required to work within NIMS guidelines.

SEMS Introductory Course (All response personnel)

This is a 1 to 2-hour course that is for all personnel that may become involved in multi-agency or multi-jurisdictional response at any level. This is a self-study course with instructor option. There is an optional test. The course provides basic understanding of SEMS, common terms, and information required to work within and support a SEMS response.

SEMS (ICS) Course (All Directors, managers and supervisors)

Intended as a progressive program consisting of:

MODULE 1: ICS Orientation (I-100)

This is a one-hour self-study course with optional test focusing on a general orientation of the Incident Command System for personnel working in support roles and for off-incident personnel. The module reviews ICS organization, basic terminology for resources and facilities and responsibilities related to an incident.

MODULE 2: ICS Basic (I-200)

A 12-hour instructor-based course with exercises and tests outlining the basic elements of incident command for personnel who respond to an incident to assist or support the organization but do not normally supervise others. This module covers features and principles of ICS, organization, incident resources and facilities, and common responsibilities.

MODULE 3: ICS Intermediate (I-300)

A 22-hour instructor-based course with exercises and tests that focuses on the intermediate elements of incident command for personnel who supervise an Incident Command System branch, division, group or unit, or are members of the management section. This module covers incident organization, resource management, air operations, incident and event planning.

MODULE 4: ICS Advanced (I-400)

A 22-hour instructor-based course with exercises and tests focusing on the advanced elements of incident command for personnel who supervise sections, management staff, incident commanders, and those who may assume key agency management roles over incidents. This module covers general and command staff roles in depth, major incident management, unified and area command. It also addresses California Mutual Aid and coordination between the field, local government and Operational Area EOCs.

SEMS Emergency Operations Center (EOC) Course (All personnel assigned to EOC roles)

This 8-hour course consists of 9 modules (5 for all EOC levels and 4 additional modules to cover each SEMS EOC level is designed for support, supervisory, management and executive personnel in department levels or agency EOCs who would perform SEMS functions or work within a SEMS organization at any EOC level. This course covers [principles of disaster and EOC management, field and local EOC interface, SEMS functional areas, concepts and procedures, intelligence, and mutual aid for all EOC levels.

SEMS Executive Course (City managers and executive positions)

This 2 to 3-hour self-study or instructor-based course is for executives, administrators and policy makers within agencies who are required to support a SEMS emergency response. It provides background of the law, common terms, basic elements of SEMS, organizational roles and titles, and the need for executive support.

These training programs can be offered within the City either using city personnel qualified to present the program, or by contracting with trainers to provide the training. Resident courses are also offered at the California State Training Institute periodically throughout the year.

14.2.1 Command Section Training

This part addresses the Command Section of the City of Alameda Emergency Organization and the personnel designated to fill primary and alternate positions. These courses can be offered as self-taught courses using a workbook or using computer-based training (PowerPoint presentation with written test). The SEMS Introductory Course has an optional test that can be taken when the individual completes the course. These individuals should complete the following training:

- **SEMS Introductory Course (1-2 hours)**
- **SEMS Executive Course (2-3 hours)**

14.2.2 Emergency Operations Center (EOC) Section – Functional Sections

This part addresses the EOC Functional Leadership Positions and the persons designated to fulfill the responsibility for the City of Alameda Emergency Organization. These individuals should complete the following training:

- **SEMS Introductory Course (1-2 hour self-paced)**

- **SEMS Emergency Operations Center Course, Modules 1 through 9***

*Note: 8-hour instructor-based – can be given in 4, 2-hour sessions; 2, 4-hour sessions; or 1, 8-hour session. The most effective presentation appears to be the 2, 4-hour session option.

Breakdown of 2, 4-hour sessions:

SESSION 1:

SEMS Overview
Principles of Disaster Management in EOCs
EOC Operational Considerations
General EOC Applications

SESSION 2:

Concepts and Procedures of SEMS at the Local EOC
Concepts and Procedures of SMES at the Operational Area EOC
Concepts and Procedures of SEMS at the Regional EOC
Concepts and Procedures of SEMS at the State EOC
Coordination Between SEMS Levels

14.2.3 Emergency Operations Center Section – Groups, Branches & Units

This part addresses the EOC Section components making up Group, Branch and Unit Leaders. The persons designated to fill these positions in the Emergency Organization should complete the following training:

- **SEMS (ICS) Field Course – Modules I-100, 200, 300, 400.**

I-100 – ICS Orientation

I-100 is 1 Module consisting of a 1-hour self-study course with an optional test. It is basically a primer for the more comprehensive modules that follow.

I-200 – ICS Basic

I-200 consists of 5 Modules. It generally takes 12 hours to complete. The most effective presentation is 3, 4-hour sessions covering:

SESSION 1:

Principles and Features of ICS
Organizational Overflow

SESSION 2:

Incident Facilities
Incident Resources

SESSION 3:

Common Responsibilities

I-300 ICS Intermediate

I-300 consists of 5 modules generally taking 22 hours to complete. Each module is tested using small group exercises and True/False or Multiple Choice tests. The course is broken down into 1, 6-hour session and 4, 4-hour sessions covering:

SESSION 1: (4 hours)
Organization and Staffing

SESSION 2: (4 hours)
Organizing for Incidents and Events

SESSION 3: (4 hours)
Incident Resource Management

SESSION 4: (4 hours)
Air Operations

SESSION 5: (6 hours)
Incident and Event Planning

I-400 – ICS Advanced

I-400 consists of 6 modules generally taking 22 hours to complete. Each module is tested using small group exercises and True/False or Multiple Choice tests, matching terms and statements and group critiques. The course is broken down into 1, 6-hour session and 4, 4-hour sessions covering:

SESSION 1: (3 hours)
General and Command Staff

SESSION 2: (4 hours)
Unified Command

SESSION 3: (4 hours)
Major Incident Management

SESSION 4: (3 hours)
Area Command

SESSION 5: (4 hours)
Mutual Aid

SESSION 6: (4 hours)
Field, Local Government and Operational Area Coordination

14.2.3.1 Other Training

Other management and supervisory personnel in the city who might be involved in Emergency Operations should complete:

SEMS Introductory Course

14.2.4 Command Table Top Training

The Director and City Employees with emergency assignments in the EOC should attend periodic special Command Table Top Training in order to become familiar with the applied theory of the Incident Command System and functional management coordination. The training should include a detailed overview of how the Operational Area, various Offices of Emergency Services and other agencies coordinate with the City.

14.3 Exercises

14.3.1 Table Top Exercise

All City employees with emergency management response assignments should participate in one facilitated Table Top Exercise annually. This is not a full functional drill, but is a discussion-based, guided review of policies and procedures. It should be conducted at the EOC site and the scenario topics should vary to address a variety of incidents and conditions.

14.3.2 Communication and Warning System Tests

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

14.3.3 EOC Functional Exercise

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

ANNEX A

WARNING AND COMMUNICATIONS

Table of Contents

PART 1 - Emergency Communications **2**
Introduction **2**
Communications System Vulnerabilities 2
Communications Systems **3**
Expectations of Use 3
Other Communications Systems 3
Federal Communications Systems 3
Emergency Alert System (EAS) 3
National Warning System (NAWAS) 3
State Communications Systems 3
California Law Enforcement Radio System (CLERS) 3
California Office of Emergency Services System 4
California Office of Emergency Services Fire Network 4
California National Guard 4
Local Communications Systems 4
EOC Communications 4
City EOC to Alameda County EOC 5
Law Enforcement Network 5
Fire Service Network 5
Radio Amateurs Civil Emergency Services (ARCA) 5
Telephone Systems 5
Landlines 5
Cellular and Microwave 5
Satellite Telephone Systems 5
Automated and Computer Systems 6
PART 2 – Warning and Alert **7**
Warning Systems **7**
Attack Warning Systems 7
National Warning System (NAWAS) 7
NAWAS, Federal 7
NAWAS, State of California 7
County-City Warning Systems 8
Warning Devices 8
Alerts & Warnings 8
Alerting & Warning Signals 10
Communications Frequency Matrix **11**
PART 3 - Auxiliary Communications Service Plan **14**
Radio Amateur Civil Emergency Service (ARCA) an Emergency Communications Reserve 13
Sections **15**
Resources 16
Frequency Coordination 17
Station Locations 17
Equipment Resources 17
Mutual Aid 17
Review 18

PART 1 - Emergency Communications

Introduction

Essential to all emergency organizations is an effective communications capability to support emergency operations. The magnitude of a particular emergency situation will determine the degree to which communications systems are used. Communications systems are relied upon to be used for direction/coordination of emergency operations, alerting and warning government and the public, and provide advice and instructions to the public.

While generally adequate communications capability exists between the various State OES facilities, the communications systems available between OES and local facilities may not be adequate.

Communications System Vulnerabilities

Telecommunications systems are composed of many subsystems, each may be interdependent or interconnected. A radio network, for example, may use a combination of telephone lines, microwave circuits, satellite interfaces, underground and overhead cables, and secondary radio paths. The failure of any one link in this chain can effectively disable or severely limit a large portion of the system.

Communications systems may be overloaded or even rendered inoperable in an emergency. Telephone communications may be overloaded by calls within or into affected areas. The situation may be further complicated by physical damage to equipment, loss of electrical power and subsequent failure of some auxiliary sources. Loss of emergency power has been the primary cause of communications failure in past disasters. Poor installation practices and inadequate preventative maintenance of backup power sources contribute to the high failure rate. Scarcity of primary fuels for back up systems (gasoline, natural gas, and diesel) may limit viability of surviving communications sites.

In situations arising from a radiological incident or detonation, high intensity, short duration electromagnetic pulse (EMP), may cause damage or malfunctions to unprotected electrical and electronic systems. EMP damage can occur instantaneously over very large areas. All communications equipment is susceptible to damage or destruction by EMP, including broadcast stations, radios, televisions, car radios, and battery-operated portable radios.

Communications Systems

Expectations of Use

Generally, in a wide-spread calamity, communications used daily by most agencies, particularly public safety agencies, will be used as well for intra-jurisdictional communications. These agencies will also be expected, at least initially, to operate from their day-to-day offices and headquarters. Departments requiring personnel augmentation to properly staff their facilities should request assistance through the Logistics Section/Personnel Unit at City EOC. Emergency procurements of communications-related equipment/supplies should also be handled through the Logistics Section/Supply Unit of the EOC.

All communications personnel must familiarize themselves with protective measures and countermeasures to employ that minimize the risk of outages or failures caused by elements of a catastrophe.

Other Communications Systems

Federal Communications Systems

Emergency Alert System (EAS)

EAS is a network of public broadcast stations and interconnecting facilities that have been authorized by the FCC to operate in a controlled manner during a state of public peril or disaster, or other large-scale emergency. The system's main purpose is to provide the President and Federal Government Officials the means by which to transmit emergency communications to the public. It may also be used for local, state and other national programming for public information on situations posing a threat to life and/or property. EAS is activated by requesting assistance through the State Office of Emergency Services via the Operational Area EOC.

The EAS should be used to the maximum extent possible for the dissemination of emergency information, advice, and action instructions to the general public.

National Warning System (NAWAS)

This system is a nationwide wire-line communications 2-way voice system connecting subscribing emergency management organizations and designed primarily to warn of a nationwide attack. It may also be used for coordination and communications for major peacetime emergencies.

State Communications Systems

California Law Enforcement Radio System (CLERS)

This system serves all OES facilities and interconnects law enforcement agencies of all counties and numerous cities. The system is connected by microwave to provide statewide coverage. This system is the State's radio backup to NAWAS.

California Office of Emergency Services System

This is a local government system that serves all OES facilities, a number of state agencies, and county-level operational area EOCs participating in the system. It is microwave-interconnected for statewide coverage.

OES has mobile command complexes, each consisting of a communications van, an operations van, a command van, and a generator to provide power. Their primary purpose is to provide initial communications from the disaster area to OES Headquarters and act as a collection point for damage assessment information until more sophisticated communications are established and/or restored. These complexes are equipped for operation on each of the major state radio communications systems, which includes the satellite systems, various mutual aid radio systems; radio operators may be provided by the responsible agency.

California Office of Emergency Services Fire Network

This system serves OES facilities and fire support facilities and equipment. Radio equipment on this network is located with fire service agencies in all 58 counties. The network employs mountain-top mobile relays and interconnections to the State Microwave System to provide state-wide coverage.

California National Guard

The National Guard has an assortment of communications capabilities with limited day-to-day in-place systems. Most communications are designed to serve their own operating forces, but have been used for local reserve communications.

Local Communications Systems

EOC Communications

Communications systems installed at or controlled from EOCs will normally be used to support the field activities of the various emergency services that make up emergency organizations. Other available communications systems may be used to provide links to nearby jurisdictions or to higher levels of the Statewide Emergency Organization. Communications systems in EOCs will include radio systems licensed to jurisdictions. Such radio systems are augmented in an emergency by radio systems licensed to other agencies of government, to private industry and to individuals.

The City of Alameda Emergency Operations Radio System consists of those radios that are necessary to gather information required to stay informed of the situation and to control the activities of services within the city.

Those services that have the capability to control their operating elements by radio will continue to exercise that control. The respective EOC Section Chief will be kept informed, by radio, of ongoing activities and the extent of commitment of available resources. This information will serve two purposes at the City EOC:

- ✓ It provides the basis for the Section Chief to make decisions on use of limited resources,
- ✓ It provides the basis for performing continuing situation analysis of conditions in the City.

City EOC to Alameda County EOC

This system operates for the initial period of the disaster on the law enforcement band (800 MHz) if telephones are unavailable. This band will be used to provide status reports between the City EOC and the County EOC and to request assistance.

Law Enforcement Network

This network operates on several channels. Channels are used for the countywide dispatch and control of Law Enforcement service mobile units based on area. These channels will be used by the Law Enforcement Unit in the EOC to keep the EOC informed on developments. Main dispatch will remain with ALCO. The EOC will have radio contact to a dispatch operator.

Fire Service Network

This network operated through Alameda Fire Department dispatch is used by the Fire & Rescue Unit in the EOC. Main dispatch responsibilities will remain. The EOC will have radio contact to a dispatch operator.

Amateurs Radio Club of Alameda (ARCA)

ARCA provides a variety of communications services in the Amateur Radio Frequency Bands. They provide communications from cities to the county, to the state and regional offices as well as to hospitals and other places as needed. This service is provided by amateur radio volunteers, using their personal and city-owned equipment and affords flexibility not available with established radio networks. SEE PART 3 OF THIS ANNEX FOR SPECIFIC INFORMATION REGARDING ARCA.

ARCA may be assigned to back-up any of several services in case regular communications paths become inoperative. Special considerations should be given to ARCA to support disaster medical care and emergency public information operations.

Telephone Systems

Landlines

Common carrier telephone landline service is available to support all emergency systems. The City EOC has dedicated lines available for activation when the EOC is staffed. Note that inter-building and local system-wide switching systems may be affected by power outages and fluctuations.

Cellular and Microwave

Cellular and microwave telephone services are in use by nearly all agencies in the Bay Area. These systems are fairly reliable in localized emergency situations, but may quickly become overloaded in a wide-spread disaster. Also, ground movement in seismic events may cause network failures.

Satellite Telephone Systems

Satellite Telephone Systems have become more widely available and more economical to use over the last few years. Satellite systems are generally the most reliable form of communications during disasters.

Automated and Computer Systems

The variety of automated and computer communications systems is vast. Everything from common e-mail to special software programs that provide automated EOC management capability and intra-agency communications to Geographic Information Systems (GIS) interfaced with the worldwide satellite-linked Global Positioning System (GPS) are in use around the country. Unfortunately, not all of these systems can communicate with each other. However, great strides are being made to support this capability through the internet and browser-based software.

PART 2 – Warning and Alert

Introduction

Warning is the process of altering governments and the general public of the threat of imminent extraordinary danger. Depending on the nature of the threat and the population group at risk, warning can originate at any level of government.

Success in saving lives and property is dependent on timely dissemination of warning and emergency information to persons in threatened areas. The National Warning System (NAWAS) is a nationwide attack warning system developed to accomplish this task in a war emergency. For major peacetime emergencies, portions of the NAWAS system can be used, augmented by state and local systems as appropriate.

Warning Systems

Attack Warning Systems

National Warning System (NAWAS)

NAWAS is a dedicated wire-line system that provides two-way voice communications between Federal Warning Centers, states' warning points and local warning points. The system in California consists of four elements:

1. NAWAS, Federal-California link
2. NAWAS, State-County Warning Point circuits
3. County-City warning systems
4. Local community attack warning devices, such as sirens, horns or whistles

NAWAS, Federal

This system may be activated nationally from two protected federal facilities. They are the National Warning Center (North American Air Defense Command (NORAD) Colorado Springs, Colorado), Alternate National Warning Center (Olney, Maryland).

NAWAS, State of California

California ties into the national system with a primary state warning point at the State Office of Emergency Services Headquarters in Sacramento. Circuits then extend to 45 County Warning Points. The California Highway Patrol Headquarters in Sacramento serves as the Alternate State Warning Point.

Both Federal and State circuits are monitored 24 hours a day at the OES Warning Center, the Alternate State Warning Point, and each of the local Warning Points. The 13 counties not on this system receive warning via other means (Normally the California Law Enforcement Telecommunications System (CLETS).

County-City Warning Systems

In order to disseminate warning from the County Warning Points to the City of Alameda, local communications channels are normally used. Although the State Warning Point will relay warnings over CLETS, it is usually more expeditious for cities to arrange with the county Warning Point on NAWAS for further relay of the information within the county. This is normally done via local public safety communications channels or, in some instances, telephone.

Warning Devices

The City has the ability to use EDIS (Emergency Digital Information System) which can be used to disseminate emergency information to the public through the telephone system. EDIS is accessed through the CLETS (California Law Enforcement Telephone System) by the Police communications section.

Audible Signaling

Another means of public notification of an emergency situation is the use of audible devices such as sirens, whistles, or horns, either strategically located within the community or mounted on official vehicles.

Alerts & Warnings

The City of Alameda Alert and Warning System is designed to provide a means to notify the community that a severe emergency event has occurred. This network of safety sirens and media links will warn and inform our community of what to do in an emergency or disaster. Reasons for activation could include earthquakes, flooding, major fires, chemical spills or other public safety incidents.

The Alert and Warning system is composed of two main systems: the siren alert system and emergency communications. Five siren towers can be activated simultaneously or separately to alert Alameda residents of an emergency taking place in their vicinity. The siren towers are strategically placed to provide complete audible coverage across town. Upon hearing a siren, residents should Shelter-Shut-Listen, then access one of several communication systems for emergency warnings and information. Radio 1280 AM, Alameda Radio, transmits from a base station located at Franklin Park, providing a central point of broadcast. Emergency information will also be presented on Cable Channel 15, Alameda's government access television station and on the city's website: www.ci.alameda.ca.us

Flood

A flood emergency is normally preceded by a buildup period that permits marshalling forces required to combat the emergency. During the buildup period, OES cooperates with the National Weather Service and the State Department of Water Resources by relaying pertinent weather information and river bulletins to local officials in affected areas.

Fire

Initial warnings of major fires are normally issued by the affected area through the Operational Area and/or OES Regional Fire Coordinator, using whatever means of communications are appropriate and available. Requests for mutual aid follow the same channels.

Earthquake

Earthquakes occur without warning. OES could receive notification of an earthquake as well as subsequent information, including damage reports from various sources.

The information may be received via NAMAS, radio, television, and/or telephone, and may be further disseminated as appropriate, using any and all of these means. The State Warning Center has a seismic alarm system that activates during earthquakes, prompting duty personnel to investigate the disturbance.

Other Emergencies

Warning and information concerning emergencies other than those cited above is disseminated using any appropriate system.

Alerting & Warning Signals

Attention or Alert Signals

The ATTENTION or ALERT signal is a 3 to 5 minute steady tone on sirens, horns, or other devices. This signal is meant to transmit the message that an emergency exists and/or is imminent. Citizens are instructed to listen to local radio, area radio, or television stations for essential emergency information.

Testing Local Warning Systems

With prior public notice, local warning devices may be tested to assure that they are operating properly and that the emergency signals will be recognized by the public. The City of Alameda tests its siren system on the first Wednesday of each month.

Communications Frequency Matrix

Alameda Police Department Radio 800MHZ

Cha	Bank A	Name	Bank B	Name	Back C	Name
1	CH 1	ALPD	INV 1	INV1	IA LAW	INTER LAW
2	CH 2	ALPD-2	INV 2	ALPD INV1	IA FIRE	INTER FIRE
3	CH 3	SLPD-2	NARC	ALPD INV2	IA EMS	INTER EMS
4	SDU	SDU	CIRT	CIRT	IA PW	INTER PW
5	AFD	AFD C-1	HNT	HNT	HAIL	HAIL
6	FD TAC	FD TAC (T16)	PW 1	ALA PW-1	STTC 1	STATE T-1
7	CITY 1	CITY 1	ELEC	ALA APT	STTC 2	STATE T-2
8	CITY 2	CITY 2	ACSD 1	SHERRIFF D-1	STTC 3	STATE T-3
9	TAC 1	TAC 1	SLPD 1	NARC NTF1W	STTC 4	STATE T-4
10	TAC 2	TAC 2	TASK F		HL LAW	HIGH LAW
11					HL FIRE	HIGH FIRE
12					LL LAW	LOW LAW
13					LL FIRE	LOW FIRE
14						
15					MA TC1	M/A
16			911	ALA 911	MA TC2	M/A

Alameda County Regional Emergency Communications Center 800MHZ

Alameda Fire Department Primary Radio System

Cha	Bank A - FIRE		Bank B - CMED		Bank C - LAW
1	CTRL 1		ALCO CMED		IA LAW
2	CTRL 2		BASE		IA FIRE
3	CTRL 3		IA EMS		IA EMS
4	CTRL 4		IA FIRE		IA PW
5	TAC 5		TAC 16		HAILING
6	TAC 6		TAC 17		STATE TC 1
7	TAC 7		TAC 18		STATE TC 2
8	TAC 8		TAC 19		STATE TC 3
9	TAC 9		LP FIRE		STATE TC 4
10	TAC 10		SHERRIFF		HL LAW
11	TAC 11		ALAMEDA PD		HL FIRE
12	NZ TAC 12		ALAMEDA P& T		LL LAW
13	SZ TAC 13		PUBLIC WORKS		LL FIRE
14	EZ TAC 14		CITY WIDE 1		M/A TA 1
15	CW TAC15		CITY WIDE 2		M/A TA 2
16	IA FIRE		TALK AROUND		

ALAMEDA COUNTY FIRE MUTUAL AID CHANNELS

VHF GROUP-1

RX FREQ	RX CTCSS	TX FREQ	TX CTCSS	PW	W/N	DISPLAY	NOTES
154.2800		154.2800				WHITE FIRE 1	
154.2650		154.2650				WHITE FIRE 2	
154.2950		154.2950				WHITE FIRE 3	
154.0700		154.0700				VHF TAC 4	
154.2350		154.2350				VHF TAC 5	
156.0750		156.0750				CAL CORD	
151.4450		159.3450				SCU LOCAL T1	Tone 1 Mt. Diablo (110.9)
151.4450		159.3450				SCU LOCAL T3	Tone 3 Mt. Oso (131.8)
151.4450		159.3450				SCU LOCAL T4	Tone 4 Allison Pk. (136.5)
151.4450		159.3450				SCU LOCAL T5	Tone 5 Copernicus (146.2)
151.1600		151.1600				CAL FIRE TAC 2	N/A
151.3250		151.3250				CAL FIRE TAC 6	N/A
151.3550		159.3000				CAL FIRE CMD 1 T1	Tone 1 MT Diablo (110.9)
151.6250		159.3300				CAL FIRE CMD 2 T3	Tone 1 MT Diablo (110.9)
151.2200		151.2200				CAL FIRE AIR TO GROUND	Tone 3 Mt. Oso (131.8)

VHF Group - 2 Channels are Incident Programmable Only

PART 3 - Auxiliary Communications Service Plan

Amateur Radio Club of Alameda (ARCA) an Emergency Communications Reserve

Introduction

The Auxiliary Communications Service Plan provides the Alameda Operational Area with an emergency communications reserve based on a variety of volunteer skills for emergency tactical, administrative and logistical communications between the Cities and their agencies, and between the Cities and county government.

The Auxiliary Communications Service (ACS) coordinates Amateur Radio resources or equivalent government resources; and promotes the effective management and utilization of the Amateur Radio operators and other FCC licensees in support of civil defense and disaster response and recovery. While other FCC licensees may become a part of the ACS, this Plan is specifically directed to the use of Amateur Radio operators under the provisions of the Amateur Radio Club of Alameda (ARCA.)

The resources of this Service are an essential staff resource intended to augment agency and public safety communications. The number of participants is not limited and will be based on the specific need and the availability of responders. A declaration of an emergency is not required to mobilize the ARCA resources.

The City supports an active involvement of ARCA participants in the day-to-day affairs of the local emergency management agencies so that in times of need the ARCA participants are cognizant with on-going procedures and personnel, and are capable of integrating with all systems. As part of its on-going activity, ARCA Amateur Radio operators may conduct on-the-air activities in order to test, train, and keep in peak readiness the emergency operations communications equipment.

Purpose

The purpose of this Plan is to provide authority for the participation of Amateur Radio operators in providing essential communications during periods of national, state or local emergency. ARCA operations are carried out in accordance with FCC Rules and Regulations. The Amateur Radio operators within the City of Alameda and Oakland are considered to be a single regional resource and may be assigned to any appropriate location within the City of Alameda area.

Sections

Area Covered

The City of Alameda has a population of approximately 72,259 (2000 census) and an area of 12.2 square miles.

Threat

The City of Alameda faces a variety of threats both natural and man-made, to which we must be prepared to respond, e.g., earthquakes, floods, hazardous material spills, and energy emergencies. Demographic factors as well as climate and geological faults present a range of hazards to be considered by emergency services workers - both professional and volunteer.

Jurisdictions Covered

The jurisdiction covered by this plan is the city of Alameda. This plan will serve to qualify the City of Alameda for matching funds under the Federal Contributions Program.

Radio Officer and Organization

The organization for the implementation and administration of the ARCA resources are based on the key role of the ARCA Radio Officer. The ARCA Radio Officer is usually the Amateur Radio Emergency Service (ARES) Emergency Coordinator for the respective city. The Emergency Services Coordinator(s) may appoint an ARCA Radio Officer(s) at any time and this appointment will take precedence.

Participants

Amateur Radio operators participating under this Plan shall be registered as Disaster Service Workers in the COMMUNICATIONS class in accordance with Section 3100 (et seq.) of the California Government Code.

The City of Alameda uses two categories of Amateur Radio volunteers:

- ***ARCA Radio Operators.*** This category is composed of Amateur Radio operators who have indicated their willingness to participate by completing the California Disaster Service Worker Volunteer Program form for the Communications Classification, Auxiliary Communications Service Specialty (Appendix 6) and completing the Loyalty Oath/Affirmation as required by State law. These operators may carry out any actions or duties consistent with FCC and ARCA rules and regulations (also see Section 14). This category of participant shall be issued an identification card by the City of Alameda indicating the operator's status as **ARCA Radio Operator**.

- ***ARCA EOC Responders.*** This category is composed of ARCA Radio Operators who are approved to respond to Emergency Operation Centers (EOC), special or restricted city facilities, and special or restricted agency locations (e.g., hospital, school, etc.). Due to the potentially sensitive nature of the activities and accesses granted to this category of participants, enrollment shall additionally include satisfactory completion of a background check by Alameda Police Department, which may include fingerprint screening. This

category of participant shall be issued an identification card by the City of Alameda indicating the operator's status as **ARCA EOC Responder**.

Resources

ARCA resources are considered a facility that is available to all government services/agencies, and are not assigned exclusively to any one service/agency. ARCA frequencies/channels are not assigned exclusively to any one service/agency. The ARCA Radio Officer and/or ARCA EOC Responders coordinate resources while consulting with the Emergency Manager/Incident Commander. It is the intent of this Plan to ensure the needs of the Alameda Operational Area from the available ARCA resources.

Networks

ARCA operates four network levels that will be used under the provision of this Plan. The network levels are identified as:

- *LEVEL 1* networks provide Direction and Control communications between the California Office of Emergency Services (OES) Region II EOC and the Operational Area EOC(s) within Region II.
- *LEVEL 2* networks provide Direction and Control communications between the Operational Area EOC(s) and the jurisdictions within the Operational Area, and between Alameda County and the Emergency Alert System (formerly Emergency Broadcast System) stations in the Operational Area.
- *LEVEL 3* networks provide communications between the Operational Area EOC(s) and deployed mobile and other authorized units within the Operational Area.
- *LEVEL 4* networks provide communications between the jurisdictional EOC(s) and deployed mobile and other authorized units under the direction of the City(s).

Identifiers

Operators may use tactical station identifiers in conjunction with the FCC call signs.

Frequency Coordination

The ARCA Radio Officer(s) will establish the frequencies used within the Operational Area. All frequencies will be coordinated with the State OES Regional Communications Coordinator. Interference problems from outside sources will be referred to the State OES Regional Office for resolution. In an emergency, the ARCA EOC Responder(s) may establish frequencies in coordination with the Alameda County Sheriff's Communication Team and/or the California OES Regional Communications Coordinator. Grid of frequency to be used: 146.505 MHZ – primary, 146.535 – secondary.

In the event of an emergency that necessitates invoking the President's war emergency powers, ARCA will be governed by paragraph 97.407 (b) of the FCC Rules and Regulations, 47 CFR. Operations will be restricted to frequencies assigned and coordinated by the California OES.

Station Locations

Locations of EOC stations and other fixed stations operated under this Plan, and their tactical identifiers, are listed in the Communications Frequency Matrix of this ANNEX. In an emergency, ARCA Radio Officer(s) may establish temporary stations for ARCA Responder(s) at any time.

Equipment Resources

There are several hundred fixed, portable and mobile stations that may be operated under the provisions of this Plan. The majority of the equipment is owned, maintained and operated by the individual Amateur Radio operators. The ARCA Radio Operator(s) will control, maintain and inventory equipment owned or provided by the City.

Mutual Aid

This Service is a COMMUNICATION resource covered by the California Master Mutual Aid Agreement. ARCA resources may be requested by, and supplied to other jurisdictions in accordance with established inter-governmental mutual aid procedures:

- *Alameda Operational Area to/from the OES Region*. That Region to the State Coordinating Center (SCC) will direct requests for mutual aid exceeding OES Regional capabilities. Should communication be broken with the SCC, the request will be directed to an adjacent OES Region with notification to the SCC as soon as conditions permit.

- *Alameda Operational Area to/from contiguous jurisdictions.*

- *Alameda Operational Area to/from the City of Alameda or adjacent cities with which it has an agreement.*

Review

This plan, and its appendices, shall be reviewed for completeness, currency, and accuracy not later than every two years after the latest approval date. Revisions and corrections will be issued to the Distribution List when approved.

Mobilization

Usage

This service is an essential staff resource intended to augment agency and public safety communications. Program participants may be used in support of agency and public safety communications requirements at any time. A declaration of an emergency is not required to mobilize ARCA resources. However, the use of FCC Amateur Radio Service frequencies in ARCA operations is limited to training and emergency communications as set out in paragraphs 97.401-97.407, FCC Rules and Regulations, 47 CFR.

Authority

The authority to mobilize and use this service and any of its personnel rests with the County Emergency Services Coordinator and City of Alameda's emergency staff.

Requests

Requests for ARCA support from any agency shall be directed to the Disaster Preparedness Manager, Emergency Manager or Incident Commander.

Callout

The ARCA Radio Officer will maintain a current roster and establish a callout procedure.

Response

ARCA Radio Operators and ARCA EOC. Responders are unpaid volunteers, however once they have been notified and have accepted an assignment, they are expected to respond to their assigned location as quickly as possible with proper regard for safety and public laws.

Direction

ARCA Radio Operators acting under this Plan are expected to take their direction from the ARCA Radio Officer(s), the ARCA EOC Responder(s), or the Incident Commander.

ARCA EOC Responder(s) are expected to take their direction from the ARCA Radio Officer(s), the Disaster Preparedness Manager, the Emergency Manager, or the Incident Commander.

ANNEX B

EVACUATION

Table of Contents

City of Alameda Evacuation Procedure 2
Introduction 2
Purpose 2
Authority 2
Scope 2
Concept of Operations 3
Overview 3
Planning Assumptions 3
Operations 4
Activities Necessary to Support the Concept of Operations 5
Pre-positioning of Necessary Resource 6
Information Exchange 6
Managing Adjustments to the Evacuation 7
Host Response Operations 7
Planning 8
Traffic Management Plans 8
Shelter Operations Plans 8
Public Information Plans 9
Completion of the Evacuation 9
Re-entry into the Evacuated Areas 9
Responsibilities 10
Overview 10
The City of Alameda Emergency Services Coordinator 10
Emergency Operations Center 11
After-Action Assessment 12
All Agencies 12
Maintenance of this Annex 13
Evacuation Protocol 14
Overview 14
Implementation 14
Decision Phase 14
Evacuation Phase 15
Re-entry Phase 15
Alameda Evacuation Methodology 17
Zones 17
Strategy 17
Sector 1 – West Alameda 19
Sector 2 – Central Alameda 20
Sector 3 – East Alameda 21
Evacuation Planning Map 22

City of Alameda Evacuation Procedure

Introduction

This operational procedure will be used by agencies and organizations in the City of Alameda to manage and coordinate evacuations in response to any hazard which would necessitate such actions. This document defines the scope of procedure, details the concept of operations and assigns responsibility for implementation.

Purpose

This procedure establishes a consistent operational methodology for the City of Alameda to plan for and implement evacuations, regardless of the geographic area in which they occur. The availability of consistent city-wide procedures facilitates an adequate understanding on the part of all agencies, organizations and levels of government regarding their responsibilities during an evacuation, and establishes uniform operational techniques through which those responsibilities can be fulfilled.

Authority

This annex is adopted as an operational element of the City of Alameda Comprehensive Emergency Management Plan, and is incorporated by reference thereto. As such, it is intended to be consistent with and supportive of the Comprehensive Emergency Management Plan, and to be implemented, when needed, with the same authorities under law as provided therein.

Scope

This procedure applies to all City Emergency Response Team personnel and local emergency and response agencies tasked with planning for and implementing evacuations. Implementation of this procedure is under the direction of the Director of Emergency Services, through the City Emergency Operations Center. This procedure defines the circumstances under which evacuations in the city may be necessary. It also defines the roles and responsibilities of local response agencies.

Concept of Operations

Overview

This section describes the concepts and provisions through which the Emergency Operations Center will determine the need for, and implement, an evacuation. The concept of operations for this procedure provides guidance and structure for both the planning and implementation of evacuations. The procedure relies on effective preplanning for evacuations as well as the implementation of established plans accordingly.

Planning Assumptions

The principal assumptions underlying the concept of operations for an evacuation are as follows:

- **The preferred alternative to evacuation is to have the affected population Shelter-In Place.** It is understood, however, that situations may arise necessitating evacuation.

- Activation of this procedure will occur for all hazards which could necessitate evacuation and sheltering operations involving all or parts of the City of Alameda. However, the need to implement certain aspects of the procedure, such as opening shelters in non-threatened areas or terminating evacuations and opening refuges-of-last-resort, may vary based on the specific hazard, degree of vulnerability, and projected area of impact.

- The evacuation of large numbers of people from vulnerable areas will stress the limited capabilities of roadways available for this purpose, potentially requiring substantial additional time to complete an evacuation. Consequently, an evacuation must be initiated as soon as feasible upon recognition of the threat, and must continue to function efficiently until completion.

- Evacuations will require a substantial level of personnel and equipment resources for traffic control, which could stress and/or exceed the capabilities of the City. Specific procedures may be developed regarding the pre-deployment of mutual aid personnel and equipment resources as required.

- Coordination between the Operational Area and the City in the implementation of an evacuation will occur through exchanges of information regarding decision-making, protective actions, and resource coordination and deployment.

- The capacity of available public evacuation shelter facilities in and adjacent to the impacted areas may be limited, potentially requiring the full use of all shelters within the evacuation region (see Annex C of the City of Alameda Comprehensive Emergency Management Plan). A high level of coordination will be necessary to effectively communicate protective action and shelter information to evacuees.

- For certain hazards, large vulnerable populations and limited evacuation road networks may necessitate termination of evacuations prior to full completion and evacuees still at risk would need to be directed to refuges-of-last-resort as quickly as possible.

- An evacuation will require expedited coordination of all City departments to maintain an efficient and safe movement of evacuation traffic out of the impacted areas and to adequate shelter locations.

Operations

The staff of the City Emergency Operations Center will monitor hazardous situations as they develop. Regular conference calls will be held between the Operational Area Emergency Operations Center, other potentially affected city emergency operations centers (risk and host) and appropriate state and federal agencies as to the degree of threat to Alameda and the potential for escalation. In addition, the City Emergency Operations Center will coordinate with local agencies as to whether the hazard will require coordination and implementation of protective actions including evacuations across multiple jurisdictions. If so, the City Emergency Operations Center and potentially affected jurisdictions' emergency operations centers will begin implementation of the evacuation process.

The City Emergency Operations Center will coordinate and reach consensus on the area(s) most likely to be impacted. The City Emergency Operations Center will then notify all agencies potentially involved in the response, and request that the Director declare a Local Emergency. Working together, the City and other affected agencies and organizations will then initiate the evacuation in accordance with the provisions of this procedure, including the pre-deployment of personnel and equipment resources, if applicable.

Under circumstances involving evacuations of multiple areas, the Director may recommend to the Operational Area that a county-directed evacuation is necessary. At the Director's discretion, language may be included in the Director's Declaration identifying mandatory evacuations and directing a coordinated response from the City Emergency Operations Center among all local response agencies. County direction of the evacuation may also occur when some or all of the following conditions are present:

- In support of evacuations, response operations including sheltering, traffic management, and emergency public information may be required in areas not threatened by the hazard;
- Multiple jurisdictions will use a limited number of evacuation routes necessitating central coordination and direction;
- The threat will necessitate evacuation of large numbers of people, requiring the coordination of emergency operations among two or more counties;
- The Director has issued a Declaration of a Local Emergency; and
- The City of Alameda Comprehensive Emergency Operations Center has been activated.

[Note: this list is not exclusive; rather it is intended to provide guidance as to when County-directed evacuations may be necessary.]

The City Emergency Operations Center will monitor the progress of the evacuation and exchange information on an established time schedule to promote effective coordination by all involved. Through this procedure, the City and Operational Area Emergency Operations Centers will coordinate the efficient deployment of resources when needed, efficient use of available evacuee shelter capacity, and effectively address modifications to evacuation routes, if necessary.

Activities Necessary to Support the Concept of Operations

In order to effectively implement an evacuation, this procedure requires pre-hazard planning by all parties, pre-event coordination, consistent implementation strategies, and post impact assessments. A general description of these activities is provided in Exhibit One.

EXHIBIT ONE
Operational Phases

Preparedness Phase	Stand-By Phase	Decision Phase	Evacuation Phase	Re-entry Phase
• Procedure update • Pre-hazard public information program • Training and exercising	• Monitor progress of hazard • Conference calls • Assess vulnerability and decision times	• Resource pre-positioning • Evacuation decision • Pre-event public information	• Enhanced coordination • Monitoring of evacuation • Assess need to terminate	• Develop reentry plan • Post-event public information

Immediately preceding an event that may necessitate an evacuation, and under a Local Emergency declared by the Director, the City may implement response efforts through the pre-positioning of resources. The City will coordinate with the Operational Area Emergency Operations Center regarding the dissemination of appropriate public information.

During implementation, local response agencies will monitor the progress of the evacuation and exchange information on the level of traffic on routes and the use of public shelter space. Ongoing public information will be provided through the broadcast media to inform the evacuees of any change in evacuation routes, the availability of hotel and public shelter space in host jurisdictions, and similar information.

After the threat has passed, the City Emergency Operations Center will coordinate with other affected areas to develop a re-entry traffic management plan. Post-event activities will also include a review and critique of the evacuation and associated procedures to determine the need for any modifications. The post-event critique should consider the need for more training or exercises to improve the capabilities of response personnel to implement this procedure.

Pre-positioning of Necessary Resource

Implementation of an evacuation will require substantial personnel, equipment and supplies at various locations along the evacuation routes and at facilities designated as shelters. Further, mutual aid resources necessary for initiating and sustaining the evacuation process may need to be pre-positioned prior to or concurrently with the Director's emergency declaration. **Therefore, the incident action plan must include procedures regarding the pre-deployment of resources, the agencies involved, and the coordination process that will occur.**

Pre-positioning City law enforcement personnel in support of local traffic management plans should occur consistent with the resources available and the magnitude of the event. Upon implementation of this procedure, the City Emergency Operations Center will instruct the responsible agencies to pre-position resources as specified in the Incident Action Plan or as agreed to during local coordination conference calls.

Exhibit Two lists the types of pre-positioned resources that agencies should consider in the development of evacuation procedures.

Exhibit Two
Pre-Positioned Resources

- Electronic programmable message boards
- Portable AM / FM radio transmitters
- Tow trucks
- Gasoline tankers at stations along regional routes
- Ambulances and medical personnel
- Shelter management personnel
- Buses for transport of evacuees without other means

Information Exchange

In order to effectively manage an evacuation, it is essential that every involved agency and organization have timely and accurate information regarding the current characteristics of the evacuation, support operations, resource availability, and the hazard itself. To that end, a process for routine communications and coordination should be initiated by the City Emergency Operations Center and all other involved emergency operations centers upon determining that an evacuation must be implemented.

Immediately upon the decision to implement an evacuation, all affected agencies and organizations will use the Incident Action Plan provided by the City EOC, as a guide to communicate information to the City Emergency Operations Center at regular intervals. Examples of such information regarding evacuations could include:

- The characteristics of the hazard and associated events
- The designated evacuation area, initiation times and resource mobilization status
- The progress of resource pre-deployment
- The status of evacuation routes
- The status of available public shelter and hotel/motel space by location
- Assessment of the need to terminate the evacuation prior to full completion
- Estimated time of evacuation completion

Managing Adjustments to the Evacuation

During an evacuation, for a wide variety of unanticipated reasons, it may become necessary to adjust or modify procedures stipulated in the Incident Action Plan. The most readily apparent reasons for such modifications could include, but are not necessarily be limited to, the following:

- Changes in the direction or intensity of the hazard;
- Blockage or excessive vehicle congestion on an evacuation route;
- Filling of available capacity at public shelters and hotels/motels in host areas;
- Anticipated failure to complete the evacuation prior to hazardous conditions impacting evacuees.

If alternative routes, actions or resource deployment can be pre-planned to address these possibilities, appropriate procedures will be included in the Incident Action Plan. For other situations that cannot be anticipated during the planning of an evacuation, the City Emergency Operations Center will work with all relevant agencies at the time to make adjustments in the evacuation.

In the event of a physical blockage of an evacuation route, the Emergency Operations Center will coordinate with the Operational Area, as necessary, to remove the blockage. If removal is not feasible, the City Emergency Operations Center will coordinate with all affected emergency operations centers to plan and implement alternative routing.

Host Response Operations

An evacuation will generate impacts outside areas immediately at risk and may necessitate the use of local resources in non-threatened areas to support the response. The City Emergency Operations Center will determine whether activation of response operations in designated host areas outside the immediate area of impact is necessary. If so, the City Emergency Operations Center, in conjunction with the Director's Declaration, will direct the assistance of any or all local agencies, and request as needed adjacent agencies, to support the evacuation as follows:

1. The City Emergency Operations Center may request that the Operational Area direct host areas to implement protective actions in support of evacuations in risk areas. All emergency operations centers within designated host areas may be requested to activate and prepare to initiate host response plans.

2. All jurisdictions within designated host areas may be included in any Governor's Declaration of a State of Emergency and all requests by the Governor for emergency disasters and major disaster declarations.

3. The Operational Area may be requested to coordinate traffic management issues with local law enforcement from within host and risk areas and with the highway patrol and CALTRANS, when necessary.

4. In support of host response operations the City Emergency Operations Center may request, at a minimum, that the Operational Area make the following information available to host areas, including those in other counties, on a continuous basis or when warranted by the situation:

    a. CALTRANS real-time traffic counter data for roads within the host area or on all roads leading into the area;
    b. Traffic Reports from CALTRANS, local news organizations and the highway patrol;
    c. Any significant changes to the situation in adjoining counties that may have an impact on host sheltering operations;
    d. The content of any public information released by other agencies.

Planning

Traffic Management Plans

Identify specific actions to maintain a smooth flow from evacuation routes into the region to host shelters including:

- Traffic control points and the responsible agency for providing staffing and operational control;
- Barricade plans including location and staffing; and
- Potential one way / reverse lane operations.

Shelter Operations Plans

Identify specific actions to address staffing and other host shelter operational requirements including:

- The possibility of refuge operations;
- Shelter manager / staff deficiencies;
- Any phased opening of host shelters within the region as a whole or within counties;
- Any resource or other operational shortfalls that will require state support.

Public Information Plans

Identify specific actions for communicating emergency information to evacuees en route including:

- Shelter locations, shelter openings and closings; and directions to the shelters from major evacuation routes;

- Ensuring hotel /motel capacity and status information is incorporated into emergency public information procedures:

  - ✓ Pre-developed messages for release to the media;
  - ✓ The placement of variable message signs and procedures for updating their messages;
  - ✓ The placement of portable radio transmitters and procedures for updating their messages;
  - ✓ Providing maps, fliers or other shelter information to law enforcement / traffic control personnel, and at other key locations along major evacuation routes (restaurants, gas stations) both prior to and during the event;
  - ✓ The location and operation of host shelter information centers; and
  - ✓ Integrating county public information operations with California Highway Patrol and CALTRANS public information officers

- Coordinate refuge-of-last-resort procedures to address the possibility that evacuees may be stranded on evacuation routes within the area;

- Exchange critical information with all agencies within the area via conference calls. Relay host area information to the Operational Area Emergency Operations Center.

Completion of the Evacuation

The City Emergency Operations Center will notify the Operational Area Emergency Operations Center of the estimated time of completion of the evacuation within the city, and subsequently, when the evacuation has been completed.

Re-entry into the Evacuated Areas

Following an evacuation, the process for re-entry into the evacuated areas must be coordinated to ensure the safety of the public, protection of property, and effective response of the numerous organizations and jurisdictions involved. This procedure anticipates that the re-entry decision and traffic management will be a carefully managed process coordinated by the City Emergency Operations Center.

Throughout the re-entry process, the EOC *Law Enforcement Unit* will facilitate coordination conference calls with local law enforcement and transportation agencies to include all risk and host areas. These calls will serve as a mechanism to coordinate the timing of re-entry into impacted areas and the resources necessary to support the efforts. In addition the *Public Information Officer*, will facilitate similar calls with other organizations and agencies as well as county public information officers to coordinate the dissemination of consistent information to risk and host areas. Additional re-entry procedures are included in the Incident Action Plan.

Responsibilities

Overview

The section describes the general responsibilities of the principal players expected to participate in the implementation of an evacuation pursuant to this procedure. The intent of this section is to explain only the general framework for accomplishing the tasks necessary to implement this procedure. Additional duties and responsibilities of individual agencies and organizations will be defined in the Incident Action Plan.

The City of Alameda Emergency Services Coordinator

Periodically, the City Disaster Preparedness Coordinator (DPC) will coordinate with all agencies to ensure that they are adequately prepared to implement an evacuation. To assure this preparedness, the DPC will undertake the following duties:

- ❒ Support agency planning efforts through necessary meetings and training sessions;
- ❒ Solicit the involvement of other agency and organization representatives in the planning process where necessary;
- ❒ Fulfill the City's role in developing and presenting the necessary public information programs to support implementation of this procedure, promoting and assisting as needed the local public information programs;
- ❒ Review this procedure and provide training to appropriate City Emergency Operations Center staff;
- ❒ When appropriate, use the procedure during the annual county-wide exercise and other training opportunities to promote improved understanding of its operational concepts at the local level; and
- ❒ Ensure that all agencies and organizations have an up-to-date copy of this procedure.

Emergency Operations Center

During the implementation period of an evacuation, the City Emergency Operations Center will have the following responsibilities:

- ❒ Coordinate with Operational Area Emergency Operations Center to ensure that all known impediments to facilitated traffic flow along evacuation routes have been removed, closed or otherwise addressed;
- ❒ Continually monitor the direction, intensity, and potential for escalation of the hazard;
- ❒ Continually compile information from each agency;
- ❒ Provide resources to assist in the implementation of the evacuation;
- ❒ Prepare and release appropriate public information in concert with the Operational Area emergency operations center and respond to inquiries from the affected population;
- ❒ Continually monitor the progress of the evacuation;
- ❒ Determine if the evacuation will be completed prior to impact of hazardous conditions on evacuees or if changes to currently implemented procedures are indicated;
- ❒ Upon notification from one or more agencies that an evacuation route has been blocked, develop corrective response(s) in cooperation with the Operational Area Emergency Operations Center(s) with responsibility for the affected portion of the route;
- ❒ If the evacuation is to be terminated prior to completion, secure the Director's concurrence and instruct agencies to implement actions for termination.
- ❒ Coordinate media releases and public information broadcasts with the media to instruct evacuees to seek refuges-of-last-resort;
- ❒ Mobilize response personnel to provide medical, search and rescue, transportation and shelter services, and other needed resources to impacted evacuees promptly after the hazard has passed;
- ❒ Assist areas where refuges-of-last-resort have been utilized in securing the necessary resources and personnel;
- ❒ Take other such actions during evacuation implementation as may be indicated by the circumstances.
- ❒ Using the Incident Action Plan and coordination conference calls, identify the point when each involved agency and organization has judged the evacuation within their area to be complete
- ❒ Notify all agencies of the time of completion of the evacuation process, to initiate demobilization of appropriate personnel;
- ❒ Issue appropriate public information regarding the completion of the evacuation, the shelters opened, etc.

After-Action Assessment

The DPC will arrange for an after-action assessment of the event and evacuation operations to address the following:

- ❒ The effectiveness of this procedure and any indicated changes needed;
- ❒ The timeliness and technical validity of the decision to implement an evacuation;
- ❒ The adequacy of the personnel, equipment and supply resources available and the timeliness of their mobilization, as well as the responsibility for taking any corrective action;
- ❒ Any additional training and/or exercise needs in evacuation planning as indicated;
- ❒ The effectiveness of the public information used and the appropriateness of public behavior; and
- ❒ Any other circumstance or condition that indicates a need for modification of plans and procedures or the provision of additional resources.

Following such an assessment, the DPC will provide coordination to assure any corrective actions indicated are implemented in a timely manner.

All Agencies

In order to maintain the capability of effectively implementing an evacuation, all agencies and organizations that support emergency operations, working under the coordination of the Disaster Preparedness Manager, will accomplish the following:

- ❒ Participate in and support, as appropriate, evacuation planning efforts;
- ❒ Provide information regarding the City's available personnel, equipment, facilities and supplies to facilitate the implementation of evacuations;
- ❒ Review appropriate state and local procedures to ensure adequate understanding of the City's responsibilities and commitment pursuant to each potential hazard;
- ❒ Integrate the responsibilities and operational concepts defined here into the agency's other emergency plans and procedures;
- ❒ Provide and/or participate in training regarding the implementation of evacuation procedures;
- ❒ Maintain preparedness to implement the City's responsibilities when events necessitate or the Director calls for an evacuation;
- ❒ Upon the Director's decision to implement an evacuation, conduct local operations to support the evacuation in accordance with these procedures and other plans and procedures used by the Operational Area Emergency Operations Center; and
- ❒ Participate in after-action evaluations and assessments of these and other local procedures.

Maintenance of this Annex

Periodically, the City DPC, working through the designated Operational Area Coordinator as needed, should take the following steps to ensure that this procedure is maintained:

- ❒ Ensure that evacuation planning meetings are convened and that, at a minimum, participants complete the following activities:

  - ✓ *Review the existing evacuation procedures for all hazards to ensure continued accuracy and validity, and make any necessary modifications;*
  - ✓ *Review the availability of evacuation routes, public shelters and hotel/motel capacities for all hazards, and modify as needed;*
  - ✓ *Determine the need to develop additional procedures*;
  - ✓ *Ensure that training in this procedure has been made available to all relevant agencies.*

- ❒ Consider simulated implementation of this procedure as a part of the annual county-wide earthquake exercise, joint exercises, and other training opportunities;

- ❒ Modify this procedure accordingly;

- ❒ Review all public information materials to ensure their adequacy to support and facilitate an evacuation anywhere in the City;

- ❒ Identify any state or federally, as well as locally sponsored construction projects that may significantly decrease the capacity of any designated evacuation route; coordinate with the involved agencies to evaluate and define feasible alternative actions in the event of an evacuation along that route; and

- ❒ Provide training for the City Emergency Operations Center staff in the use and implementation of this annex.

Evacuation Protocol

Overview

The implementation of an evacuation will occur through three operational phases:

- The **Decision Phase** is initiated when the EOC, the Unified Command leadership and threatened areas determine that implementation of evacuations of vulnerable residents is necessary to preserve life. Tasks identified in this phase will be implemented prior to the initiation of an evacuation.
- The **Evacuation Phase** is initiated at the time the decision to implement an evacuation is finalized. Tasks identified under this phase are implemented throughout the evacuation process until the evacuation is completed.
- The **Re-entry Phase** begins immediately following the completion of an evacuation. Tasks identified in this phase will be implemented as hazardous conditions abate and continue until the re-entry process is determined by the EOC to be complete.

Implementation

Decision Phase

The EOC Director will coordinate with the Unified Command leadership, the on-scene Incident Commander, and potential risk areas to determine whether an event impacting or threatening the City of Alameda could necessitate an evacuation. Upon receiving a recommendation from the Unified Command that an evacuation may be necessary, the following actions will be implemented:

- ❒ The EOC will coordinate with potential risk regarding identified vulnerable areas, populations at risk, available evacuation routes, and possible host sheltering destinations;
- ❒ EOC staff will coordinate with other agencies regarding evacuation and sheltering resource needs;
- ❒ The EOC will continually monitor the event for changes that may affect movement of evacuees and potential impacts to evacuation and sheltering resources;
- ❒ The EOC will coordinate the release of emergency public information through the EOC Public Information Officer and conference calls;
- ❒ Field units will identify and communicate to the EOC any issues that may impact the implementation of an evacuation or sheltering operation (holidays, high tourism season, roadway construction, etc.);
- ❒ The EOC will notify the Alameda County Operational Area of the potential need for an evacuation and ensure that a Local Emergency and all necessary emergency ordinances and resolutions are in effect;
- ❒ The EOC will activate emergency information telephone lines, if necessary, to respond to inquiries from the affected population;
- ❒ The EOC will notify the Operational Area of potentially impacted risk and host areas;

Evacuation Phase

Upon reaching a decision by the Unified Command and threatened areas that an evacuation and sheltering operation must be initiated, the following actions will be implemented:

- ❒ The EOC will instruct agencies to begin pre-positioning personnel, equipment and supply resources to support local operations (this may occur during the Decision Phase if events warrant);
- ❒ All affected agencies and organizations will coordinate and finalize designation of risk and host areas involved in the evacuation;
- ❒ The EOC will make estimations regarding initiation time for the evacuation and notify all affected agencies and organizations accordingly;
- ❒ The EOC will mobilize all necessary resources, direct the use of resources in non-threatened areas (if necessary), and coordinate deployment of available mutual aid resources to support the implementation of the evacuation and sheltering operation;
- ❒ The EOC Public Information Officer will continue to coordinate the release of emergency public information through public information conference calls; the EOC will support local efforts to provide emergency information to vulnerable residents by all available means;
- ❒ Risk and host areas will be identified by the EOC, and when the evacuation is completed for that area; the EOC will relay this information to all affected agencies and organizations;
- ❒ The EOC will support law enforcement agencies with security for evacuated areas. All non-emergency access to evacuated areas will be denied during this phase.

Re-entry Phase

Following an evacuation, the EOC and the Unified Command leadership will coordinate regarding the suitability and feasibility of allowing re-entry into evacuated areas. The decision to allow re-entry into impacted areas following an evacuation will be made jointly by the EOC Director, the Unified Command Staff. Re-entry traffic control will be directed by law enforcement with support and coordination provided through the EOC. Re-entry will not be allowed until the Unified Command agrees that conditions within evacuated areas are favorable for residents to return. Upon completion of initial impact assessments, appropriate agencies will initiate the actions listed below to develop and implement a re-entry plan:

- ❒ The EOC will facilitate re-entry coordination conference calls with all affected risk areas, host areas and identify which, if any, evacuated areas are in a condition to permit re-entry;
- ❒ The EOC will coordinate with appropriate county and state agencies to map the local routes available for re-entry into evacuated areas, identify traffic control resource needs, and prepare a re-entry traffic management plan;
- ❒ The EOC will coordinate with the Operational Area EOC to identify the impact in areas throughout the planning process and support agency and organization planning efforts for re-entry traffic control within its jurisdiction;
- ❒ The EOC will finalize the re-entry plan as needed and initiate traffic control resource mobilization based on agency and organization input;
- ❒ The EOC will coordinate re-entry times into each risk and host area and arrange for publicly announced re-entry;

- ❒ The EOC PIO will prepare and release appropriate information regarding the time re-entry is to be allowed, the areas opened, and the routes to be used by returning residents; and
- ❒ The EOC in conjunction with law enforcement will monitor re-entry traffic on a city-wide basis, identify any needed adjustments in the re-entry plan, and take corrective action.

Alameda Evacuation Methodology

Typically, an event that requires evacuation would be confined to a small area and would require only a portion of the population to be moved. However, there is always the possibility that a catastrophic event (e.g. a major earthquake and resulting fires/damage or a large chemical or hazardous materials release) could occur that would involve a large-scale evacuation of one half or more of the population. In any case, a mass movement of a concentrated, large number of people will severely stress roadways in and around the City.

Zones

To better manage an evacuation event affecting all or parts of Alameda, the City has been divided into three Zones depicting, West Alameda (Zone 1), East Alameda (Zone 2), and Bay Farm Island Alameda (BFI) (Zone 3).

Strategy

The Zone System allows for the ability to manage deployed resources focusing on a smaller area. In other words, using the Incident Command System (ICS), the EOC may deploy teams to Zones containing areas of risk necessitating evacuation. Each team will organize into Command, Operations, Logistics, Planning/Intelligence, and Finance sections and will concentrate on effectively managing the flow of traffic and movement of people out of their respective Zone. Teams sent to a specific Zone may be assigned a unique radio frequency for communications. This would help reduce the volume of voice traffic on any one frequency as well as decrease the possibility of confusion between field units deployed to more than one quadrant.

Using the main arteries designated on the map, Evacuation Team Leaders have the ability to funnel traffic, create temporary one-way flows, and maintain the ability to access populated areas using secondary arteries and roadways. Also teams that are responsible for a smaller specific area can more effectively accomplish strategic placement of traffic control measures and pre-positioning of resources to assist with vehicle breakdowns, accidents and other isolated emergencies that could obstruct the process.

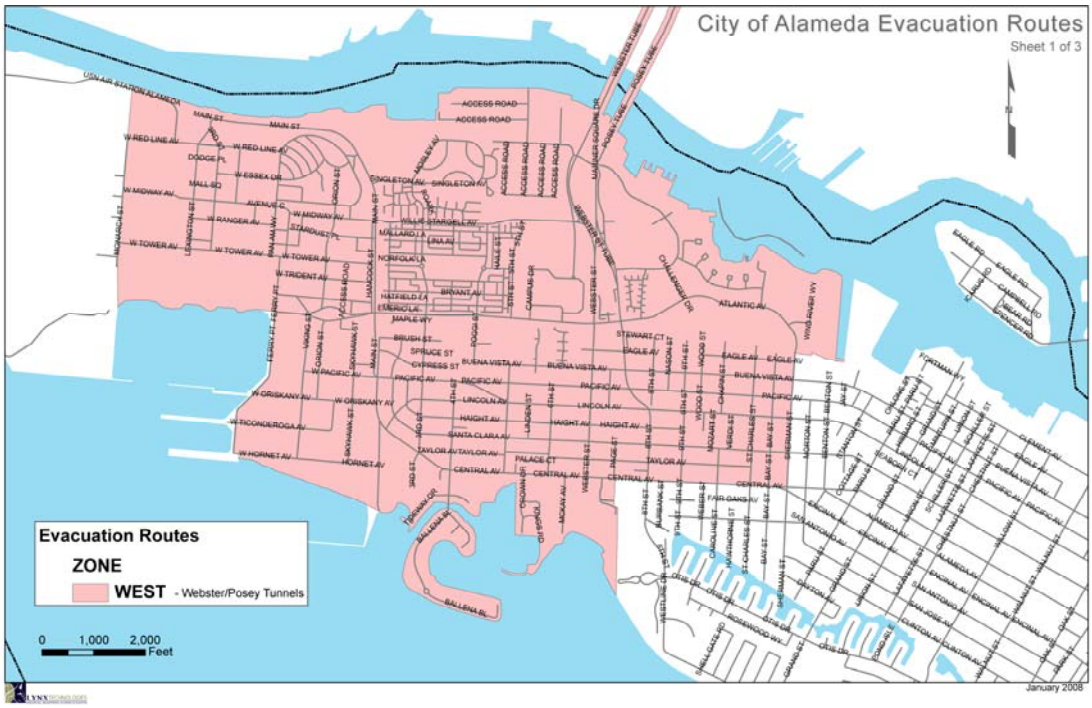
There can be no one approach to planning for an evacuation from a risk area. Following is a list of factors that will always need to be inserted into the problem as variables:

- The actual location of the causal event
- Time of day
- Wind direction and speed
- Construction obstructions
- Power failures
- Damage to roadways
- Damaged bridges and overpasses
- Debris
- Broken water or gas mains
- Derailed railroad cars

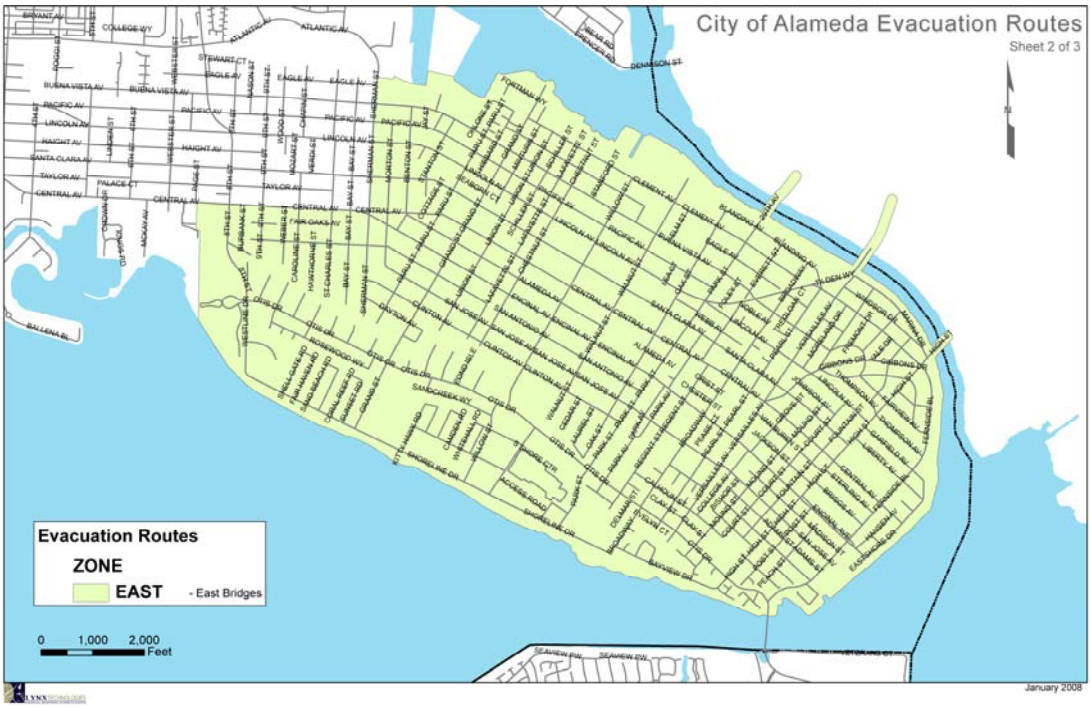
Analyzing the variables will determine:

- Direction of traffic flow
- Location of sites for refuges of last resort
- Available shelter sites

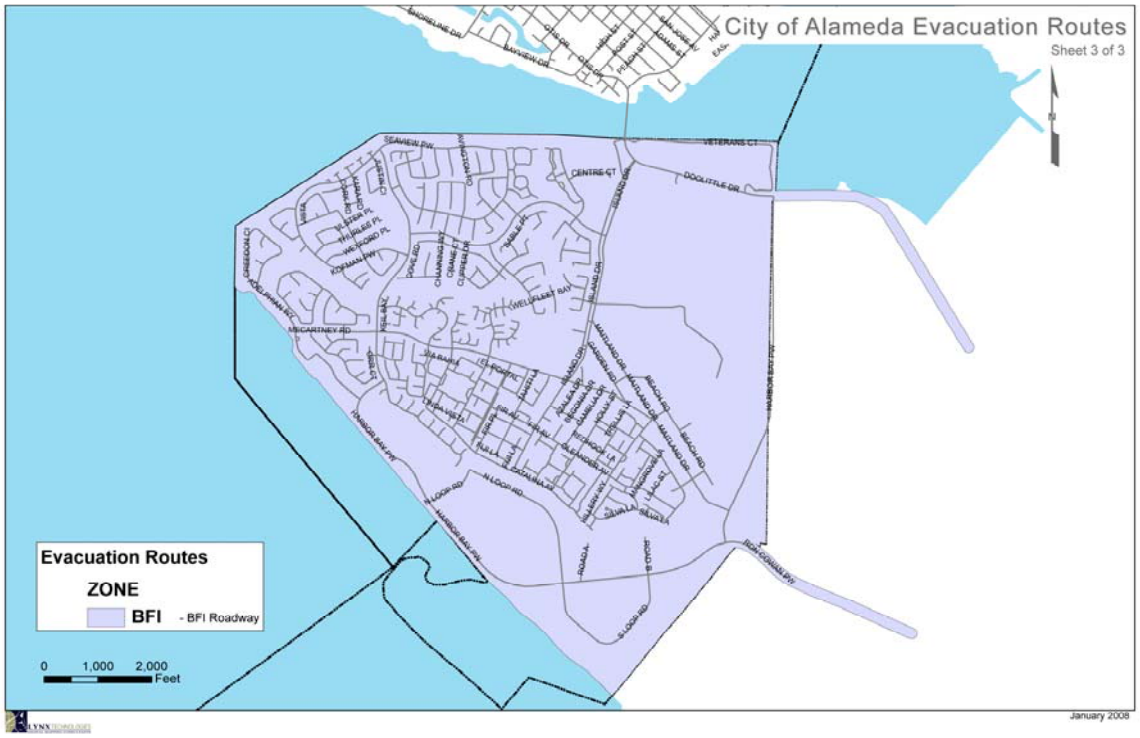
Zone 1 – West Alameda



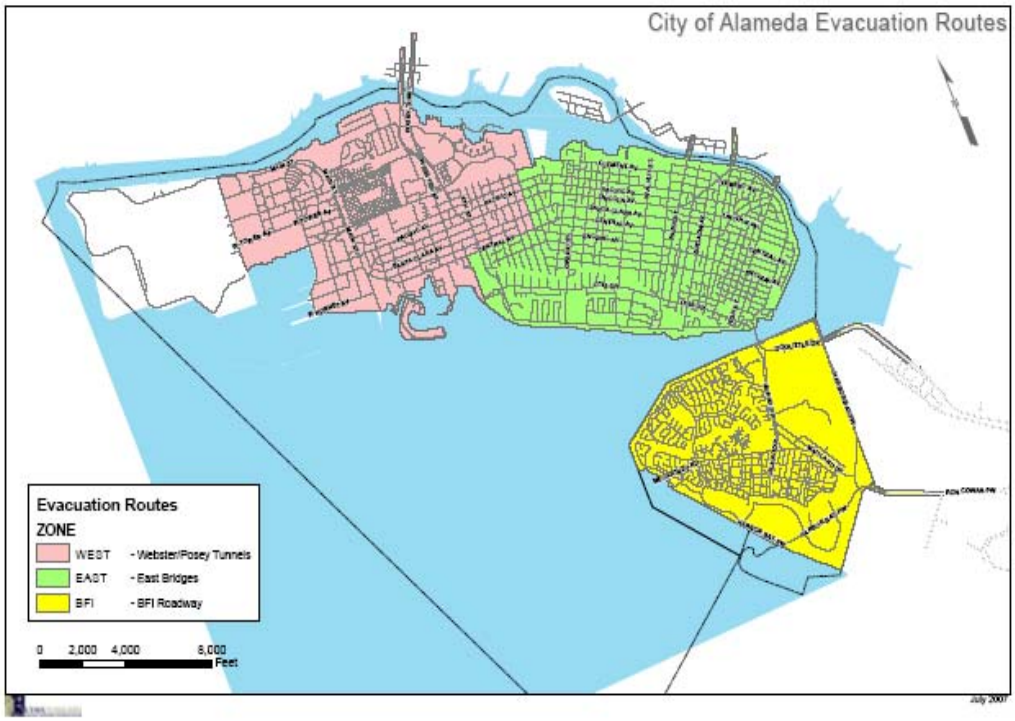
Zone 2 – East Alameda



Zone 3 – BFI Alameda



Evacuation Planning Map



ANNEX C

SHELTER & MASS CARE

Table of Contents

Overview 2
Introduction 2
Preparedness Phase 2
Response Phase 2
Recovery Phase 3
Responsibility 3
City of Alameda 3
Alameda County 3
Mutual Aid Region 3
State 3
Social Services 3
Department of Corrections 4
Department of Parks and Recreation 4
Department of Forestry 4
Military Department (California National Guard) 4
Department of Motor Vehicles 4
Federal 4
American Red Cross 4
Mutual Aid 4
Procedures 5
Registration and Inquiry Operations 5
Lodging Operations 5
Feeding Operations 5
Emergency Medical Mass Care 6
OPERATIONS: 6
EMS RESPONSE TO A MULTI-CASUALTY INCIDENT 6
Shelter Sites 15
Shelter Site Map 19

Shelter and Mass Care

Overview

This Annex outlines the City of Alameda's responsibility to its citizens to:

- Coordinate and/or support food, clothing, shelter, and other basic necessities of life on a mass care basis to persons unable to provide for them as a result of a disaster.
- Coordinate and/or support an inquiry service in conjunction with the Red Cross to reunite separated families or respond to inquiries from relatives and friends outside the affected area.
- Provide food, clothing, shelter, and other basic necessities of life to City employees and their families as necessary.
- Assure an orderly transition from mass care to separate family living, to post-disaster recovery.

Introduction

Many disasters force people to flee their homes. If alternate housing were not available, these people would be out on the streets without water, food, shelter or sanitary facilities. This annex describes policies and procedures for meeting these basic human needs during disasters.

Preparedness Phase

As stated in the Basic Plan, this phase involves activities taken in advance of an emergency. With regard to Mass Care and Shelter, during this phase, its necessary to prepare plans procedures, call out lists of personnel, and resource lists that will guide those people assigned to a Mass Care and Shelter team during a response. Plans and procedures should provide for coordination and communication between organizations, especially schools, government and the Red Cross.

Response Phase

Once a disaster occurs, if needed, it is the City's responsibility to open mass care shelters and feeding facilities. The City Care and Shelter Unit (under the Logistics Section) and a representative from the Red Cross should report to the City EOC if it has been activated to determine what shelter sites require activation.

The Public Information Officer (PIO) should work with the Care and Shelter Team to provide information to the public on shelter and feeding facilities.

If there has been ample warning, shelter, feeding and other care services will have begun outside the threatened area. However, should an opened shelter be impacted, evacuees and shelters may need to be moved.

Recovery Phase

In the Post-emergency period, most of the basic needs of the population will have been provided. If the disaster was large, the Federal and State governments will have become heavily involved in providing financial aid to victims. Disaster Assistance Centers will be set up to coordinate the delivery of these services. County and City officials and private organizations still have responsibility for phasing out the mass care facilities and assisting displaced persons in obtaining temporary housing and other aid.

Responsibility

City of Alameda

Under the City of Alameda's Emergency Organization, the Logistics Section bears the full responsibility for managing a Mass Care and Shelter program. The Care & Shelter Unit has the responsibility for registration, shelter care, and feeding of the disaster victims.

Alameda County

The County Director of Health and Human Services is the Operational Area Care and Shelter Coordinator and will coordinate County and city resources, request and respond to mutual aid forces and support the Red Cross. The Coordinator will submit requests for support to the Mutual Aid Care and Shelter Coordinator.

For a peacetime disaster, the American Red Cross is the official disaster relief agency, as mandated by Federal Law 36 USC 3 and reaffirmed in Public Law 93.288. The Salvation Army Community Services are also available to assist. The Salvation Army would assist in mass feeding as available.

Mutual Aid Region

The State Office of Emergency Services Mutual Aid Region Care and Shelter Coordinator (representative of the State Department of Social Services) will coordinate care and shelter operations within the Region and will submit requests for support to the State Director of Care and Shelter.

State

Social Services

The Director of the State Department of Social Services will serve as the State Director of Care and Shelter and will coordinate care and shelter operations. The Department of Social Services is responsible for:

- Serving as the lead agency in coordinating State agency care and shelter response to support local operations.
- Providing personnel and other resources to Disaster Assistance Centers.
- Coordinating with the County Health and Human Services Agency.
- Recommending transfer of evacuees or resources as needed.

Department of Corrections

- Lodging and food

Department of Parks and Recreation

- Lodging and food

Department of Forestry

- Feeding equipment and prepared food

Military Department (California National Guard)

- Moving equipment and resources

Department of Motor Vehicles

- Information to support the identification and location of persons by the Welfare Inquiry Service.

Federal

Federal support for care and shelter operations will be provided by those Federal agencies, such as the Department of Agriculture and the Department of Defense, whose responsibilities include disaster response prior to a Presidential Declaration. After a Presidential Declaration, the Federal Emergency Management Agency will coordinate more support.

American Red Cross

The American Red Cross works with the County and City to provide emergency mass care to persons affected by disasters. In fact, in many situations, the Red Cross is the primary provider of staff and supplies for emergency shelters. For more information, refer to Memorandum of Understanding between the Red Cross and the County.

Mutual Aid

If City and resources (both public and private) are not adequate, the City can request support through the County to the State Office of Emergency Services Mutual Aid Region. If the requirement cannot be met through resources available within the region, the Regional Office will request help from the State Office of Emergency Services in Sacramento. OES will then forward the request to the State Department of Social and Health Services for final action.

Procedures

In peacetime disasters, the Red Cross will provide the bulk, if not all, of the care and shelter services, and schools and churches will fulfill the need for shelter buildings. Less than 25 percent of evacuees go to shelters. Most will choose to stay with relatives, friends or in hotels and motels.

Registration and Inquiry Operations

The Red Cross has established a system for registration and inquiry (Disaster Welfare Inquiry). This system includes trained Disaster Welfare Inquiry workers, a system to recruit volunteer workers and a tested program to handle mass inquiries. They will establish a center to accomplish this goal.

Communications should be established between the Center and shelters, hospitals and coroner's offices and morgues. Registration lists and location changes are sent to the Center daily.

Lodging Operations

In large disasters, all suitable buildings other than those being used for other emergency functions may be used for lodging. Schools are best, since they are public facilities and can hold a large number of persons. Churches can be used, as they are often large and equipped with kitchens.

During a disaster, motels and hotels should be reserved for the infirm those who require above average comforts and conveniences. Pets will not be allowed in shelters. Arrangements for care will have to be made through animal shelters and veterinarian facilities as well as private kennel and animal boarding facilities.

Only minimal health needs will be attended to in the lodging facilities. If possible, sick persons will be transferred to medical facilities.

Feeding Operations

Mass feeding operations will be the joint responsibility of the City, Alameda County and the Red Cross. During operations, arrangements will be made, when possible, for mobile feeding and refreshment services, as well as food delivery to persons in remote locations.

Special diets will be provided, if possible. Arrangements will be made with restaurants and fast food outlets to provide supplies of food initially, until mass feeding operations can be organized. Later, government-owned food will be obtained, if possible, and donated bulk food will be used.

Emergency Medical Mass Care

OPERATIONS:

EMS RESPONSE TO A MULTI-CASUALTY INCIDENT

INTRODUCTION:

Multi-Casualty Incident (MCI) is defined as any incident where the number of injured persons exceeds the day-to-day operating capabilities; requiring additional resources and/or the distribution of patients to multiple hospitals. This will be different for each incident based on time of day, location, resources available etc.

The intent of this policy is to provide an operational guideline for pre-hospital and hospital personnel in the event of an MCI. The ultimate goal on any incident is to provide the highest level of care, for the most people, in the shortest amount of time.

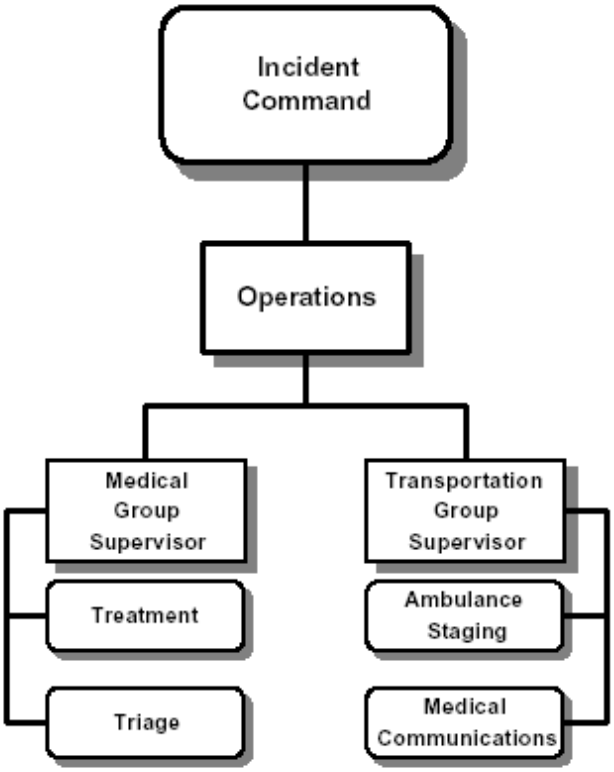
Incident organization is based on, and comply with the State of California Standard Emergency Management System (SEMS), principles and practices of standard Incident Command System (ICS), and the **S**imple **T**riage **A**nd **R**apid **T**reatment (START) method of triage.

- SEMS is designed to provide standard terminology, operational concepts, mutual aid procedures and common communications at the state and local level.
- ICS is an escalating process starting at the simplest type of field organization and progressing to a formal MCI organization. The speed with which the MCI organization develops will be directly proportional to the arrival time of trained command personnel.
- The START method of triage is used to determine the severity of injury and transport category based on an assessment of the patient's ventilation, perfusion and mental status. In START, the first rescuers on the scene begin the triage process immediately.
- "B" denotes EMS channels. All channels in the policy refer to EMS medical radios B-1

INCIDENT COMMAND SYSTEM (ICS)

Command and Control: The Incident Command System is designed to be a flexible management system designed to fit the specific needs of any incident. The ICS organizational structure builds from the top down and expands as needed depending on the size of the incident and the resources available with responsibility and performance placed initially with the Incident Commander. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the area requires independent management, an individual should be delegated the responsibility for that particular area (e.g. triage, treatment, transport, etc.)

EMS POSITIONS IN ICS



PATIENT CARE

Triage:

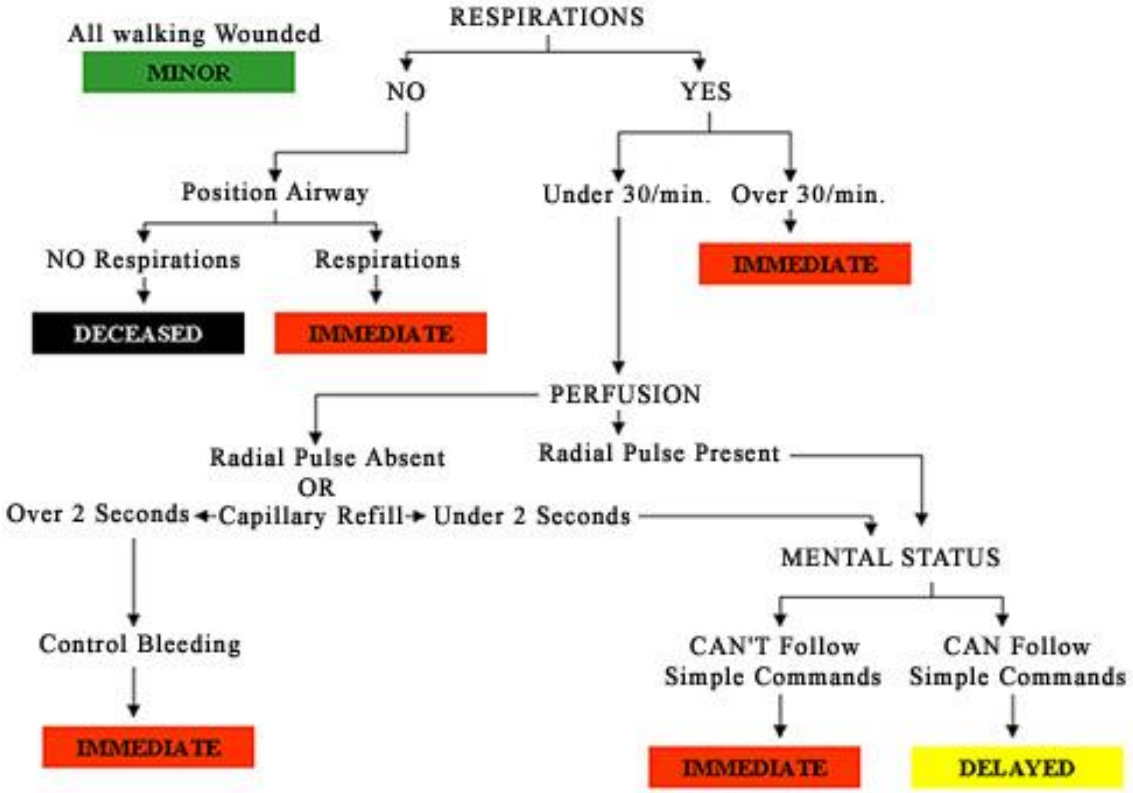
- Use the START method of triage.
- Triage Tags should always be used.
- The Triage Tag Number will be documented on the PCR and MCI Log.

Recognized Triage Categories: Standardized terminology will be used. The level of severity will be identified using the following criteria:

- **Immediate**: Critical patient, life-threatening injuries, likely to survive if patient receives definitive care within 30 minutes. Casualties tagged IMMEDIATE will be moved with minimal stabilization as quickly as possible to designated treatment areas for reassessment and treatment.
- **Delayed**: Serious but stable injuries may be life threatening, likely to survive if care is received within several hours.
- **Minor**: Not considered life threatening, walking wounded. Casualties tagged "Minor" or "Delayed" and patients without obvious injuries will be moved as quickly as possible to the ambulatory casualty collection area for reassessment and treatment.
- **Deceased**: Mortally wounded or death is eminent. Casualties tagged "Deceased" will not be disturbed unless approved by the Coroner and if necessary, investigated by law enforcement.

Recognized Triage Categories:

Category	Criteria	Action(s)
Immediate	Critical patient w/ life threatening injuries, likely to survive if patient receives definitive care within 30 minutes.	Casualties tagged IMMEDIATE will be moved with minimal stabilization as quickly as possible to designated treatment areas for reassessment and treatment.
Delayed	Serious but stable injuries may be life threatening, likely to survive if care is received within several hours.	Casualties tagged "MINOR" or "DELAYED" and patients without obvious injuries will be moved as quickly as possible to the ambulatory casualty collection area for reassessment and treatment.
Minor	Not considered life threatening, walking wounded.	
Deceased	Mortally wounded or death imminent.	Casualties tagged "DECEASED" will not be disturbed unless approved by the coroner and if necessary, investigated by law enforcement.


All walking Wounded
MINOR
RESPIRATIONS
NO
YES
Position Airway
Under 30/min.
Over 30/min.
NO Respirations
Respirations
IMMEDIATE
DECEASED
IMMEDIATE
PERFUSION
Radial Pulse Absent
OR
Over 2 Seconds
Capillary Refill
Under 2 Seconds
Radial Pulse Present
MENTAL STATUS
Control Bleeding
CAN'T Follow
Simple Commands
CAN Follow
Simple Commands
IMMEDIATE
IMMEDIATE
DELAYED

DESIGNATED AREAS

After the scene has been determined safe, the specific areas (such as the Treatment, Staging, Morgue Area, etc.) shall be determined/approved by the Incident Commander or his/her designee.

Area	Criteria	
Treatment Area	1. Treatment Areas should be located a safe distance away from hazards, up wind from toxic fumes and provide easy access / egress. 2. Clearly identify the Treatment Area representing the respective triage categories using salvage covers, cones, barrier tape, etc.	
	Small Incident	Establish a Centralized Treatment Area or treat patients in the impact area.
	Large Incident	Established a Centralized Treatment Area
Staging Area	A separate staging area should be established for Fire Department and Ambulance resources. These areas will be the gathering point for personnel and equipment. Transport units will be maintained in a one way traffic pattern facing the loading area.	
Loading Area	This is the area designated for the loading of patients into transport units. It shall be located in very close proximity to the Treatment Area. Position helicopter loading zone to not block access or egress of ground transportation.	
Morgue	Area designated for the temporary storage of deceased patients. This area should be located away from the treatment area(s) and is the responsibility of Law Enforcement Coroner's office.	

COMMUNICATIONS

Communication between all involved agencies is of the utmost importance and should be established early in the incident. Communication procedures may vary depending on the type of incident and different agencies involved. The following communications procedure should be implemented on every MCI.

Alameda County-Central Medical Dispatch (ALCO-CMED) will be the designated Disaster Control Facility for MCIs. Advise ALCO-CMED of MCI advisory/Alert via 800 MHz radio – "A-1".

The first on scene fire department company officer and first on-scene EMS unit will meet face to face. They shall determine an appropriate communications plan between fire and EMS, such as a common radio channel, face to face, or assigning a liaison.

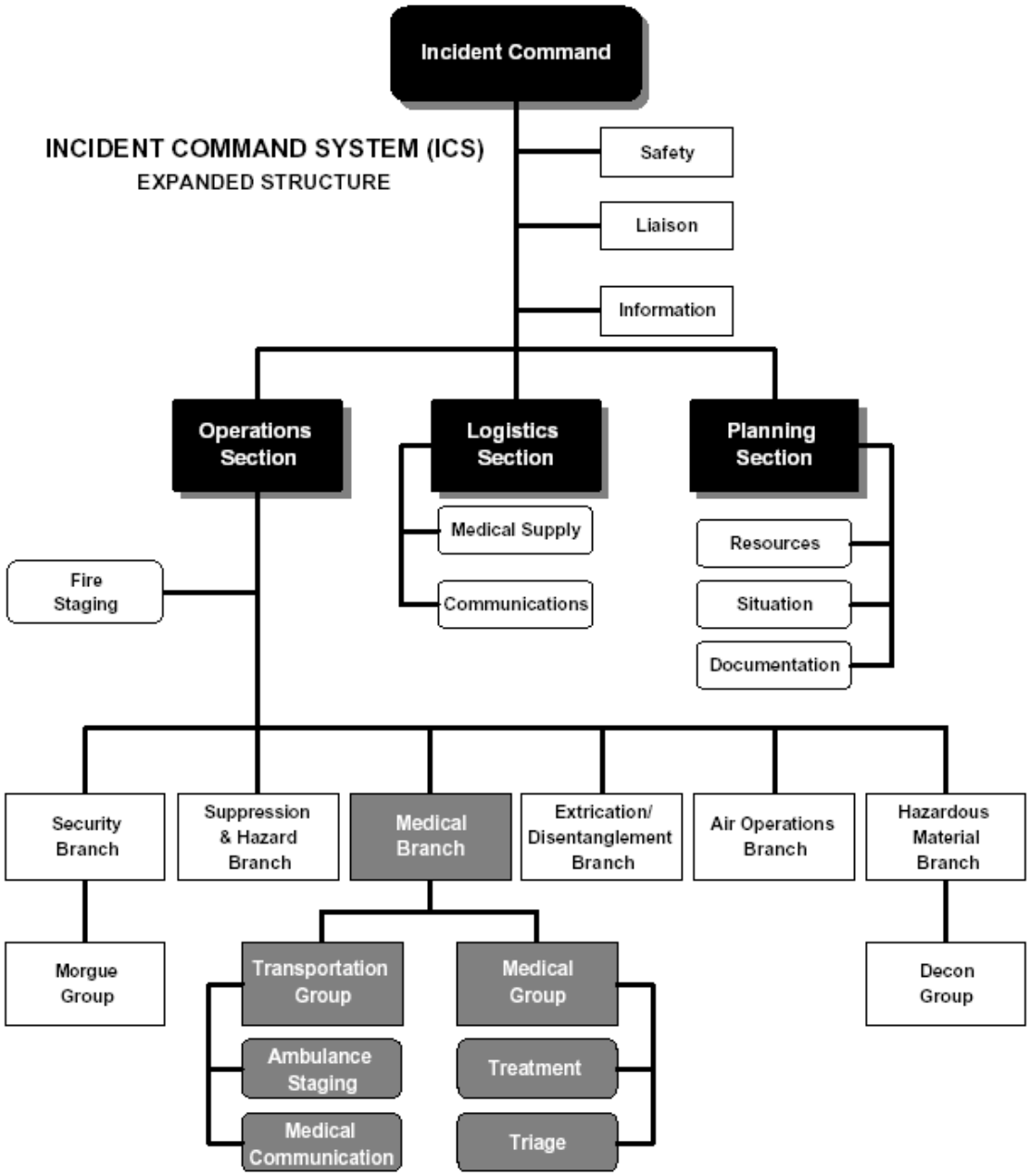
Standardized Communication Channels

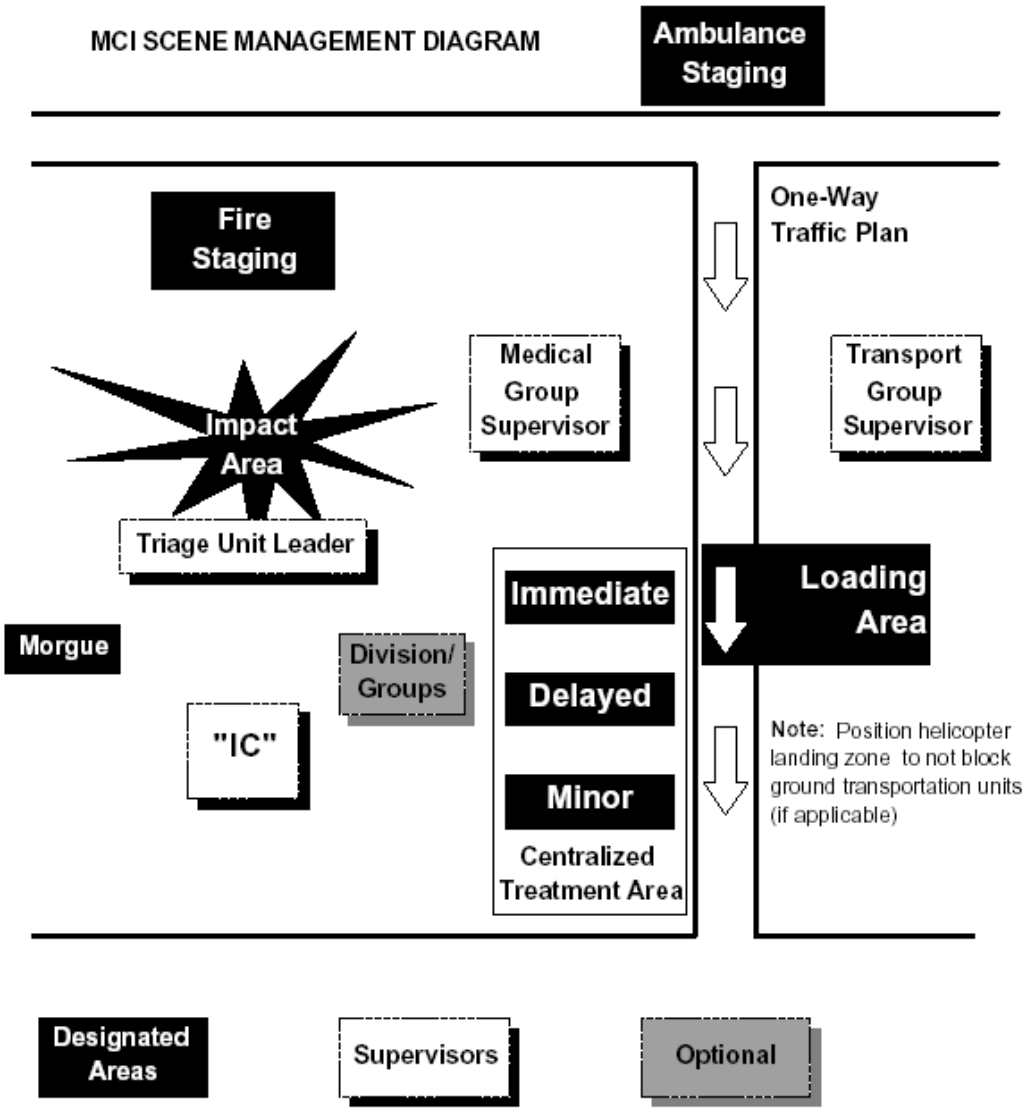
	Talk-Group	Identifier	Purpose
CMED-Zone A	A-1	"ALCO"	Primary dispatch and hospital notification
	A-5	"MED-5"	Transporting units to receiving hospital
	A-7	"BASE"	Communication between Highland Base and Transport Group Supervisor
	A-15	"TAC-15"	Hospital-to-hospital communications if telephones are not working
Mutual Aid-Zone C	C-3	"IA-EMS"	Common communication channel between different agencies

- CMED-Zone A **A-1** "ALCO" Primary dispatch and hospital notification
- **A-5** "MED 5" Transporting units to receiving hospital
- **A-7** "BASE" Communication between Highland Base and Transport Group Supervisor
- **A-15** "TAC-15" Hospital-to-hospital communications if telephones are not working Mutual Aid-Zone C **C-3** "IA-EMS" Common communication channel between different agencies.

A Medical Tactical Channel may be assigned by ALCO-CMED upon request of the IC. Command and General Staff must be capable of communicating on VHF channels/frequencies. Alameda County VHF Mutual Aid radio channels are as follows:

- **White I:** 154.280 (Travel channel, Command Net)
- **White II:** 154.265
- **White III:** 154.295
- **Red:** 154.070 (TAC-4)
- **Twin Valley:** 154.235 (TAC-5)
- **Cal-Cord:** 156.075 (Interagency coordination / air operations)


INCIDENT COMMAND SYSTEM (ICS)
EXPANDED STRUCTURE
Incident Command
Safety
Liaison
Information
Operations Section
Logistics Section
Planning Section
Medical Supply
Communications
Resources
Situation
Documentation
Fire Staging
Security Branch
Suppression & Hazard Branch
Medical Branch
Extrication/ Disentanglement Branch
Air Operations Branch
Hazardous Material Branch
Morgue Group
Transportation Group
Medical Group
Decon Group
Ambulance Staging
Medical Communication
Treatment
Triage


MCI SCENE MANAGEMENT DIAGRAM
Ambulance Staging
Fire Staging
One-Way Traffic Plan
Medical Group Supervisor
Transport Group Supervisor
Impact Area
Triage Unit Leader
Immediate
Loading Area
Morgue
Division/ Groups
Delayed
"IC"
Note: Position helicopter landing zone to not block ground transportation units (if applicable)
Minor
Centralized Treatment Area
Designated Areas
Supervisors
Optional

Shelter Sites

Location	College of Alameda 555 Ralph Appezzato Memorial Pkwy Alameda, CA 94501
Property Owner	
Contact #1	Name
	Business Phone
	Non-Business Phone
Contact #2	Name
	Business Phone
	Non-Business Phone
Estimated Capacity	
Bathrooms? How Many?	
Kitchen?	Yes
ADA Accessible?	Yes

Location	Alameda High School 2101 Encinal Ave Alameda, CA 94501
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey
	510-337-7060
	510-377-5592
Contact #2	Leland Knoll
	510-337-7047
	707-685-5499
Contact #3	Mike Janvier 510-337-7026 510-914-4118
Estimated Capacity	557
Bathrooms? How Many?	Public Bathrooms and lockerrooms available
Kitchen?	Yes
ADA Accessible?	Yes

Locaction	Encinal High School 210 Central Ave Alameda, CA 94501
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey 510-337-7060 510-377-5592
Contact #2	Leland Knoll 510-337-7047 707-685-5499
Contact #3	William Sonneman 510-748-4027 510-847-8439
Estimated Capacity	488
Bathrooms? How Many?	Public Bathrooms and lockerrooms available
Kitchen?	Yes
ADA Accessible?	Yes

Location	Earhart Elementary School 400 Packet Landing Rd Alameda, CA 94502
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey 510-337-7060 510-377-5592
Contact #2	Leland Knoll 510-337-7047 707-685-5499
Contact #3	Joy Dean 510-748-4003 925-408-5412
Estimated Capacity	44
Bathrooms? How Many?	Public Bathrooms
Kitchen?	Yes, small kitchen In teachers lounge
ADA Accessible?	Yes

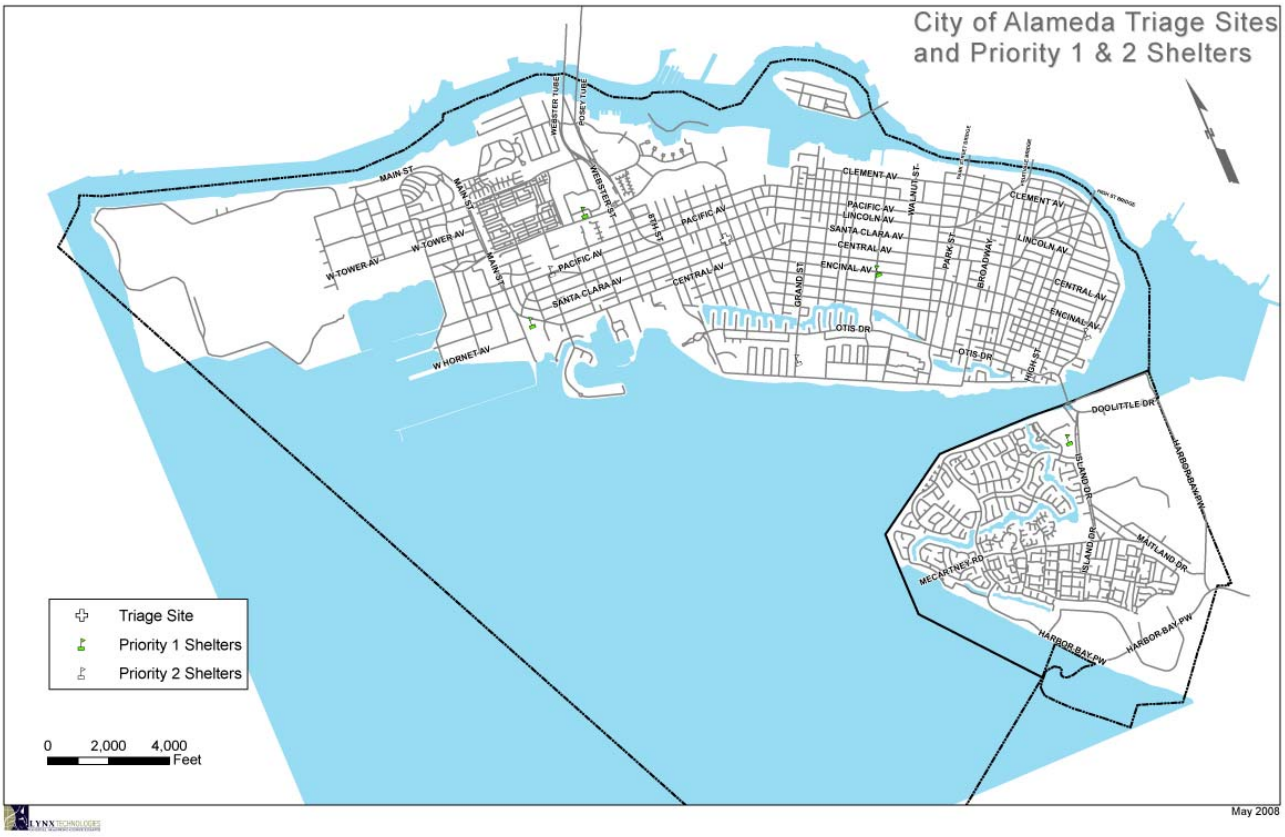
Location	Lincoln Middle School (back-up shelter) 1250 Fernside Alameda, CA 94501
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey 510-337-7060 510-377-5592
Contact #2	Leland Knoll 510-337-7047 707-685-5499
Contact #3	Judith Goodwin 510-748-4018 510-919-9581
Estimated Capacity	101
Bathrooms? How Many?	Public Bathrooms and lockerrooms available
Kitchen?	Yes
ADA Accessible?	Yes

Location	Wood Middle School (back-up shelter) 420 Grand Street Alameda, CA 94501
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey 510-337-7060 510-377-5592
Contact #2	Leland Knoll 510-337-7047 707-685-5499
Contact #3	Angela Ehrich 510-748-4035 925-548-5063
Estimated Capacity	80
Bathrooms? How Many?	Public Bathrooms and lockerrooms available
Kitchen?	Yes
ADA Accessible?	Yes

Location	Chipman Middle School (back-up shelter) 401 Pacific Ave. Alameda, CA 94501
Property Owner	Alameda Unified School District
Contact #1	Ardella Dailey 510-337-7060 510-377-5592
Contact #2	Leland Knoll 510-337-7047 707-685-5499
Contact #3	Laurie McLachlan Fry 510-748-4017 510-435-4905
Estimated Capacity	117
Bathrooms? How Many?	Public Bathrooms and lockerrooms available
Kitchen?	Yes
ADA Accessible?	Yes

Location	Mastick Senior Center (Triage Center) 1155 Santa Clara Ave. Alameda, CA 94501
Property Owner	City of Alameda Recreation and Parks Department
Contact #1	Jackie Krause 510-747-7510
Contact #2	Fire Dept Knox Box
Estimated Capacity	
Bathrooms? How Many?	Public Bathrooms
Kitchen?	Yes
ADA Accessible?	Yes

Shelter Site Map



Priority 1 Shelters (Schools)	Address	Street
Alameda High School	2101	Encinal Ave
Encinal High School	210	Central Ave
Earhart Elementary School	400	Packet Landing Rd.
College of Alameda	555	Atlantic Ave.

Prioirty 2 Shelters (schools)	Address	Street
Chipman Middle School	401	Pacific Ave.
Lincoln Middle School	1250	Fernside
Wood Middle School	420	Grand St.

ANNEX D

HAZARDOUS MATERIALS RESPONSE

Table of Contents

Introduction 2
Purpose 2
Scope 2
Principles of Operation 3
Organizational Structure 4
Responder Positions and Duties 4
Standard Operating Procedures 5
Initial Response 5
Initial Upwind Setbacks for Unknowns: 5
Definitions (Offensive & Defensive Operations) 6
Assistance 6
Establishing Incident Levels & Response Activities 6
Level 1 Incident 6
Level 1 Incident with Gas, Liquid, or Solid Spill and No Victims 7
Level 1 Incident with Gas or Liquid Spill and "Ambulatory" Victims 7
The Hazmat Group Supervisor is responsible for the following: 7
The Medical Group Supervisor reports to the IC and is responsible for: 8
Level 1 Incident with Gas or Liquid and "Non-Ambulatory" Victims 8
Level 1 Incident with Solid Spilled Product & "Ambulatory" Victims 9
Level 1 Incident with Solid Spilled Product and "Non-Ambulatory" Victims 10
Level 2 Incident 10
Level 3 Incident 11
Incident Action Plan 12
Safety Plan 12
Hazard Identification 13
Site Control 13
Establishing Control Zones 14
Control Zone Definitions: 14
Hot Zone (Exclusion Zone) 14
Warm Zone (Contamination Reduction Zone) 14
Cold Zone (Support Zone) 15
Decon (Decontamination) Corridor 15
Isolation Perimeter/Crowd Control Line 15
Criteria for Establishing Zones 15
Isolation 15
Safe Refuge Area 15
Evacuation and Crowd Control 16
Entry Teams 17
Decontamination Teams 18
Emergency Decontamination 19
Special Decontamination 19
Technical References and Resources 20

Hazardous Materials Response

Introduction

This ANNEX comprises general response guidelines for dealing with Hazardous Materials emergencies associated with other events.

Purpose

These Hazardous Materials Emergency Operations Guidelines are established to provide a systematic approach to respond to hazardous material incidents within the City of Alameda. In the event of a hazardous materials incident that poses a threat to public health and safety, the environment, and /or private property these guidelines shall be used to meet legislatively mandated response requirements from local, state and federal agencies for responding to and controlling hazardous materials incidents.

Scope

These emergency guidelines establish responsibilities for the mitigation of all hazardous material incidents that require a mutual aid response. The responsibilities cover the following actions:

- Containment and control of hazardous materials to protect life, the environment, and property from their uncontrolled effects and establish the following priorities:

    1. Provide technical and operational coordination to return the site of the incident to normal.

    2. Delineate legislatively mandated areas of responsibility and/or authority for scene management and control of hazardous materials incidents.

    3. Establish a verification process for maintaining this plan with required skill levels for effective and safe operations at the scene of a hazardous materials incident.

Principles of Operation

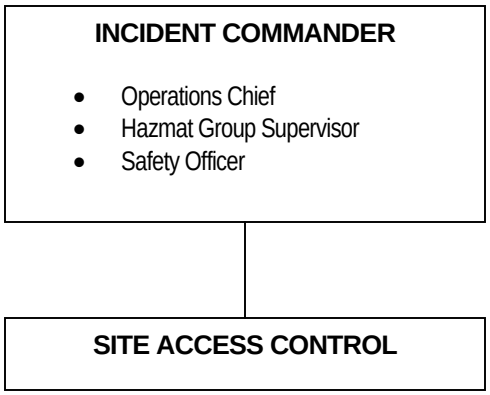
These guidelines follow normal emergency reporting and dispatching systems used for all single unit, full alarm, and mutual aid emergencies within the City of Alameda.

The first arriving Fire Department Officer at the incident will assume the position of "Incident Commander" responsible for implementing the "Incident Command System" and determining the Incident Level during the initial size-up. The Incident Commander will assign crew members to positions according to the level of the incident and the objectives required for control of the emergency until relieved by a higher ranking officer (normally a Chief Officer). This position meets both NFPA's and OSHA's requirements for "On Scene Incident Commander."

The first arriving personnel will operate within the structure for Level 1 incidents until the incident is upgraded to a full response and /or a call for assistance (activation of the mutual aid plan) is made; the incident then becomes a Level 2 incident. A call for assistance and upgrade of the incident to a level 2 event should occur when either of the following conditions exists:

- The product or material cannot be accurately and safely identified by the first responders.
- The product is identified to be a hazardous material requiring technical support and /or equipment beyond the control of the first responders.

At that time, the expanded ICS structure will be used.



This figure shows the Company Officer (IC) initially filling all of the supervisory functions in a Level 1 incident. The primary function of the crew consists of Site Access Control..

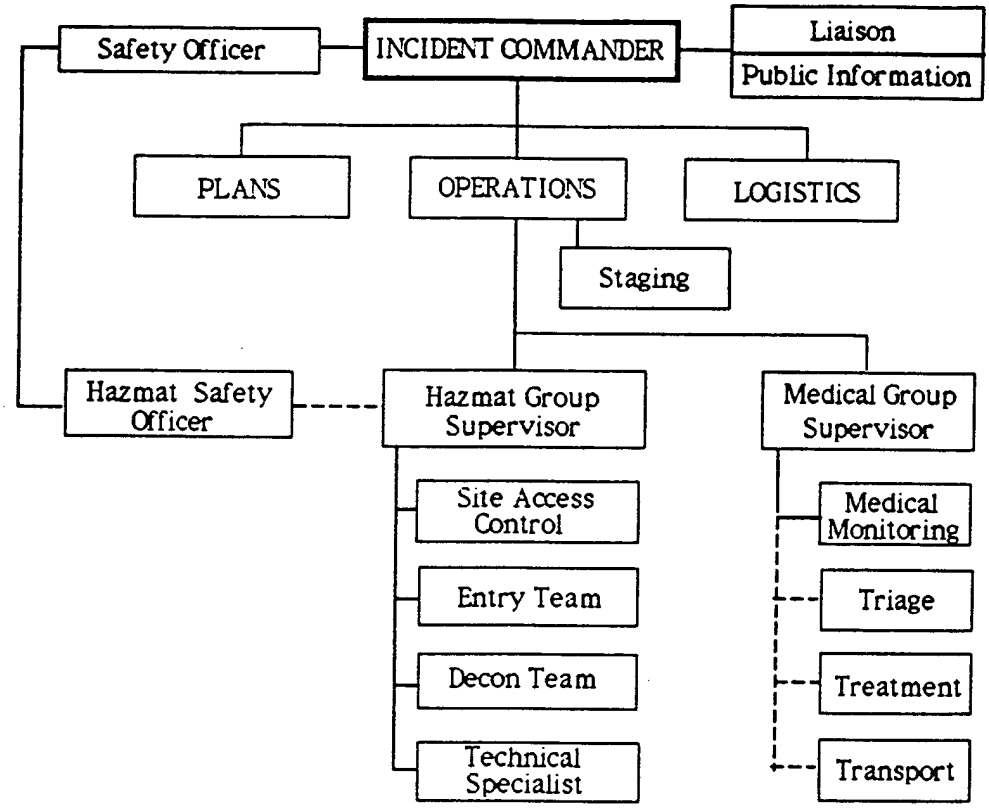
Implementation of the Hazardous Materials Response Plan begins with the notification that a level 2 emergency exists and it is a hazardous materials emergency requiring assistance. ALCO Fire Dispatch then assigns the appropriate fire department personnel and equipment as per the Alameda Fire Department Response Assignments as outlined in GOB 1-2 section 12, "Hazardous Materials Response and Notifications" for level 2 hazardous materials incidents.

Organizational Structure

The Alameda Fire Department will use Firescope's standardized Hazmat ICS structure for management of emergency operations. The Incident Command System shall be implemented at all hazardous materials incidents and must include the identification of the Incident Commander and a Safety Officer. The Incident Commander shall fulfill the role of, and act as the "On-Scene Coordinator" until separate positions are created under a unified command system.

Responder Positions and Duties

Hazmat ICS Packets and Identification Vests will be used for all Level 2 and 3 incidents. The Hazmat ICS Packet contains checklists for all the ICS positions and ICS forms required to be filled out during the emergency. ICS Packets are carried on command vehicles and the Fire Department's Hazardous Materials Response Unit. In addition, the Command Vehicle and the Hazardous Materials Response Unit carry vests for each of the Decon-team ICS positions. Alameda County and other mutual aid response personnel will provide their own vests and will comply with the provisions of this section. Personnel assigned an ICS position are responsible for wearing their vest, performing the functions and completing the ICS forms required of their as contained in the ICS packet.



The Incident Command System organizational chart for hazardous materials incidents.

Standard Operating Procedures

This section outlines the operating procedures of the response personnel to ensure uniformity and standardization of the actions taken during a hazardous materials emergency. The Standard Operating Procedures are comprised of the following elements:

A. Initial Response

B. Assistance

C. Establishing Incident Levels

D. Incident Action Plan

Initial Response

Proper emergency response and personnel safety require that a safe approach be made to the incident. This should be from an uphill and upwind direction. Apparatus should be positioned facing away from the incident when possible for rapid escape. The DOT guide setback distances will be used initially for known substances and modified only when determined safe to do so. If at any time there is an indication that a setback distance needs to be increased, then it should be done without hesitation.

Initial Upwind Setbacks for Unknowns:

- 150 feet – for small incidents (less than 42 gallons or 1-bag)
- 300 feet – for residential, light industrial, and trucks with trailers
- 600 feet – for heavy industrial facilities, railcars, and facilities where hazardous materials are used during manufacturing or processing operations, or the storage of large quantities of hazardous materials is known or suspected.

A small attack line (1¾ "live line") shall be charged and positioned so as to provide emergency protection of personnel at all hazardous materials incidents for which protection cannot be otherwise provided.

The IC will transmit to the dispatch center the safe route to be taken by all additional responding resources. IC will also relay product identification information to dispatch.

No responder shall take an offensive action unless they are at least certified as a Hazardous Materials Technician or they have been trained to perform that specific offensive operation in the required level of personal protection and personnel are available to meet the staffing and safety requirements of the Hazardous Materials Area Plan.

Definitions (Offensive & Defensive Operations)

Offensive Operation – One in which responders may become exposed to the spill product as a result of their actions.

Defensive Operations – One where the actions of the responders should not place them in a position where they may be exposed to the spill product(s).

Assistance

All support personnel and responders shall report to the IC unless otherwise directed. All hazardous materials incidents that involve a confined space problem, materials that may be immediately dangerous to life or health, or that have potential, or will require the donning of a Level A or B suit, shall be immediately upgraded to a Level 2 Incident.

Level 2 incidents require additional support personnel. Additional responding fire service personnel shall be directed to the staging area unless otherwise instructed. In addition to Fire Safety personnel responding to the scene of hazardous materials incidents, support personnel may be requested by the IC to respond. Requests for support personnel may vary depending on the material(s) involved and the nature of the incident.

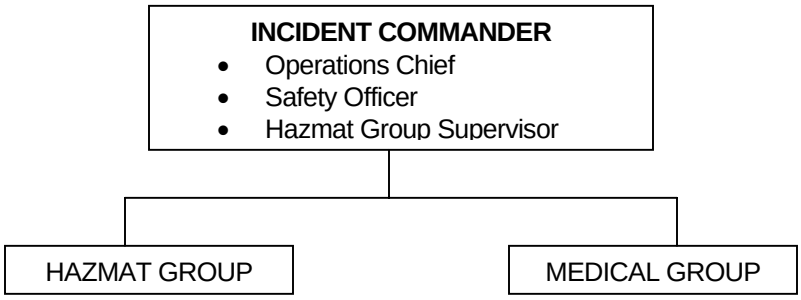
Support personnel responding to the scene of a hazardous materials incident shall be directed to the Command Post so that they can be assigned to a position within the ICS. All key personnel in a Level 2 or greater incident shall be given an "identification" vest, which identifies the person's roles/position in the organization during the incident. Each person shall also receive a checklist, which outlines key responsibilities and is used to document activities.

Establishing Incident Levels & Response Activities

Level 1 Incident

An incident that can be handled by the first alarm fire companies or can be contained within a single jurisdiction without the need for mutual aid assistance.

- ❑ For a Level 1 incident the officer assumes the responsibilities of IC, Operations Chief, Safety Officer, and Hazmat Group Supervisor.
- ❑ The other crew members of the crew will be assigned functional duties.
- ❑ For incidents that involve injuries, an ambulance will be dispatched.
- ❑ The ranking medical provider will be the Medical Group Supervisor and the ambulance crew will be members of the Medical Group, per Alameda County EMS policies.



Level 1 incident with a Hazmat Group and a Medical Group established.

Level 1 Incident with Gas, Liquid, or Solid Spill and No Victims

- ❑ Upon arrival, the IC shall confirm the identification of the product through placards, labels, reporting party, etc. The IC will consult a minimum of three (3) references (unless they are intimately familiar with the spilled produce) that verifies that the product will not require Level B or higher personnel protection and therefore, will not require a call for assistance for a Level 2 response.

- ❑ The IC will then assign crew members the proper level of protection and they will perform containment and control functions as assigned.

- ❑ A Police Officer shall be requested and a Department of Health Services representative summoned for technical assistance and to declare the scene safe for reoccupation (required for public and private occupancies).

- ❑ The property owner will be responsible for proper disposal of the materials and supplies for the incident.

Level 1 Incident with Gas or Liquid Spill and "Ambulatory" Victims

As soon as it is determined that there are injuries associated with a hazardous materials incident, an ambulance will be dispatched to the scene. The IC will serve as the Hazmat Group Supervisor until one is assigned. Initial medical management will follow the Alameda County Medical Management Protocols manual.

The Hazmat Group Supervisor is responsible for the following:

- ❑ Establishing Site Access Control
  - o Deny entry or exit
  - o Set up zones
- ❑ Confirming the product's identification
- ❑ Laying a line and charging it for protection and emergency decontamination
- ❑ Directing the victims to a safe refuge area
  - o Use wind and terrain
- ❑ Constructing a privacy decontamination shower (if victims need to unclothe)

- o If available and time permits
- o Water supplied from an engine

- ❑ Preparing an emergency decontamination solution
  - o Soap and water (Solution E)
  - o In a bucket with sponges
- ❑ Establishing an Emergency Decontamination Corridor
  - o Place a decontamination solution for access by victims
  - o Place shower if applicable
  - o Assist in patient decontamination if appropriate
- ❑ Providing emergency coverage with a hose line if needed

The person in charge of the paramedic ambulance will be assigned the position of Medical Group Supervisor.

The Medical Group Supervisor reports to the IC and is responsible for:

- ❑ Assembling emergency rescue equipment
  - o Stokes Litter
  - o Trauma Bag
  - o Oxygen Equipment
  - o Paper Coveralls
- ❑ Instructing the victims to wash themselves
  - o Ivory Soap or equivalent
  - o Unless product does not pose a threat to rescuers
- ❑ Determining medical significance of exposures
- ❑ Providing medical assistance as required
- ❑ Packaging patients for transport
- ❑ Establishing contact with Medical Facility and Poison Control Center
- ❑ Relaying product identification information to hospital receiving facilities
- ❑ Relaying the type and severity of the exposure(s) to the IC

Level 1 Incident with Gas or Liquid and "Non-Ambulatory" Victims

- ❑ Liquids present more of a potential secondary contamination problem than gases and the protection of the Decontamination and Medical Personnel should be a main concern.

- ❑ When it is determined that there are non-ambulatory victims associated with a liquid hazardous materials incident, additional fire department companies will be required and should be dispatched immediately.

- ❑ A rescue will have to be initiated by an Entry Team with proper personal protective equipment.

- ❑ If the product is known, then the level of protection required can be determined with the aid of available resources and the rescue performed by log rolling the victims into a stokes litter and placing the litter entirely into the decontamination pool (if needed) supported on plastic 5-gallon buckets. Remember, life safety takes precedence over environmental concerns, and a

salvage cover placed over a charged hose line (loop) will serve as an adequate catch basin if nothing else is available.

- ❑ Emergency Decontamination will be established simultaneously with the rescue effort. Only water and Decontamination Solution E (Ivory Soap or equivalent) are to be used, unless otherwise specified in the State's EMS Hazmat protocols.

- ❑ Victim's clothing will be stripped and left in the Decontamination Pool and the victims wrapped in blankets.

- ❑ The victims will then be brought to a Treatment Area established by the Medical Group.

- ❑ The Medical Group will conduct patient evaluation and stabilization as well as any additional packaging and decontamination needed prior to transport using the State Hazardous Materials Medical Management Protocols manual.

- ❑ If the product is unknown, a sample needs to be sent off to a lab for positive identification.

- ❑ Personnel protection of the emergency responders will have to be done on a worse case assumption until proper identification can be obtained.

NOTE: It is very important to verify that the product does not pose an absorption threat and that rescuers are not being placed in a compromised situation.

Level 1 Incident with Solid Spilled Product & "Ambulatory" Victims

The Hazmat groups have the same position responsibilities as with liquids and gases. Decontamination will be as follows, unless immediate flushing is indicated:

- ❑ Rescuers shall wear proper eye and respiratory protection.

- ❑ A dry contaminant should not be rinsed off with water until after an attempt has been made to wipe or brush as much off as possible. This includes removing clothing.

- ❑ Precautions need to be taken to ensure that the product is not inhaled by either the rescuers or the victims. This may be accomplished by using a respirator.

- ❑ Prior to applying a respirator to a victim, the rescuer shall first wipe the mouth and nose areas of the victim in an outward manner.

- ❑ Patients with an injury that compromises or has the potential to compromise the airway shall not be provided with a respirator after the nose and mouth have been wiped clean of contaminants.

- After clothing has been removed and a majority of the product has been wiped off consider rinsing. First obtain a sample of the product and place it in water to see if there is a violent reaction.
- If the product reacts violently with water, then use of water should be avoided as long as the patient is not experiencing discomfort.
- If discomfort is present, flush with large amounts of water for at least ten minutes unless injuries are life threatening.
- It is prudent to delay transport for purposes of flushing a chemical exposure in cases of minor injuries.
- Provide containment of the runoff if possible.

Level 1 Incident with Solid Spilled Product and "Non-Ambulatory" Victims

The Hazmat and Medical Groups have the same position responsibilities as with liquids and gases.

- Decontamination will be the type provided for solid contaminants unless immediate flushing is indicated.
- Rescuers shall wear proper eye and respiratory protection.
- Victims will be rescued from the spill area by log-rolling them into a stokes litter and carrying or dragging them to a safe refuge area where EMS can be initiated. Rescuers will extricate victims as long as proper protection can be provided to the rescuers.
- As soon as possible, victims should be decontaminated and brought to a Treatment Area.

Level 2 Incident

An incident that requires more resources than those that responded to the first alarm and these additional resources are readily available through the Alameda County Mutual Aid Agreement and are expected to be adequate to handle the emergency.

NOTE: A Level 2 incident will not automatically activate the Alameda County Mutual Aid Plan. The incident commander must call for a mutual aid response and ask for the Alameda County Hazardous Material Response Team.

- The first arriving officer assumes the position of IC until relieved by a chief officer who has been Hazmat IC trained.
- A separate position shall be identified for Hazardous Materials Safety Officer. The Hazmat Safety Officer must have training equal to or greater than those performing any work at the incident whether offensive or defensive.

- ❑ Other positions shall be filled as necessary.

Below is a list of the minimum staffing requirements needed to perform work at a hazardous materials incident that involves a confined space problem, materials that may be Immediately Dangerous to Life or Health, or that have that potential, or will require the donning of Level A or B suits:

LEVEL 2 INCIDENT MINIMUM STAFFING REQUIREMENTS		
Number	**Title**	**Training Level**
1	Hazmat Group Supervisor	Specialist
1	Hazmat Safety Officer	Specialist
2	Technical Reference	Technician
1	Entry Team Leader	Technician
2	Entry Team	Technician
2	Back-up Team	Technician
1	Entry Team Recorder	Operations
1	Decon Team Leader	Technician
1	Decon Team	Operations
1	Site Access Team Leader	Operations

Level 3 Incident

An incident that requires more resources than those that can be readily obtained. For Level 3 incidents, the first arriving officer assumes the position of IC until relieved by a chief officer who has been Hazmat IC trained.

- ❑ Separate positions shall be created for the Hazmat Group Supervisor, Incident Safety Officer, and the Hazmat Safety Officer.
- ❑ The Hazmat Safety Officer shall have equal or greater training than those performing any work whether offensive or defensive.
- ❑ Other positions shall be filled as necessary.

NOTE: ***A Level 3 incident will normally require more resources or specialized resources that are readily available in the area.***

Incident Action Plan

After initial ICS positions have been created and an initial assessment of the incident has been conducted by the key personnel, an Action Plan meeting will be conducted by the Incident Commander where an Incident Action Plan will be developed. Issues to be included in the development of the Incident Action Plan include the following:

1. Safety Plan
2. Hazard Identification
3. Site Control
4. Establishing Control Zones
5. Selecting Levels of Protective Clothing
6. Entry Team Operations
7. Decontamination Team Operations
8. Medical Plan Development
9. Clean-up and Disposal Plan Development

Safety Plan

The Hazmat Safety Plan addresses the following issues and is developed by the Hazmat Safety Officer:

- ❑ Secondary means of egress from the Hot Zone
- ❑ Review of Safety Hand Signals
- ❑ Radio check of Entry and Backup Team radios
- ❑ Identification of a Site Safety Officer and a Hazmat Safety Officer
- ❑ Identification of an EMS Group or Medical Monitoring Group
- ❑ Confirmation that Decontamination is in place prior to entry
- ❑ Time limit for Entry Team to be in the Hot Zone
- ❑ Placement of an Emergency Decontamination hose line
- ❑ Location and placement of personnel and equipment on scene

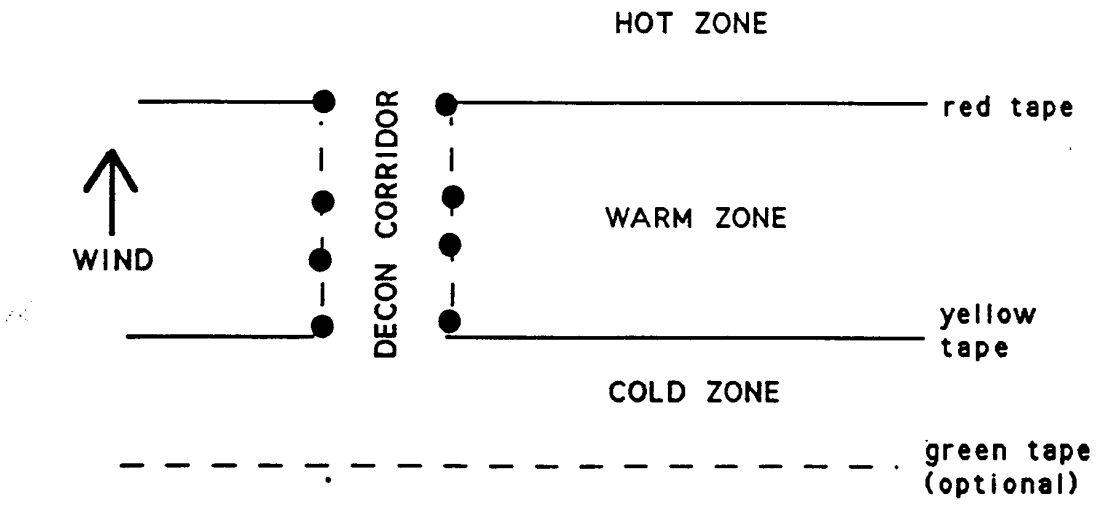
Hazard Identification

Identification of the material is critical in forming an Action Plan. In most cases identification will be possible through shipping papers, placards, labels, container shape and type, and information given by those who have knowledge of what is involved.

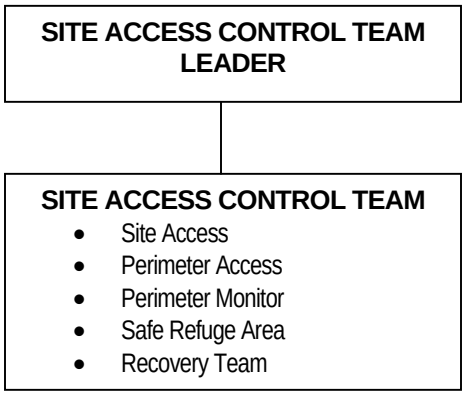
- All standard means of identification shall be exhausted before any attempt shall be made to obtain a sample of an unknown.
- For incidents where no identification is possible, a sample shall be taken and the 5-Step Field Identification System will be used to determine if the material poses a threat to personnel or qualifies as an emergency situation.
- Since obtaining a sample of an unknown requires contact with the product, the minimum level of protection for sampling personnel will be **Level B**, and minimum level of training shall be Certified Hazardous Material Technician.

Site Control

Site Control is established by isolating and controlling entry/exit. The purpose of site access control is to control the movement of people into and out of the spill area and to limit the potential for increased spread and exposure to the spilled produce and also monitoring the spill for indications of spread. Site Access Control is established by setting up Control Lines (barrier type) and establishing Control Zones.



All Alameda Fire Department members are trained at the First Responder Operations Level and are trained to perform Site Access Control. If the demands of the Site Access Control are extremely critical to the operation, site monitoring will be performed by Hazardous Materials Technicians, Specialists or Alameda County Health Department Hazmat members.



Establishing Control Zones

Control Zone Definitions:

Hot Zone (Exclusion Zone)

The Hot Zone is the area where contamination does or could occur. It is delineated with a red barrier tape. Entry into the Hot Zone requires the proper level of personal protective equipment. The primary activities performed in this zone are:

- Rescue
- Control and Containment
- Size Characterization
- Sampling

Warm Zone (Contamination Reduction Zone)

The Warm Zone is the transition zone between the Hot and Cold Zones. It is where the Decontamination Corridor is located (the zone where decontamination takes place) and is designed to reduce the possibility of spreading contamination to the Cold Zone. It needs to be large enough to set up a Decontamination Area. The Warm Zone is delineated with yellow barrier tape and is the first zone established. All unauthorized personnel shall be evacuated from within this area (an exception would be the Media, see Isolation Perimeter below).

Cold Zone (Support Zone)

The Cold Zone is located adjacent to the Warm Zone and is free of any contamination. This is the only zone where protective clothing is not required. The Command Post, equipment and support personnel are staged in this area.

Decon (Decontamination) Corridor

The Decon Corridor is the area between the Hot Zone Control Line and the Warm Zone Control Line where decontamination of personnel and equipment takes place. Entry Teams enter and exit the Hot Zone through the access control points that are located at each end of the Decon Corridor. The Decon Corridor is delineated with traffic cones.

Isolation Perimeter/Crowd Control Line

If crowd control becomes a problem, an Isolation Perimeter (Crowd Control Line) can be established by placing green barrier tape around the Cold Zone and keeping all non-emergency personnel outside the line. The media however, cannot be excluded from entering an incident (including a Warm or Hot Zone) unless they are damaging a crime scene or are endangering the health and safety of the public by their actions. They will however be subject to the same contamination control requirements as the other emergency workers within the zone they enter.

Criteria for Establishing Zones

The initial control zone to be established will be the Warm Zone by placing yellow "Warm" Zone Control Line barrier tape around the incident. People will be evacuated from any area within this zone.

Isolation

No person shall exit or be removed from a Hot Zone until they have been properly decontaminated or it has been confirmed to be safe to remove them without first being decontaminated.

No person shall be allowed into a Warm or Hot Zone without the proper level of personnel protective equipment as specified by the Hazmat Group Supervisor.

No person shall enter a Hot Zone prior to the establishment of a Decontamination Area.

Once entry has been made into the Hot Zone, no one who remains in the Warm Zone will be allowed to exit into the Cold Zone until they have been decontaminated or checked for contamination.

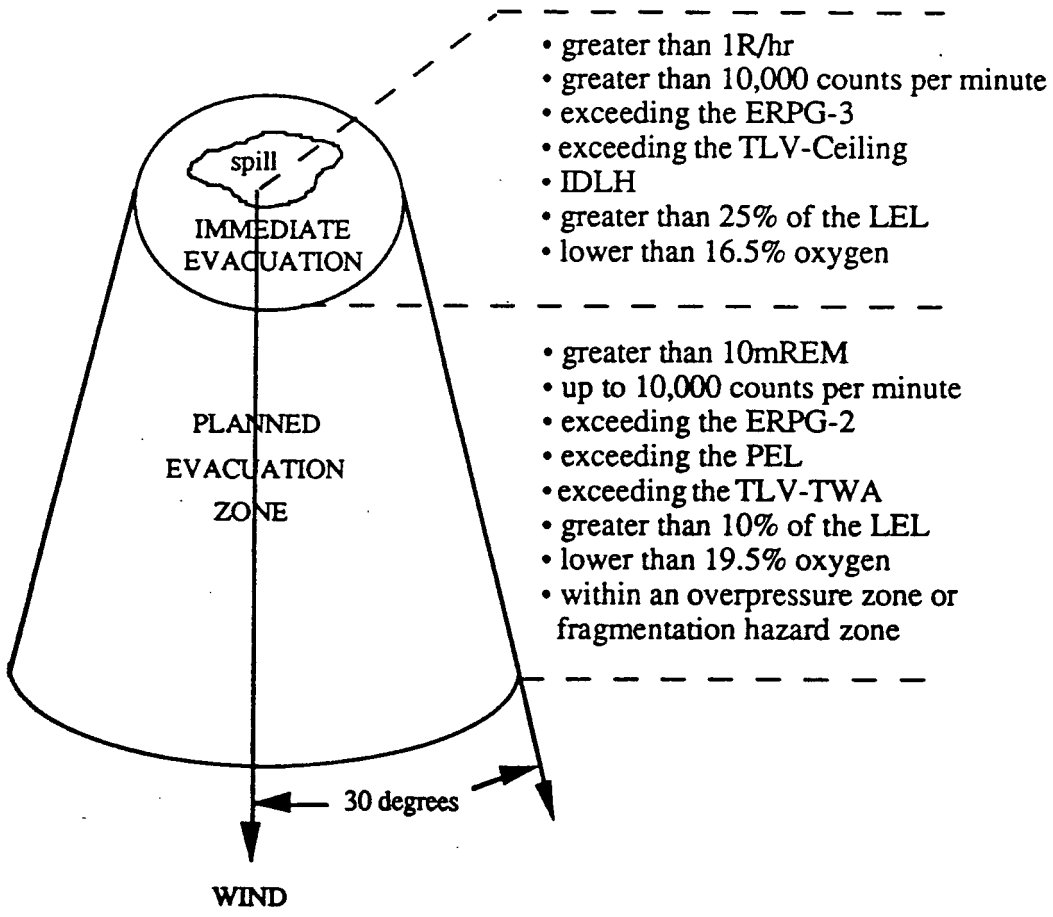
Safe Refuge Area

Contaminated victim shall be staged in a "Safe Refuge Area" of the Hot Zone until emergency decontamination can be initiated. This will be a temporary holding area set up to control the spread of contamination by personnel movement until the victims and personnel can be decontaminated. It will be located away from the dangers of the spill or its associated hazards in an area with the same exposure potential as found in the Warm Zone. This area shall be designated with cones if possible.

Evacuation and Crowd Control

Evacuations and crowd control functions should be delegated to law enforcement whenever possible, under the guidance of the hazardous materials technical experts. Evacuations should be performed whenever there is a chance that product concentration will exceed permissible limits or amounts which will cause harm to the public at large. (SEE ANNEX B OF THIS PLAN FOR FURTHER EVACUATION INFORMATION.)

Immediate evacuations are performed in areas where the people are the most endangered first, followed by planned evacuations of areas where harmful effects will only occur after some period of time. The figure below shows the initial areas that should be considered as Immediate Evacuation areas and Planned Evacuation areas.

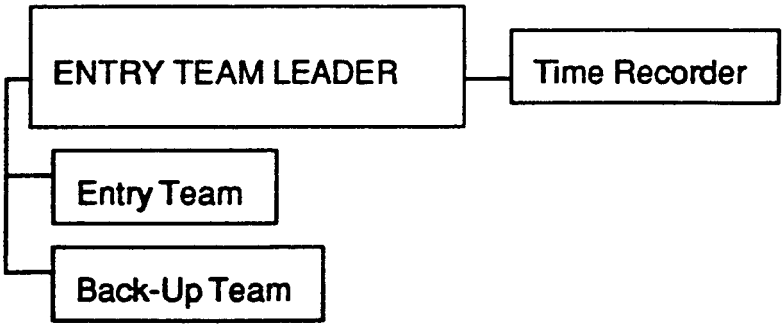


Entry Teams

The Entry Team objectives vary depending on the situation and the order of tasks as identified in the Incident Action Plan. They may include the following tasks to be conducted in the Hot Zone:

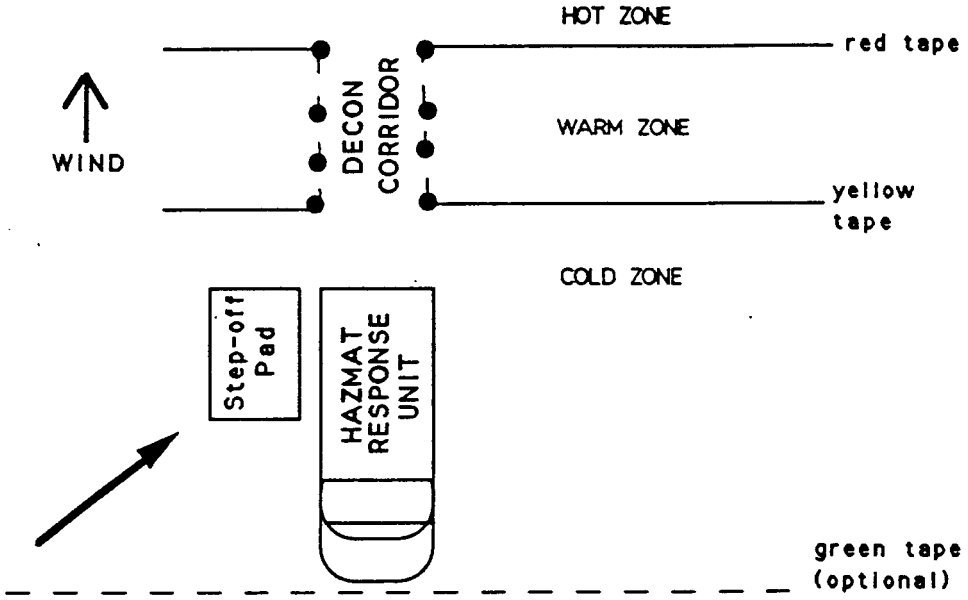
- Product Identification
- Obtaining Samples and Monitoring
- Control and/or Containment
- Site Characterization
- Rescue

All entries that require Level B or A personal protective suits shall be done using the "buddy" system and must have an equal number of rescuers in the same level of protection assigned as the "Backup Team."



While the Decon Team is setting up a Decontamination Area, the Entry and Backup Teams will be preparing for entry. Following is a list of the activities of the Entry and Backup Teams:

- Entry Plan Briefing
- Equipment Layout
- Medical Monitoring of Team Members
- Donning of Personal Protective Equipment
- Equipment Checks and Safety Procedure Review
- Entry into the Hot Zone
- Exit from the Hot Zone

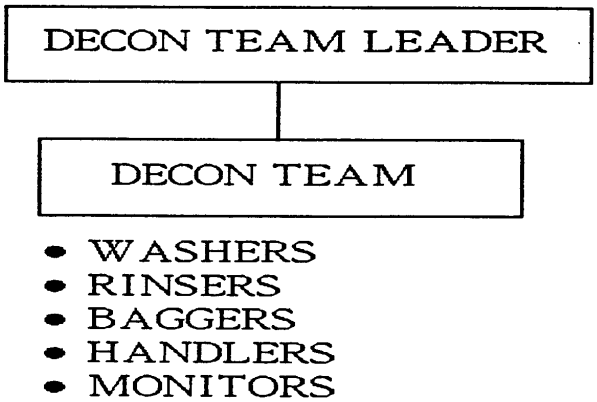


Site Layout Diagram

Decontamination Teams

The purpose of Decontamination is to safely remove Entry Team members from their suits and to prevent contamination from being spread into clean areas. Once personnel enter a contaminated atmosphere their protective clothing becomes contaminated, and they must stay within this envelope until the contamination has been isolated.

In the event a person enters a toxic atmosphere, and due to a physical or equipment problem, must leave the contaminated area, a team must be set up to handle the situation immediately to protect the individual. Depending on available staffing, some members of the Decon Team may have the duties of more than one position. It's best however, that Decon personnel stay at their respective station.

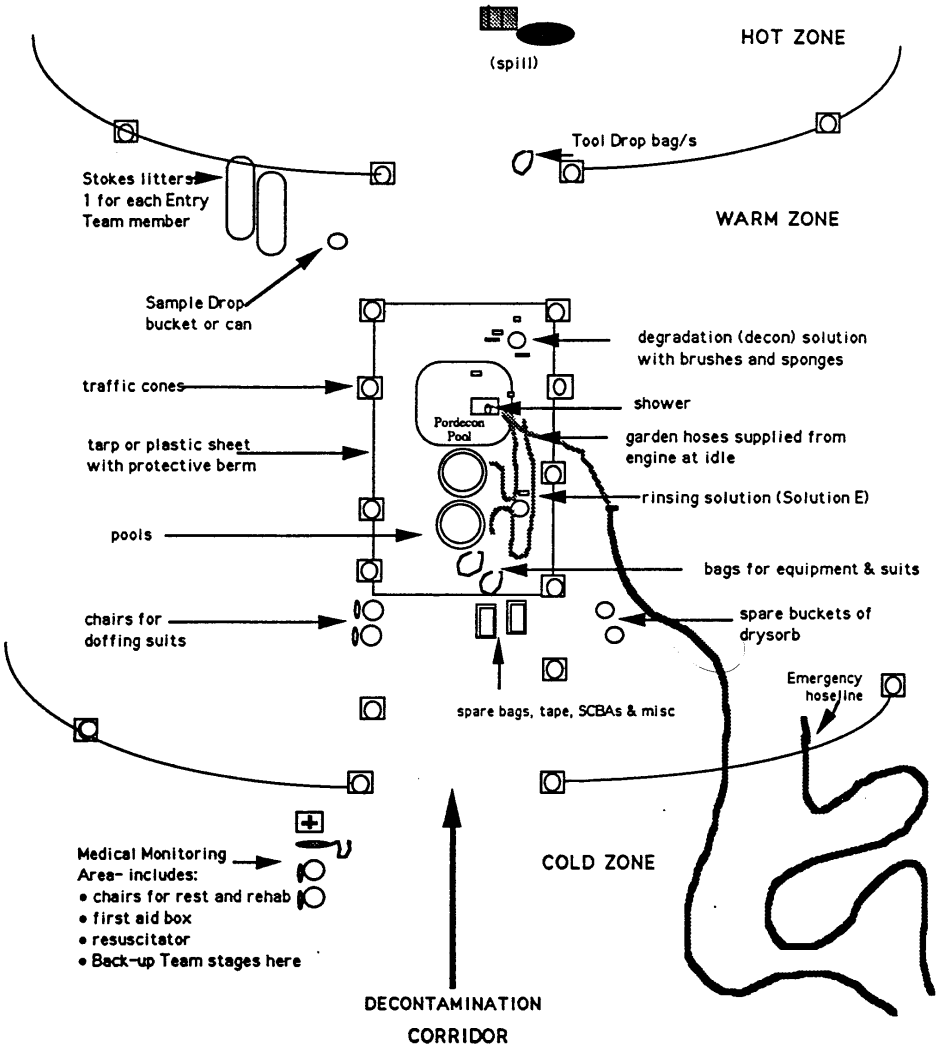


Emergency Decontamination

When an immediate rescue is encountered, the Decon Corridor needs to be designated and decon will be accomplished in the Emergency Decontamination Area.

Special Decontamination

Some types of contamination will require a decontamination process that differs from the traditional "wet" decon. In this case of dry, water reactive contaminants, a dry decon procedure needs to be used. This process may vary depending on the specifics of the incident.



The decontamination area and decontamination corridor.

Technical References and Resources

Below, is a list of technical reference and resource materials relating to hazardous materials incidents:

ENVIRONMENTAL RAMIFICATION

Coast Guard CHRIS Condensed Guide to Chemical Hazards
(thick red book)

NIOSH Pocket Guide to Chemical Hazards

Material Safety Data Sheets

Emergency Action Guides
American Association of Railroads

EVACUATION DISTANCES AND SETBACKS

DOT Guidebook
(2004 edition)

CAMEO ALOHA Air Modeling
National Safety Council (written by NOAA) CAMEO version 3.0 and ALOHA version 5.0
(input user specified data and get dispersion distances)

EPI Code
Homann Associates, Inc.
39831 San Moreno Ct.
Fremont, CA 94539

TOXICOLOGY AND HEALTH HAZARDS

Sax's Dangerous Properties of Industrial Materials
N. Irving Sax
Van Nostrand Reinhold Co.
ISBN 0-442-28304-0

Patty's Industrial Hygiene and Toxicology
Clayton and Clayton
Wiley-Interscience Co.

TOMES
Micromedex Inc.
600 Grant St.
Denver, CO 80203-

SUIT SELECTION

ACGTH Guidelines for the Selection of Chemical Protective Clothing

CAMEO RIDS stack
National Safety Council (written by NOAA)
CAMEO version 3.0

Material Safety Data Sheets (yellow binders)

Suit Manufacturer's Information Sheets (come with suits)

CHEMICAL CHARACTERISTIC DATA

Material Safety Data Sheets (yellow binders)

NFPA Fire Protection Guide On Hazardous Materials Section 325M

REACTIVITY DATA

Handbook of Reactive Chemical Hazards (3rd Ed) L.
Bretherick
Butterworths
ISBN: 0-408-01388-5

NIOSH Pocket Guide to Chemical Hazards (purple handbook)

NFPA Fire Protection Guide On Hazardous Materials Section 491 M

SAFE EXPOSURE LIMIT DATA

NIOSH Pocket Guide to Chemical Hazards (purple handbook)

Material Safety Data Sheets (yellow binders)

FIREFIGHTING

Emergency Action Guides American
Association of Railroads

Material Safety Data Sheets

NFPA Fire Protection Guide On Hazardous Materials
Section 49

CAMEORIDS stack
National Safety Council (written by NOAH)
CAMEO version 3.0

CHEMICAL DICTIONARY AND SYNONYMS

The Merck Index Encyclopedia of Chemicals and Drugs
Merck & Co. Inc.

The Condensed Chemical Dictionary
Gessner G. Hawley
Van Nostrand Reingold Co.
ISBN 0-442-23244-6

Grant and Heckl's Chemical Dictionary (5th Ed)
Roger Grant, Claire Grant

Magraw-Hill
ISBN: 0-07-024067-1

GASES

Handbook of Compressed Gases

Matheson Gas
San Leandro

EMERGENCY CARE FOR EXPOSURES

Emergency Care for Hazardous Material Exposures

Emergency Action Guides
American Association of Railroads

First Aid Manual For Chemical Accidents
Lefevre & Conibear
Van Nostrand Reinhold
ISBN: 0-442-20490-6

PESTICIDES AND TOXICS

Farm Chemicals Handbook
Meister Publishing Co.

HPA Pesticide Fact Handbook

Emergency Action Guides
American Association of Railroads

SPILL CONTROL ADVICE

Emergency Action Guides
American Association of Railroads

Material Safety Data Sheets

TRADE NAME INFORMATION

Farm Chemicals Handbook
Meister Publishing Co.

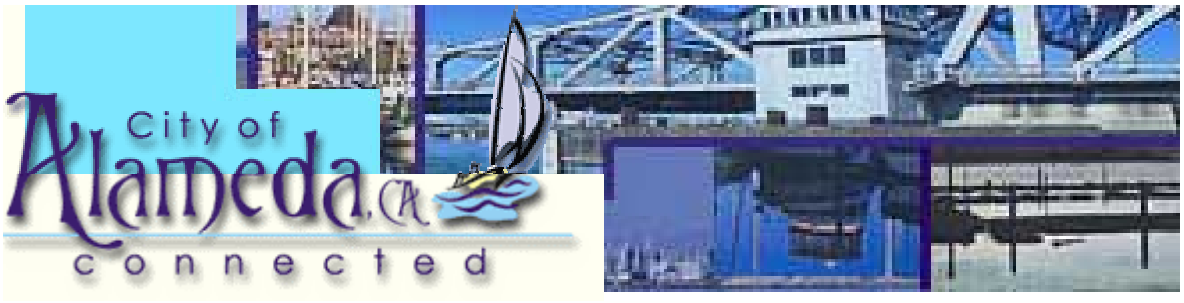
Material Safety Data Trade Name Book

IDENTIFICATION

Pocket Guide to Tank Car I.D.
Southern Pacific Railroad

NFPA Fire Protection Guide On Hazardous Materials
Section 704M

CAMEO Codebreaker stack
National Safety Council (written by NOAA)



ANNEX E

TERRORISM & WEAPONS OF MASS DESTRUCTION (WMD)

Table of Contents

Terrorism Threat Planning (Terrorism Incident Planning Guidelines)……...2
Event/Threat Notification Flowchart……...3
Hazard Agents…… 4
Unusual Liquid, Spray, or Vapor…….. 5
Suspicious Devices or Packages…… 5
General Indicators of Possible Biological Agent Use……..6
General Indicators of Possible Nuclear Weapon/Radiological Agent Use……...8
State Resources……... 11
Federal Resources……... 11
EMERGENCY MANAGEMENT COORDINATOR……..18
SAFETY OFFICER…….. 19
PUBLIC INFORMATION OFFICER……...20
LEGAL OFFICER……21
STATE LIAISON (MAY NEED TO BE ASSIGNED FOR WMD/TERRORISM EVENT)……22
FBI LIAISON (MAY NEED TO BE ASSIGNED FOR WMD/TERRORISM EVENT)……23
OPERATIONS SECTION CHIEF…….. 24
LAW ENFORCEMENT UNIT……..25
COMMUNICATIONS UNIT……27
PUBLIC WORKS UNIT……28
DAMAGE ASSESSMENT UNIT……29
MEDICAL UNIT…… 30
PLANNING SECTION CHIEF…… 46
SITUATION STATUS UNIT……47
LOGISTICS SECTION CHIEF……48
CARE AND SHELTER UNIT…….. 50
FINANCE SECTION LEADER……52
COST UNIT……...53

Introduction

Terrorist incidents create a unique environment in which to manage an emergency response. Local responders are usually first on scene during an actual incident and the local government has the primary responsibility for protecting both public health and safety. The local first responders will be conducted under California's Standardized Emergency Management System (SEMS). The local responders will manage all aspects of the incident until the FBI assumes command, by virtue of its legal authority, all law enforcement aspects relating to identifying, apprehending and neutralizing the terrorists and their weapons. Local and State authorities always maintain control of their response resources and continue to operate utilizing SEMS.

The checklists are designed to guide the five (5) SEMS organization levels. They include general and incident specific instructions for the Incident. Because of the threat to life, closer and more rapid coordination between agencies, jurisdictions and departments will be necessary. A Weapons of Mass Destruction (WMD) event does require the addition of certain liaison positions for contact with State and Federal Government.

Terrorism Threat Planning (Terrorism Incident Planning Guidelines)

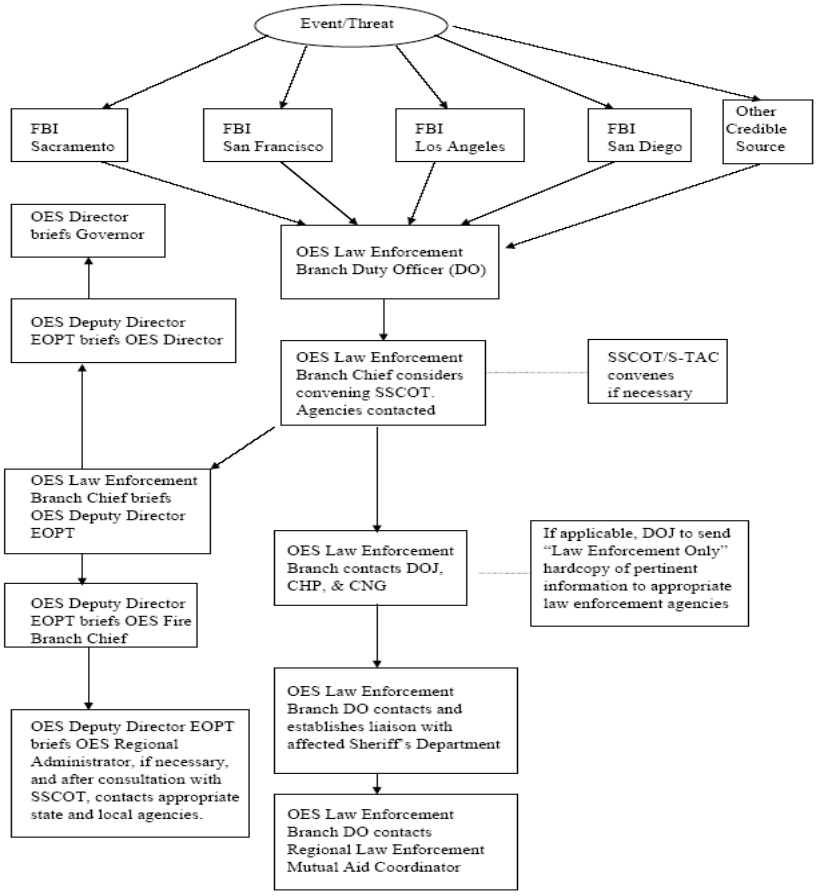
The Hazard

The Terrorist Incident Plan (TIP) identifies and discusses the nature of the Weapons of Mass Destruction (WMD) hazard(s), the hazard agents, potential targets, and release areas, as described below.

Nature of the Hazard. The hazard may be chemical, biological, nuclear/radiological, and/or explosive.

Initial Warning. While specific events may vary, the emergency response and the protocol followed should remain consistent. When an overt WMD incident has occurred, the initial call for help will likely come through the local 911 center. This caller probably will not identify the incident as a terrorist incident, but rather state that there was an explosion, a major “accident,” or a mass casualty event. Information relayed through the dispatcher prior to arrival of first responders on scene, as well as the initial assessment, will provide first responders with the basic data to begin responding to the incident. With increased awareness and training about WMD incidents, first responders should recognize that a WMD incident has occurred. The information provided in this section applies where it becomes obvious or strongly suspected that an incident has been intentionally perpetrated to harm people, compromise the public’s safety and well-being, disrupt essential government services, or damage the area’s economy or environment.

Event/Threat Notification Flowchart



Initial Detection. The initial detection of a WMD terrorist attack will likely occur at the local level by either first responders or private entities (e.g., hospitals, corporations, etc.). Consequently, first responders and members of the medical community—both public and private—should be trained to identify hazardous agents and take appropriate actions. State and local health departments, as well as local emergency first responders, will be relied upon to identify unusual symptoms, patterns of symptom occurrence, and any additional cases of symptoms as the effects spread throughout the community and beyond. First responders must be protected from the hazard prior to treating victims.

The detection of a terrorism incident involving covert biological agents (as well as some chemical agents) will most likely occur through the recognition of similar symptoms or syndromes by clinicians in hospital or clinical settings. Detection of biological agents could occur days or weeks after exposed individuals have left the site of the release. Instead, the "scene" will shift to public health facilities receiving unusual numbers of patients, the majority of who will self-transport.

Investigation and Containment of Hazards. Local first responders will provide initial assessment or scene surveillance of a hazard caused by an act of WMD terrorism. The proper local, State, and Federal authorities capable of dealing with and containing the hazard should be alerted to a suspected WMD attack after State/local health departments recognize the occurrence of symptoms that are highly

unusual or of an unknown cause. Consequently, State and local emergency responders must be able to assess the situation and request assistance as quickly as possible.

Hazard Agents

Chemical: Chemical agents are intended to kill, seriously injure, or incapacitate people through physiological effects. A terrorist incident involving a chemical agent will demand immediate reaction from emergency responders—fire departments, police, hazardous materials (HazMat) teams, emergency medical services (EMS), and emergency room staff—who will need adequate training and equipment. Hazardous chemicals, including industrial chemicals and agents, can be introduced via aerosol devices (e.g., munitions, sprayers, or aerosol generators), breaking containers, or covert dissemination. Such an attack might involve the release of a chemical warfare agent, such as a nerve or blister agent or an industrial chemical, which may have serious consequences. Some indicators of the possible use of chemical agents are listed in table below. Early in an investigation, it may not be obvious whether an infectious agent or a hazardous chemical caused an outbreak; however, most chemical attacks will be localized, and their effects will be evident within a few minutes. There are both persistent and non-persistent chemical agents. Persistent agents remain in the affected area for hours, days, or weeks. Non-persistent agents have high evaporation rates, are lighter than air, and disperse rapidly, thereby losing their ability to cause casualties after 10 to 15 minutes, although they may be more persistent in small, unventilated areas.

Biological: Recognition of a biological hazard can occur through several methods, including identification of a credible threat, discovery of bioterrorism evidence (devices, agent, clandestine lab), diagnosis (identification of a disease caused by an agent identified as a possible bioterrorism agent), and detection (gathering and interpretation of public health surveillance data).

When people are exposed to a pathogen such as anthrax or smallpox, they may not know that they have been exposed, and those who are infected, or subsequently become infected, may not feel sick for some time. This delay between exposure and onset of illness, or incubation period, is characteristic of infectious diseases. The incubation period may range from several hours to a few weeks, depending on the exposure and pathogen. Unlike acute incidents involving explosives or some hazardous chemicals, the initial response to a biological attack on civilians is likely to be made by direct patient care providers and the public health community.

Terrorists could also employ a biological agent that would affect agricultural commodities over a large area (e.g., wheat rust or a virus affecting livestock), potentially devastating the local or even national economy. The response to agricultural bioterrorism should also be considered during the planning process.

Stated Threat to Release a Chemical Agent
Unusual Occurrence of Dead or Dying Animals • For example, lack of insects, dead birds
Unexplained Casualties • Multiple victims • Surge of similar 911 calls • Serious illnesses • Nausea, disorientation, difficulty breathing, or convulsions • Definite casualty patterns
Unusual Liquid, Spray, or Vapor • Droplets, oily film • Unexplained odor • Low-lying clouds/fog unrelated to weather
Suspicious Devices or Packages • Unusual metal debris • Abandoned spray devices • Unexplained munitions

Responders should be familiar with the characteristics of the biological agents of greatest concern for use in a bioterrorism event. Unlike victims of exposure to chemical or

radiological agents, victims of biological agent attack may serve as carriers of the disease with the capability of infecting others (e.g., smallpox, plague). Some indicators of biological attack are given in the table below.

General Indicators of Possible Biological Agent Use

Stated Threat to Release a Biological Agent
Unusual Occurrence of Dead or Dying Animals
Unusual Casualties • Unusual illness for region/area • Definite pattern inconsistent with natural disease
Unusual Liquid, Spray, or Vapor • Spraying and suspicious devices or packages

Selected Biowarfare Agent Characteristics

Disease		Person-to-Person transmission	Infective Dose (Aerosol)	Incubation Period	Duration of Illness	Lethality	Persistance of Organism	Treatment
Inhalation anthrax	Fever, malaise, cough, respiratory distress	No	8,000-50,000 spores	1-6 days	3-5 days (usually fatal if untreated)	High	spores remain viable in soil for > 40 yrs	Ciprofloxacin Doxycycline
Pneumonic Plague	High fever, chills, headache, productive cough – watery then bloody	High	<100 organisms	2-3 days	1-6 days (usually fatal)	High unless treated within 12-24 hours	For up to 1 year in soil; 270 days in live tissue	Streptomycin Gentamycin or Chloramphenicol
Botulism	Dry throat, blurred vision, slurred speech, difficulty swallowing, progressive descending symmetrical paralysis	No	0.001 µg/kg is LD_{50} for type A	12-36 hours (range up to several days)	Death in 24-72 hours; lasts months if not lethal	High without respiratory support	For weeks in non-moving water and food	Antitoxin Supportive care
Smallpox	Non-specific flu-like prodrome (malaise, fever, headache) then synchronously evolving maculopapular rash progressing to vesicles then pustules	High	Assumed low (10-100 organisms)	12-14 days (range 7-17 days)	4 weeks	High to moderate	Very stable	?Cidofovir
Brucellosis	Irregular fever, chills, headache, malaise, cough and chest pain in 20%, osteoarticular disease	No	10–100 organisms	5-60 days (average 1-2 months)	Weeks to months	≤5% untreated	6 weeks in dust and 10 weeks in soil or water	Doxycycline + Rifampin
Tularemia	Fever, headache, malaise, weight loss, nonproductive cough	No	10-50 organisms	3-6 days (range 1-21 days)	≥ 2 weeks	Moderate if untreated	For months in moist soil or other media	Streptomycin Gentamycin
Q Fever	Fever, chills, headache, diaphoresis, malaise, fatigue, anorexia, and weight loss	Rare	1-10 organisms	7 days (range 2-14 days)	Weeks	Very low	Able to withstand heat and drying; persists in environment for weeks to months	Tetracycline Doxycycline
Viral Encephalitdes	Fever, rigors, severe headache, photophobia, malaise, nausea, vomiting, diarrhea may follow	Low	10-100 organisms	1-5 days	Days to weeks	Variable	Relatively unstable in the environment	Supportive care
Viral Hemorrhagic Fevers	Fever, malaise, myalgia, prostration; vascular permeability may present as conjunctival injection and petechial hemmorage and progress to mucous membrane hemmorhage and shock	Moderate	1-10 organisms	4-21 days	Days to weeks	5 – 90 % case fatality rate depending on virus	Relatively unstable in the environment	Ribavirin Supportive care
Staph Enterotoxin B	Sudden onset fever, chills, headache, myalgias, non-productive cough	No	30 ng/person incapacitation	3-12 hours after inhalation	Days	<1%	Resistant to freezing	Supportive care
Ricin	Depends on route of exposure. Aerosol route: fever, chest tightness, cough, hypothermia. Oral route: gastrointestinal hemmorhage	No	3-5µg/kg is LD_{50}	18-24 hours	Days. Death within 10-12 days for ingestion	High	Stable	Inhalation: supportive GI: lavage, charcoal, cathartics
T-2 Mycotoxins	Skin pain, redness, necrosis, sloughing of epidermis, wheezing, chest pain, hemoptysis	No	Moderate	Minutes to hours	Variable. Death may occur in min., hrs. or days	Moderate	For years at room temperature	Supportive care

Nuclear/Radiological: The difficulty of responding to a nuclear or radiological incident is compounded by the nature of radiation itself. In an explosion, the fact that radioactive material was involved may or may not be obvious, depending upon the nature of the explosive device used. Unless confirmed by radiological detection equipment, the presence of a radiation hazard is difficult to ascertain. Although many detection devices exist, most are designed to detect specific types and levels of radiation and may not be appropriate for measuring or ruling out the presence of radiological hazards. The table below lists some indicators of a radiological release.

General Indicators of Possible Nuclear Weapon/Radiological Agent Use

• A stated threat to deploy a nuclear or radiological device
• The presence of nuclear or radiological equipment (e.g., spent fuel canisters or nuclear transport vehicles)
• Nuclear placards or warning materials along with otherwise unexplained casualties

The scenarios constituting an intentional nuclear/radiological emergency include the following:

(1) Use of an **Improvised Nuclear Device (IND)** includes any explosive device designed to cause a nuclear yield. Depending on the type of trigger device used, either uranium or plutonium isotopes can fuel these devices. While "weapons-grade" material increases the efficiency of a given device, materials of less than weapons grade can still be used.

(2) Use of a **Radiological Dispersal Device (RDD)** includes any explosive device utilized to spread radioactive material upon detonation. Any improvised explosive device could be used by placing it in close proximity to radioactive material.

(3) Use of a **Simple RDD** that spreads radiological material without the use of an explosive. Any nuclear material (including medical isotopes or waste) can be used in this manner.

Conventional Explosive Devices: The easiest to obtain and use of all weapons is still a conventional explosive device, or improvised bomb, which may be used to cause massive local destruction or to disperse chemical, biological, or radiological agents. The components are readily available, as are detailed instructions to construct such a device. Improvised explosive devices are categorized as being explosive or incendiary, employing high or low filler explosive materials to explode and/or cause fires. Bombs and firebombs are cheap and easily constructed, involve low technology, and are the terrorist weapon most likely to be encountered. Large, powerful devices can be outfitted with timed or remotely triggered detonators and can be designed to be activated by light, pressure, movement, or radio transmission. The potential exists for single or multiple bombing incidents in single or multiple municipalities. Historically, less than five percent of actual or attempted bombings were preceded by a threat. Explosive materials can be employed covertly with little signature, and are not readily detectable. Secondary devices may be targeted against responders.

Combined Hazards: WMD agents can be combined to achieve a synergistic effect—greater in total effect than the sum of their individual effects. They may be combined to achieve both immediate and delayed consequences. Mixed infections or intoxications may occur, thereby complicating or delaying diagnosis. Casualties of multiple agents may exist; casualties may also suffer from multiple effects, such as trauma and burns from an explosion, which exacerbate the likelihood of agent contamination. Attacks may be planned and executed so as to take advantage of the reduced effectiveness of protective measures produced by employment of an initial WMD agent. Finally, the potential exists for multiple incidents in single or multiple municipalities.

Potential Targets: In determining the risk areas within a jurisdiction (and in multiple jurisdiction areas participating in an emergency response), the vulnerabilities of potential targets should be identified, and the targets themselves should be prepared to respond to a WMD incident. In-depth vulnerability assessments are needed for determining a response to such an incident. In addition, reference Risk Management Plans and Emergency Planning and Community Right-to-Know Act (EPCRA) Plans, which include potential target areas and information on industrial chemical facilities, can be obtained from the Local Emergency Planning Committee (LEPC) in your area.

Release Area: Standard models are available for estimating the effects of a nuclear, chemical, or biological release, including the area affected and consequences to population, resources, and infrastructure. Some of these models include databases on infrastructure that can be useful in preparing the TIA. A good source of information on available Federal government models is the *Directory of Atmospheric Transport and Diffusion Consequence Assessment Models*, published by the Office of the Federal Coordinator for Meteorology (OFCM). The directory is available both in print and online on OFCM's web page, http://www.ofcm.gov (select "Publications," then "Publications Available Online," then the directory). The directory includes information on the capabilities and limitations of each model, technical requirements, and points of contact.

Type of Emergency	Lead Agency
Nuclear Facility:	
1. Licensed by NRC or an Agreement State	NRC
2. Owned or Operated by DOE or DOD	DOE or DOD
3. Not Licensed, Owned or Operated by a Federal Agency or Agreement State	EPA
Transportation or Radioactive Materials:	
1. Shipment of Materials Licensed by NRC or an Agreement State	NRC
2. Materials shipped by DOE or DOD	DOE or DOD
3. Shipment of Materials Not Licensed or Owned by NRC or and Agreement State	EPA
Domestic Satellites Containing Radioactive Materials	NASA or DOD
Impact from Foreign or Unknown Source	EPA, DOD, NASA
Other Types of Emergencies	FOSC and LFAs confer

Planning Potential Areas of Vulnerability

Several points may determine areas at risk: population, accessibility, criticality (to everyday life), economic impact, and symbolic value. The identification of such vulnerable areas should be coordinated with the Federal Bureau of Investigation (FBI).

Traffic	Determine which roads/tunnels/bridges carry large volumes of traffic. Identify points of congestion that could impede response or place citizens in a vulnerable area. Note time of day and day of week this activity occurs.
Trucking and Transport Activity	Note location of hazardous materials (HazMat) cargo loading/unloading facilities. Note vulnerable areas such as weigh stations and rest areas this cargo may transit.
Waterways	Map pipelines and process/treatment facilities (in addition to dams already mentioned). Note berths and ports for cruise ships, roll-on/roll-off cargo vessels, and container ships. Note any international (foreign) flagged vessels (and cargo they carry) that conduct business in the area. NOTE: The Harbor and Port Authorities, normally involved in emergency planning, should be able to facilitate obtaining information on the type of vessels and the containers they carry.
Airports	Note information on carriers, flight paths, and airport layout. Annotate location of air traffic control (ATC) tower, runways, passenger terminal, and parking areas.
Trains/Subways (e.g. BART)	Note location of rails and lines, interchanges, terminals, tunnels, and cargo/passenger terminals. Note any HazMat material that may be transported via rail.
Government Facilities	Note location of Federal/State/local government offices. Include locations of post office, law enforcement stations, fire/rescue, town/city hall, and local mayor/governor's residences. Note judicial offices and courts as well.
Recreation Facilities	Map sports arenas, theaters, malls, and special interest group facilities.
Other Facilities	Map location of financial institutions and the business district. Make any notes on the schedule business/financial district may follow. Determine if shopping centers are congested at certain periods.
Military Installations	Note location and type of military installations.
HazMat Facilities, Utilities, and Nuclear Facilities	Map location of these facilities.
NOTE: Security and emergency personnel representing all of the above facilities should work closely with local and State personnel for planning and response.	

City of Alameda Areas of Vulnerability

This information is available on a need-to-know basis only.

Resources

State Resources

Disaster Medical Assistance Teams (DMAT) -- Medical team of volunteer doctors, nurses, paramedics, emergency medical technicians and support personnel capable of emergency care, primary care, and health outreach.

Metropolitan Medical Strike Teams (MMST) -- Teams based in four California cities: San Diego, Los Angeles, San Jose, and San Francisco. They have a specialized medical supply cache stored locally of particular medicines and antidotes. The teams can respond to local, regional, or statewide events and can be activated locally or through the state's mutual aid system. They can assist in medical management of contaminated victims, perform technical consultation, provide medical intelligence about the incident, and interact with law enforcement.

Poison Control Centers -- Poison Control Centers provide human poison exposure and medical/health related information to responders and hospitals. Each center is staffed by Poison Information Specialists 24-hours a day. They have an extensive toxicology library and immediate access to consultants. These Centers may know the capability of each hospital in its coverage area.

Railroad Accident Prevention and Immediate Deployment (RAPID) Force -- This group of state agencies is available for responding to surface transportation accidents involving hazardous materials. RAPID force agencies can provide technical support in the areas of environmental fate, human health effects, cleanup technology, and laboratory services.

Federal Resources

Federal resources needed for supporting state and local consequence management response will be obtained through existing California mutual aid systems and by following the procedure outlined in the *California-Federal Emergency Operations Center Guidelines*.

Agency for Toxic Substances and Disease Registry (ATSDR) -- This unit of the Department of Health and Human Services is available to help assess public health threats posed by an incident, provide advice on personnel protective measures within the response area, respond to health complaints, and provide advice on the need to relocate nearby residents. Members are located in each USEPA regional office and are accessed through the EPA On Scene Coordinator.

Chemical/Biological Rapid Deployment Team (CBRDT) -- This is a chemical/biological terrorist incident response team providing medical and health care, technical assistance,

radiological and environmental monitoring, and explosives disposal. The team consists of members from the USPHS, DOD, USEPA, and DOE. It is led by the USPHS.

Department of Energy (DOE) Accident Response Group (ARG) -- A group of technical and scientific experts composed of DOE and DOE contractor personnel assigned responsibility for providing DOE response to peacetime accidents and significant incidents involving nuclear weapons anywhere in the world.

Department of Energy Aerial Measuring System (AMS) -- This system utilizes aircraft (helicopters and fixed winged aircraft) located in Washington DC and Las Vegas, Nevada, which can respond to radiological emergencies. Its capabilities include aerial search and photographic surveys, radiation (utilizing gamma spectroscopy) and multi-spectral scanning surveys, and real-time radiological aerial air sampling.

Department of Energy Atmospheric Release Advisory Capability (ARAC) -- This resource provides real-time computer predictions of the dispersion of radioactivity from a nuclear incident. It provides maps showing accumulated dose, airborne concentration, and contamination distribution. This resource is located at Lawrence Livermore National Laboratory.

Department of Energy Nuclear Emergency Search Team (NEST) -- A group of DOE and DOE contractor/laboratory scientists, engineers, and technicians who develop and maintain special equipment and procedures for deploying search, identification, diagnostic, disablement, damage mitigation, and other specialized support capabilities in response to lost or stolen nuclear weapons and special nuclear materials, to nuclear explosive threats, and to radiation dispersal threats.

Department of Energy Radiological Assistance Program (RAP) -- This unit serves as the initial DOE radiological emergency responder. It can assist in identifying the presence of radioactive contamination on personnel and equipment, and at the incident site; and provide advice on personnel monitoring, decontamination, and material recovery. Its equipment includes hand-held radiation detectors, air monitors, anti-contamination clothing, and communications equipment.

Disaster Medical Assistance Teams (DMAT) -- In addition to the teams located in California, other DMAT teams from around the country can be activated and deployed by the federal government to respond to events in California.

Domestic Emergency Support Team (DEST) -- The mission of this team is to provide advice and assistance to the FBI On scene Commander related to the capabilities of the DEST agencies and to coordinate follow-on activities.

Environmental Response Team (ERT) -- The ERT has expertise in treatment technology, biology, chemistry, hydrology, geology, and engineering. The ERT can provide access to special decontamination equipment for chemical releases and advice to the FOSC in hazard evaluation; risk assessment; multimedia sampling and analysis program; on-site safety, including development and implementation plans; cleanup techniques and priorities; water supply decontamination and protection; application of dispersants; environmental assessment; degree of cleanup required; and disposal of contaminated material.

Federal On Scene Coordinator (FOSC) – The FOSC is pre-designated by USEPA for inland areas and the USCG for coastal or major navigable waterways. FOSCs coordinate all federal environmental containment, removal, disposal efforts, and resources during an incident.

Federal Radiological Monitoring and Assessment Center (FRMAC) -- This center, managed by the DOE out of the Nevada Operations Office, coordinates federal off-site radiological monitoring and assessment activities for a nuclear incident. It provides the lead federal agency and the state with coordinated and quality controlled evaluation and interpretation of radiological monitoring and assessment data.

National Disaster Medical System (NDMS) -- The National Disaster Medical System includes the DMATs and the NMRTs, and also includes patient evacuation and transportation nationwide into definitive inpatient care. This system can be accessed to respond to terrorist incidents.

National Medical Response Teams (NMRT) -- There are three of these augmented DMATs located across the country (one in Los Angeles), specially trained and equipped to respond to terrorist incidents and deployable to assist local response efforts within a short time frame.

Radiation Emergency Assistance Center/Training Site (REAC/TS) -- This is an on-call team of physicians, health physicists, coordinators, and support staff located at Oak Ridge Associated Universities who can provide consultation or direct medical and radiological assistance in the field. Specific areas of expertise include medical and radiological triage, decontamination procedures and therapies, diagnostic and prognostic assessments of radiation injuries, and radiation dose estimates.

Radiological Emergency Response Teams (RERTs) -- EPA's Office of Radiation Programs (ORP) can provide response and support for incidents or sites containing radiological hazards. Expertise is available in radiation monitoring, radionuclide analysis, radiation health physics, and risk assessment. RERTs can provide on-site support, including mobile monitoring laboratories for field analyses of samples and fixed laboratories for radiochemical sampling and analyses. Requests for support may be made 24-hours a day via the NRC or directly to the EPA Radiological Response Coordinator in the Office of Radiation Programs. Assistance is also available from DOE and other federal agencies.

Response Task Force-West (RTF-W): This is a US 5th Army Command and Control unit responsible for providing coordination of all Department of Defense assets that may respond to a request for assistance from the FBI or FEMA. It will utilize Defense Coordinating Officers and other personnel to provide military support to civilian authorities. It is based at Fort Sam Houston in San Antonio, Texas.

Scientific Support Coordinators (SSC) – The National Oceanic and Atmospheric Administration provides SSCs to assist the FOSC by providing expertise in environmental chemistry, oil slick tracking, pollutant transport modeling, and natural resources at risk.

Superfund Technical Assistance and Response Team (START) -- A private contractor who provides technical assistance in the form of engineering, scientific, technical, managerial, administrative, and information management support for USEPA's emergency response, removal, and prevention program.

US Army Medical Research Institute of Infectious Diseases -- This laboratory is under the US Army Medical Research and Material Command, with capability to respond to a threat or actual incident involving biological agents or materials. Its Aero-medical Isolation Team is composed of physicians, nurses, medical assistants, and laboratory technicians who are specially trained to provide care to and transport patients with disease caused by either biological warfare agents or by infectious diseases requiring high containment.

US Army Research Institute for Chemical Defense -- The Institute is responsible for the discovery, development, testing, and evaluation of medical treatments and material to prevent and treat casualties of chemical warfare agents.

US Army Technical Escort Unit -- This unit provides worldwide escort, neutralization, disposal, and emergency response to toxic chemicals, munitions, and other hazardous materials. Its personnel are trained in chemical, biological, and explosive ordnance disposal operations.

US Coast Guard National Strike Force (NSF) – The NSF is composed of the three USCG Strike Teams, including the Pacific Strike Team, and the National Strike Force Coordination Center. The NSF is available to assist FOSCs in their preparedness and response duties.

US Coast Guard Pacific Strike Team -- Trained personnel and specialized equipment available to assist the FOSC in stabilizing and containing the spill, and in monitoring or directing response actions. It is a component of the NSF.

US Coast Guard District Response Group (DRG) -- The entity within each USCG district consisting of the combined USCG personnel and equipment, including marine firefighting equipment of each port in the district; additional pre-positioned response equipment; and a district response advisory team.

US Marine Corps Chemical/Biological Incident Response Force -- This standing consequence management force is tailored to respond to terrorist initiated chemical and biological incidents.

US Navy Medical Research Institute -- The Institute provides basic and applied research in infectious diseases and environmental medicine. The program has a deployable laboratory capability.

STATE & FEDERAL RESOURCES

Resource	Capability	Access
State Resources		
Disaster Medical Assistance Team (DMAT)	Volunteer medical team of doctors, nurses, paramedics, emergency medical technicians and support personnel capable of emergency and primary care	Emergency Medical Services Authority
Metropolitan Medical Strike Team (MMST)	Multi-disciplinary teams based in San Diego, Los Angeles, San Jose, and San Francisco. Have specialized medical supply cache stored locally of particular medicines and antidotes. Assists in medical management of chemical/biological incidents, performs technical consultation, provides medical intelligence.	OEC Executive Duty Officer
Poison Control Centers	Provides human poison exposure and medical/health information to responders and hospitals. Has toxicology library, immediate access to consultants, may know capability of each hospital in its coverage area.	1-800-876-4766 STATEWIDE
Railroad Accident Prevention & Immediate Deployment Force (RAPID)	State agencies which provide environmental fate, human health effects, cleanup technology, and laboratory service support.	OES Executive Duty Officer DTSC Duty Officer
Federal Resources		
DOE Nuclear Emergency Search Team (NEST)	A team of specially trained responders with special equipment capable of locating radioactive materials and handling damaged nuclear weapons. NEST is prepared to respond to terrorist incidents.	DOE Region 7 in Oakland
Accident Response Group (ARG)	Team prepared to respond to any nuclear weapons, weapons components, or special nuclear materials accident.	DOE
Aerial Measuring Systems (AMS) There is also a ground vehicle mounted version of this capability known as KIWI	Aerial search and photographic surveys, radiation and multi-spectral surveys, real time radiological serial air sampling.	DOE
Atmospheric Release Advisory Capability (ARAC)	Real time computer predictions of dispersal. Maps showing accumulated dose, airborne concentration, and contamination distribution. Can provide an estimate of the radiological health consequences.	DOE
Radiological Assistance Program (RAP)	Initial radiological response group. Identifies presence of radiation and contamination. Provides advice on monitoring, decontamination and material recovery.	DOE
Radiation Emergency Assistance Center/Training Site (REAC/TS)	An on-call team of physicians, health physicists, coordinators and support staff which can provide consultation or direct medical and radiological assistance in the field.	DOE
US EPA Radiological Emergency Response Team (RERT)	Response and support for radiological hazards.	EPA On Scene Coordinator
National Response Team (NRT)	Coordinates supply of personnel, equipment, technical advice to/among affected regions/districts	EPA/USCG Federal On Scene Coordinator
Regional Response Team (RRT)	Provides same capability as NRT within each region/district	EPA/USCG Federal On Scene Coordinator

Resource	Capability	Access
NRT/RRT Special Forces: NSF, SSC, ERT		
National Strike Force (NRF)	Consists of 3 USCG Strike Teams and the National Strike Force Coordination Center	EPA/USCG Federal On Scene Coordinator
Scientific Support Coordinators (SSC)	Environmental chemistry, chemical fate and transport support	EPA/USCG Federal On Scene Coordinator
US Coast Guard Pacific Strike Team (Part of NSF)	Stabilizing and containing spills and monitoring response actions	EPA/USCG Federal On Scene Coordinator
US EPA Emergency Response Team (ERT)	Expertise in treatment technology, water and personnel decontamination, chemistry, biology, engineering, on scene safety, access to decontamination equipment	EPA Federal On Scene Coordinator
USCG District Response Group (DRG)	Personnel, equipment (including marine firefighting and propositioned equipment and supplies).	USCG Federal On Scene Coordinator
Technical Assistance Team (TAT)	Private contractor providing engineering, scientific, technical, managerial, administrative, and information management support for US EPA's emergency response, removal, and prevention programs	EPA Federal On Scene Coordinator
Disaster Medical Assistance Team (DMAT)	Volunteer medical team of doctors, nurses, paramedics, emergency medical technicians, and support personnel	USPHS or FEMA
National Medical Response Team (NMRT)	Augmented DMATs (one in Los Angeles) specifically trained and equipped to respond to terrorist incidents	USPHS or FEMA
Chemical/Biological Rapid Deployment Team (CBRDT)	Provides medical and epidemiological services, chemical/biological warfare and hazardous materials experts, explosives disposal and environmental monitoring personnel. Made up of personnel from various federal agencies	USPHS, FEMA, or FBI
US Marine Corps Chemical/Biological Incident Response Force (CBIRF)	This standing consequence management force is tailored to respond to terrorist initiated chemical and biological incidents	DOD, FEMA, or FBI

Local Agency Roles & Responsibilities

The central premise of the emergency management system in California is that local governments have the primary responsibility for coordinating initial response activities. The table below summarizes local government responsibilities.

Summary of Local Jurisdiction Roles and Responsibilities

PREPAREDNESS	RESPONSE/RECOVERY-MUTUAL AID
• Identify all hazards that may pose a major threat to the jurisdiction. • Develop and maintain up-to-date emergency plans consistent with the State Emergency Plan and the California Master Mutual Aid Agreement. • Develop maps of jurisdiction showing areas subject to disasters. • Develop plans for meeting all conditions which could constitute a local emergency. • Develop standard forms available for use in requesting the Governor to proclaim a State of Emergency. • Identify needs for training.	• Provide initial response to save lives and protect public health, safety and the environment, including such actions as evacuation and people care. • Dispatch situation reports to the operational area coordinator and OES mutual aid region as the emergency situation develops and changes. • Identify multipurpose staging areas for support of recovery activities, • Maintain liaison with the OES Mutual Aid regional office and neighboring jurisdictions. • Request assistance from neighboring jurisdictions and the operational area. • Respond to emergency regulations issued by the governor. • Provide State OES with estimates of the severity and extent of damage resulting from a disaster including dollar values of both public and private damage sustained as well as estimates of resource costs required to alleviate the situation. • Respond to mutual aid requests. • Use resources received from neighboring jurisdictions and from state, federal and private agencies.

Following are CHECKLISTS for each EOC position for the City of Alameda:

Emergency Services Coordinator

Responsible for the overall management of the incident through completion or until officially relieved of command. Oversees the development and implementation of strategic decisions, and approves ordering and release of resources.

Action Checklist

- ❒ Sign in at EOC and wear name tag that identifies your position
- ❒ Set first meeting of the Command Staff
- ❒ Read the entire Action Checklist
- ❒ Depending on the type of incident, request a technical expert from Operations to serve as an advisor to the Command Staff.
- ❒ Determine objectives for the first operational period
- ❒ Consider declaring a disaster or asking the Public Health Director for a Public Health Declaration.
- ❒ Check with the safety officer on adequacy of personnel protection in the field for threat being faced.
- ❒ Request assessment of the EOC's security status from Law Enforcement.
- ❒ Make sure liaisons to the State and FBI have been assigned and are communicating to the Command Staff.
- ❒ Check with other affected Cities/town's managers as to current situation (s), keep lines of communications open as to facilitate possible requesting or rendering mutual aid.
- ❒ Check to make sure all lines of communications are operational between the EOC and all field units

Safety Officer

Action Checklist

- ❒ Sign in at EOC and wear nametag that identifies your position.
- ❒ Request maintenance staff to check the security of building such as ventilators and air ducts.
- ❒ Contact Operations to get an update on safety and security issues at this time and those anticipated in the future.
- ❒ Determine the appropriate type of protection and protective zones if biological, chemical or nuclear weapons have been used.
- ❒ Increase security of EOC above natural disaster levels.
- ❒ Control access to EOC building grounds
- ❒ Consider having all vehicles and traffic moved away from EOC building.
- ❒ Have all EOC participants present picture ID at EOC Checkpoint
- ❒ Limit the number of entrances to the EOC
- ❒ Screen mail and all deliveries to the EOC
- ❒ Make everyone aware of the possibility of secondary attacks.
- ❒ Develops safety plan and assures that all personnel are briefed on its content.
- ❒ Ensure airspace closure over the site.
- ❒ Brief shift replacement fully on all ongoing operations.
- ❒ Reviews all plans at sites for safety and security issues.

Public Information Officer

Responsible for the formulation and release of information about the event, as well as announcements for the public and is the point of contact for news media and other appropriate agencies and organizations.

Action Checklist

- ❒ Sign in at EOC wear nametag that identifies your position.
- ❒ Develop communications with other PIO's / agencies involved with incident if not confined to your jurisdiction.
- ❒ Assess need for additional staffing, and plan staffing for 24 hours.
- ❒ If a federal or FBI Joint Information Center (JIC) is established, send a representative.
- ❒ If chemical, biological or radiological agent is used request a technical expert from the Operations Section or the Health Department to help disseminate a clear and accurate message.
- ❒ Establish safe media conference areas, distant from the incident command post
- ❒ Establish regular briefings, and determine what information is appropriate to release to avoid panic and promote the best community response.
- ❒ Develop information releases that support response activities.
    - ✓ Medical facilities that victims can report to
    - ✓ Transportation routes and other areas that are closed
    - ✓ Immediate first aid measures that can be taken
    - ✓ Location of shelter facilities where evacuated personnel have been moved.
- ❒ After an event release non sensitive information about the event
    - ✓ Where, what, why, how
    - ✓ Units responding
    - ✓ Number of Casualties
- ❒ Do not release sensitive information
    - ✓ Names of fatalities/causalities
    - ✓ Specific type/agent involved
    - ✓ Dispersal methods used
    - ✓ Specific law enforcement activities.

Legal Officer

Legal counsel for the City Manager, Policy Group, and Management Section.

Action Checklist

- ❒ Advise the EOC Manager on the legal implications for response and recovery if incident is a terrorist act.
- ❒ If evacuations or medical quarantines are necessary, educate the Operations Section on the legal and policy issues involved.
- ❒ Develop or use existing declarations required for acquisition and control of resources.
- ❒ Develop or use existing declarations to protect City actions and personnel
- ❒ Develop or use existing declarations for evacuation and /or population control.
- ❒ Ensure detailed and complete records are maintained of all actions
- ❒ Prepare an After Incident Report when incident concluded.

State Liaison (may need to be assigned for WMD/Terrorism event)

Contact sent by the EOC Manager to the Joint Operations Center (JOC) for coordination and communication between the agencies.

Action Checklist

- ❒ Get briefing from field incident commander or the EOC Manager.
- ❒ Report to the State EOC or JOC if activated.
- ❒ Represent the interests of the Operational Area
- ❒ Share immediate EOC objectives and priorities with the State
- ❒ Provide hourly updates to the OP Area EOC
- ❒ Monitor resource requests from the OP Area to State.
- ❒ Identify and resolve logistical or communications problems from the Op Area to the State and vice versa.

FBI Liaison (may need to be assigned for WMD/Terrorism event)

Person sent from the EOC to the FBI Command post or the Joint Operations Center for coordination and communications.

Action Checklist

- ❒ Get briefing from Field Incident Commander or the EOC Manager
- ❒ Report to the FBI command post of the Joint Operations Center (JOC).
- ❒ Represent the interests of the operational area.
- ❒ Share the immediate EOC objectives and priorities with the FBI Special Agent in Charge (SAC).
- ❒ Provide hourly updates to the command post or the EOC.
- ❒ Develop two ways of communications with the EOC.

Operations Section Chief

Responsible for all tactical operations directly applicable to the primary mission. Coordinates the emergency operations units. You will also activate and supervise the organizational elements in accordance with the incident action plan. The Operations Section Chief is more of a coordinating position that a command position.

Action Checklist

- ❒ Report to the EOC sign in and wear your nametag which identifies your position.
- ❒ Contact Operations Chief in other affected jurisdiction(s) if any and offer your support.
- ❒ Get briefed on the issues and needs of the operations underway
- ❒ Establish regular communications intervals with field and command personnel
- ❒ Identify major operational problems
- ❒ Brief Operations Unit Leaders on available information
- ❒ Develop Operation Section of the EOC Action Plan
- ❒ Keep the Planning Section Chief Informed of incident intelligence and response operations of all branches.
- ❒ Coordinate with County emergency activities
- ❒ Establish a method for receiving reports from all Operations Branch Directors
- ❒ Determine if the high priority needs of the City are being met, address employment requests for mutual aid.
- ❒ Establish staging areas and appoint staging area managers.
- ❒ Determine the need and then request additional personnel
- ❒ Maintain a record of any and all activities of the operations section.
- ❒ Determine unique incident needs and requests
- ❒ Provide advise on recovery and reconstruction operations

Law Enforcement Unit

Responsible for protecting lives, enforcing laws and proclaiming orders, controlling traffic, evacuating areas, assisting FBI when requested in securing or investigating incident/crime scene.

Action Checklist

- ❒ Report to the EOC, wear your nametag which identifies your position.
- ❒ Contact the Law Branch at the command post and get briefed of the situation. Determine Law Enforcement needs.
- ❒ Contact the Law Branches of any other jurisdiction(s) involved and offer assistance, find our situation in their area, offer assistance if possible.
- ❒ Document the level of protection required and the need for additional protective equipment coordinate with the logistics section.
- ❒ Maintain key information on EOC Map and Charts. Include depictions of cold, warm and hot zones, CP location, staging area, and ingress and egress routes as defined by the Command Post.
- ❒ Assign specific work tasks to division/group supervisors
- ❒ Provide situation and resource information to Operations Section Chief and the Planning Section.
- ❒ Recall off duty officers and support personnel as needed
- ❒ Request mutual aid (if necessary) to support the day-to-day patrol activity.
- ❒ If resources are short, make policy change to respond to only serious calls for service until such time as adequate personnel are available.
- ❒ Monitor deployment of special units, CIRT (Critical Incident Response Team), Bomb and other forces.
- ❒ Request assistance from the Public Works Department to help establish road blocks.
- ❒ Send liaison to FBI Command Post
- ❒ Evaluate and relocate available resources according to needed priorities update as the priorities change.
- ❒ Develop current lists of personnel and equipment both on the scene and at the staging areas.
- ❒ If evacuation is being considered alert Logistics Section for shelter and transportation.
- ❒ Maintain a current log of personnel duties and details handled

Fire & Rescue Unit

Responsible for protecting lives and property, coordinating fire field forces in providing firefighting services, emergency medical services, radiological and hazardous materials responses, light and heavy rescue services. Also may provide gross decontamination when needed.

Action Checklist

- ❒ Report to EOC, sign in and wear your nametag that identifies your position.
- ❒ Contact Fire Branch at the Command Post and get briefed on situation there.
- ❒ Get briefing from the EOC Manager
- ❒ Determine Fire-Rescue needs at the present time and in the future as the incident unfolds.
- ❒ Recall all necessary field and support personnel
- ❒ Contact Fire Branch(s) of any other affected jurisdictions and obtain their situation status and offer assistance.
- ❒ Develop and update list of all units on scene and in staging.
- ❒ Maintain key information on EOC Map and Charts. Include depiction of cold, warm and hot zones, CP location, staging area, ingress and egress routes as defined by the Command Post.
- ❒ Assess the need for additional transport and triage units
- ❒ If evacuation is ordered monitor special medical needs.
- ❒ Depict accurate information of hospital capacities on EOC Chart
- ❒ Request mutual aid if needed.
- ❒ Request technical assistance through the State if needed by the Hazmat Team.
- ❒ Coordinate with Public Works Director to support gross decontamination if fire resources are inadequate.
- ❒ Coordinate with the Logistics Section on additional equipment and staffing that is needed now or is anticipated for future operations.
- ❒ Maintain an activity log for all personnel and equipment used at the scene

Communications Unit

Responsible for developing plans for assuring that the EOC communications system functions adequately; this includes messages, radios, and telephones.

Action Checklist

- ❒ Report to the EOC, sign in wear your name tag which identifies your position
- ❒ Assess the current adequacy of field communications by talking to Operations and Dispatch.
- ❒ If EOC communications line are inadequate, order additional lines installed with the approval of the Logistics Chief.
- ❒ Assess computer and data lines and upgrade as necessary.
- ❒ Install TV *outside* the EOC for the Command Section to view news.
- ❒ Order temporary hard lines to command posts, staging areas, shelters or other incident related facilities to relieve communications congestion.
- ❒ Activate any additional communications resources.
- ❒ Make sure of adequate communications between EOC, State and FBI liaisons and offices.
- ❒ Contact local wireless providers for extra phones for disaster service workers.
- ❒ Request HAM radio operators activated for additional communications.

Public Works Unit

Responsible for reducing damage, restoring essential services, such as Water, Waste Water management, and utility needs. Can coordinate using Public Works Crews to assist in heavy rescue when required, monitoring water supply, assisting Fire and Law Branches in road blocks etc.

Action Checklist

- ❒ Report to EOC sign in and wear your nametag which identifies your position
- ❒ Contact the public works branch at the Incident Command Post for briefing of the situation.
- ❒ Get briefing from the EOC Manager
- ❒ Determine Public Works needs now and those anticipated for the future as the incident unfolds.
- ❒ Recall all off duty personnel needed for the incident.
- ❒ Contact the Public Works Units of any other affected jurisdiction(s) and get briefed on their situation and offer your assistance.
- ❒ Assess availability of barricades and other possible equipment needed from other non-affected jurisdictions
- ❒ Provide gross decon for victims at the scene, in close coordination with Fire-Rescue.
- ❒ Resolve logistics problems reported from the field
- ❒ Coordinate with Medical Unit Leader to provide gross decon assistance at local hospitals if required.
- ❒ In close coordination with the on scene Hazmat Team Commander control decon hazardous material runoff to protect the environment.
- ❒ Monitor the quality of water and air, if the type of incident calls for it i.e.: Hazmat, Bio, or Nuclear.
- ❒ Assist in burying the dead if requested by the coroner.
- ❒ Assess the impact of the event on the Public Works operational capacity
- ❒ Assess the impact of the event on the water supply or waste water operations
- ❒ Test water supply and issue water treatment advisories as required through the Public Information Officer.
- ❒ Maintain an activity log for all personnel and equipment used in the incident.
- ❒ Coordinate with the Damage Assessment unit and inventory the following essential City services to establish restoration priorities.

- ✓ Electrical Power
- ✓ Natural Gas
- ✓ Telephone Service
- ✓ Traffic ingress and egress
- ✓ Damaged structures
- ✓ Bridges & Over Crossings
- ✓ Under Passes
- ✓ Water System
- ✓ Sewer System
- ✓ Storm Drain System

Damage Assessment Unit

Responsible for inspection of public and private buildings and collating data to provide an assessment of the impact of the event.

Action Checklist

- ❒ Provide an accurate damages assessment of the impacted area.
- ❒ Define the number of residential, industrial or commercial addresses affected.
- ❒ Determine the approx. dollar value of each loss.
- ❒ Determine buildings which are no longer safe for entry and mark as such.
- ❒ If cold, warm and hot zones are defined, safely determine how many residents and what residential addresses are in each zone.
- ❒ If businesses and homes have been contaminated, estimate the dollar value of the loss and report this to the Planning Chief for inclusion to the situation report to the State OES.
- ❒ Make list of utilities and other City infrastructure that is damages and document same.

Medical Unit

Take action to reduce loss of life by coordinating medical response, treatment and transportation of the injured. Coordinator between the field units and the receiving hospitals.

Action Checklist

- ❒ Report to the EOC, sign in and wear your name tag which identifies your position
- ❒ Contact field operations personnel and obtain situation briefing as well as from the EOC Manager.
- ❒ Establish and maintain environmental monitoring of all zones, run off, inside and outside the shelters and hospitals.
- ❒ Request community physicians respond as needed
- ❒ Provide PIO with public information on threat protection measures.
- ❒ Order quarantines where necessary, Coordinate with the Operations Section Chief.
- ❒ Advise the EOC Manager on the need to declare a public health emergency.
- ❒ Communicate with each receiving facility by all available means to:
  - ✓ Ensure that they have been given preliminary information including product or agent information.
  - ✓ Reconfirm phone, modem, and fax numbers that can be used for communication.
  - ✓ Identify hospital liaison for future communications.
  - ✓ Identify a preliminary antidote if need.
- ❒ Coordinate with responding hospital(s); establish off site treatment facilities as required.
- ❒ Record all communications with hospital facilities
- ❒ Request additional security from the Law Enforcement Branch
- ❒ Request Logistics Section to provide facility setup support if required
- ❒ Coordinate the documentation of all Field Medical Personnel, and patients, maintain a full record of your units activities at the incident.
- ❒ Coordinate with Mental Health for Critical Incident Stress Debriefings for victims and workers.

EMS Response to a Multi-Casualty Incident

INTRODUCTION

Multi-Casualty Incident (MCI) is defined as any incident where the number of injured persons exceeds the day-to-day operating capabilities; requiring additional resources and/or the distribution of patients to multiple hospitals. This will be different for each incident based on time of day, location, resources available etc.

For example, consider initiating an MCI if there are more than:

- 6 Adult or 3 Pediatric patients triaged as "Immediate"
- 15 patients triaged as "Delayed" or "Minor" (adult or pediatric)
- 6 or more ambulances are needed for transport.
- The number of patients exceeds the "First Round Destination Procedure".

The intent of this policy is to provide an operational guideline for pre-hospital and hospital personnel in the event of an MCI. The ultimate goal on any incident is to provide the highest level of care, for the most people, in the shortest amount of time.

Incident organization is based on, and comply with the State of California Standard Emergency Management System (SEMS), principles and practices of standard Incident Command System (ICS), and the **S**imple **T**riage **A**nd **R**apid **T**reatment (START) method of triage.

• SEMS is designed to provide standard terminology, operational concepts, mutual aid procedures and common communications at the state and local level.

• ICS is an escalating process starting at the simplest type of field organization and progressing to a formal MCI organization. The speed with which the MCI organization develops will be directly proportional to the arrival time of trained command personnel.

• The START method of triage is used to determine the severity of injury and transport category based on an assessment of the patient's ventilation, perfusion and mental status. In START, the first rescuers on the scene begin the triage process immediately.

• "B" denotes EMS channels. All channels in the policy refer to EMS medical radios B-1 thru B-15. Some agencies have EMS channels that are on A - Band instead of B.

INCIDENT COMMAND SYSTEM (ICS)

Command and Control

The Incident Command System is designed to be a flexible management system designed to fit the specific needs of any incident. The ICS organizational structure builds from the top down and expands as needed depending on the size of the incident and the resources available with responsibility and performance placed initially with the Incident Commander. If one individual can simultaneously manage all major functional areas, no further organization is required. If one or more of the areas require independent management, an individual should be delegated the responsibility for that particular area (e.g. triage, treatment, transport, etc.).

Incident Commander (IC)

The Incident Commander has the responsibility for the coordination of all public and private resources committed to the incident. In addition, the IC or his/her designee is responsible for notifying appropriate dispatch centers, requesting resources and developing incident objectives/strategies.

Depending on the size and duration of the incident, the IC may directly supervise EMS operations or may delegate this responsibility to another resource. The IC may delegate specific tasks, functions, or geographical areas to maintain an effective span of control.

The IC shall be responsible for designating and supervising the following functions (as needed):

COMMAND STAFF	
Position:	**Function:**
Safety Officer	Assure safe on scene operations
Liaison Officer	Representative from involved / impacted agency
Public Information Officer	Release incident information, only upon the approval of the Incident Commander

GENERAL STAFF	
Position:	**Function:**
Operations Chief	The direct control of tactical operations and the implementation of objectives
Planning Chief	The development of a procedure to deal with operational problems, track resources, monitor incident progress
Logistics Chief	The acquisition and distribution of resources and support services.
Finance Chief	Authorization of funding, reimbursement, compensation claims

EMS Positions within ICS

Medical Group Supervisor:

- Reports to Operations Chief. If Operations has not been established, reports to the IC
- Supervises Treatment Unit Leader
- Supervises Triage Unit Leader
- Communications with Transport Group Supervisor
- Requests additional personnel/equipment to staff triage or treatment units

Treatment Unit Leader:

- Reports to Medical Group Supervisor
- Establishes a centralized Treatment Area
- Requests additional personnel/equipment to staff Treatment Areas
- Determines which patients should be transported first
- Communicates/coordinates patient movement with Transport Group Supervisor

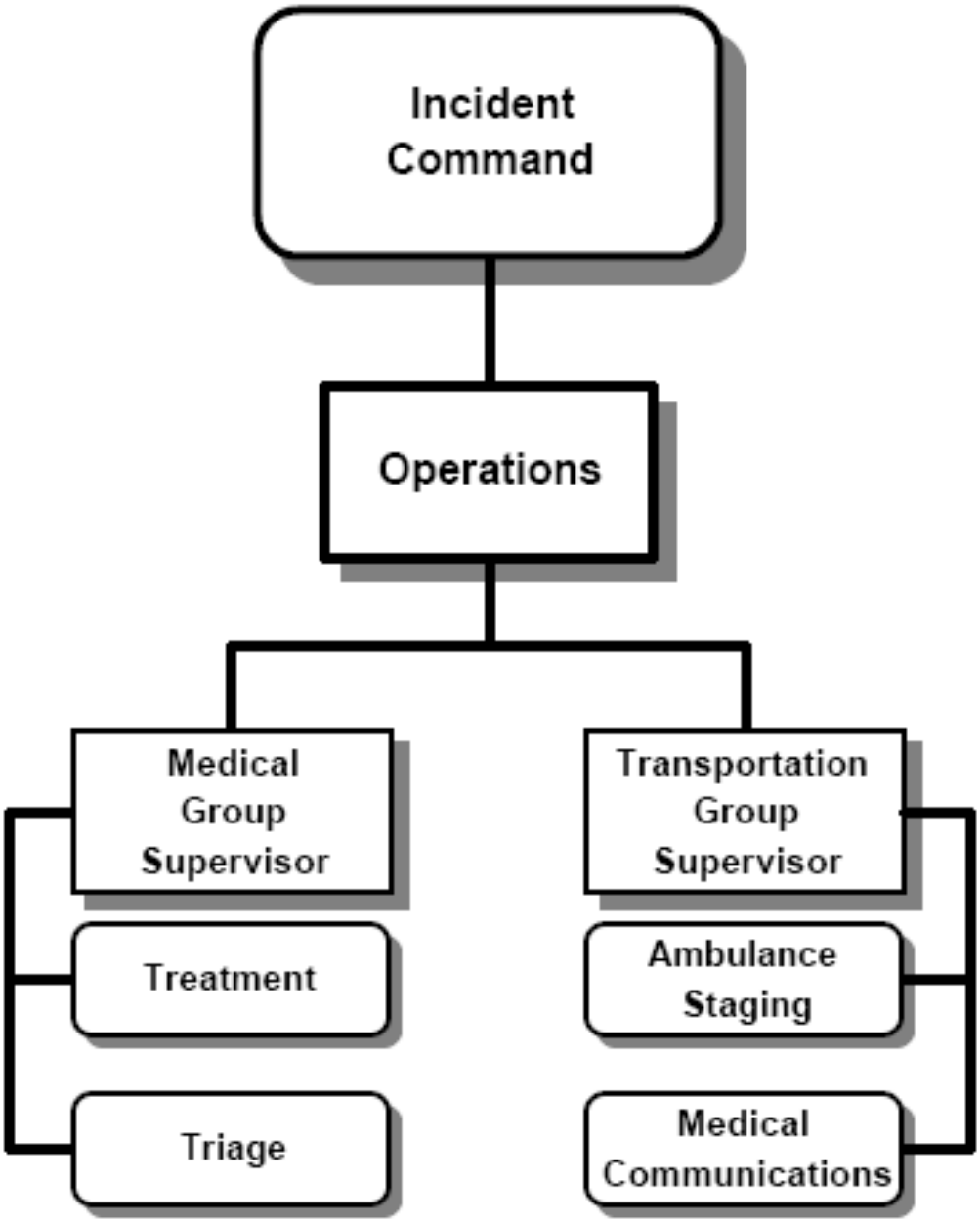
Triage Unit Leader:

- Reports to Medical Group Supervisor
- Oversees the Triage Process
- Notifies the Medical Group Supervisor of total number of patients
- Directs the movement of patient from the impact area to the various Treatment Area

Transport Group Supervisor: (transport agency supervisor or paramedic)

- Reports to Operations Chief. If Operations has not been established, reports to the IC.
- Communicates with ALCO-CMED
- Orders EMS resources, if assigned by IC. Notifies IC of all resources requested.
- Determines hospital destination and mode of transport for all on scene patients.
- Contacts medical control as needed.
- Documents the number of patients transported to each hospital
- Communicates/coordinates patient movement with Treatment Unit Leader

EMS POSITIONS IN ICS



PATIENT CARE

Triage:

- Use the START method of triage.
- Triage Tags should always be used.
- The Triage Tag Number will be documented on the PCR and MCI Log.

Recognized Triage Categories:

Standardized terminology will be used. The level of severity will be identified using the following criteria:

Category	Criteria	Action(s)
Immediate	Critical patient w/ life threatening injuries, likely to survive if patient receives definitive care within 30 minutes.	Casualties tagged "IMMEDIATE"," casualties will be moved with minimal stabilization as quickly as possible to designated treatment areas for reassessment and treatment.
Delayed	Serious but stable injuries may be life threatening, likely to survive if care is received within several hours.	Casualties tagged "MINOR" or "DELAYED" and patients without obvious injuries will be moved as quickly as possible to the ambulatory casualty collection area for reassessment and treatment.
Minor	Not considered life threatening, walking wounded.	
Deceased	Mortally wounded or death imminent.	Casualties tagged "DECEASED" will not be disturbed unless approved by the coroner and if necessary, investigated by law enforcement.

NOTE:

Hazardous Materials Exposure: START may not identify the seriousness of casualty exposure to a hazardous substance and should not be relied upon totally to establish priority of treatment and transportation.

Pediatric Patients: START may not adequately identify the severity of pediatric casualties. Consider age-appropriate vital signs and behaviors.

DESIGNATED AREAS

After the scene has been determined safe, the specific areas (such as the Treatment, Staging, Morgue Area, etc.) shall be determined/approved by the Incident Commander or his/her designee.

Area	Criteria	
Treatment Area	1. Treatment Areas should be located a safe distance away from hazards, up wind from toxic fumes and provide easy access / egress. 2. Clearly identify the Treatment Area representing the respective triage categories using salvage covers, cones, barrier tape, etc.	
	Small Incident	Establish a Centralized Treatment Area or treat patients in the impact area.
	Large Incident	Established a Centralized Treatment Area
Staging Area	A separate staging area should be established for Fire Department and Ambulance resources. These areas will be the gathering point for personnel and equipment. Transport units will be maintained in a one way traffic pattern facing the loading area.	
Loading Area	This is the area designated for the loading of patients into transport units. It shall be located in very close proximity to the Treatment Area. Position helicopter loading zone to not block access or egress of ground transportation.	
Morgue	Area designated for the temporary storage of deceased patients. This area should be located away from the treatment area(s) and is the responsibility of Law Enforcement Coroner's office.	

MCI ADVISORY

An MCI Advisory is used to notify the EMS system that a situation may exist that has the potential to exceed day-to-day capabilities, requiring additional resources and/or complex organizational structure.

Initiating an MCI Advisory

When to activate an MCI advisory	In the early stages of an incident to alert the system that a situation may exist that has the potential to exceed the day to day capabilities and may require additional resources and/or initiation of a complex organizational structure.
Who should initiate	Any responder to the incident
How to initiate	Through ALCO-CMED on "B-1". MCI Advisory status may be upgraded at anytime to an MCI Alert after a more complete analysis has been completed and an estimated number of patients has been obtained.
What information should be provided	The location and type of incident. ALCO-CMED will notify all hospitals. This notification is for information only.
How to cancel an MCI Advisory	Through ALCO-CMED. It is determined by the agency that initiated the advisory that an MCI does not exist and no additional resources are needed.

MCI ALERT

An MCI Alert consists of:

- Mobilization of the necessary resources
- Notification of ALCO-CMED
- Initiation of the Incident Command System.

Initiating an MCI Alert

When to activate an MCI Alert	When the number of injured persons exceeds the available resources. This will be different for each incident based on the time of day, location, resources available, etc. **For example, consider initiating an MCI Alert when:** • The number of patients may be more than: - 6 Adult Immediate or 3 Pediatric Immediate - 15 Delayed/Minor patients (adult or pediatric) • The number of patients may exceed the First Round Destination Procedure (see next page) • An incident may require the response of 6 or more ambulances • The IC deems it necessary
Who may activate	**Any responder to the incident**
How to initiate	**Through ALCO-CMED** on "B-1"
What information should be provided to ALCO-CMED	**Type of incident** **Location of Incident** **Estimated number of injured**
How to cancel an MCI Alert	**Through ALCO-CMED.** Determined by the Incident Commander once all patients have been transported and no additional resources are needed.

PATIENT DISTRIBUTION

The Transport Group Supervisor will make patient destination decisions.

First Round Destination Procedure may be implemented without prior authorization. All Alameda County receiving hospitals should prepare to receive patients, especially those in close proximity to the incident.

On-Line Medical Control: The Transport Group Supervisor should contact Highland Base early in the incident, as needed, for:

- Out-of-county trauma center bed availability.
- Alameda County receiving hospital ED bed availability:
  - if the number of patients will exceed the first round destination procedure, or
  - to send more patients to area hospitals during the first round destination procedure.
- Destination assistance.

First Round Destination Procedure	
Non-Trauma patients"" to each Alameda County receiving hospital (for a total of 6): • Two (2) "Immediate" • Four (4) "Delayed" and/or "Minor" ** e.g. Medical incident, Haz Mat, etc.	**Trauma patients** to each Alameda County Trauma Center (for a total of 7): • Three (3) "Immediate" • Four (4) "Delayed" and/or "Minor"

TRANSPORTATION

The Transportation Group Supervisor will be responsible to coordinate the transport of all injured patients. Once transport units are available, patients will be moved from the **Treatment Area** to the **Loading Area**.

- The activation of EMS Aircraft should be considered whenever out of county trauma centers are used
- Vehicle loading should be maximized without jeopardizing patient care (example one immediate and one delayed patient per ambulance as opposed to two immediate per ambulance)
- Alternative methods of transportation, such as a transit bus, may be used for the transportation of minor priority patients.
- In general, no more than (2) two transport units should be committed to duties or assignments other than the transport of patients.

Whenever possible, patients should be transported to the most appropriate facility without overloading one facility. For example: transport critical ("immediate") trauma patients to trauma centers, pediatric patients to Children's Hospital - Oakland, and burn patients to burn centers.

Transport units will contact the receiving hospital via 800 MHz radio "B-5" and give a brief report on the patient(s):

- Age and sex
- START category
- Significant injuries and/or special circumstances (e.g., burns, unmanageable airway)
- ETA

MCI Log

The Transport Group Supervisor should maintain an **MCI Log** documenting:

- The START triage tag number
- The age and sex of the patient
- The START triage category and a brief description of the injury(s)
- The destination and transport unit number
- ED bed status at each receiving hospital/trauma center (as needed).

COMMUNICATIONS

Communication between all involved agencies is of the utmost importance and should be established early in the incident. Communication procedures may vary depending on the type of incident and different agencies involved. The following communications procedure should be implemented on every MCI.

Alameda County-Central Medical Dispatch (ALCO-CMED) will be the designated Disaster Control Facility for MCIs. Advise "ALCO-CMED" of MCI Advisory/Alert via 800 MHz radio – "B-1".

The first Alameda fire department company officer and Alameda fire department ambulance unit shall determine an appropriate communications plan between fire and EMS mutual aid responders, such as a common radio channel, face to face, or assigning a liaison.

Standardized communication channels:

	Talk-Group	Identifier	Purpose
CMED-Zone A	B-1	"ALCO"	Primary dispatch and hospital notification
	B-5	"MED-5"	Transporting units to receiving hospital
	B-7	"BASE"	Communication between Highland Base and Transport Group Supervisor
	B-15	"TAC-15"	Hospital-to-hospital communications if telephones are not working
Mutual Aid-Zone C	C-3	"IA-EMS"	Common communication channel between different agencies

A Medical Tactical Channel may be assigned by ALCO-CMED upon request of the IC.

Command and General Staff must be capable of communicating on VHF channels/frequencies. Alameda County VHF Mutual Aid radio channels are as follows:

White I: 154.280 (Travel channel, Command Net)

White II: 154.265

White III: 154.295

Red: 154.070 (TAC-4)

Twin Valley: 154.235 (TAC-5)

Cal-Cord: 156.075 (Interagency coordination / air operations)

RECEIVING HOSPITAL NOTIFICATION

Initial hospital notification of an MCI Advisory or MCI Alert:

- ALCO-CMED will initiate a general alert to all receiving hospitals within Alameda County.
- Neighboring "out-of-county trauma centers" will be notified by Highland Base via telephone.

Initial notification will include the following information:

- Type of incident (Medical vs. Trauma)
- Estimated number of patients (total)
- Incident location
- Standby for roll call in five minutes. Be prepared to provide ED bed availability to
- Highland Base. (**Note**: a roll call will be initiated for an **MCI Alert** only)

Hospital Roll-Call for MCI Alert

Five minutes after the completion of the general alert, ALCO-CMED will ring down receiving hospitals and conduct a "roll-call" to confirm receipt of the general alert (**MCI Alert** only).

COORDINATING BASE HOSPITAL

Alameda County Medical Center (Highland Base) will be the on-line Coordinating Base Hospital for MCIs.

Upon request of the Transport Group Supervisor, Highland Base will:

- Call out-of-county trauma centers and confirm bed availability.
- Call Alameda County receiving hospitals and confirm ED bed availability:
    - if the number of patients will exceed the first round destination procedure, or
    - to send more patients to area hospitals during the first round destination procedure.
- Provide destination assistance.

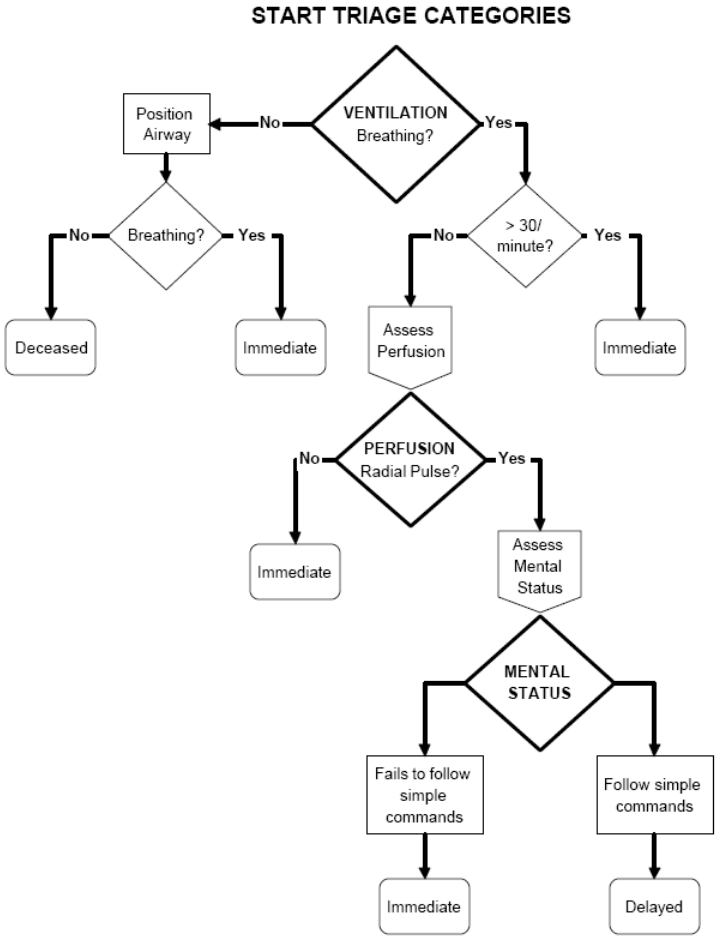
Maintain a bed availability status log . Have this information available for the Transport Group Supervisor, as needed.

RESOURCE MANAGEMENT

The Incident Commander has the overall responsibility for developing objectives and requesting the necessary resources required to mitigate the incident. The IC may delegate tasks or responsibilities to other qualified individuals; however, this should not be assumed, clear communications between all involved agencies is imperative.

The following items are MCI Management points to consider:

- The three "T's", assure that the functions of **T**riage, **T**reatment and **T**ransport have been addressed.
- Request resources in the early stages of the incident. Ensure adequate personnel and equipment
- Establish staging areas. Units that do not immediately have an assignment should stage one block away from the incident and wait for instructions.
- Use a one-way traffic pattern. Transport units should be staged to assure good access and egress from Loading Area.
- Have all incoming units drop off EMS equipment at a designated location.
- Request county disaster trailers through ALCO CMED.
- Use ICS Identification Vests. At a minimum the IC, Medical Group Supervisor and Transportation Group Supervisor should be clearly identified with vests. (Note: Blue is the recognized color for medical personnel).



ALAMEDA COUNTY MULTI-CASUALTY INCIDENT LOG

Date: Incident Name/Location: C-MED #:
Page ___ of ___

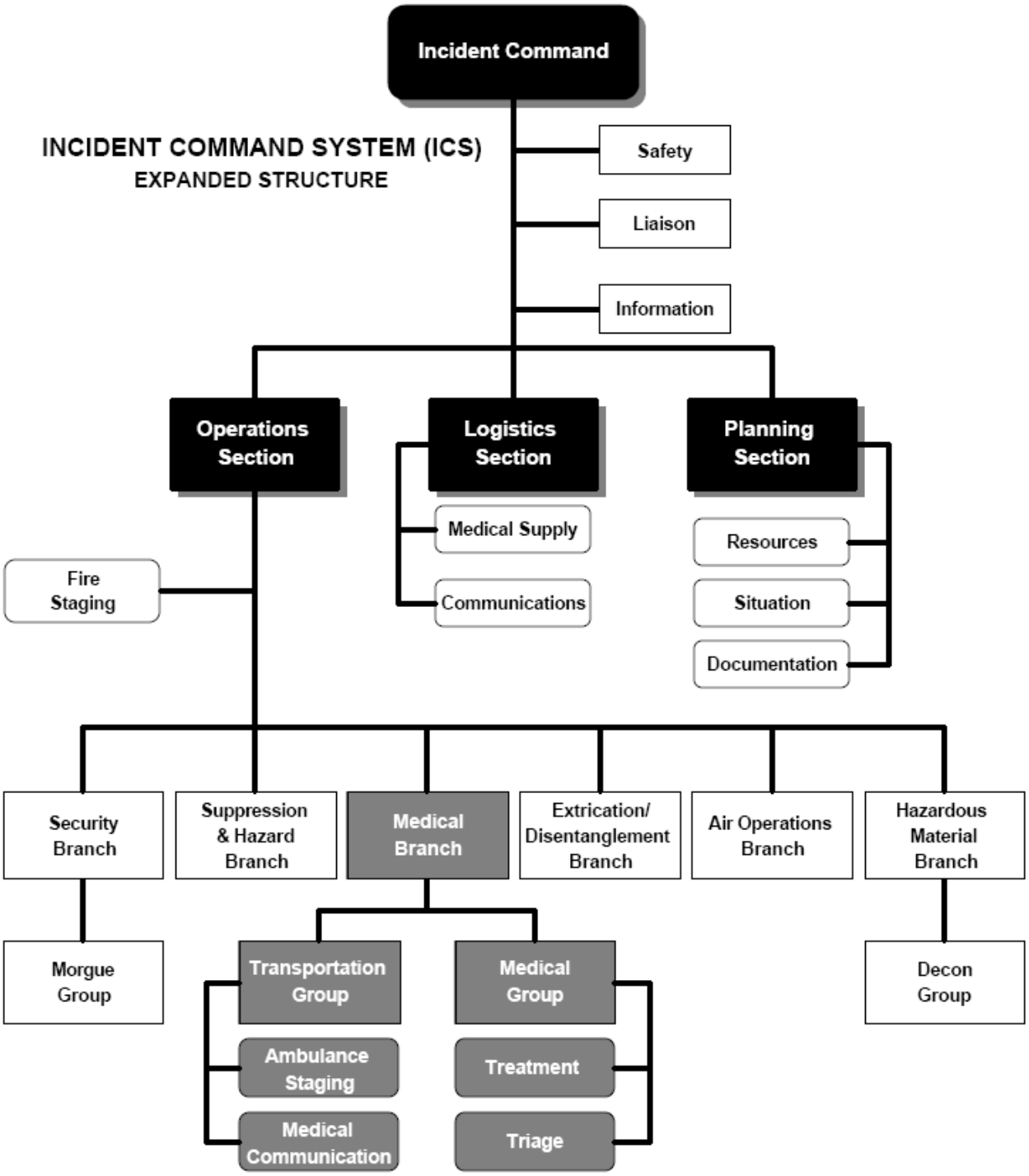
Triage Tag #	START Category	Unmanageable Problem	Primary Injury	Special Needs	Destination	Unit #	Time Off Scene	Sex	Age	Patient Name (if available
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		
	I M D							M / F		

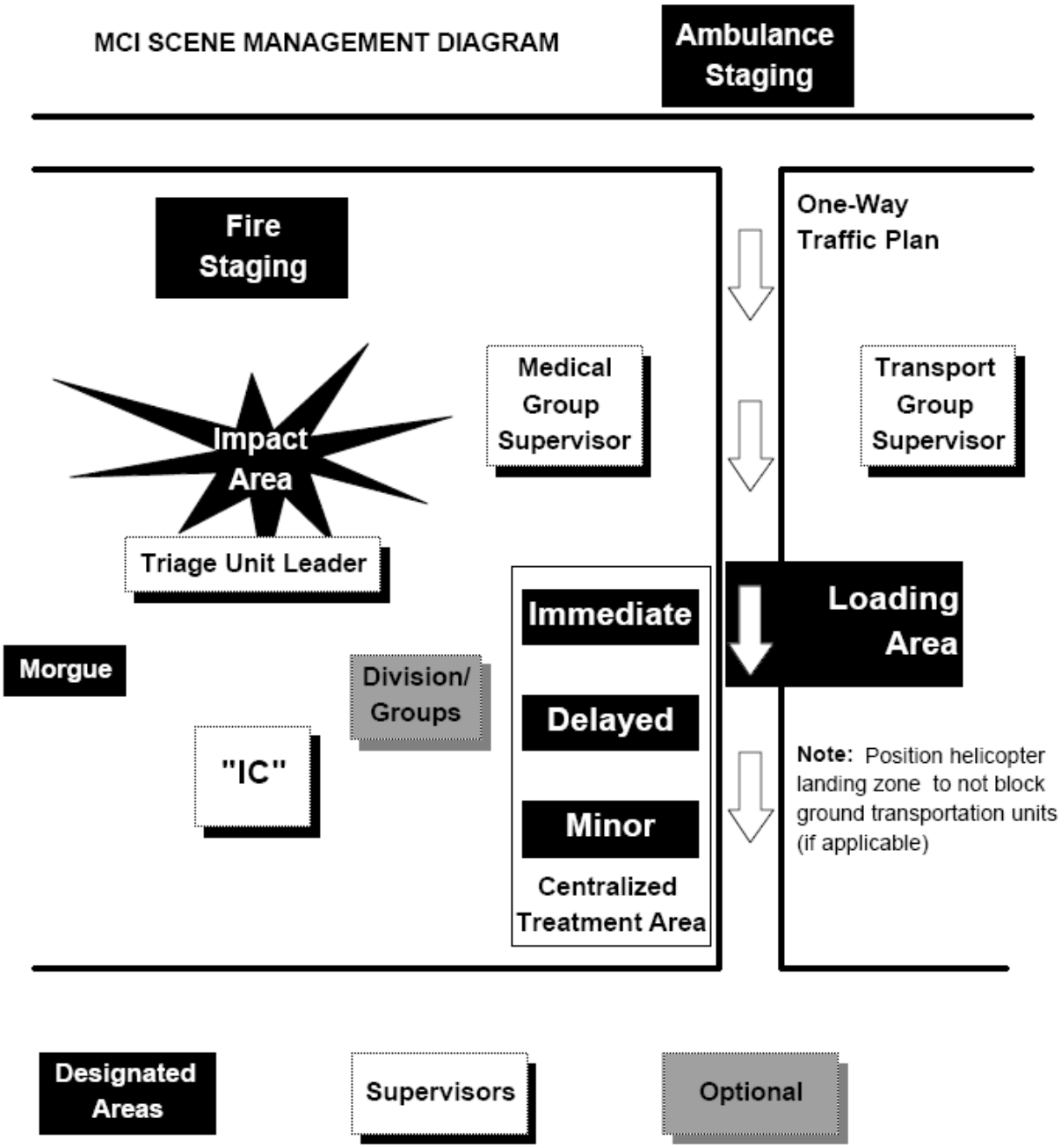
I = "Immediate" **M** = "Minor" D = "Delayed" Medical TAC Channel: Base Channel: "**A-7**"

MULTI-CASUALTY INCIDENT - TRANSPORT/ED BED LOG

Immediate	Minor	Delayed	Unit #	Destination	Immediate	Minor	Delayed	Unit #	Destination
				Alta Bates					St. Rose
				Children's					Kaiser Hayward
				Kaiser Oakland					Washington
				Summit					**San Jose**
				Highland					**Valley Med Ctr**
				Alameda					ValleyCare
				SF General					San Ramon
				San Leandro					**John Muir**
				Eden					Other:
				Stanford					Other:

Trauma Centers indicated in **BOLD** type Out-of-County Hospitals/Trauma Centers in shaded box


Incident Command
INCIDENT COMMAND SYSTEM (ICS)
EXPANDED STRUCTURE
Safety
Liaison
Information
Operations Section
Logistics Section
Planning Section
Medical Supply
Communications
Resources
Situation
Documentation
Fire Staging
Security Branch
Suppression & Hazard Branch
Medical Branch
Extrication/ Disentanglement Branch
Air Operations Branch
Hazardous Material Branch
Morgue Group
Transportation Group
Medical Group
Decon Group
Ambulance Staging
Medical Communication
Treatment
Triage


MCI SCENE MANAGEMENT DIAGRAM
Ambulance Staging
Fire Staging
One-Way Traffic Plan
Medical Group Supervisor
Transport Group Supervisor
Impact Area
Triage Unit Leader
Immediate
Loading Area
Morgue
Division/ Groups
Delayed
"IC"
Note: Position helicopter landing zone to not block ground transportation units (if applicable)
Minor
Centralized Treatment Area
Designated Areas
Supervisors
Optional

Planning Section Chief

Responsible for the collection, evaluation, dissemination and use of the information about the development of the incident and the status of resources. Information and intelligence are needed to (1) understand the current situation, (2) predict probable course of incident events, and (3) prepare alternative strategies to control operations for the incident.

Action Checklist

- ❒ Report to the EOC, sign in and wear your name tag which identifies your position
- ❒ Get briefing on situation from the EOC Manager
- ❒ Coordinate Command Staff meeting schedule
- ❒ Coordinate development and distribution of EOC action plan.
- ❒ Establish a weather data system for the effected area.
- ❒ In coordination with Federal, State and local resources, develop a prediction on potential scope, duration, size and social impact of the incident over the next 24 hours.
- ❒ Supervise the distribution and display of incident status information.
- ❒ Activate a strong recovery unit.
- ❒ Identify special resource needs and pass this information to Logistics Section.
- ❒ Supervise a thorough and accurate damage assessment

Situation Status Unit

Responsible for collection and organization or event and situation information and displaying the information in the EOC.

Action Checklist

- ❒ Report to the EOC, sign in and wear your name tag which identifies your position
- ❒ Collect and maintain incident data from the Operations Section and other sources
- ❒ Post incident information on charts including cold zone, warm zone and hot zones, evacuated areas, quarantined areas, (Biologic incident) and sheltering in place areas.
- ❒ If monitoring is being done for biological, chemical or radiological, collect and map readings for each established area.
- ❒ Map areas impacted and resources on scene or in staging areas Provide aerial and digital photos of affected area (s).
- ❒ Collect incident data:
  - ✓ Address and nature of incident (s)
  - ✓ Status of each incident (out of control, contained, controlled)
  - ✓ Special Hazards
  - ✓ Persons evacuated
  - ✓ Shelters
  - ✓ Persons injured
  - ✓ Persons dead
  - ✓ Property damage (est. $ loss)
  - ✓ City resources used
  - ✓ Outside agencies assisting

Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, transportation, equipment and supplies. Also responsible for providing communications and medical support.

Action Checklist

- ❒ Report to the EOC, sign in and wear your name tag which identifies your position
- ❒ Contact Logistics officer at the Command Post and get briefed and ask what is needed.
- ❒ Consult with Operations Sections, get briefed on equipment currently being utilized and projected needed in the field especially Decontamination Equipment and Supplies.
- ❒ Supervise a thorough and accurate damage assessment.
- ❒ Check supplies needed for command posts and staging areas, including tents, temporary buildings, portable showers, inflatable buildings, Tyvex suits, porta potties, tables, chairs, communications equipment, for command posts and staging areas.
- ❒ Meet with the Recovery Branch in the Plans section to anticipate needs in the recovery phase, including vendors to decontaminate buildings and grounds.
- ❒ Maintain a log of all resource requests for the incident.
- ❒ Alert Plans section if new resources, equipment or personnel are enroute.

Supply Unit

Orders personnel, equipment and supplies; receives, and stores all supplies for the incident; maintains the inventory for the supplies; and services non-expendable supplies and equipment.

Action Checklist

- ❒ From the Logistics Chief, determine supply needs at the Command Post, staging areas, and shelters.
- ❒ Review and fill all requests for supplies as soon as possible.
- ❒ Report any requests you're unable to fill to the Logistics Chief.
- ❒ Establish Food unit to service the Command Post, staging areas, shelter and Emergency Operations Center.

Care and Shelter Unit

Responsible for providing staffing and coordinating mass care and sheltering for affected residents and visitors.

Action Checklist

- ❒ If directed to establish shelters, ask for projected numbers being evacuated and where the cold zone begins.
- ❒ Identify locations for the shelters needed and check to see if predetermined site will suffice if not make arrangements for additional locations for shelters. Coordinate with Police, Fire and Medical Units.
- ❒ Develop a plan to assist the special needs population of the City with evacuation, sheltering or transportation to a treatment center.
- ❒ Prepare a file for each center listing:
  - ✓ Location
  - ✓ Type or Center (Evacuation, Shelter, Treatment)
  - ✓ Date/Time opened
  - ✓ Managing agency/organization
  - ✓ Supplies/materials delivered/consumed
  - ✓ Date/Time closed
  - ✓ Number of people served
- ❒ Coordinate with Logistics and Admin. and Finance Section in procuring necessary supplies and materials for center locations
- ❒ Consult with the Red Cross on the availability of their services.
- ❒ If evacuees have been in the area of a nuclear, biological, or chemical release determine through Medical or Health Department of evacuees will need to be decontaminates prior to shelter entry.
- ❒ If evacuees have been exposed and need decontamination request support from Operations for decontamination.
- ❒ Request from Supply Branch, Tyvex suits or new clothing for the shelter residents.
- ❒ Contact Salvation Army for clothing

- ❒ If a nuclear, biological or chemical release has occurred, request regular monitoring of the shelter and vicinity.
- ❒ Post any health monitoring readings in the shelter to prevent anxiety of the occupants.
- ❒ Set up regular information briefings on exposure and decontamination in the shelters by a health professional, which should be supported by a mental health professional.
- ❒ Establish a Food Unit through the EOC or Red Cross
- ❒ Establish a First Aid Station in the shelter with Red Cross nurses or ask Public Health for support.
- ❒ Request Red Cross or Mental Health to staff the shelter with a Mental Health Team 24/7 until further notice.
- ❒ Request communications, request from local phone company several banks of telephones for use by the evacuees.
- ❒ Establish multiple communications channels to the shelters
- ❒ Contact animal control to establish a pet shelter on the site.
- ❒ Develop and implement a Shelter Shut Down Plan and coordinate with the Demobilization Unit.

Finance Section Leader

Responsible for managing all financial and cost analysis aspects of the event, as well as supervising any subordinate positions created to assist. Maintains records of the incident for the recovery phase.

Action Checklist

- ❒ Keep records of all expenditures relating to the incident.
- ❒ Meet with State and Federal liaisons to ascertain what costs maybe reimbursed by the State or Federal Government.
- ❒ Keep time for all personnel at the scene
- ❒ Keep records of all volunteers working at the site and the time they spent there
- ❒ Maintain a file of all equipment rented.
- ❒ Close out a workers time and make sure all pertinent information is recorded before he/she is released from the incident
- ❒ Ensure Departments maintain proper records supporting assistance claims
- ❒ Procure supplies and equipment in support of emergency operation.
- ❒ Evaluate, reallocate and redistribute financial resources.
- ❒ Supervise the preparation and completion of all financial obligation documents
- ❒ Coordinate all financial transactions pertaining to recovery and reconstruction to assure proper documentation for recovery of funds. Ensure the tracking of such transactions and expenditures in keeping with FEMA/OES procedures. (This will allow for the ease of completion of Damage Assessment Summaries)
- ❒ Brief agency administration personnel on all related business management issues needing attention and follow up.

Cost Unit

Action Checklist

- ❒ Gather information for initial recovery implications of the emergency response
- ❒ Establish Federal/State and County Liaison with staff.
- ❒ Provide early information sharing of recovery priorities established by the EOC Manager with county, State and Federal agencies.
- ❒ Develop, with other effected cities or areas an effective disaster 'legislative agenda" for local and regional legislators.

ANNEX F

HAZARD MITIGATION PLANNING GUIDE

Table of Contents

HAZARD MITIGATION PLANNING GUIDE 0

Introduction 3

Definition of Hazard Mitigation 3

Hazard Mitigation Plan 3

Hazard Mitigation Planning 3

Federal Planning Instructions 4

State and Local Planning Requirements 4

The Planning Process 5

Three Prerequisites for Review and Approval by State & FEMA 5

Where to Begin 6

Local Hazard Mitigation Team 7

Hazard Vulnerability Analysis 8

Hazard Identification & Risk Assessment 8

Forecast Impact Effects 9

Example Prioritization of Hazards for Consideration 10

Examples Mitigation Strategy Development 10

Mitigation Factors to Consider and Apply to Vulnerability Study..... 10

PLAN Development Considerations..... 12

Additional Planning Resources 12

Cohesive, Ongoing Planning Means 12

State, Local & Special District Plans Should Be Comprehensive..... 13

Plan Maintenance 13

Adoption by Local Governing Body and Submission..... 13

Hazard Mitigation Annex - Association of Bay Area Governments' Plan 14

GLOSSARY OF TERMS..... 20

Multi-Hazard Mitigation Planning Guide

Introduction

Definition of Hazard Mitigation

Hazard Mitigation is any action taken to eliminate or reduce the risk to human life, property and the environment posed by a hazard. Hazard Mitigation may occur during any phase of a threat, emergency or disaster. Mitigation can and should take place during preparedness (before), response (during), and recovery (after) phases.

Hazard Mitigation Plan

The purpose of a Hazard Mitigation Plan is to integrate Hazard Mitigation strategies into the activities and programs of the Federal, State, County, and City governments and to the extent practical, into the activities of private sector organizations.

The plan identifies and evaluates specific Hazard Mitigation strategies to be considered by City of Alameda agencies and organizations. The strategies presented are deemed appropriate and effective by recommendation of the City of Alameda Hazard Mitigation Plan Steering Committee and the City of Alameda Planning Team.

Upon acceptance by the City of Alameda City Council, the selected strategies will be further developed for funding and implementation by the lead agencies. The plan describes the potential sources of Hazard Mitigation Strategy funding, and general procedures to obtain that funding.

The plan is based upon a detailed City of Alameda Hazard Vulnerability Analysis (HVA) that considers the natural, technological, and human caused risks to which City of Alameda is vulnerable. The plan describes strategies that government and private sector may utilize as their capabilities to mitigate those hazards.

It is understood that the mitigation strategies adopted in this plan are recommendations only, and they must be approved and funded to be implemented as official Hazard Mitigation Strategies for the City of Alameda.

Hazard Mitigation Planning

Hazard Mitigation Planning is a collaborative effort whereby:

- ✓ Hazards are identified in the detailed Hazard Vulnerability Analysis
- ✓ Vulnerabilities to the hazards are categorized and assessed
- ✓ The steering committee works to reach “Consensus” on how to minimize or eliminate the hazards’ effects
- ✓ The areas where consensus cannot be reached are noted as constraints

- ✓ Major areas where consensus cannot be reached may have to be addressed at executive level

Federal Planning Instructions

1. Section 322 of the Disaster Mitigation Act of 2000 instructed FEMA to establish criteria for mitigation plans.
2. Mitigation Plans are required of State and local governments as well as Tribal Governments.
3. February 26, 2002, FEMA published in the Federal Register 44 CFR Parts 201 and 206 – Hazard Mitigation Planning and Hazard Mitigation Grant Program: Interim Final Rule

Considerations

- ✓ The law specifically refers to "natural hazards"
- ✓ Note: FEMA strongly recommends that State and local governments also consider technological and human caused hazards that may result in disasters, including Weapons of Mass Destruction (WMD).
- ✓ Is FEMA willing to allow this round of funding for multi-hazard planning

State and Local Planning Requirements

1. Outlines short- and long-range mitigation goals and objectives
2. Documents ongoing State/local mitigation activities.
3. Documents State and local commitment to mitigation - (needs to address level and ability)
4. Demonstrates how a jurisdiction will carry out mitigation
5. Special Districts are included as local governments in the planning requirements

State and Local Planning Requirements

- ✓ Plans must be completed and approved by FEMA no later than November 1, 2004
- ✓ Jurisdictions without mitigation plans will be ineligible for future mitigation funding from FEMA (pre- and post-disaster) including certain non-emergency Public Assistance funding. Rules regarding Homeland Security Funding eligibility have yet to be developed.

The Planning Process

How Do You Know Where To Begin?

- ✓ Open public involvement in the planning process is required
- ✓ Opportunity for the public to comment during drafting and final approval
- ✓ Opportunity for neighboring communities, businesses, academia etc. to provide comments

Constraint – How to involve the public and protect post 9/11 (World Trade Center Disaster) sensitive information

Involves jurisdictions and community representatives in the planning body

Review and incorporate existing plans, studies, reports, and technical information

- ✓ All must be fully documented within plan
- ✓ Reference or attach documents have been reviewed
- ✓ Must include how plan was prepared – who participated and how the public was involved

Three Prerequisites for Review and Approval by State & FEMA

Formal adoption documentation must be provided by the governing body

For Multi–jurisdictional Plans:

1. Each jurisdiction must formally adopt the plan
2. Multi-jurisdiction strategies must show that each jurisdiction has participated in the process and that the strategies are connected to their own risk analysis and mitigation agenda
3. Statewide plans are not accepted as multi-jurisdictional plans

Where to Begin

Select and brief participants to a planning group or steering committee.

Decide whether the plan will be multi-jurisdictional and be sure to provide adequate representation on the committee for all jurisdictions involved

Develop goals

Goals may change during the process but start with those goals initially identified

- ✓ Investigate existing documents and information
- ✓ Research community Master Plan Goals
- ✓ Describe the basis for each goal

Select Planning Group

Select a facilitator and chair

Be sure that participants are willing to participate (the process is labor-intensive)

Participants must:

- ✓ Represent community interests
- ✓ Have specific knowledge to contribute to the Plan

Begin developing a detailed Hazard Vulnerability Analysis

Support

FEMA provides technical assistance to local governments for planning and project implementation/. The support may or may not be funded.

- ✓ Insurance, construction and utility industries have key roles
- ✓ Determine stakeholders and who they serve
- ✓ Prioritize importance of the services they provide
- ✓ Include broad representation base on the committee

Local Hazard Mitigation Team

1. Membership must span multi-agency and multi-disciplinary facets.
2. The team must meet regularly to review changes in statewide hazard vulnerabilities and mitigation priorities.
3. They must review and update the Plan to rank potential Hazard Mitigation Grant Program projects.
4. The Group must reflect the political will of the community and/or organization.
5. The Group will address politically sensitive areas.
    - ✓ Land use planning
    - ✓ Building Codes
    - ✓ Integration with master planning
    - ✓ State and Federal requirements/community services
6. Group requires the support of elected officials
7. Need to connect with special need populations

Full Time Members/ Adjunct Members (Planning Resources)

Some jurisdictions have appointed a small core of Hazard Mitigation Committee Members. As adjunct members, they brought on additional expertise as needed. Other committee options include:

- ✓ May have Committee advisors
- ✓ May have Committee Liaisons
- ✓ May have Committee legal advisors
- ✓ May have Technical Expertise

Planning Process Interim Rule

"…the planning process should include coordination with other State agencies, appropriate Federal agencies, interested groups, and be integrated to the extent possible with other ongoing State planning efforts as well as other FEMA mitigation programs."

How does this apply to a local governmental level?

Local governments must coordinate with local agencies, local groups State and Federal agencies, interested citizens and special Districts. Special Districts are considered to be a local government entity.

Hazard Vulnerability Analysis

44 CFR 201.6(c)(2) requires specific information sufficient to identify risks & prioritize actions such as:

- ✓ Detailed description of hazards
- ✓ Analysis of vulnerability
- ✓ Structures, dollar losses and land use trends should be included
- ✓ Multi-jurisdiction plans – address specific risks separately
- ✓ Identify data information sources – list in the plan
- ✓ Provide information for hazard rating or elimination: (for example if radon gas exists but it's not an issue then document that fact).
- ✓ Relationship to land-use and development

Hazard Identification & Risk Assessment

Hazard Identification

1. Must specifically identify and prioritize hazards by affect on the community
2. Must develop a composite map of hazards
   - ✓ Not geologic – identify risk intensity and potential effects
3. Describe the analysis process used
   - ✓ Historic occurrences
   - ✓ Technical geologic Identification
   - ✓ Potential based on growth and changes

Risk Assessment

4. How will a District's and/or a community's assets be affected by the hazard?
5. How will the region's assets be affected?

6. How will the State's assets be affected?
   - ✓ Tax base
   - ✓ Services
   - ✓ Resources
7. Transportation Links
8. Assessment of hazards apparent to the community on the current and future built environment
   - ✓ Type, location, and extent of all hazards that can affect the community
   - ✓ Vulnerability to these hazard, including types and numbers of buildings (current and future), infrastructure, and critical facilities
   - ✓ Estimate of potential dollar losses of those structures considered vulnerable
   - ✓ Description of land uses and development trends for future land use and decisions

Forecast Impact Effects

How the risks impact existing and future housing and development in your service area.

List information based on an "inventory of existing and proposed."

- ✓ Include Critical Facilities …those areas and facilities that are critical to the health and welfare of the population and are especially important post-disaster
  - Shelter, police, fire, hospitals, water, waste water treatment.
- ✓ Critical Service Areas
  - Shelters, hospitals, schools, utilities, roadways, communication, emergency response capabilities, water and wastewater treatment, local services, jails

Forecasting and Analysis

If this information is not currently available what are your options?

- ✓ Provide the best analysis with existing data

Identify a mitigation strategy to develop a better forecasting ability

Prioritize areas where forecasting is the most important vs. the hazard and concentrate efforts on those priorities

Explain limitations and constraints

Example Prioritization of Hazards for Consideration

1. Potential Deaths/injuries
2. Property Damage
3. Disruption of Critical Services
4. Future Development and Planning
5. Political Impact and Agenda
    - Public Safety
    - Prevention
    - Environmental
    - Economic
    - Community Cultural Considerations

Examples Mitigation Strategy Development

1. Development of blueprint/strategies for reducing the potential losses identified in the Risk Assessment.
2. Description of mitigation goals.
3. Identification and analysis of a comprehensive range of actions and projects.
4. Have an "Action Plan" describing how the mitigation actions and projects will be prioritized, implemented, and administered.

- Look at existing documents that have already identified goals and strategies

Mitigation Factors to Consider and Apply to Vulnerability Study

Individual Disaster Risks

- Magnitude
- Duration
- Distribution
- Area Affected
- Frequency
- Probability
- Degree of Vulnerability
- Community Priorities

Types of Regulatory Resource Examples for Hazard Mitigation Strategies

- Plans
- Zoning
- Regulations
- Codes
- Disclosure
- Moratoria
- Financing/Insurance requirements-ever changing market
- Taxation measures
- Open Space Planning
- Federal ID of Hazard Zones
- Flood Mapping
- Land Slide Mapping
- Fire Mapping

Types of Mitigation Strategies to Consider

Altering Hazard
- Berms
- Create buffer zones
- Sandbagging

Averting Hazard
- Redirecting Impact
- Channel Flow
- Structural-Terrace
- Land Treatment
- Vegetation

"Public Works Measures" - Adapting to Hazard
- Seismic retrofit
- New construction
- Anchoring homes
- Site Modification
- Drainage Systems
- Terraces

Avoiding Hazard
- Fault/Flood Setbacks
- Regulations
- Acquisition
- Relocation

Other Strategies

- Public education
- Public information
- Public hearings on risks
- Surveys and polls
- Public incentives
- Tax breaks for mitigation implementation
- Interest breaks for mitigation implementation
- Loans for mitigation implementation

- Community action to implement strategies
- Volunteer programs
- Private funding and donations

PLAN Development Considerations

1. Plans may be written at a multi-jurisdictional level.
2. County-wide, Watersheds, River Authorities, Planning Districts, etc.
3. Plan should include a specific annex for each participating jurisdiction.
4. Must be adopted by all jurisdictions sited in the plan.

Additional Planning Resources

- Local Planning Departments
- Regional Planning Councils
- Universities
- Individual Contractors
- State Department of Natural Resources
- Conservation Service
- Insurance Companies
- Others

Cohesive, Ongoing Planning Means

Create an integrated State and local mitigation process.

Keep the State Plan current by frequently updating results of local hazard and risk assessments and mitigation priorities.

Identify potential mitigation actions the State would support at the local level.

Document the mitigation activities taking place Statewide and link activities to maximize resources and results.

Conduct planning “throughout the year” including planning for post-disaster recovery.

State, Local & Special District Plans Should Be Comprehensive

How do the risks and services needs affect the following:

- Housing
- Land Use
- Economic Development
- Capital Improvements
- Historic Preservation
- Cultural Preservation
- Environment
- Natural Hazards

Plan Maintenance

- Plans must be monitored, evaluated, and updated every 3 years for State plans and every 5 years for local plans.
- Include a review for incorporating the plan into comprehensive or capital improvement plans.
- Public participation in the plan maintenance process is mandatory.

Adoption by Local Governing Body and Submission

Formal adoption and codification by appropriate governing board is required.

- Commissioners, Court, Quorum, Police, Jury, City Council, School Board, Special Districts etc.

Formal submission of plan to the State for review and coordination is required.

Formal submission of the plan to FEMA Regional office for review and approval completes the initial process.

Hazard Mitigation Annex - Association of Bay Area Governments' Plan

Introduction

The City of Alameda is a moderately sized city in Alameda County, California. The City has a population of 72,259 people, based on the 2000 census[1]. The City's budget for 2004-2005 is $266,413,862. The City employs 647 full time people.

The Planning Process

The City of Alameda has a Health and Safety Element to its General Plan that establishes development policies for the period 1990-2010. Included are a discussion of seismic, geologic, and soils hazards, fire hazards, and flooding. In addition, the City routinely enforces the requirements of the California Environmental Quality Act (CEQA) requirements (which, since 1988, have required mitigation for identified natural hazards). The City's effort has focused on building on these pre-existing programs and identifying gaps that may lead to disaster vulnerabilities in order to work on ways to address these risks through mitigation.

Many of the activities conducted by the City were fed into the planning process for the multi-jurisdictional plan. The City participated in various ABAG workshops and meetings, including the general "kick-off" meeting and the soft-story forum. In addition, the City has provided written and oral comments on the multi-jurisdictional plan. Finally, the City provided information on facilities that are viewed as "critical" to ABAG.

Key City staff met at regular intervals in 2004 to identify and prioritize mitigation strategies appropriate for the City. Staff involved in these meetings included the Planning Manager, Finance Director, Development Services Director, Public Works Director, OES Manager, Environmental Health and Safety Coordinator, Police Captain and Emergency Planning Consultants. The general priorities, appropriate City departments and planning milestones were identified. Preliminary budgets and potential funding sources for strategies designated as "High" priority were identified. The City provided the opportunity for the public to comment on the DRAFT mitigation strategies at the Alameda Disaster Council meeting in December 2004. The resolution adopting this Annex will be on the City Council agenda for late April, 2005. Once adopted, the resolution will add this Annex to the ABAG multi-jurisdictional plan.

Separately in 2005, the Disaster Mitigation Plan for the City of Alameda will be completed, presented for public comment, submitted for FEMA approval and presented to the Alameda City Council for approval as an Amendment to the City's General Plan.

[1] For complete Census information on this city, see **http://www.bayareacensus.ca.gov/**.

Hazard and Risk Assessment

The ABAG multi-jurisdictional Local Hazard Mitigation Plan, to which this is an Annex, lists nine hazards that impact the Bay Area, five related to earthquakes (faulting, shaking, earthquake-induced landslides, liquefaction, and tsunamis) and four related to weather (flooding, landslides, wildfires, and drought). These hazards also impact this community, except for landslides. Landslides do not impact the City of Alameda because of the flat terrain.

The impact of tsunamis is currently unknown. While the current Tsunami Evacuation Planning Maps do not show a hazard in the City, this is because the area has not been mapped. Researchers are currently examining the impact of tsunamis in the East Bay. Preliminary work, as indicated in the ABAG multi-jurisdictional plan, appears to show that the run-up elevation would be up to 50% of that at Ocean Beach in San Francisco. If so, many areas of the City with elevations of less than 21 feet would be inundated by water. However, the research is not published and is extremely preliminary. No further work on the tsunami hazard is possible in Alameda until the maps are completed and published.

While the City has undertaken a number of general hazard mapping activities since the first Health and Safety Element was prepared, all of these maps are less detailed and are not as current as those shown on the ABAG website at: **http://quake.abag.ca.gov/mitigation/**.

Information on disasters declared in Alameda County is at:
http://quake.abag.ca.gov/mitigation/disaster-history.html.

The City examined the hazard exposure of City of Alameda urban land based on the information on ABAG's website at: **http://quake.abag.ca.gov/mitigation/pickdbh2.html**. Of the 6,452 urban acres in the City,

- 536 acres are in the 100-year flood plain, while an additional 75 acres are in other flood-prone areas;
- 0 acres are subject to dam inundation;
- 0 acres are in areas of existing landslides;
- 6,403 acres are in areas of moderate, high, or very high liquefaction susceptibility;
- 6,104 acres are in the highest two categories of shaking potential, due to Alameda's proximity to the Hayward fault;
- 7 acres are subject to very high wildfire threat;
- 1,379 acres are in wildland-urban interface fire threat areas;

Drought, though a potential problem in the City of Alameda, is not fully assessed. The City will be working with ABAG and the various water supply agencies on this issue.

The City also examined the hazard exposure of infrastructure based on the information on ABAG's website at **http://quake.abag.ca.gov/mitigation/pickdbh2.html**. Of the 176 miles of roadway, nine miles of railroads, and 175 miles of underground pipeline in the City,

Two miles of roadway and two miles of underground pipeline are in the 100-year flood plain, while an additional one mile of roadway and one mile of pipeline is in other flood-prone areas;

No roads are in an area subject to dam inundation;

No roads are in areas of existing landslides;

176 miles of roadway, nine miles of railroads, and 175 miles of underground pipeline are in areas of moderate, high, or very high liquefaction susceptibility;

164 miles of roadway, five miles of railroads, and 163 miles of underground pipeline are in the highest category of shaking potential;

No miles of roadway, railroads, or underground pipeline are subject to wildfire threat;

38 miles of roads, one mile of railroad, and 38 miles of underground pipeline are in wildland-urban interface fire threat areas.

Drought, though a potential problem in the City of Alameda, is not fully assessed. The City will be working with ABAG and the various water supply agencies on this issue.

Finally, the City examined the hazard exposure of critical health care facilities, schools, and city-owned facilities, and bridges/interchanges based on the information on ABAG's website at **http://quake.abag.ca.gov/mitigation/pickcrit.html**. Of the critical facilities in the City,

- No critical health care facilities, schools, city-owned facilities, or bridges/interchanges are in the 100-year flood plain; one bridge/interchange is in another flood-prone area;
- No critical health care facilities, schools, city-owned facilities, or bridges/interchanges are in an area subject to dam inundation;
- No critical health care facilities, schools, city-owned facilities, or bridges/interchanges are in areas of existing landslides;
- All critical facilities are in areas of moderate, high, or very high liquefaction susceptibility – eight critical health care facilities, 24 schools, 48 city-owned critical facilities, and six locally or state owned bridges/interchanges;
- All critical facilities are in the highest two categories of shaking potential - eight critical health care facilities, 24 schools, 48 city-owned critical facilities, and six locally-or-state-owned bridges/interchanges;
- All critical facilities are in the low threat for wildfire;

Drought, though a potential problem in the City of Alameda, is not fully assessed. The City will be working with ABAG and the various water supply agencies on this issue.

Although areas of the City are located in flood-prone areas, there is no repetitive loss properties in the City based on the information at **http://quake.abag.ca.gov/mitigation/pickflood.html.**

The City plans to work with ABAG during 2005 to improve the risk assessment information being compiled by ABAG by providing information on unreinforced masonry buildings, tilt up's, and soft-story apartments located in the City.

The City of Alameda plans to work with ABAG in developing each hazard's impact and the potential level of damage to buildings, infrastructure, and critical facilities. ABAG's Annex specifically states ABAG's plans for 2005-2006.

As these impacts are not fully developed, the City has reviewed the hazards identified and ranked the hazards based on past disasters and expected future impacts. The conclusion is that earthquakes (particularly shaking), liquefaction, and flooding are more important than landslides, tsunamis, and droughts.

The City of Alameda is situated parallel to the Hayward fault, which is approximately four miles away. ABAG and the U. S. Geological Survey have estimated that within this region there is a 62% potential of a magnitude 6.7 or greater earthquake occurring within the next 30 years. Based upon the modified mercalli scale, the City of Alameda sits in the red zone showing a potential of IX-Violent Shaking that will produce heavy damage such as destroying buildings of Masonry D construction. Masonry C type buildings will be heavily damaged, sometimes with complete collapse. Masonry B type buildings will be seriously damaged, underground pipes will be broken and there will be conspicuous cracks in the ground.

The 1989 Loma Prieta Earthquake caused $2.1 million in damages to City of Alameda properties. Damages included broken water main lines in three locations, broken sewer lines in various locations, street collapse and sand boils on numerous streets, curbs/gutters, and bulkhead damage. In addition, the dollar amount of losses to private properties is not included here. However, there was private property damage such as fuel tank displacement, water service line displacement, bulkhead/rip-rap damage, private road/sand boils, and chimney and foundation damage. Also, there was full displacement of the military runway at Alameda Point.

Mitigation Activities and Priorities

As participants in the ABAG multi-jurisdictional planning process, City of Alameda staff helped in the development and review of the comprehensive list of mitigation strategies in the overall multi-jurisdictional plan. The list was discussed at a meeting of the Planning Manager, Finance Director, Development Services Director, Public Works Director, OES Manager, Environmental Health and Safety Coordinator, Police Captain and Emergency Planning Consultants in January, 2004.

During 2004, the mitigation strategies were reviewed and decisions made on each strategy's priority based on a variety of criteria, not simply on an economic cost-benefit analysis. These criteria include being technically and administratively feasible, politically acceptable, socially appropriate, legal, economically sound, and not harmful to the environment or our heritage.

Over time, we are committed to developing better hazard and risk information to use in making those trade-offs. We are not trying to create a disaster-proof region, but a disaster-resistant one.

In the City of Alameda, many of the mitigation strategies are existing programs already a part of the planning and review process, building and fire code enforcement, and development of the City's General Plan. Any new activities identified as part of this Annex will be incorporated into these existing mechanisms. Other activities will require funds that have not been identified. The City will be working to identify potential funding sources, including capital improvement budgets, bond issues, and federal or state grants.

In addition, through examination of the hazard exposure information to City-owned critical facilities supplied by ABAG, the City determined that the combination of construction type, age, and shaking exposure to Fire Station No. 3 is significant. Therefore, the City has applied for a Pre-Disaster Mitigation grant to retrofit this fire station.

Fire Station No. 3 serves 20% of the City's population, or 14,452 residents, and its mutual aid neighbors in the City of Oakland, the City of San Leandro, and the U. S. Coast Guard Island when marine emergencies occur.

Plan Monitoring, Evaluation, and Updating Process

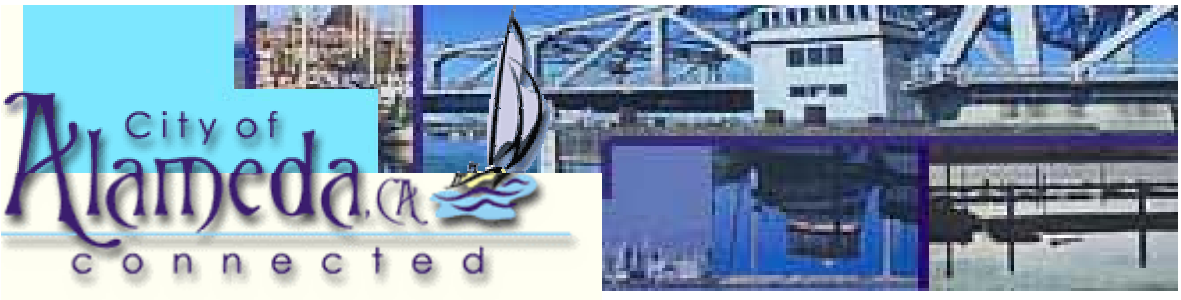
The City of Alameda is committed to reviewing and ***updating*** this plan annex at least once every five years, as required by the Disaster Mitigation Act of 2000. The City Planning Director will contact ABAG four years after this plan is approved to ensure that ABAG plans to undertake the plan update process. If so, the City again plans to participate in the multi-jurisdictional plan. If ABAG is unwilling or unable to act as the lead agency in the multi-jurisdictional effort, other agencies will be contacted, including the County's Office of Emergency Services. Counties should then work together to identify another regional forum for developing a multi-jurisdictional plan.

The City Planning Director will ensure that ***monitoring*** of this Annex will occur. The plan will be monitored on an on-going basis. Also, any major disasters affecting the City, legal and regulatory mandates, notices from ABAG as the lead agency in this process, and other triggers will be used to initiate monitoring, evaluation, and updating. Finally, the Annex will be a discussion item on the agenda of the meeting of City department heads at least once a year in April. At that meeting, the department heads will focus on ***evaluating*** the Annex in light of technological and political changes during the past year, or other significant events. This group will be responsible for determining if the plan should be updated.

The ***public*** will continue to be involved whenever the plan is updated and as appropriate during the monitoring and evaluation process. Prior to adoption of updates, the City will provide the opportunity for the public to comment on the updates. A public notice will be posted prior to the meeting to announce the comment period and meeting logistics.

GLOSSARY OF TERMS

Critical Areas	Environmentally sensitive areas which include wetlands fish and wildlife habitat conservation areas; geologically hazardous areas; areas with a critical recharging effect on aquifers used for potable water; and frequently flooded areas. Critical areas have measurable characteristics which, when combined, create a value for or potential risk to public health, safety and welfare.
Erosion	The process whereby the land surface is worn away by the action of water, wind, ice or other processes, and by geologic events such as gravitational creep or landslides.
Federal Emergency Management Agency Hazard Mitigation Grant Program	Authorized Under Section 404 of the Stafford Act. Provides funding for Hazard Mitigation projects that are cost-effective and comply with existing post-disaster mitigation programs and activities. These projects cannot be funded through other programs to be eligible
Floodplain	Areas inundated with water that are typically adjacent to streams, rivers, lakes, and coastlines and are susceptible to strong winds.
Floodplain (100 Year)	Floodplains that have the potential to flood once every 100 years, or that have a one percent chance of flooding equal to or in excess of that in any given year.
Flood Way	An area of land immediately adjacent to a stream or river channel that, in times of flooding, becomes an enlarged stream or river channel and carries the floodwater with the highest velocity.
Hazard Mitigation	Any action taken to reduce or permanently eliminate the long-term risk to human life and property and the environment posed by a hazard.
Hazard Mitigation Plan	The plan resulting from a systematic evaluation of the nature and extent of vulnerabilities posed by a hazard present in society that includes the strategies needed to minimize future vulnerability to hazards.
Landslide Hazard Areas	Areas potentially subject to landslides, based on a combination of geologic, topographic, and hydrologic factors. This includes areas with any combination of bedrock, soil, slope, structure, and hydrology.
LIDAR	Light Detection and Ranging Airborne Laser Mapping. LIDAR compliments other remote sensing such as orthophotography and traditional topographic mapping. LIDAR is able to sense through vegetation (remove the trees) and produce a map of the actual topography.
Liquefaction	Liquefaction occurs in areas that have certain soils which lack cohesion and where the water table is close to the surface. Such soils can lose shear strength and flow like a liquid even during earthquakes originating beyond City of Alameda.
Seismic Hazard Areas	Areas subject to severe risk of damage because of earthquake-induced ground shake, slope failure, settlement, soil liquefaction, or surface faulting. Settlement can occur in areas with loose, unconsolidated soil, which can either slide or suddenly drop when shaken.
Wildfire Urban Interface	Wildland vegetation and forest areas adjacent to or intermingled with residential developments.



ANNEX G

CONTINUITY OF GOVERNMENT

Table of Contents

Succession of Officers Heading Departments **2**
Standby Officers 2
Reconstituting the Governing Body with Temporary Officers 3
Meeting of Government Body During an Emergency 3
Duties of Governing Body During an Emergency 3
Lines of Succession **4**
Seat of Government **5**
Emergency Powers and Authority **5**
Emergency Plans **6**
Emergency Operations Center(s) **7**
Alternate Emergency Operations Centers 7
Preservation of Vital Records **8**
Protection of Critical Infrastructure **9**
Definitions of Critical Infrastructures 9
Telecommunications 9
Electrical Power 9
Gas and Oil Production, Storage, Transportation 9
Banking and Finance 9
Transportation 9
Water Supply 10
Public Safety 10
Continuity of Government 10
Alpha-designator (Consequence Index) System 10
Critical Category Groupings 11
Category One 11
Category Two 11
Category Three 11

Continuity of Government

A major disaster could include death or injury of key officials, partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry. Law and order must be preserved and government services maintained. The California Constitution, the City Charter, and general law provide authority for continuity and preservation of local government.

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

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

To ensure continuity of government, seven elements must be addressed by government at all levels:

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

Succession of Officers Heading Departments

Section 8637, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the political subdivision to provide for the succession of officers who head departments having duties in the maintenance of law and order or in the furnishing of public services relating to health and safety.

The succession list for the primary City of Alameda emergency response functions:

Standby Officers

Section 8638, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the governing body to appoint up to three standby officers for each member of the governing body and up to three standby officers for the political subdivision's chief

executive. The standby officers shall have the same authority and powers as the regular officers.

Reconstituting the Governing Body with Temporary Officers

Section 8644, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code establishes a method for reconstituting the governing body. It authorizes that, should all members of the governing body, including all standby members, be unavailable, temporary officers shall be appointed by the chair of the board of the County, and if the chair is unavailable, then the chair of any county within 150 miles beginning with the nearest and most populated county and going to the farthest and least populated county, and if the chair is unavailable, then the mayor of any city within 150 miles of the City of Alameda.

Meeting of Government Body During an Emergency

Section 8642, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code directs local governing bodies to convene as soon as possible whenever a state of emergency or local emergency exists and at a place not necessarily within the political subdivision.

Duties of Governing Body During an Emergency

Section 8643, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code provides that the duties of the governing body during emergencies shall include ascertaining the damage to the political subdivision and its personnel and property, reconstituting itself and the political subdivision, and performing functions in preserving law and order and furnishing local services.

Lines of Succession

City Manager	1. City Manager 2. Assistant City Manager 3. Deputy City Manager
Police Chief	1. Police Chief 2. Police Captain 3. Police Captain
Fire Chief	1. Fire Chief 2. Deputy Fire Chief 3. Fire Marshall
Public Works Director	1. Public Works Director 2. Public Works Coordinator 3. City Engineer
City Attorney	1. City Attorney 2. Assistant City Attorney
City Clerk	1. City Clerk 2. Deputy City Clerk
Development Services Director	1. Development Director 2. Division Mgr – Community Development
Finance Director	1. Finance Director 2. Supervising Accountant
Human Resources Director	1. Human Resources Director 2. Senior Management Analyst
Library Director	1. Library Director 2. Supervising Librarian
Recreation & Park Director	1. Recreation & Park Director 2. Recreation Supervisor
AP&T Director	1. General Manager 2. Operations Manager
Housing Director	1. Executive Director 2. Housing Authority Manager

Seat of Government

In general, the seat of City government is that place where the City Council is sitting and meeting. That place is:

PRIMARY LOCATION

City Hall
2263 Santa Clara Avenue
Alameda, CA 94501

ALTERNATE LOCATION

City Hall West
950 West Mall Square
Alameda, CA 94501

The Mayor or any other member of the City Council may designate alternate or temporary seats of City government should that be necessary. The seat of City government may be the EOC, or its alternate location, during an extreme emergency.

Emergency Powers and Authority

Emergency powers are granted to City leadership by the California Emergency Services Act. Authority to take extraordinary measures during emergencies derives from City emergency ordinances and emergency orders that are authorized by the California Emergency Services Act.

Emergency Plans

The basis for a coordinated, effective response to a disaster is the emergency plan. Generally, the objectives of the emergency plan are to:

- Foster a jurisdiction-wide systematic approach to planning.
- Support a capability for prompt, coordinated response to large-scale disasters or threats simultaneously at all levels of government.
- Provide a basis for assured continuity of government.
- Promote uniformity in principles, policies, and concepts of operations and compatibility of organizations and systems to facilitate coordinated response.

This Plan, and other plans incorporated by reference, include those objectives as well as defining the relationship between it and response management. If emergency response is defined as a series of decisions by emergency managers, the emergency plan can be viewed as the framework for decision making. It structures the options from which a decision maker can choose. In other words, a plan is composed of decisions made during "normal" times to help guide decisions during a disaster.

The emergency plan is linked to the response phase in two important ways. First, during the planning process, the major agent-generated and response-generated demands are identified and strategies are developed for meeting them. The plan itself documents the strategies. Then, in the response phase, the strategies are evaluated and implemented. The second connection between planning and response management is exercises. Such activities should be mandated in the Comprehensive Emergency Management Plan and viewed as part of the emergency planning process.

Emergency Operations Center(s)

As a place, the EOC differs greatly from one organization to another, but the functions are much less variable. The EOC is responsible not only for assembling and directing local government response, but also for communicating with all other levels of government, with the private sector, and the public (both the public at large and the public at risk).

According to SEMS, the EOC is structured to fulfill an organization standard that includes the functions of management, finance & administration, logistics, operations, and planning & intelligence. Although each of the SEMS functions are necessary, coordination, communications, and intelligence are ***critical***. Communications is viewed as central, with coordination running a close second.

Communications issues are important to the City of Alameda's emergency response capability. These issues include channel capacity, the importance of multiple channels, and the planning for a viable emergency communications system. Communications issues appropriate to this plan are noted in ANNEX A.

The location of the City of Alameda's EOC is normally located in the Alameda Police Department (the Multi-purpose Training Room). In case of a major disaster, this location may be moved at the discretion of the Emergency Manager.

Other rooms in the Police Department Building will be identified as meeting rooms for Section, Branch and Unit Members, as required by the nature of the event.

Alternate Emergency Operations Centers

Alternate emergency operations centers for the City of Alameda are listed by priority:

PRIMARY LOCATION

Alameda Police Station Basement
1555 Oak St.
Alameda, CA 94501

ALTERNATE LOCATION

Alameda Fire Department Training Facility Bldg 522
431 Stardust Place
Alameda, CA 94501

Preservation of Vital Records

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

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

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

Vital records for the City of Alameda are maintained in several locations. A non-inclusive list includes the following:

Types of Records	Stored
Birth, Death and Marriage Certificates	Alameda County
Property tax	Alameda County
Real property	Alameda County
Historical archives	City Hall
Licenses and permits	City Hall
City-employed personnel and contractors	City Hall
Plans & Drawings	City Hall
Police and Police-related Records Police Personnel Files	Police Department

Protection of Critical Infrastructure

During a disaster, public and private facilities will play varying roles in terms of importance. Their importance may be based on their day-to-day role and their expansion during an emergency, or upon unique circumstances common to the requirements of a particular emergency response.

Definitions of Critical Infrastructures

The critical infrastructures addressed in this annex are as follows:

Telecommunications

The primary networks and systems that support the transmission and exchange of electronic communications among and between end-users (such as networked computers).

Electrical Power

The generation stations, transmission and distribution networks that create and supply electricity to end-users so that they achieve and maintain nominal functionality, including the transportation and storage of fuel essential to that system.

Gas and Oil Production, Storage, Transportation

The holding facilities for natural gas, crude and refined petroleum, and petroleum-based fuels, the refining and processing facilities for these fuels and the pipelines, trucks, and rail systems that transport these commodities from their source to systems that are dependent on gas and oil in one of their useful forms.

Banking and Finance

The retail and commercial organizations, investment institutions, and associated operational organizations, governmental operations, and support entities that are involved in all manner of monetary transactions, including storage for savings purposes, investment for income purposes, exchange for payment purposes, and disbursement for loan purposes.

Transportation

The aviation, rail, highway, and aquatic vehicles, conduits, and support systems by which people and goods are moved from a point of origin to a destination in order to support and complete matters of commerce, government operations, and personal affairs.

Water Supply

The sources of water, reservoirs and holding facilities, aqueducts and other transport systems, the filtration and cleaning systems, the pipelines, the cooling systems and other delivery mechanisms that provide domestic and industrial applications, including systems for dealing with waste water and fire fighting.

Public Safety

The medical, police, fire, and rescue systems and personnel that are called upon when responding to a public health, safety, or other unusual incident where speed and efficiency are necessary.

Continuity of Government

Those operations and services of government at federal, state, county, and local levels critical to the function of the City's systems such as public health, safety and welfare.

Alpha-designator (Consequence Index) System

In order to set in place some system for determining the importance of critical facilities, an alpha-designator system or "consequence index" has been developed. The alpha-designator system was developed to assist the public safety agency's ability to assess the importance of a critical facility. It will also provide a uniform system for prioritizing incidents collateral to a major catastrophic event.

Alpha-Designator	Description of Impact
A	Potential loss of life is 1-100
B	Potential loss of life is 100+
C	Significant physical injury to persons in the **immediate** area
D	Significant physical injury to persons in the **general** area
E	Adverse effect on public safety
F	Adverse effect on public health
G	Significant property damage (in excess of 10 homes or businesses)
H	Loss of critical communications or technology support systems
I	Major impact on transportation of goods, services, and/or people
J	Disruption of public services to a major segment of the population
K	Disruption of ability to provide care and shelter in the immediate area
L	**Requires immediate evacuation**

Critical Category Groupings

In addition to the alpha-designator, facilities will be grouped into one of three categories that describe their criticality to the City of Alameda's viability:

Category One

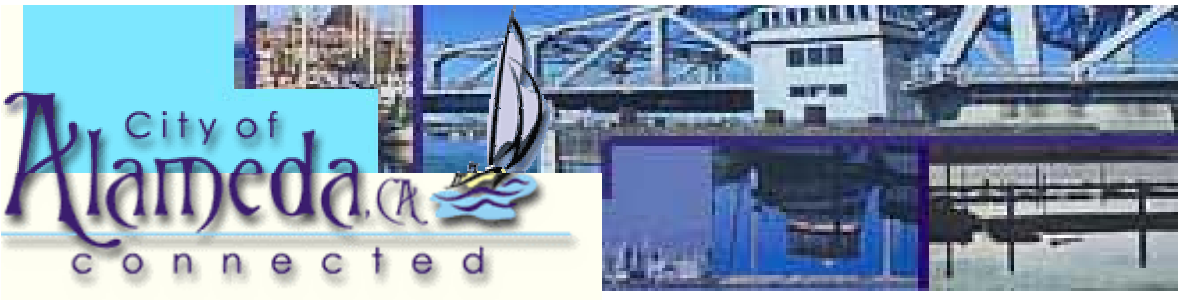
Damage to facilities or occupants will have a **significant and immediate impact** on the City of Alameda's ability to effectively respond to or recover from a catastrophic event. These facilities have been identified by a public safety or public health agency as critical to public safety or health.

Category Two

Includes facilities that, if damaged or destroyed, will have a **significant impact within 24 hours** upon the City's continuity of operations in business or the public interest. It generally should be an operation that is normally un-interruptible in nature. Alternatively, it could have regional, statewide, or national impact that could severely impact economic, governmental, or industrial operations.

Category Three

Includes facilities that, if damaged or destroyed, can cause **significant impact within 72 hours** to the continuity of operations in business or other public interest.



ANNEX H

FAMILY DISASTER PREPAREDNESS GUIDE

INTRODUCTION

Local and Federal government emergency services generally concede that they CANNOT fully respond to a major catastrophe in our area in less than 72 hours. This document has been prepared to help you and your neighbors to SURVIVE until government assistance becomes available.

This document is designed to lead you through quick, easy, individual steps to SURVIVE 72 hours. The WHY has been avoided where generally obvious, while presenting the most current information to support the WHAT and HOW?

First, read the document through, and then read it a second time; you'll be surprised what you missed. Second, decide what your family needs to SURVIVE, recognizing that advance preparation greatly improves your family's chances of survival. Using this document without any advance preparation only marginally improves your family's chances of survival in a major catastrophe.

Finally, proceed through the preparation process by overcoming the rationalization that nothing will happen or, if it does, it will "not be that bad." Fires, earthquakes, tornadoes, riots, etc., are reported daily in the news. IT CAN BE THAT BAD! Be diligent in your preparations for an event we hope will never occur. Work with your neighbors to help them prepare too.

To begin using this document following an emergency, turn to page four (4) and begin with the Day 0 Checklist. The checklist is a table of contents directing you to the appropriate subject.

SCOPE

This document is designed to guide you through the basic steps of preparing for a local or area-wide disaster, as well as executing the necessary actions to stay alive during and after a major catastrophe.

ASSUMPTIONS

The assumptions used to prepare this document are as follows:

1. Fire, police, medical and ambulance services may be unable to respond to residential and industrial areas for at least 72 hours following a major catastrophe, because roadways generally may be impassable.

2. Following a major earthquake, most local disaster plans require the CLOSING of all bridges in the area until they can be inspected for safety. This probably will catch many family members away from home and emphasizes the need for advance planning.

3. Hospitals may be full to overflowing with victims from the immediate vicinity who can reach these medical facilities by walking or by driving extremely short distances.

4. Material needs, such as water, food, blankets, etc., will not be available from local or federal government sources for at least 72 hours after the disaster occurs.

5. Electrical power, natural gas, water, sewer and telephone services may be virtually or completely unavailable.

If the family home is unable to provide structurally safe shelter, move in with friends, set up shelter outside the home, or possibly, if conditions allow you to get there, move into a motel.

The Emergency Services Act requires that all public employees are Disaster Service Workers (DSW) as defined in Section 3211.92, Labor Code.

DISCLAIMER

The City of Alameda will not be held responsible for the use or misuse of any information listed in this document.

REMEMBER

To fail to plan is to plan to fail

Table of Contents

SECTION	PAGE
DAY 1 CHECKLIST	5
DAY 2 CHECKLIST	9
DAY 3 CHECKLIST	10
EVACUATE HOUSE	11
TURN OFF UTILITIES	12
DETERMINE EVACUATION ROUTES	14
LOCATE CHILDREN	16
DETERMINE FAMILY ASSEMBLY POINT	17
EMERGENCY PREPARATIONS	19
FOOD STORAGE GUIDE	19
WATER STORAGE GUIDE	20
FAMILY EMERGENCY FIRST-AID KIT	23
FIREFIGHTING TECHNIQUES AND EQUIPMENT	24
EMERGENCY SHELTERS	27
ALTERNATIVE SOURCES OF HEATING, COOKING AND LIGHTING	28
SANITATION FACILITIES	29
QUICK FIX 72-HOUR PERSONAL AND CAR/HOME KIT	30
CHILDREN'S 72-HOUR SCHOOL KIT	32
IMPORTANT DOCUMENTS	33
PET CARE	35
Additional Emergency Information	37

DO NOT CALL 911 IF YOU HEAR A SIREN. ONLY CALL 911 IF YOU HAVE A LIFE-THREATENING EMERGENCY.

Please share this important information and practice the 3 steps of Shelter-Shut-Listen with your family, friends, neighbors, and colleagues. Safety and preparedness is a shared responsibility; together we can make a difference. Please join us in continuing to build a safer Alameda in which our future generations can live, work, and play in a Disaster Resistant California.

The Alerting & Warning System is a **Disaster Resistant California** partnership between:

SHELTER — SHUT— LISTEN

If you have any questions regarding the Alerting & Warning System, contact the city's Disaster Preparedness Office at (510) 749-5888.

Visit our website at www.ci.alameda.ca.us

THE CITY OF ALAMEDA'S COMMUNITY ALERTING & WARNING SYSTEM

ALAMEDA
A DISASTER RESISTANT COMMUNITY

COMMUNITY ALERTING & WARNING SYSTEM

"The Alerting & Warning System is an integral part of our overall community preparedness strategy."

James Christiansen
Fire Chief, Alameda

What is the Alerting & Warning System?

We must be prepared as individuals, as families, as communities, and as a nation to survive and respond to any disaster that might impact our community. To prevail and effectively recover, we must begin preparing at the local level. We have accepted the challenge of building a safer Alameda by partnering with all members of our community and working together towards a Disaster Resistant California.

The Alerting & Warning System (AWS) is a network of safety sirens and media links that warn and inform our community of what to do in an emergency or disaster. The City Council approved a project to develop and install an alerting and warning system for Alameda.

The new AWS, a critical element of the City's public safety program, was developed to save lives and minimize property damage during an emergency. The hazard warning sirens and media links will work in tandem to alert, warn, and provide specific emergency information to citizens in the event of certain emergencies. This includes dangers resulting from natural or technical hazards such as earthquakes, chemical spills, flooding, fires, storms, power outages, transportation incidents, and other public safety incidents. Upon hearing a siren, community members should immediately Shelter-Shut-Listen, then use the media links to quickly obtain emergency information, such as disaster type, evacuation routes, shelter and aid locations, etc. Community members should remain in the Shelter-Shut-Listen mode until further notification from the City.

DO NOT CALL 911 IF YOU HEAR A SIREN.
ONLY CALL 911 IF YOU HAVE A LIFE-THREATENING EMERGENCY.

Alerting & Warning System Elements

This Alerting & Warning System is comprised of several different components working together:

Sirens: five sirens are maintained by the Alameda Fire Department. Alameda's Police and Fire Departments activate these sirens. Depending on the incident, one, all, or any combination of the five sirens can be activated simultaneously. Each siren will be tested monthly on the same day and at the same time.

Radio Station: Alameda 1280 AM will be utilized by the City to disseminate emergency information during critical incidents and disasters. It can provide the community pre-recorded messages or live broadcasts. KCBS (740 AM), KGO (810 AM), and KNBR (680 AM) also carry Bay Area emergency information.

Telephone System: a high-speed telephone notification system called City Watch is available for the City to immediately contact a predetermined list of people in any affected part of the community. This system is used to deliver specific information and instructions when an emergency occurs or disaster strikes. Unlike radio or TV announcements, City Watch delivers messages with phone calls to targeted areas of the community. City Watch also has the ability to send multi-lingual messages. It uses the latest telephone technology to reach resident phones, cellular phones, pagers, and TDD systems (hearing impaired machines).

Television: Channel 15, Alameda's government access station, is capable of reaching all community members via television with City information. In the event of a critical incident or disaster it can be used for broadcasting emergency information.

Website: www.ci.alameda.ca.us is the City of Alameda's website and is capable of reaching all community members via the Internet with City information. Alameda's website can be used to disseminate critical information to the community during emergencies or disasters.

What to Do When You Hear a Siren

Shelter: Go inside your home, a nearby building, or your car and shelter inside to avoid exposure. If time permits, take your pets with you. If driving a car, safely pull over to the side of the road, turn off the engine and stay tuned.

Shut: Shut all doors and windows. Turn off ventilation systems including fireplace vents. Lock doors and windows to create the best seal.

Listen: Tune to Radio Alameda 1280 AM or TV Channel 15 and listen for updated information. Avoid using the phone unless you have a life-threatening emergency. Go to the City's website and watch for updated information.

Since disasters are unpredictable, one must be prepared for an emergency whether at home, at work, at school, or in the car. Think about places where you spend your time and how you can best prepare for an emergency at any given location and time. It is wise to keep a battery operated AM/FM radio and extra sets of batteries at home, work, and in your car.

DAY 1 CHECKLIST

After the Emergency

IMMEDIATE (1-2 hours) AT HOME

1. _____ Check for personal injury, be calm
2. _____ Check for fire
3. _____ Account for family members who are home
4. _____ Check for family member injuries
5. _____ Check utilities (no electrical switch movement if you smell gas!)
6. _____ Assess home for structural damage
7. _____ Put phone(s) back on hook, make only essential calls.
8. _____ Check for damage to car
9. _____ Check water, food, first aid supply
10. _____ Monitor TV/Radio
11. _____ Account for family members away from home

IMMEDIATE (1-2 hours) AT WORK

1. _____ Check for personal injury, be calm
2. _____ Observe safety of structure/fire - evacuate if necessary
3. _____ Provide emergency aid to co-workers
4. _____ Get 72-hour kit from car. Put on heavy sole shoes, jacket, gloves, etc.
5. _____ Turn on car radio. Listen for emergency information:
   _____ - Are roads and bridges open/passable?
   - Best to travel by vehicle or foot?
   _____ - Best to remain until daylight?
6. _____ Check in with out-of-area/state family emergency phone contact.
7. _____ Be sure car is safe to drive.
8. _____ If car is left, leave name on a note and what route you are taking, i.e., "Route B" home/rendezvous point (be sure your family knows where "Route B" takes you).
9. _____ Beware of dehydration. Drink at least a pint of water immediately.

10. _____ Eat if you feel like it and have water available.
11. _____ Take medications on time. Set your watch.
12. _____ Keep checking in with out-of-area/state phone contact until you reach rendezvous point/home.
13. _____ Observe weather conditions. If you are walking, this is important so you have adequate time to find or make shelter.

AFTER INITIAL DISASTER (2-12 hours)

1. _____ Recheck yourself and your family members' first aid needs.
2. _____ Perform structural inspection
3. _____ Evacuate home (if required)
4. _____ Evacuate area (if required)
5. _____ Set up sanitation facility
6. _____ Check on neighbors
7. _____ Eat/drink/rest
8. _____ Monitor TV/Radio

REMAINDER OF DAY (12-24 hours)

1. _____ Recheck first aid needs
2. _____ Improve shelter as required
3. _____ Monitor TV/Radio
4. _____ Set up alternative heat sources
5. _____ Salvage debris for potential use
6. _____ Collect garbage
7. _____ Check on neighbors
8. _____ Set up job assignments
9. _____ Eat/drink/rest

DAY 2 CHECKLIST

1. _____ Check for personal injury
2. _____ Check for radio, TV messages
3. _____ Check food, water
4. _____ Assure phone is on hook
5. _____ Evacuate home (if required)
6. _____ Evacuate area (if required)
7. _____ Check sanitation facility
8. _____ Check on neighbors
9. _____ Collect garbage
10. _____ Take pictures, notes for recovery assistance

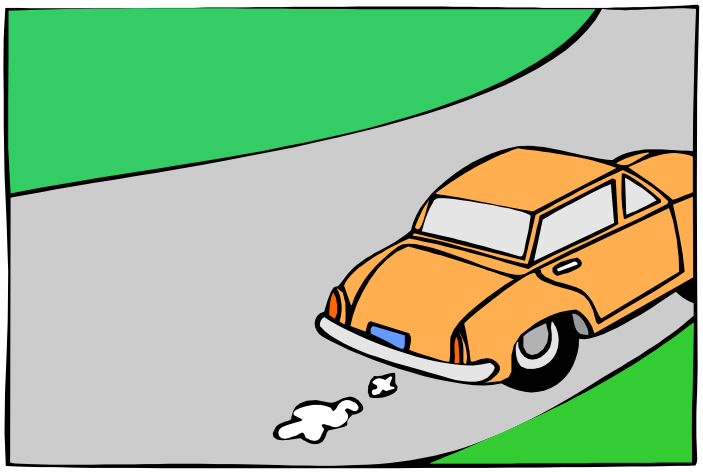
DAY 3 CHECKLIST

1. _____ Check personal injuries
2. _____ Listen for radio, TV messages
3. _____ Check sanitation facility
4. _____ Check on neighbors
5. _____ Report status
6. _____ Collect garbage
7. _____ Take pictures, notes for recovery assistance

EVACUATE HOUSE

1. Locate family members
2. Turn off gas only if you smell gas
3. Load 72-hour kit in car.
4. Load important papers
5. Turn off water
6. Turn off unnecessary electrical appliances, except refrigerator/freezer
7. Place telephones on hook
8. Lock all doors, including garage
9. Lock all windows
10. Load family and pet(s) into car
11. Lock front door as you leave
12. Review evacuation route map
13. Leave note telling where you can be contacted
14. Leave

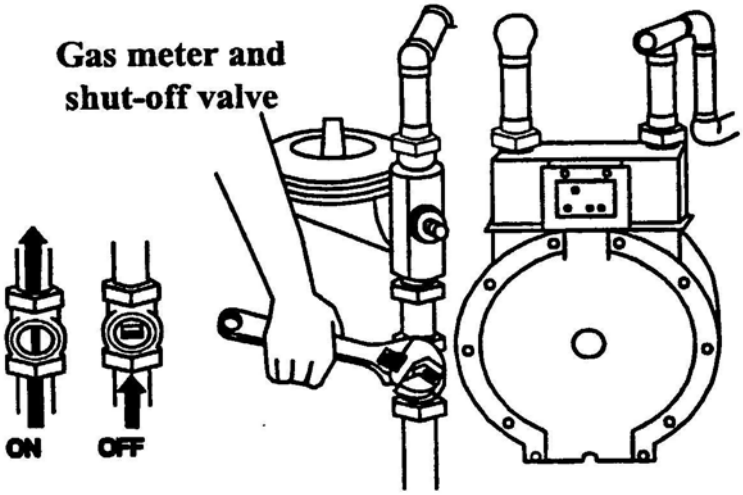
Note: Do not enter buildings that are unsafe. Further collapse may occur due to aftershocks.



TURN OFF UTILITIES

GAS

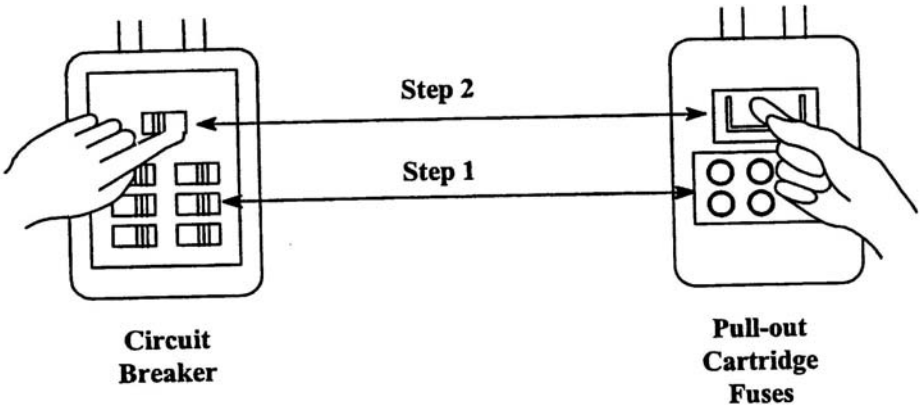
1. Turn gas off **ONLY** if you smell gas.
2. If you do smell gas, open the windows and leave the house. **DO NOT** use the phone. **DO NOT** turn **OFF** any electrical switches, or anything that will cause a spark.
3. Turn OFF the main gas shut-off valve. This valve is located next to your gas meter outside the house. Use a crescent wrench to turn the valve one quarter-turn, in either direction, to the "OFF" position (vertical is "ON" (!); horizontal is "OFF" (--).
4. For safety purposes, only the gas company should turn the meter back on. Only turn the gas off when absolutely necessary. **DO NOT** experiment with the valve to see if it is "working." To have it checked call the utility company for assistance.



Have wrench stored in a specific location where it will be immediately available

ELECTRICITY

1. Turn "OFF" **ONLY** if you see sparks or a fallen wire, or have reason to believe there is an electrical system malfunction.
2. Locate the main circuit box. It may be outside the house (often near gas meter), in the garage toward the outside wall, or in the hall in one of the rooms (primarily apartments).
3. Locate the "Main" circuit breaker or fuse. Turn the circuit breaker to the "OFF" position/or pull the fuse out.
4. To restore electrical service call your power company.



- For circuit boxes: Switch of smaller breakers first, then the main breaker
- Fuse boxes: Unscrew the individual fuses, then pull the main switch.

WATER

1. Turn off water service of the house. It is usually located in the front of the house near the hose bib. If there is damage to the piping in this area, or you are unable to locate the shut off, turn off at the water meter.
2. Locate the main shut-off valve outside the house. It is usually in a concrete box at ground level next to the sidewalk with cover that says "Water Meter". You will need a screw driver/knife/stick to open the metal cover.
3. Turn the valve clockwise to turn "OFF". Replace the cover.
4. Turn each valve counterclockwise (to the left) to restore water flow.
5. For any concerns regarding your water, contact your local water company.

DETERMINE EVACUATION ROUTES

EVACUATION FROM YOUR HOME:

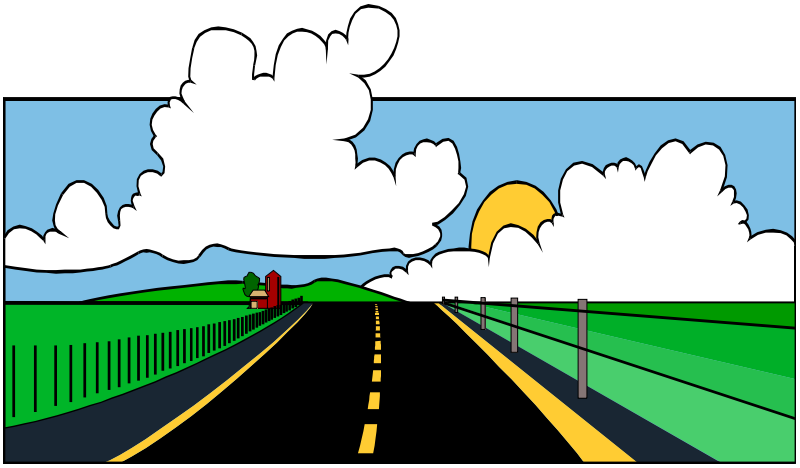
1. Keep detailed maps of the local area in your car. Have each potential evacuation route noted with a marking pen.

2. Drive those routes that you do not normally travel so you are aware of any changes. It is vital that you completely understand each of these routes now as your mind could go blank in a crisis.

3. It is also important to keep your car in good condition so you can leave on a moment's notice. Have extra oil and water available. Storing large amounts of gasoline (5-10 gallons) around your home, even in approved containers, is **NOT** advised due to the explosion hazard. Always keep you car gas tank at least half full. Snow chains and jumper cables should be kept in your car at all times. Extra wiper blades, fan belts, tow rope, signal whistle, and mirrors are also useful.

4. Be sure to include a 72-hour kit for each family member (Page 25).

5. If appropriate, turn off utilities (Page 11) before evacuating your home. Leave a note in a prominent position on the outside of your home to let others know you are okay and where you may be contacted.



EVACUATION FROM YOUR BUSINESS TO YOUR HOME

This will depend very much on the type of disaster.

Fire

Take your normal route home as this is assumed to be a local disaster.

Earthquake

ALL bridges will likely be closed to traffic. If you must use a bridge to cross a river, a lake or another highway, decide if you can get home by another route that has no bridges or overpasses. If this alternate route can be made on foot only or part way by auto and part by foot, decide if you are physically capable of walking the distance. Leave a note on your car stating where you are and what route you are taking home, e.g., "Plan B: (be sure your family fully understands that route). Be sure to have your 72-hour kit in your car.

In An Earthquake

DROP, COVER, and HOLD

Earthquake procedures in the home or office

At the first indication of ground movement, you should **DROP** to the ground. It will soon be impossible to stand upright during the earthquake. Getting to the ground will prevent being thrown to the ground.

You should seek protective **COVER** under or near desks, tables, or chairs in a kneeling or sitting position. If in a hallway, drop next to an inside wall in a kneeling position and cover the back of the neck with your hands.

You should **HOLD** onto the table or chair legs. Holding onto the legs will prevent it from moving away from you during the quake. Protect your eyes from flying glass and debris with your arm covering your eyes. You should remain in the DROP position until ground movement ends. Be prepared to DROP, COVER and HOLD during aftershocks.

After ground movement ends, check for injuries and safely evacuate the building. Move to a safe, open area, away from power lines and other overhead hazards
.

Earthquake procedures while outside or in a vehicle

At the first indication of ground movement, move away from overhead hazards such as power lines, trees, and buildings. **DROP** to the ground and **COVER** the back of the neck with your hands. Be aware of aftershocks. Do not re-enter buildings until it is determined safe to do so.

While in a vehicle, you should pull over to the side of the road and stop. If you are on a bridge, overpass, or under power lines, continue on until you are away from the overhead dangers. Wait until the ground movement stops and check for injuries. Be aware of after shocks, downed wires, or roads blocked by debris.

LOCATE CHILDREN

KNOW HOW TO GET TO THEM AT SCHOOL AND AT PLAY

AT SCHOOL

- They should remain at school until you come for them. Make sure your child understands it may take a while to get to them (see Children's 72 hour kit (page 31).
- Plan ahead to have someone pick them up if you are unable to get to them. Know the policies of your school or daycare center. Most schools require a letter be kept on file giving specific permission for someone else to pick up your child, e.g., your mother, daycare provider, etc.
- Contact your child's school to determine if and where they will be moved if school evacuation is necessary.

AT PLAY

- Agree on a place to meet--neighbor, relative, home. Sometimes it will be safer for the children to stay right where they are. Train your children to know when it is safe to go somewhere else and when it is safe to stay where they are.
- Reassure children. They probably will still be afraid after the disaster, even when you are united. Let them talk -- listen to them.
- Rehearse these situations after Sunday dinners, first day of school, first day of summer vacation, etc., so they really know what to do.

DETERMINE FAMILY ASSEMBLY POINT

Have family planning meetings

Make decisions where to meet. The following suggestions are provided:

1. Where to meet after a disaster:

    a. Home, if possible
    b. Neighbor's
    c. Relative or friend

2. In case of fire:

    a. Next door
    b. Nearby corner
    c. Neighbor's

Go over the plan often; keep it up-to-date. Playact different situations and practice the plan to see if you need to make changes.

Review on each family member's birthday.

Each family member should carry the phone number of a relative or family friend who lives far from your home. If family members are separated at the time of the major catastrophe, they should try to call the relative/friend and tell them they are OK and where they are going, or where they are staying. (Often times you can call out of a disaster area, but no one can call in.) This simple action can bring much comfort to many people, including you.

RECREATIONAL ACTIVITIES

After we do all we can it is important to be able to take children's minds and ours off the disaster. Have games of all kinds, books, toys, portable radios, coloring books and crayons, etc.

If you must evacuate, take the following:

Portable radios
Favorite snacks
Card games (Skip Bo, Old Maid, etc.)
Game books (crossword puzzles, word search, etc.)
Favorite toy, stuffed animal
Small pocket games
Pencils and paper
Coloring books and crayons
Favorite books

Be sure to include some of these items in you 72-hour kit.

EMERGENCY PREPARATIONS

FOOD STORAGE GUIDE

The following pages provide basic food storage information. In general, you should try to have foods that are:

- Non-perishable (canned or dried)
- Nourishing (from each of the basic food groups)
- Easily prepared and served
- Able to be eaten as-is (to conserve water and cooking heat)
- Completely edible, in small servings, with little or no waste or leftovers.

Store only food that you normally eat. Avoid commercial storage foods that contain items that are not part of your normal diet, or that you are unfamiliar with. It is important to maintain a sense of normalcy in any emergency to keep everyone calm. "Normal" food will help to achieve this good feeling.

It is very common that people are not hungry for the first 24 hours after a catastrophe. Their bodies will tell them when to eat. Remember to include baby foods, special dietary foods, favorite snacks, and food for your pets.

STORAGE

Keep food stored in the driest, coolest and darkest areas. Monitor storage area temperatures.

Critical Storage Temperatures

- 32 degrees F - Freezing
- 48 degrees F - Insects become active
- 95 degrees F - Fats melt

Storage Containers

Metal storage cans or heavy plastic containers with airtight lids are recommended.

1. Use unbreakable containers, if possible.
2. Do not stack breakable storage containers.
3. Only plastic containers that are approved by the FDA should be used to store food or water. If you don't know, ask at the place of purchase or the manufacturer. Determined rodents are known to gnaw through heavy plastic containers.
4. Date all containers when placed in storage and rotate on a regular basis to insure freshness.

Storage Tips

1. Store NOTHING on cement floors. Place slats of lumber between cement and the storage area to prevent sweating and rusting.
2. Store supplies in various locations in the house; if one part is damaged, you still have something left.
3. ALWAYS obtain top grade food products for storage.
4. Approximately 2 percent of food value is lost each year in canned foods stored under ideal conditions.
5. Buy nitrogen-packed food when possible. It has longer storage life, better quality and no insect infestation.
6. Heavy wire or a small piece of lumber should be attached to the front of storage shelves to keep contents from falling in the event of an earthquake.
7. Use clear plastic bags for food storage; colored plastic bags have been chemically treated and SHOULD NOT be used to store food.
8. Food, unlike water, may be rationed safely, except for children and pregnant women.

WATER STORAGE GUIDE

Stocking water reserves and learning how to purify contaminated water should be among your top priorities in preparing for an emergency. You should store at least one gallon of water per person per day for *at least* three days, preferably, two weeks. Children, nursing mothers, and ill people will need more. You will need additional water for food preparation and hygiene.

If your supplies begin to run low, remember: **Never ration water.** Drink the amount you need today, and try to find more for tomorrow. You can minimize the amount of water your body needs by reducing activity and staying cool.

STORAGE

You can store your water in thoroughly washed plastic, glass, fiberglass, or enamel-lined metal containers. Never use a container that held toxic substances, because tiny amounts may remain in the container's pores. Plastic soda bottles will degrade and have to be replaced at least every six months. Containers that are FDA approved for water storage are best. Replenish your water supplies annually (when you inventory all your emergency preparations).

Before storing your tap water, treat it with a preservative, such as chlorine bleach, to prevent the growth of microorganisms. Use liquid bleach that contains 5.25 percent sodium hypochlorite and no soap, dyes, or scenting. See the Purification table below for proper amounts.

Hidden Water Sources In Your Home

If a disaster catches you without a stored supply of clean water, you can use water in your hot-water tank, in your plumbing, and in ice cubes. As a last resort, you can use the water in the reservoir tank of your toilet (not the bowl), but only if has never held any bowl cleansers, and you purify it.

To use water in your pipes, let air into the plumbing by turning on the highest faucet in your house and draining the water from the lowest one.

To use water in your hot-water tank (water heater), be sure the electricity or gas is off, and open the drain at the bottom of the tank. Start the water flowing by turning off the water intake valve and turning on a hot water faucet. Do not turn on the gas or electricity when the tank is empty (post a note next to the thermostat not to use it, just in case.)

Do you know the location of your incoming water valve? You'll need to shut it off to stop contaminated water from entering your home if you hear reports of broken water or sewage lines.

WATER PURIFICATION

In addition to having a bad odor and taste, contaminated water can contain microorganisms that cause diseases such as dysentery, cholera, typhoid, and hepatitis. You should therefore purify all water of uncertain purity before using it for drinking, food preparation, or hygiene.

There are many ways to purify water. None are perfect. Often, the best solution is a combination of methods. Before purifying, let any suspended particles settle to the bottom, or strain them through layers of paper towel or clean cloth. Three purification methods are outlined below. These measures will kill microbes but will not remove other contaminants such as heavy metals, salts, most other chemicals and radioactive fallout.

Boiling

This is safest method of purifying water. Bring water to a rolling boil for 10 minutes, keeping in mind that some water will evaporate. Let the water cool before drinking. Boiled water will taste better if you put oxygen back into it by pouring it back and forth between two containers. This will also improve the taste of stored water.

Chlorination

Uses liquid chlorine bleach to kill microorganisms.

Chlorination Table

For this amount of **clear** water	Use this amount of bleach*	Let stand this amount of time
1 quart	2 drops	30 minutes
1 gallon	8 drops	30 minutes
5 gallons	1 teaspoon	30 minutes

** 5.25 percent sodium hypo chlorite without soap, dyes, or scents*

If the water is cloudy, double the amount of bleach above, stir, and let stand 30 minutes. If the water does not taste and smell of chlorine at that point, add another dose and let stand another 15 minutes.

If you do not have a dropper, use a spoon and square-ended strip of paper or thin cloth about ¼ inch by 2 inches. Put the strip in the spoon with an end hanging down about ½ inch below the scoop of the spoon. Place bleach in the spoon and carefully tip it. Drops the size of those from a medicine dropper will drip off the end of the strip.

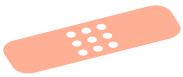
Purification tablets

Releases chlorine or iodine. They are inexpensive and available at most sporting goods stores and some drugstores. Follow the package directions. Usually one tablet is enough for one quart of water; double the dose for cloudy water.

FAMILY EMERGENCY FIRST-AID KIT

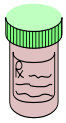
Box to hold supplies, preferably waterproof or large duffel bag
First aid Manual
1 Ace Bandage, 3" wide
Rescue Blanket
2 Rolls Adhesive Tape, 10 Yds.
12 Assorted Safety Pins
Alcohol Swabs
Trauma Scissors
Ammonia Inhalant
Cotton Balls
Antacid Tablets
Feminine Hygiene Supplies
Antibacterial Soap

Eye Drops
20 Aspirin Tablets/Children's Tylenol
Heat Tablets
12 Band-Aids, Medium Size



Thermometer
Compresses (strips of sheeting 2" wide)
Ice Bag or Cold Pack
5 Triangular bandages (40" square, cut diagonally with 4 safety pins)

Table Salt
2 Face Cloths
Ipecac (Induce Vomiting)
Matches in Waterproof Container
Diarrhea Medicine
First-aid Ointment, Antibacterial
Cotton-Tipped Swabs
8 Gauze Pads, 2" x 8"
Butterfly Bandages
8 Gauze Pads, 3" x 3"
Splints (finger, arm, leg)
8 Gauze Pads, 4" x 4"
Hydrogen Peroxide
3 Rolls of Gauze, 2" x 10 Yds.
Calamine Lotion
Merthiolate or Iodine
Tweezers



Razor and Blades
Snake Bite Kit
Prescription Drugs taken on a regular basis
2 Pair Latex Gloves

Extra Pair of Eyeglasses
Duct Tape

FIREFIGHTING TECHNIQUES AND EQUIPMENT

The firefighting techniques listed below are only for small fires. Leave the big fires for the pros. If the pros are unavailable, do your best to keep the fire from spreading. For all the firefighting techniques described below, apply at the base of the fire, not at the flames themselves.

FIRE TYPE	EXTINGUISHING AGENT	EXTINGUISHING METHOD
ORDINARY SOLID MATERIALS	WATER FOAM	REMOVES HEAT REMOVES AIR AND HEAT
	DRY CHEMICAL	BREAKS CHAIN REACTION
FLAMMABLE LIQUIDS	FOAM CO_2	REMOVES AIR
	DRY CHEMICAL HALON	BREAKS CHAIN REACTION
ELECTRICAL EQUIPMENT	CO_2	REMOVES AIR
	DRY CHEMICAL HALON	BREAKS CHAIN REACTION
COMBUSTIBLE METALS	SPECIAL AGENTS	USUALLY REMOVE AIR

TECHNIQUES

WATER

Water is the most common and generally most effective extinguishing agent. Good for wood and paper-type fires. Apply at base of fire. **DO NOT** use water on burning oil, gasoline, kerosene, diesel or electrical wiring. Water will only cause the fire to spread, or cause you to receive an electrical shock.

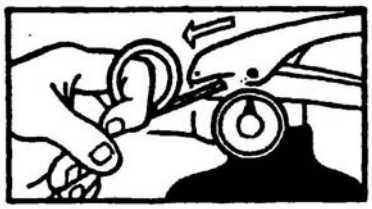
EXTINGUISHER

Fire Extinguisher Operation

P.A.S.S.

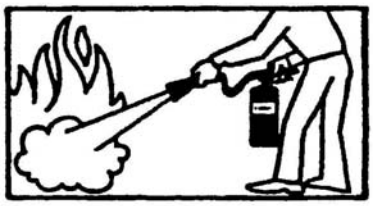
P.

PULL out the locking pin, breaking the seal.



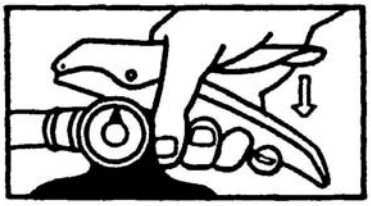
A.

AIM nozzle or hose just in front of the base of the fire.



S.

SQUEEZE the trigger handle all the way.



S.

SWEEP discharge from side to side, moving front to back, across the base of the fire.

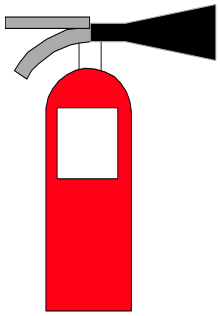
PREFERRED FIRE EQUIPMENT

Water Hose

50-100 feet long with adjustable spray nozzle.

Hand-held extinguisher

At least 2-A:B:C fire extinguishers will be suitable for all types of small home fires.



EMERGENCY SHELTERS

Geodesic Dome Tent

Considered by some to be the best tent on the market today. They are space efficient, repel water, very sturdy and are easy to set up. Be sure to fit the tent to your family plus some margin. For example, an 8-person rated tent would be more comfortable for six people. Putting a plastic tarp over the tent, with some airspace, will provide better protection in heavy rain.

Camping Tents

A good waterproof material is required. A tent with a tent liner is more expensive but will keep the inside very cozy when the outside temperature is very cold. Size the tent as in the geodesic dome. You may be able to get military surplus tents that require repairs. However, while they are rugged and warm, they are bulky and very heavy.

Polyethylene Plastic Sheets

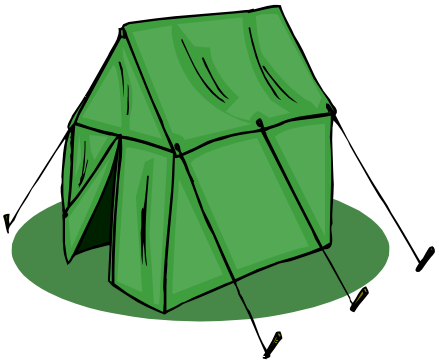
10 x 15 foot sheet can provide adequate warm weather shelter for the average family.

Recreational Vehicles

Motor homes, trailers, and tent trailers make ideal shelters.

Impromptu Shelters

Consult Boy Scout, mountaineering and survival hand books on how to build shelters for the emergency environment using available materials. Utilize materials from damaged buildings such as 2x4's, plywood, etc.



ALTERNATIVE SOURCES OF HEATING, COOKING AND LIGHTING

The following are ideas for alternate sources of heat; cooking and lighting that could be used in an area-wide catastrophic or emergency event.

HEATING

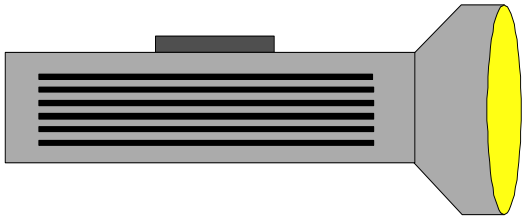
Use blankets and clothing to stay warm. Heat packs are an inexpensive way to warm hands and feet. These chemical source heat packs come in a variety of sizes and prices. The longevity and temperature of these heat packs vary from 130 degrees F. for two (2) hours to 160 degrees for 12 hours. Some of them are also reusable.

COOKING

Camp stove, or Barbecue may be used outdoors **ONLY.**

LIGHTING

Lighting is very important; it provides a lot of reassurance in the dark. New products are developed constantly to provide ways to “light the way”. (1) battery-operated lanterns, (2) hand-held flashlights, and (3) light stick (light producing chemicals). Convenience and feasibility should be kept in mind. If you need both hands free, a battery-operated lantern with a head strap is best. Make sure you have spare batteries in the appropriate size needed for your lighting source.



SANITATION FACILITIES

Personal Hygiene Supplies:

- "Tall Kitchen" white plastic bags (1-2 packages) with ties
- Toilet paper or Diaper-wipes

Bail out toilet: use the water in the reservoir for drinking (only if there has NEVER been any disinfectant used in the tank). Place the bag over the edges of the seat, and then use the bag. After use remove from toilet, and dispose of it in a slit trench or bury it thoroughly. You can use diaper-wipes (containing alcohol) in place of toilet paper. The added disinfectant will help reduce the spread of disease when soap and water are hard to come by. If a toilet is not available, a large can or 5-gallon bucket can be used, following the same procedure as above.

Household Trash Supplies:

- Keep trash away from the house and out of reach of dogs and other animals.
- Use 32-40 gallon heavy-duty plastic bags (2-3 packages) with ties.
- Collect household trash per normal living standards. When full, tie off very securely. Set off in yard

QUICK FIX 72-HOUR PERSONAL AND CAR/HOME KIT

CONTAINERS

Kit containers can be pillowcases, small daypacks, old duffel bags, or whatever your ingenuity comes up with. Just remember that you may end up carrying it some distance, so plan accordingly.

WATER

1 gallon per day for each person in your vehicle. (More water will be needed for small children/babies if dehydrated baby food and formula is used, plus nursing mothers).

FOOD

12 (2-bar) packs of granola bars, times the number of people your car will carry, protected by sealing in boilable, seal able bags. (Granola bars should be replaced yearly.) Dehydrated baby food in plastic zipper bags resealed in boilable, seal able bags is an alternative.

WARMTH

Heavy-duty space blanket or wool blanket for each occupant of the vehicle. Any blanket is better than nothing, but warmth is important. Heat packs are an inexpensive way to warm hands and feet.

LIGHT

Small, sturdy flashlight (2 sets extra batteries/2 extra light bulbs). Three (3) Cyalume plastic light sticks that last 12 hours each without producing heat or acting as a fire hazard.

RADIO

Small, inexpensive AM radio and two spare batteries. Replace batteries at Christmas. Solar/battery powered radios are available.

TOILET

Four “tall kitchen” white plastic bags, and ties.

PERSONAL HYGIENE

Bar soap, shampoo, toothbrush / toothpaste, deodorant, feminine hygiene supplies, baby wipes, baby diapers and baby powder.

FIRST AID

Rubber gloves - 4 pairs; six Band-Aids; six alcohol wipes; Neosporin ointment - 1 small tube; Aspirin/Tylenol - 1 small bottle; clinging gauze - 1 roll; insect repellent - 1 small can; six - 4" x 4" dressings; and prescription mediations, spare set of eyeglasses.

CLOTHING

One change of clothing should be sufficient except where very small children are concerned. Although an adult may be uncomfortable, the same clothing can be worn for 72 hours, depending upon circumstances. Also, a good pair of leather work gloves should be added to the adult kit.

CAR KITS

For your basic car kit, simply multiply the personal kit times the number of people your vehicle will hold. Because your car will hold more, consider an additional 50 feet of parachute cord and a pair of boots/heavy walking shoes for each member of the family. Remember, do not use new boots or shoes; you do not want to break them in during an emergency. Add other items as you find necessary, but remember you may end up carrying them if you have to abandon your vehicle.

OTHER

- Boy Scout handbook, survival book.
- GOOD Map of your area
- Food, water, and leash or carrier for pets.
- Money-at least $20 (small bills, some change). Credit Cards may be useless if there is no power in the area.
- Signal whistle and mirror.
- Extra house/car keys
- Watch or clock (battery or wind up)
- Paper plates, cups and plastic utensils
- Paper, pens, stamps
- Game books, crayons, pocket games.

NOTE: Understand the difference between NEEDS and WANTS.

NEEDS = What will help you survive.
WANTS = Useless weight, space

In addition to these personal articles, you should include the following for your car:

- Tow Rope
- Booster Cables
- Flares
- 3A-40BC Fire Extinguisher

CHILDREN'S 72-HOUR SCHOOL KIT

CONTAINERS

Kit containers can be green plastic bags, small day pack, pillowcase, etc.

WATER

1 Gallon of water per day.

FOOD

Nine (2-bar) packs of granola bars, and a few of their favorite snacks. Protect unopened individual packages in plastic zipper bags.

WARMTH

Heavy-duty space blanket.

LIGHT

Three (3) Cyalume plastic light sticks that last 12 hours each.

RADIO

Small, inexpensive AM radio and two spare batteries. Replace batteries at Christmas. Solar/battery powered radios are available.

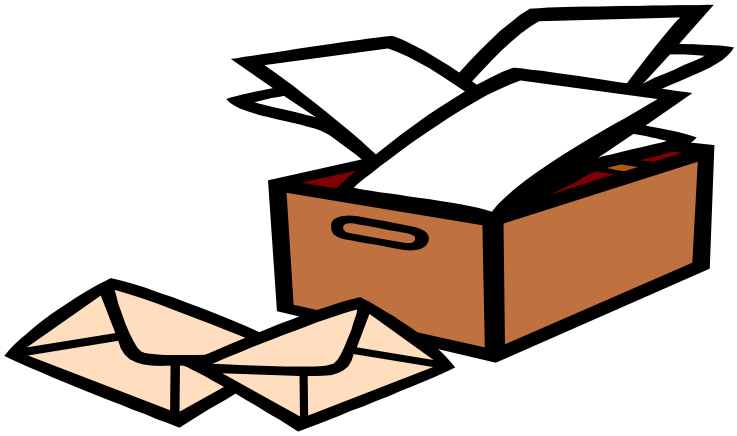
INFORMATION

5 x 7 cards with names, phone numbers, addresses of next of kin in and out of state. Picture of family. Small stuffed cuddly animal for smaller children. Letter from parents to child, saying that you love him/her, be good, and you will be there when you can.

IMPORTANT DOCUMENTS

Copies of the following documents should be kept readily available in a waterproof container, or even in a 72-Hour Home Kit. **(Originals should be stored in a safety deposit box).**

- Social Security Cards
- Birth Certificates
- Stocks and Bonds
- Driver's License
- Money and Credit Cards
- Savings/Checking Account Book
- Wills
- Insurance Policies
- Deeds
- Genealogy
- Address & Telephone #'s



REHEARSALS

THE BEST PLANS ARE USELESS UNLESS THEY ARE EXERCISED.

When a catastrophe strikes, everyone in your home needs to understand what they are supposed to do. Rehearsing your emergency response plan best instills that knowledge. The following activities are suggested:

1. Contact your local emergency management or civil defense office and American Red Cross chapter to find out the following.

   - ✓ What types of disasters are likely to happen in your area?
   - ✓ What is your community's warning signals?
   - ✓ What they sound like and
   - ✓ What you should do when you hear them
   - ✓ Ask about animal care during and after a disaster. Animals may not be allowed
   - ✓ Inside emergency shelters due to health regulations.

2. Read this "Emergency Preparedness section completely through at least twice.

3. Take a course in basic First Aid and CPR.

4. Show your spouse and older children where the gas, water and electrical utilities are located. Show how to turn these utilities off. DO NOT MOVE THE GAS SHUT OFF VALVE. You may inadvertently turn off the gas, which should only be turned back on by the gas utility company. Assign each individual a responsibility, with another assigned as a backup.

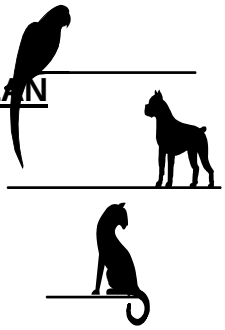
5. Practice your emergency evacuation route from your home/place of employment at least twice a year. Also drive the alternate route along the way at least twice a year. (Find out about disaster plans at your work place, your children's school or daycare center and other places where your family spends time.)

6. Be sure everyone knows where the water, food and medical supplies are located.

7. Use family gatherings to practice various parts of your emergency response plan, e.g., how to turn off utilities, practice first-aid techniques, etc.

8. After everyone is trained, use a family gathering, or some other convenient time, to run through the Day 1 Checklist, 0-2 hours. If your individual practices were done correctly, this "dress rehearsal" should work well. If it does not, simply review what was not done well and decide how to improve it for your circumstances.

9. Give special consideration for care of small children and handicapped persons.



PET CARE

Here are some steps you can take now to protect your animal companions in case disaster strikes.

1. Make sure that your pet has a current license or ID tags and proof of vaccinations. Animals should always wear identification. During an emergency, frightened animals can quickly slip through open doors or windows. The disorienting effects of an earthquake or fire may cause them to lose their way.
2. Include the following pet supplies in your family emergency kit:
   - Pet Food
   - Potable water in a non-breakable container
   - Food Dishes
   - Newspaper and/or paper towels
   - Blankets
   - Special medication, regularly checked for expiration
3. Pet carriers and leashes should be stored near your emergency supplies, preferably by an outside door. Carrying a frantic cat or dog in your arms is nearly impossible, especially when you are frantic too!
4. Keep all property fences in good repair. Even a small hole can become an avenue of escape during an emergency.

AFTER THE EMERGENCY

Like their human counterparts, animals deal with disaster in different ways. Be patient, and watch for potential problems.

1. If possible, try to keep your animals inside. Dogs and cats will look for any avenue of escape to avoid a frightening situation.
2. Check birds immediately. Birds can break blood feathers while frantically flying around in their cage. If not treated at once, they can easily bleed to death. If you notice the bird bleeding from a broken blood feather, immediately pull out the feather.
3. As a comfort to your animals, keep the household calm and quiet. It also helps to have their favorite toy and bedding available. Familiar objects and smells are always calming.
4. Allow animals to cope in ways that work for them. Don't worry if they want to hide out for a while or refuse food for a day or two.
5. Don't coddle! Give your pet extra rations of love and understanding during the emergency, but try not to overreact.

IF YOUR ANIMAL ESCAPES

Despite your best efforts, your animal may manage to escape during the commotion of the emergency. Don't give up! Get to work quickly:

1. Call your local Animal Control Officer and report the loss.

2. Call the Humane Society _____ and County Animal Shelter _____ immediately, and report the lost animal.

3. Distribute "Lost" posters around the neighborhood. Be sure to include a current photograph of your animal, a description, the animal's name, your name, address and phone number, and any other pertinent information about your pet.

4. Go door-to-door. Talk with your neighbors about your lost pet. Describe the animal to them, give them a copy of your poster and ask them to help spread the word.

5. Leave a scent trail. Dragging a personal article of clothing along the ground leading to your home may enable your dog or cat to follow this familiar scent home, even if they are disoriented.

6. Like children, animals are sensitive to your reactions. If you act as if everything is fine, they will feel better.

Additional Emergency Information

TO OBTAIN ADDITIONAL EMERGENCY AND EARTHQUAKE PREPAREDNESS INFORMATION CONTACT THE FOLLOWING AGENCIES:

Association of Bay Area Governments (ABAG)
P.O. Box 2050
Oakland, CA. 94604-2050
Tel (510) 464-7900 Web Site: www.abag.ca.gov

Coastal Region Office of Emergency Services (OES)
1300 Clay Street, Suite 400
Oakland, CA 94612
Tel (510) 286-0895 Web Site: www.oes.ca.gov

Federal Emergency Management Agency (FEMA)
P.O. Box 2012
Jessup, Md 20794-2012
Tel 1(800) 480-2520 Web Site www.fema.gov

American Red Cross Bay Area Chapter (ARCBA)
85 Second Street
San Francisco, CA 94105
Tel (415) 427-8000 Nat'l Headquarters Web Site: www.redcross.org

City of Alameda Disaster Preparedness Office (510) 337-2131

Your Local American Red Cross Office (510) 814-4200

ANNEX I

DISASTER RECOVERY

Table of Contents

INTRODUCTION **4**

Purpose & Objectives 4
Planning Goals 4

RECOVERY OVERVIEW **5**

Recovery Plan Definition 5
Process of Recovery 5
Roles and Responsibilities 5
Functional Positions of Responsibility 6
Disaster Recovery Annex Validation Checklist 9

FUNCTIONAL CHECKLISTS **11**

FUNCTIONAL CHECKLIST 1 **12**
COMMUNITY LEADERSHIP **12**

FUNCTIONAL CHECKLIST 2 **16**
ADMINISTRATION **16**

FC2 – ADDENDUM 1 20
Applicable Federal Regulations for Disasters 20
FC2 – ADDENDUM 2 21
PROJECT COST Accounting & Documentation Checklist 21
FC2 – ADDENDUM 3 22
ORDINANCES AND NOTICES CHECKLIST 22
CURFEW ORDINANCE 23
NOTICE OF RELOCATION ELIGIBILITY 24
PUBLIC NUISANCE REMOVAL ORDER 25
PAY FOR WORK DURING EMERGENCIES OR DISASTERS 26
ORDINANCE PROHIBITING PRICE GOUGING 28
EMERGENCY RULES OFOPERATION 29
FC2 – ADDENDUM 4 30
DISASTER DOCUMENTATION PACKAGE 30
FC2 – ADDENDUM 5 31
ALLOWABLE COST TABLE 31
FC2 – ADDENDUM 6 33
DAILY ACTIVITY REPORT 33
FC2 – ADDENDUM 7 36
FORCE ACCOUNT & CONTRACT WORK 36
FORCE ACCOUNT RECORD 37
FORCE ACCOUNT SUMMARY RECORD 38
RENTED EQUIPMENT RECORD 39
FC2 – ADDENDUM 8 39
FC2 – ADDENDUM 8 40
SUMMARY OF DOCUMENTATION 40
FC2 – ADDENDUM 9 40
FC2 – ADDENDUM 9 41
MATERIALS RECORD 41
FC2 – ADDENDUM 10 42

LABOR RECORD 42

FUNCTIONAL CHECKLIST 3 43
EMERGENCY MANAGEMENT 43

FC3 – ADDENDUM 1 48
RECOVERY TASKFORCE 48
Recovery Task Force Composition. 49
RECOVERY TASK FORCE CHECKLIST 50
Economic Recovery Coordinator Checklist. 51
FC3 – ADDENDUM 2 52
Dos and Don'ts of Damage Assessment 52
FC3 – ADDENDUM 3 53
DISASTER ASSISTANCE TABLE 53
FC3 – ADDENDUM 4 56
DONATIONS MANAGEMENT 56
FC3 – ADDENDUM 5 56
FC3 – ADDENDUM 5 57
DISASTER SURVEY REPORT 57
FC3 – ADDENDUM 6 57
FC3 – ADDENDUM 6 58
PUBLIC ASSISTANCE APPLICATION 58
FC3 – ADDENDUM 7 59
CATEGORIES OF WORK 59
FC3 – ADDENDUM 8 70
PUBLIC ASSISTANCE 70

FUNCTIONAL CHECKLIST 4 71
HEALTH & SAFETY 71

FC4 – ADDENDUM 1 73
CLEANERS & DISINFECTANTS 73
FC4 – ADDENDUM 2 74
RESTORING FLOODED Wells & Cisterns 74
FC4 – ADDENDUM 3 75
SEPTIC TANK FAILURES 75
FC4 – ADDENDUM 4 76
WELL VOLUME ESTIMATION 76

FUNCTIONAL CHECKLIST 5 77
PUBLIC WORKS 77

FC5 – ADDENDUM 1 84
CONTRACT FOR DEBRIS REMOVAL CHECKLIST 84

FUNCTIONAL CHECKLIST 6 85
BUILDING INSPECTION 85

FC6 – ADDENDUM 1 91
THE 50% RULE 91
FC6 – ADDENDUM 2 92
PARTICIPATING IN DAMAGE ASSESSMENT 92

FUNCTIONAL CHECKLIST 7 93
PLANNING & COMMUNITY DEVELOPMENT 93

FC7 – ADDENDUM 1 97
Planning and Community Development Checklist 97

FUNCTIONAL CHECKLIST 8 99
PUBLIC INFORMATION 99

FC8 – ADDENDUM 1 103
Day-to-Day PIO EMERGENCY INFORMATION SYSTEM 103
FC8 – ADDENDUM 2 104
DOs and DON'Ts in DEALING WITH THE MEDIA 104
FC8 – ADDENDUM 3 105
Guidelines for RESPONDING TO CITIZENS 105
FC8 – ADDENDUM 4 107
Goals of the EMERGENCY INFORMATION SYSTEM 107

FUNCTIONAL CHECKLIST 9 108
UNMET NEEDS MANAGEMENT 108

FC9 – ADDENDUM 1 110
UNMET NEEDS COMMITTEE PROCESS FLOWCHART 110

Introduction

Purpose & Objectives

Purpose

This annex identifies the roles, responsibilities, and tasks associated with the nine functions typically performed in all disaster recovery operations. It also provides checklists, ordinances and other aids for recovery teams.

Objectives

The objectives of this plan are:

- To increase awareness among government in the City of Alameda of the issues involved in disaster recovery.
- To provide explanations of roles and responsibilities.
- To provide guidelines for disaster recovery operations.

Planning Goals

Emphasizes Local Responsibilities

The disaster that affects a community may or may not result in a Presidential disaster declaration. Therefore, this annex emphasizes local responsibilities for recovery, which exist with or without outside assistance.

Identifies Key Responsibilities & Tasks

It's assumed that individuals on the local disaster recovery team know how to perform their everyday jobs; therefore, this plan identifies key responsibilities and tasks to be performed in the post disaster setting that may differ from these everyday tasks.

Connectivity with Other Phases (Preparedness, Response, Mitigation)

Although this plan deals with recovery, it is an extension of the City of Alameda Comprehensive Emergency Management plans.

Recovery Overview

Recovery Plan Definition

Recovery is a complex and long-term process that involves a range of activities and many participants. Recovery begins shortly after the disaster event occurs and can continue for many years. It involves short-term restoration of essential community functions as well as long-term rebuilding. It incorporates mitigation of hazards as the restoration and rebuilding take place.

The substance of this Recovery Annex has mainly to do with how to get financial, organizational, and human resources focused on both short-term and long-term needs, based on locally defined priorities. Recovery actions involve:

- Analyze post-disaster conditions and opportunities for restoring the community to pre-disaster condition or better.
- Identify needs and priorities in repairing and restoring essential facilities for short-term functioning of the community.
- Initiate hazard abatement (short-term) and mitigation (long-term).
- Initiate housing recovery (temporary and long-term).
- Identify the methodology for local business recovery and temporary business resumption.
- Provide support for essential economic facility recovery (e.g., ports, highways, and railways).
- Maximize available State and Federal assistance.

Process of Recovery

The process of recovery has to do with the way the community organizes itself to make decisions, set priorities, and work with affected subgroups of the populations and important stakeholders. The recovery process involves:

- Strategies to plan for recovery of hard-hit individual areas while allowing "normal" functions to continue in unaffected areas.
- Strategies for community participation and investment of stakeholders.
- How to reorganize the bureaucracy and policy-adoption process for recovery.

Roles and Responsibilities

Local government has the primary responsibility for protection of life and property.

Often, a disaster may not require State or Federal assistance.

State or Federal assistance may be provided when a disaster's effects go beyond what State and local resources can handle.

Plan for unmet needs, regardless of State or Federal assistance provided.

Recovery Issues

Aside from the procedural issues involved in recovery, fundamental changes do occur in the way local governments operate as they go through the recovery process. These changes are:

- Increased public information to address the needs of citizens and coordinate information with other government and private interests.
- Changing Federal rules and response criteria.
- Implement goals, priorities & plans established before the disaster occurs.
- Need for increased coordination & cooperation within local government and between local, County, State, and Federal Governments in order to solve problems and share resources.
- Need for stress management at all levels of government.
- Implementation of hazard mitigation measures.
- Organize continuity of local government in order to provide adequate staffing and resources, expedite decision-making, and streamline procedures for recovery.

Functional Positions of Responsibility

Community Leadership

Provide a vision of recovery for the City of Alameda, and provide staff encouragement and support to ensure that the City of Alameda recovers as quickly and completely as possible.

Administration

Cite laws affecting recovery and examine critical areas and ordinances for legal issues.

Emergency Management

Coordinate disaster recovery activities among the other members of local government.

Health & Safety

Identify threats to public health and safety and provide remedies for them.

Public Works

Manage, operate, and maintain the recovery of community infrastructure.

Building Inspection

Determine whether the repair or reconstruction of damaged structures will be permitted and under what conditions.

Planning & Community Development

Develop recommendations for the social, economic, and environmental framework of the community.

Public Information

Provide information to citizens, businesses, and organizations concerning disaster recovery operations and progress.

Unmet Needs Management

Establish a system for providing recovery needs not addressed by traditional Federal, State, and private disaster assistance programs.

Functional Checklists

How Checklists Are Used

How well a community organizes and focuses on priorities determines recovery success. In the Recovery Annex, tasking for agencies, departments, and organizations within the City of Alameda is specified in checklists headed with each of the nine Functional Positions of Responsibility listed above. Each checklist is divided into 4 sections: GOAL, PLAN, TACTIC, and RESPONSIBILITY.

- ✓ The GOAL is the general focus all responsible entities strive to achieve.
- ✓ The PLAN breaks the GOAL down into milestones that the responsible entities attain collectively.
- ✓ TACTICS are the specific tasks required to be completed in order for the PLAN to be executed. The tactics have been assigned as tasking guidelines to agencies, departments, and organizations within City of Alameda.
- ✓ The RESPONSIBILITY for carrying out the TACTIC falls on key elements within each agency, department, or organization that have been identified through prior internal processes and organizational discussions.

The Functional Checklists are designed with a built-in flexibility, which allows them to be used for nearly any extraordinary event that culminates into a disaster. Each event may require that further definition or clarification be applied to any or all of the checklist sections, depending on recovery needs and availability of resources.

The overall maintenance of the Functional Checklists is coordinated by the Disaster Preparedness Office of the Alameda Fire Department, which relies upon input and feedback from each of the agencies, departments, and organizations charged with the responsibility for carrying out the tactics. Periodic meetings should be scheduled with this goal as a priority in the agenda in order to ensure that the Recovery Annex is kept current and up-to-date. An excellent opportunity for scheduling these meetings occurs shortly after an event or exercise has required the use of the Recovery Plan. Input and feedback gathered in "lessons learned" sessions are extremely useful tools for adjusting the Plan.

Disaster Recovery Annex Validation Checklist

Once the Recovery Annex is implemented, a validation mechanism must be available for use when conducting periodic reviews of portions of or the entire Annex. The following Validation Checklist is designed to be just that mechanism. Scheduled periodic audits of the Annex using this checklist, as a guide shall be conducted by the Disaster Preparedness Office to validate its applicability.

Disaster Recovery Annex Validation Checklist

Identify and define recovery activities. ☐Short-term Recovery ☐Long-term Recovery	**Describe the organizational structure for recovery operations.** ☐Incident Command System ☐Incident Management System ☐Other ☐Disaster recovery coordination and other functions	**List recovery activities assigned to each unit or section of the organizational structure** **Liaison with State and Federal government for.** ☐Individual Assistance ☐Public Assistance ☐Hazard Mitigation ☐Liaison with Voluntary Agencies	**Liaison with Private Sector** ☐Assess usable business locations, establishments ☐Identify government/private assistance to aid impacted businesses ☐Determine new types of construction to use in repairing and rebuilding damaged firms Identify building and construction issues ☐Compliance with revised building codes ☐Compliance with construction standards to comply with future disaster assistance criteria from Federal/State agencies.	**Seek sources of financial assistance** ☐Assist return of existing businesses ☐Attract new businesses
Analyze major employers' likelihood of return, when, and at what capacity ☐Tourist/visitor facilities ☐Hospitals and Medical Centers ☐Banking/financial institutions ☐Agricultural, ornamental nursery products ☐Commercial, retail establishments ☐Other major employers	**Plan for economic base and job generation activities** ☐Appoint Economic Recovery Coordinator ☐Determine need for emergency loan program ☐Implement emergency loan program ☐Form or activate local economic development authority ☐Participate in rebuilding efforts ☐If necessary, seek consultant and other specialists to assist in pursuing Federal and other assistance sources to small businesses	**Include Public Information and Outreach** **Liaison with community organizations** ☐Chambers of Commerce ☐Homeowners associations ☐Business organizations ☐Civic organizations ☐New groups/councils	**Establish information hotline** ☐Debris removal information ☐Contractor fraud ☐Insurance problems ☐Housing needs ☐FEMA issues ☐Permits and inspections ☐Abandoned homes ☐Elevation requirements ☐Business assistance ☐Conduct community forums and workshops ☐Recovery forums ☐Hazard preparedness workshops ☐Town hall meetings ☐Housing opportunity/re-housing workshops ☐Prepare/distribute newsletter or news articles	**Special events** ☐Take -a-break events ☐Children oriented activities ☐Anniversary celebration ☐Ground breaking ceremonies ☐Media relations
Speaking engagements ☐County commission/city council meetings ☐Congressional hearings ☐Workshops ☐Conferences	**Special needs populations** ☐Social service agencies ☐Outreach to elderly and people with disabilities ☐Ethnic populations and language barriers	**Address Safety and Security Concerns** ☐Curfew ☐Re-entry ☐Hazardous materials ☐Arson control ☐Traffic control ☐Occupational Safety and Health regulations	**Include debris management issues** ☐Removal ☐Storage ☐Reduction ☐Disposal	**Assess Public Health Needs** ☐Water quality and supply ☐Waste water disposal ☐Animal control ☐Vector control ☐Immunization ☐Testing

Identify issues and priorities for restoration of essential services ☐Electricity ☐Gas ☐Water ☐Sewer	**Identify potential transportation issues** ☐Roadways ☐Bridges ☐Ferries ☐Roadway lighting ☐Traffic signals ☐Traffic signs ☐Waterway management ☐Preliminary damage assessment ☐Disaster survey reports	**Address building inspection** **Assess capability to handle increased work load** ☐Increase staff levels ☐Establish "fast track" permitting/process ☐Open satellite zoning service offices ☐Examine/revise building codes and standards to meet established requirements regarding resistance to damage ☐Enforce codes and standards for new residential and business units to be constructed ☐Establish/implement program on non-conforming	**Establish policy/program on abandoned and unsafe structures** ☐Clean, secure, demolition program ☐Code enforcement sweeps ☐Identify and evaluate alternative types of construction ☐License and monitor building contractors conducting both repair work and new construction	**Implement established building permit process** ☐Initial building moratorium ☐Damaged structure moratoria ☐Emergency permitting system ☐Permitting temporary structures
Determine how construction fraud will be handled ☐Construction fraud task force ☐Determine if/how volunteers may be used to augment contractors in rebuilding residents having no insurance coverage or are underinsured	**Determine mitigation measures to take or to comply with Federal, State, or local law during reconstruction** ☐Revised building code ☐Build-back policy	**Include recovery planning** ☐Establish redevelopment priorities	**Examine/revise existing plans or initiate redevelopment plans for badly damaged areas of the community** ☐Neighborhood redevelopment plans ☐Regional redevelopment plans ☐Tourist attraction recovery plan	**Recovery databases & environmental** ☐Geographic information systems ☐Mapping ☐Identify environmental issues and requirements ☐Identify air quality issues

Functional Checklists

1. Community Leadership
2. Administration
3. Emergency Management
4. Health & Safety
5. Public Works
6. Building Inspection
7. Planning & Community Development
8. Public Information
9. Unmet Needs Mgmt

Functional Checklist 1

Community Leadership

Addenda

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Establish and Reassess Recovery Goals & Priorities	Maintain the health, safety & security of population.	❒ Restrict or deny access to damaged areas for a period of time because of no services, dangerous debris, hazardous materials, and unsafe conditions for citizens. ❒ Require curfews. ❒ Delay or prohibit reconstruction for health and safety reasons or mitigation purposes (decisions on more stringent building codes, buy-outs, etc.). ❒ Obtain required additional resources for law enforcement, fire safety, public health services, curfews, re-entry points, and water testing. ❒ Communicate and enforce debris removal and disposal priorities and procedures. ❒ Meet requirements for special needs citizens (senior citizens, disabled persons, etc.).	
	Restore critical facilities and utilities.	❒ Participate in planning, policy making, and procedure development for restoration of electric, gas, water, and sewer utilities. ❒ Obtain additional personnel to maintain routine services while emergency repairs and restoration are taking place. ❒ Establish temporary facilities (housing and sanitation), for the short-term.	
	Resume business and economic activity.	❒ Address public health, safety, and security concerns with business and industry interests to gain their understanding and support. ❒ Communicate public sector recovery priorities to the private sector. ❒ Pre-qualify and coordinate private sector resources and volunteers with government functions such as public works and building inspection to assist in recovery operations.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Establish and Reassess Recovery Goals & Priorities	Establish public and private sector priorities and guidelines.	❒ Develop new ordinances and policies for reconstruction, especially for hazardous areas (elevations, setbacks, etc.). ❒ Identify mitigation options and priorities. ❒ Facilitate and organize community involvement in education about reconstruction issues.	
	Community representation internal to local government.	❒ Mediate disputes and conflicts between local government departments or community organizations and interests, and other local, State, or Federal agencies. ❒ Encourage community organizations to work toward local recovery goals and priorities. ❒ Host VIPs who visit the community to observe recovery efforts and progress with recovery operations. ❒ Lobby for resources and mutual aid agreements (technical assistance, personnel, equipment, supplies, and funding) from government, private, and nonprofit sources in coordination with and in support of the recovery staff.	
Communicate externally.	Target citizens and outside entities.	❒ Keep the public and local government informed about changes in recovery issues and progress. ❒ Keep the private sector informed about recovery issues and progress by participating in and speaking at organization meetings. ❒ Give periodic briefings, news releases, and interviews to the media about recovery issues and progress. ❒ Identify a staff member who is comfortable with the media and appoint them as spokesperson. ❒ Ensure that local emergency operations plans contain policies and procedures for media, contacts, locations, and protocols.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
	Observe and respond to symptoms of stress within the community.	❒ Organize mental health providers into community watch teams in order to detect debilitating symptoms of stress in the affected communities ❒ Coordinate mental health providers to offer Critical Incident Stress Debriefings and follow-up treatment	
Communicate internally	Observe and respond to symptoms of stress within the staff.	❒ Symptoms include: ❒ Conflict and arguments within the staff or community over recovery issues. ❒ Fatigue, absenteeism, or illness for prolonged periods of time, or with increased frequency. ❒ Emotional stress, anger, or discomfort within the staff or community when discussing disaster events. ❒ Anxiety due to uncertainty about the future. ❒ Seek assistance from public health agencies, mental health agencies, or other organizations offering these services.	
	Recognize achievements of staff and volunteers.	❒ Recognize achievements verbally, in personal letters, community newsletters, or public announcements, or at annual recognition events.	
Support and adopt recovery legislation.	Act on immediate recovery	❒ Enact mutual aid agreements for staff and resources. ❒ Declare a local state of emergency.	
	Act on long-term recovery	❒ Adopt building permit requirements and procedures for areas considered to be vulnerable to natural hazards. ❒ Identify historic structures and adopt ordinances, policies, or procedures for their reconstruction, relocation, or demolition after a disaster. ❒ Adopt ordinances for assessing building damage, identifying hazards of occupancy, dangerous building designations, and limiting access to buildings as needed. ❒ Adopt ordinances for processing and issuing post-disaster building permits.	

Functional Checklist 2

Administration

Addenda

Addendum 1 - Table of Applicable Federal Regulations

Addendum 2 - Project Cost Checklist

Addendum 3 - Ordinances & Notices Checklist

Addendum 4 - Documentation Package Checklist

Addendum 5 - Allowable Cost Table

Addendum 6 - Daily Activity Report

Addendum 7 - Force Account Documentation

Addendum 8 - Summary of Documentation

Addendum 9 - Materials Record

Addendum 10 - Labor Record

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Address Legal Issues- Legal counsel may be required to review and approved proposed actions before they are adopted.	Review ordinances	❑ Review ordinances for consistency with Federal, State and local requirements.	
	Address local responsibilities and authorities.	❑ Review local responsibilities and authorities to be sure they address recovery issues including: ✓ Emergency declarations ✓ Line of succession ✓ Mutual aid ✓ Social controls (curfews) ✓ Price controls (price gouging)	
	Ensure equity of services.	❑ Monitor equity of service to ensure that all citizens have access to the necessary assistance for which they may be qualified.	
Establish Local Financial Responsibilities- The local government share of recovery costs is established by State law.	Expect certain costs.	❒ Expenses not eligible for reimbursement under State and Federal programs. ❒ Cost-sharing for Federal grants, such as Hazard Mitigation Grant Program. ❒ Local share acquisition and relocation costs for damaged and destroyed properties. ❒ Incentives for reconstruction. ❒ Adjustments for damaged property.	
	Implement an auditing program.	❒ Financial donations. ❒ Emergency procurement guidelines. ❒ Recovery accounting and record keeping systems, including personnel time and attendance, contract work, equipment, supplies, and other expenditures. ❒ Sources of local funds to cover disaster costs, including re-budgeting, bonds, and taxes.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
	Establish Accounting and Documentation procedures and policies.	❒ Cost recovery. ❒ "Lessons learned" for future disasters. ❒ Evaluation of the effectiveness of current policies and procedures. ❒ Development of realistic budgets and financing of essential community services for the future. ❒ Potential litigation.	
Key tasks for administrators	Ensure that administrators are familiar with their recovery responsibilities.	❒ Meet with department administrations and other team leaders to identify documentation requirements, procedures, and formats. ❒ Brief local response and recovery teams and all departments on documentation requirements, procedures and formats. ❒ Review documentation early on in the process to catch errors or inadequacies. ❒ Throughout recovery operations, maintain project files and other documentation of recovery activities and costs. ❒ Be aware of audit and documentation requirements	
Staffing and Personnel Needs	Anticipate personnel support requirements.	❒ Identify staffing needs from each department involved in response and recovery operations. ❒ Identify alternative sources for staff, including mutual aid agreements, contracts, and volunteers. ❒ Request assistant through the State emergency management agency if alternative staff resources fail to materialize during disaster response and recovery. ❒ Recognize signs of stress among staff, and make arrangements for stress management or crisis counseling for them. ❒ Establish disaster -worker assignments and overtime/compensatory time policies. ❒ Make arrangements for sufficient staffing to allow rotation during disasters and to avoid extensive hours on duty. ❒ Train permanent and volunteer staff in their disaster assignments.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		❒ Recognize all staff for their contributions with events, certificates, and other means.	

FC2 – ADDENDUM 1

APPLICABLE FEDERAL REGULATIONS FOR DISASTERS

	Applicable Federal Regulations for Disasters				
	State & Local Governments	**Public & Private Institutions of Higher Education**	**Hospitals Affiliated with Institutions of Higher Education**	**Quasi-Public & Private Nonprofits**	**Public & Private Hospitals**
Administration of Grants	44 CFR 13 OMB Circular A-102	OMB Circular A-110	OMB Circular A-110	OMB Circular A-110	OMB Circular A-110
Cost Principles	OMB Circular A-87	OMB Circular A-21	44 CFR 74	OMB Circular A-122	45 CFR 74
Audits	OMB Circular A-128; 44 CFR 14	OMB Circular A-133	OMB Circular A-133	OMB Circular A-133	(intentionally left blank)

FC2 – ADDENDUM 2

PROJECT COST ACCOUNTING & DOCUMENTATION CHECKLIST

ACCOUNTING FOR PROJECT COSTS

- ❑ Separate disaster-related activities from normal activities.
- ❑ Designate a person to coordinate accumulation of records.
- ❑ Capture Force Account labor hours, rates, work locations, and description of work performed.
- ❑ Capture rented equipment cost and location.
- ❑ Capture equipment damaged or destroyed by inventory number, location, and costs to repair or replace.
- ❑ Capture contracted construction services and costs by site.
- ❑ Capture technical consultant service costs and specific purposes of work performed.
- ❑ Document and describe fringe benefit rates.
- ❑ Do not co-mingle disasters
- ❑ Capture specific accounting by Disaster Survey Report (DSR) and site.
- ❑ Capture Force Account equipment hours, rates, and locations.
- ❑ Capture Force Account material used from storage, its costs, location, and project.
- ❑ Capture vendor services or materials acquired under purchase orders or contracts.
- ❑ Capture insurance settlements and other credits (salvage, rebates, etc.) reported by project.
- ❑ Document and describe nonproductive labor costs (sick leave, vacation, etc.).

DOCUMENTING PROJECT COSTS

- ❑ Prepare detailed discussion of the damage and what was done or needs to be done at the site.
- ❑ List damaged and destroyed equipment.
- ❑ Keep equipment usage records.
- ❑ Prepare materials usage records.
- ❑ Prepare explanation of how contract was executed and the procurement method used.
- ❑ Document authorizations to perform work by department head, legislative authority, or executive authority.
- ❑ Document insurance information, settlements, and appeals information.
- ❑ Take photographs of the site before work begins, during, and after completed.
- ❑ Prepare Force Account labor summaries backed up by detailed labor runs and time sheets.
- ❑ Log vendor purchase orders, invoices, and payments. Keep copies.
- ❑ Record contracts, invoices, and payments by contractors.
- ❑ Prepare explanation if price was not competitively determined.
- ❑ File correspondence with grantee and/or FEMA.
- ❑ File copies of police, fire, and medical dispatch logs.
- ❑ File final inspection reports.

FC2 – ADDENDUM 3

ORDINANCES AND NOTICES CHECKLIST

☐ Curfew Ordinance *(specifying times, areas, special circumstances, and penalties for violations)*

☐ Relocation & Acquisition Notice *(for those residents displaced by damage or destruction)*

☐ Public Nuisance Emergency Orders *(vehicle removal, property access, etc.)*

☐ Pay and Compensation for Working During Emergencies or Disasters Notice

☐ Price Gouging Ordinance *(for merchants taking advantage of emergencies by increasing prices for essential goods)*

☐ Emergency Rules for Operation of Local Governments *(could be a compilation of some of the above ordinances and notices)*

CURFEW ORDINANCE

Sample

CURFEW ORDER
State of Emergency
In Accordance with (Ordinance #)

A STATE OF EMERGENCY is Hereby Declared in (list areas), the (governing body) exercises its authority under the above Ordinance to impose a Curfew.

WHEREAS, a disaster event has caused damage and destruction in (area) on (date); and

WHEREAS the (governing body) has determined that special security measures must be employed to protect vulnerable property and to prevent hindrance of disaster workers;

NOW, THEREFORE, BE IT ORDERED THAT a Curfew is established in (areas) to commence at (time) each day and shall remain in effect until (time) the next day; and

BE IT FURTHER ORDERED THAT during the times when areas are legally accessible, citizens must remain on their own property as long as they are in the areas affected by the curfew; and

BE IT FURTHER ORDERED THAT this Ordinance shall remain in effect until terminated by (governing body); and

BE IT FURTHER ORDERED THAT any person violating any prohibition or restriction imposed by a proclamation authorized by this Ordinance shall be guilty of a misdemeanor.

Dated:_____

Signatures:_____
(Executive Positions)

NOTICE OF RELOCATION ELIGIBILITY

Sample

This is a NOTICE OF RELOCATION ELIGIBILITY/AMOUNT for the Voluntary Acquisition Program for Residents, a voluntary project for flood-damaged structures.

Owner-Occupants are eligible for relocation assistance if they accept the offer proposed by (governing body) and the (governing body) approves acceptance of the offer. As part of this program, owner-occupants will be entitled to relocation benefits and other assistance in accordance with guidelines adopted for this project. Owner-occupants will be eligible for a Replacement Housing Payment of up to ($ amount) and Fixed Moving Expense Payment of ($ amount). The maximum Replacement Housing Payment is based on a replacement unit costing at least ($ amount). If the replacement dwelling and eligible closing costs are less than ($ amount), the Replacement Housing Payment will be reduced to the difference of what the (governing body) paid for the owner-occupant's flood-damaged home and what the owner-occupant paid for the replacement home, including certain costs.

If a loan payment fee is needed up front, a portion of the Replacement Housing Payment may be advanced for that purpose.

Should the owner-occupant elect to rent rather than purchase, they may be eligible for a rental assistance payment of ($ amount). This payment will be made in several installments or in a lump sum, and the replacement unit must be decent, safe, and sanitary prior to the (governing body) releasing all relocation monies.

The owner-occupant will receive a document during their initial interview outlining things to remember during relocation. This document is important in that it explains some of the items that must be done in order to qualify for relocation assistance.

For questions, contact (name/phone number).

PUBLIC NUISANCE REMOVAL ORDER

Sample

WHEREAS, (disaster) has caused or contributed to the destruction of a number of homes on (date), and also destroyed or damaged a number of vehicles as well; and

WHEREAS, a number of other vehicles that were not destroyed still remain in areas were disaster workers require unhindered access; and

WHEREAS, the (governing body) has declared that a state of emergency exists by passage of Ordinance Number (#), adopted (date), which confers upon the (executive position) emergency powers to appropriately respond to the emergency; and

WHEREAS, the vehicles that remain in the areas where disaster workers require unhindered access present a danger to public health and safety, that some of the vehicles are blocking public or private rights of way, and that some of the vehicles are in danger of sliding down hillsides and/or impeding the cleanup operations; and

WHEREAS, the (executive position) has determined that the removal of these vehicles will aid in he clean-up operation; and

WHEREAS, the (locale) has encouraged owners of the vehicles to remove the vehicles on their own by providing notice to the owners through the media and other mechanisms, and insurance companies are being allowed access to the areas to remove these vehicles;

NOW, THEREFORE, BE IT ORDERED THAT, all vehicles remaining in areas requiring unhindered access by disaster workers as of (future date) are hereby declared to be public nuisances; and

BE IT FURTHER ORDERED THAT the (police department) may cause the removal of any vehicle that is not removed from the areas requiring unhindered access by disaster workers as of (future date), and that the costs of removing any vehicle shall be the personal obligation of the owner and/or owner's insured and where applicable a lien shall be placed against the property; and

BE IT FURTHER ORDERED THAT this order will not apply to vehicles that are lawfully parked in driveways of occupied homes within the areas requiring unhindered access by disaster workers; and

BE IT FURTHER ORDERED THAT the (locale clerk) shall publish this order as soon as possible for a period of not less than 3 days in local newspapers and shall post the order at various locations, including the Community Assistance Center and City Clerk's Office.

Dated:_____

Signature:_____
(Executive Position)

PAY FOR WORK DURING EMERGENCIES OR DISASTERS

Sample

POLICY:

The following pay procedures apply when any natural, technological, or human-caused emergency or disaster required a State or Local Emergency Declaration by either the Emergency Management Council or in accordance with the provisions of City of Alameda Ordinance Number (#). This policy does not cover employees in the executive or administrative pay plans.

PROCEDURES:

Key Employees

1. City personnel in either the exempt or non-exempt pay plans who are designated as key employees by their department head and are assigned to work during emergencies will be compensated for time worked. Paid time begins when the employee receives the call to report to work. Key employees will receive full pay for the workday or workweek. Overtime rules apply according to the Fair Labor Standards Act.

2. It is the department's responsibility to verify any emergency hours worked and approve all payments.

3. Emergency pay is to be calculated based on the employee's straight time hourly rate; if more that 40 hours are worked during the normal work week time and one half the regular straight time rate will be paid for all such hours worked. For Fire Department employees, overtime shall be defined as all hours worked in excess of 168 hours in a 21-day cycle. The total dollar amount to be paid is to be recorded as instructed by Payroll.

Non-Key Employees

1. When City operations are closed down before the start of a scheduled workday, employees will receive full pay for the workday.

2. When City operations are closed down during a scheduled workday, employees who report to work and are subsequently released by the City Administrator will receive full pay for the workday.

3. Employees already on official leave will not receive any additional paid time off and will be paid according to their original leave request.

PAY FOR WORK DURING EMERGENCIES OR DISASTERS

Sample

Key-Worker Positions and Rates

POSITION TITLE	PAY RATE
Emergency Operations Center Worker	
Debris Clearance Worker	
Debris Site Attendant	
Shelter Supply Technician	
Heavy Equipment Operator	
Disaster Dispatcher	
Damage Assessment	
Shelter Attendant	
Shelter Security	
Traffic Control Worker	

Clerks & Administrators

For audit purposes, Clerks and Administrators and must certify the overtime was disaster-related, the employee's duties were changed, and the hours worked are supported/verified by regular payroll sheets.

ORDINANCE PROHIBITING PRICE GOUGING

Sample

CITY OF ALAMEDA EMERGENCY ORDINANCE

PROHIBITION OF PRICE GOUGING

WHEREAS, a state of emergency was declared in the City of Alameda, California on (date); and

WHEREAS, certain merchants are now taking advantage of the emergency by increasing prices for essential goods - called **"Price Gouging"**.

WHEREAS, _____
_____
_____

WHEREAS, _____
_____
_____

NOW, THEREFORE, The City of Alameda City Council hereby prohibits any merchant selling any goods or providing any services within the areas affected by the emergency from raising prices above the pre-disaster (pre-<date>) levies. Sales of goods or services at a price above pre-disaster levels shall only be permissible if merchants can document, in writing, the purchase of these goods at increased cost.

Violation of the provisions of this Ordinance known as "Prohibition of Price Gouging" is punishable by a fine of not more than $500.00 per incident and 30 days in jail. Each sale shall constitute a separate offense.

Effective immediately,

Dated:_____

Signature(s)_____
(Executive Positions)

EMERGENCY RULES OF OPERATION

Sample

These **EMERGENCY RULES OF OPERATION** are in effect for the City of Alameda until further notice.

1. Homeowners, business owners, and long-term renters are allowed in the City from 7 am until 7 pm each day.

2. Proper identification will be required at the checkpoint on Highway (#) before any person will be allowed entry into the City.

3. If the owner is employing a contractor, the owner must accompany the contractor/workers to the registration point at City Hall. If the owner is an absentee property owner or cannot accompany the contractor/workers, the property owner must provide written authorization that the contractor and his workers are permitted on the owner's property to repair damages caused by the disaster event. The fax number for the City Hall is (#).

4. After leaving the checkpoint, all contractors must register immediately at City Hall. Any further information will be ascertained through the Building Inspection section of the Department of Planning and Building.

5. Vehicles traveling (road names) are restricted to no more that 5 Tons gross vehicle weight and are not to exceed a speed of 20 miles per hour.

6. Due to the emergency ordinance, no consumption of alcoholic beverages will be allowed unless in the individual's home or in a business properly licensed to sell alcoholic beverages. The emergency ordinance is in effect and strictly enforced to prevent looting.

7. As electrical power has become available within the City, residents and business owners must sign up at City Hall in order to have their electrical services inspected by inspectors from Alameda Power and Telecom..

8. All contractors with written permission from property owners and insurance adjusters MUST REPORT DIRECTLY TO CITY HALL.

9. All relatives of property owners and properly identified employees of local businesses MUST HAVE A PROPERTY OR BUSINESS OWNER WITH THEM or HAVE APPROVED WRITTEN AUTHORIZATION FOR ACCESS.

Dated: _____

Signature: _____
(Executive Position)

FC2 – ADDENDUM 4

DISASTER DOCUMENTATION PACKAGE

Checklist

This checklist is designed to help keep track of the response, damage, and financial details during the entire recovery phase. Documentation must begin as soon as the disaster occurs.

Do not wait for the Damage Survey Report (DSR) to be written and approved before starting the documentation process.

Documentation package includes:

- ☐ Dates and times
  - ☐ Incident beginning
  - ☐ When each responder was notified and on scene
  - ☐ Of all news releases and Emergency Alert System messages
  - ☐ Of each injury, loss of life, and loss of property
  - ☐ Of mitigation actions and recommendations
  - ☐ Of personnel-hours expended and disaster-related expenses
- ☐ Time and description of each response action
- ☐ Date, time, and response action for each request for assistance.
- ☐ Audio and video tapes and pictures of disasters
- ☐ Dates, times and transcripts for all news briefings
- ☐ Damage data and subsequent spreadsheets
- ☐ Damage survey efforts
- ☐ Personnel rosters
- ☐ Situation reports
- ☐ Event logs
- ☐ Photographs
- ☐ Invoices
- ☐ Daily activity reports
- ☐ Materials from stock
- ☐ Rental and lease agreements
- ☐ Contract documents
- ☐ Insurance information
- ☐ Approved Damage Survey Reports (DSRs)

FC2 – ADDENDUM 5

ALLOWABLE COST TABLE

The table below lists categories and examples of allowable and unallowable costs under FEMA's disaster assistance programs. This is not an all-inclusive list, however. Refer to OMB Circular A-87 for more information.

Cost Category	Examples	Notes/Restrictions
Advertising	Radio, television, & newspaper ads Direct mail campaigns	When incurred for: Recruitment of personnel Procurement of goods & services Advertising costs are not allowable if incurred solely to promote the governmental unit.
Public Relations	Activities directed toward: Maintaining the image of the governmental unit Promoting understanding and favorable relations with the public	When: Incurred to communicate with the public & press pertaining to the specific program Necessary to conduct general liaison with the news media & governmental public affairs officers to keep public informed Public relations costs are not allowable if incurred solely to promote the governmental unit.
Alcoholic Beverages		Not allowable
Audit Services	Case or project reviews Project inspections	Provided that the audits: Comply with the provisions of the Single Audit Act (OMB Circular A-128); or Have otherwise been required and/or approved by FEMA
Bad Debts	Uncollectible funds	Losses arising from uncollectible amounts and other claims, and related costs, are not allowable.
Bonding Costs	Costs associated with attaining surety bonds for employees and officials	Provided that bonding is in accordance with sound business practices.
Budgeting	Development Preparation Presentation Execution	Allowable
Communications	Telephone Mail & messenger service	Allowable
Compensation for Personnel	Wages & salaries Fringe benefits	Provided that compensation is reasonable for the services provided.
Donated Services	Volunteered time by: Technical personnel Consultants Skilled and unskilled labor	The value of donated services is not allowable either as a direct or indirect cost. The value of donated services may be sued to meet cost-sharing or matching requirements.
Legal Expenses	Professional and/or support staff time. Filing fees	Legal expenses required for program administration are allowable. Legal expenses for prosecution of claims against the Federal Government are not allowable.
Disbursing Services	Costs associated with the accounts payable functions	Allowable

ALLOWABLE COST TABLE

Cost Category	Examples	Notes/Restrictions
Equipment and Other Capital Expenditures	The net invoice price of equipment, including modifications, attachments, or accessories. Ancillary charges, including taxes and freight.	For nonexpendable items of equipment having: A useful life of more than 1 year. An acquisition cost of $5000 or more. Items of equipment with an acquisition cost of less than $5000 are considered supplies.
General Government Expenses	Salaries and expenses of the Office of the Governor and/or State legislatures, tribal councils. or other governmental bodies. Costs associated with governmental services normally provided to the general public (e.g. fire and police).	Normally not allowable
Maintenance, Operation, & Repairs	Utilities Insurance Security Janitorial services Equipment repairs	Allowable if they: Keep property in efficient operating condition Do not add to the permanent value of property Are not included in rental charges for space
Materials & Supplies	Stationery General office supplies Equipment with an acquisition cost of less than $5000	Allowable after deducting: Cash and/or trade discounts Rebates Other allowances
Motor Pools	Vehicle: Maintenance Inspection Repair services	Allowable if charged to the program at a mileage or fixed rate.
Training	Employee training and development	Allowable to the extent that the training is required for program operation.
Travel	Transportation Lodging Subsistence	Provided that: Employees are traveling on official business The costs do not exceed the amount normally allowed by the agency in its regular operations.

FC2 – ADDENDUM 6

DAILY ACTIVITY REPORT

Purpose

The Daily Activity Report summarizes the labor, materials, and equipment used each day at a specific work site. An advantage to using the Daily Activity Report is that copies of this form can be distributed to the foreman and supervisors ahead of time, and can be filled out each day at the job site.

Guidelines

If force account work is performed at more than one site on any given day, there should be separate Daily Activity Reports filled out for each site and a copy put in each respective DSR file. Reimbursement is made based on actual documentation by DSR.

Complete this form on a daily basis for each disaster response/recovery project site. Disaster activities that are not site-specific (e.g., placing barricades at low water crossings, debris removal, etc.) should be treated and documented as a single project.

Instructions for Completing the Daily Activity Report

Project Information Section (Top of Form)

1. Work Location: The name of your jurisdiction, county/city agency, etc.

2. DSR No**:** Insert the Disaster Survey Report number taken from the FEMA or State DSR when it becomes available. In the meantime, leave this line blank. Do not wait for the DSR to be written to start the documentation process.

3. Work Description**:** Describe the project (e.g., gravel road wash-out repair, culvert repair, and concrete bridge repair).

4. Work Site**:** Give the local work site number and location (street address or map coordinates).

Personnel Information Section (First Boxed Table):

1. List the names of each employee who worked at the project for that day, and describe the type of work they were involved in (e.g., truck driver, grader operator, laborer). Job title entries should be specific, referencing the pieces of equipment operated to the entries on the equipment portion of the form.

2. Fill in the number of regular and overtime hours each employee worked on the project for the day.

3. Fill in the regular and overtime rates of pay for each employee.

4. Use the extension column to show the total regular hand overtime pay for each employee for the day.

5. In the far right column, fill in the total paid for labor for the day.

DAILY ACTIVITY REPORT

Materials Section (Second Boxed Table):

1. All materials used on the project should be reflected in the materials portions of the form with appropriate data, on the day they were charged to the project.

2. Materials may be purchased as needed. If materials are taken from existing supplies or inventories, be sure to note they entered inventory, their cost, and, and the date of delivery to the disaster site.

Equipment Section (Third Boxed Table):

1. Description: Give complete equipment description including the manufacturer, model, cubic yard capacity, and horsepower rating.

2. Hours or Miles: Show only the hours the equipment was actually used on the project. FEMA and the State do not pay for idle equipment time. For pickups and automobiles, show miles rather than hours, but show only the miles driven directly in support of the project.

Allowable costs on force account equipment for which FEMA and the State will cost share may be taken from FEMA's equipment rate scheduled. This equipment rate schedule, which is computed specifically for the State, is provided by FEMA soon after a disaster has been declared. If the applicant has lower rates, the applicant rates (lower amounts) shall be used. Until the FEMA/State allowable rates, are provided (normally at the Applicant Briefing), the FEMA code and the equipment cost should be left blank.

DAILY ACTIVITY REPORT

Work Location _____

_____

_____

DSR No. _____

Date: _____

(complete one or more sheets per day.)

Name of Employee	Job Title	Hours Worked		Hourly Rate		Total Wages Reg.	Total Wages O.T.
		Reg.	O.T.	Reg.	O.T.		

Material	Qty.	Unit	Unit Price	Total	Inv. No.

Type of Equipment (Identify Size & ID#)	(Check One)		Hours Used/ Miles Driven	Rate	Total
	Leased	Appl. Own.			

CERTIFIED BY: _____ TITLE: _____

FC2 – ADDENDUM 7

FORCE ACCOUNT & CONTRACT WORK

Documentation

Work can be accomplished by contract or by Force Account, or sometimes by a combination of the two.

Force Account Work

Definition:

Force Account work is work accomplished by the City's own people, using county equipment or equipment leased by the City, and using materials the City has taken from stock or has purchased. Force Account work should be documented on the Daily Activity Report or on forms similar to those attached.

Documentation includes:

- ❑ Copies of the Damage Survey Reports.
- ❑ Copy of Daily Activity Reports for each day that labor, equipment, or material was expended
- ❑ Appropriate extracts for payrolls
- ❑ Schedule of equipment used
- ❑ Invoices, warrants, and checks issued and paid for materials and supplies used

Contract Work

Definition:

Contract work is work completed by contractors hired to repair or assist in repairing damages caused by the disaster.

Documentation includes:

- ❑ Copy of DSRs
- ❑ Copies of request for bids
- ❑ Bid documents
- ❑ Copies of all correspondence requesting changes
- ❑ Copies of correspondence with State and Federal agencies regarding the project
- ❑ Authorization to proceed with contract
- ❑ Invoices
- ❑ Warrants authorizing check issuance
- ❑ Copies of checks issued for payment
- ❑ Copies of final inspection or acceptance reports

FORCE ACCOUNT RECORD

FORCE ACCOUNT EQUIPMENT RECORD

FEMA-_____-DR DSR No: _____
APPLICANT NAME: _____
ID: _____

LOCATION _____

Page _____ of _____ page(s)
Time Period _____ to _____ 19____
Job Site Number: _____

TYPE OF EQUIPMENT INDICATE SIZE, CAPACITY, HORSEPOWER, MAKE, AND MODELS APPROPRIATE	FEMA EQ RATE NUMBER	DATE/HOURS USED EACH DAY DATE											TOTAL HOURS	RATE	TOTAL COST
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
	HOURS														
													TOTAL HOURS		TOTAL COST

I CERTIFY THAT THE ABOVE INFORMATION WAS TRANSCRIBED FROM DAILY LOGS OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED BY: _____ TITLE: _____

FORCE ACCOUNT SUMMARY RECORD

FORCE ACCOUNT SUMMARY RECORD

FEMA-_____-DR DSR No: _____ LOCATION _____ Page _____ of _____ page(s)

APPLICANT NAME: _____ Time Period _____ to _____ 19 ____

ID: _____ Job Site Number: _____

DATE/HOURS WORKED EACH DAY

NAME	JOB CLASS	DATE																TOTAL HOURS	RATE	FRINGE BENEFIT %	TOTAL PAY
		REG																			
		O/T																			
		REG																			
		O/T																			
		REG																			
		O/T																			
		REG																			
		O/T																			

TOTAL WAGES

EQUIPMENT RATES

TYPE OF EQUIPMENT	FEMA EQU NUMBER	DATE																TOTAL HOURS	RATE	TOTAL COST
		H																		
		O																		
		U																		
		R																		
		S																		

TOTAL EQUIPMENT

VENDOR	MATERIALS/DESCRIPTION	DATE BOUGHT	DATE USED	INFO FROM INVOICE	INFO FROM STOCK	QUAN.	UNIT PRICE	TOTAL COST

TOTAL MATERIALS

SITE TOTAL

I CERTIFY THAT THE ABOVE INFORMATION WAS OBTAINED FROM STOCK RECORDS OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT

CERTIFIED BY: _____ TITLE: _____

RENTED EQUIPMENT RECORD

RENTED EQUIPMENT RECORD

FEMA-_____-DR DSR No: _____
APPLICANT NAME: _____
ID: _____

LOCATION _____

Page _____ of _____ page(s)
Time Period _____ to _____ 19 ____
Job Site Number: _____

TYPE OF EQUIPMENT INDICATE SIZE, CAPACITY, HORSEPOWER, MAKE, AND MODELS APPROPRIATE	DATE HOURS USED	RATE PER HOUR		TOTAL COST	VENDOR	INVOICE NO	DATE & AMOUNT	CHECK NO
		WITH OPERATOR	WITHOUT OPERATOR					
					TOTAL HOURS		TOTAL COST	

I CERTIFY THAT THE ABOVE INFORMATION WAS TRANSCRIBED FROM DAILY LOGS OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED BY: _____ TITLE: _____

FC2 – ADDENDUM 8

SUMMARY OF DOCUMENTATION

Supporting Disaster Recovery Claims

FEMA- -DR

DSR NO. _____

APPLICANT _____ IDENTIFICATION NO. _____

APPROVED AMOUNT $ _____ DATE WORK COMPLETED _____

Inclusive Date(s) Work Was Performed	Applicant's Check No., Voucher No., or Ref. No.	Documentation List Item, Location, Equipment, Labor, & Material Costs. (List Force Account & Contract Separately)	Applicant's Actual Cost
		TOTAL	$

FC2 – ADDENDUM 9

MATERIALS RECORD

MATERIALS RECORD

FEMA-_____-DR DSR No: _____
APPLICANT NAME: _____
ID: _____

LOCATION _____ Page _____ of _____ page(s)
Time Period _____ to _____ 19 ____
Job Site Number: _____

ITEM NUMBER	DESCRIPTION	QUAN	UNIT PRICE	TOTAL PRICE	DATE BROUGHT	CHECK No.	DATE USED	IMPO INVOICE (CK ONE) INVOICE	STOCK

I CERTIFY THAT THE ABOVE INFORMATION WAS TRANSCRIBED FROM VENDOR INVOICES, STOCK CARDS, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

CERTIFIED BY: _____ TITLE: _____

FC2 – ADDENDUM 10

LABOR RECORD

LABOR RECORD

FEMA-_____-DR DSR No: _____
APPLICANT NAME: _____
ID: _____

LOCATION _____

Page _____ of _____ page(s)
Time Period _____ to _____ 19 ___
Job Site Number: _____

NAME	JOB CLASS	DATE/HOURS USED EACH DAY																																TOTAL HOURS	RATE	FRINGE BENEFIT %	TOTAL PAY
		DATE >																																			
		REG																																			
		O/T																																			
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I CERTIFY THAT THE ABOVE INFORMATION WAS TRANSCRIBED FROM TIMESHEETS, PAYROLL RECORDS, OR OTHER DOCUMENTS THAT ARE AVAILABLE FOR AUDIT.

TOTAL HOURS

TOTAL COST

CERTIFIED BY: _____ TITLE: _____

Functional Checklist 3

Emergency Management

Addenda

Addendum 1 - Recovery Task Force Checklist

Addendum 2 - Dos & Don'ts of Damage Assessment

Addendum 3 - Disaster Assistance Table

Addendum 4 - Donations Management Diagram

Addendum 5 - DSR Process Table

Addendum 6 - Public Assistance Application Checklist

Addendum 7 - Categories of Work

Addendum 8 - Public Assistance Damage Survey Checklist

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Damage Assessment	Determine capability to recover and identifying any outside assistance that may be required.	❒ Obtain and use formats approved by the State Emergency Management Agency. ❒ Distribute forms to members of the local damage assessment team and explain procedures. ❒ Train local teams on damage assessment ❒ Provide staff resources to assist with damage assessment. ❒ Compile damage information by sector, type, or project, as required. ❒ Work closely with FEMA Primary Damage Assessment (PDA) teams if they have been assigned to your area. ❒ Submit damage assessments to the State. ❒ Participate on local damage survey teams.	
Support of Community Leadership	Provide involvement and support elected officials.	❒ Brief public officials, on the status of recovery operations and outlook for the immediate future. ❒ Serve as a local resource and authority on State and Federal disaster recovery assistance programs. ❒ Serve as liaison to outside agencies on specific issues requested by the community leadership. ❒ Hold morning and evening briefings with agency directors to keep them informed of current activities and problems.	
Resource Management	Resource Acquisition	❒ Request specific resources from outside sources. ❒ Accept donated goods from outside sources. ❒ Contract for needed goods and services. ❒ Exercise mutual aid agreements	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Resource Management (continued)	Resource Acquisition (cont)	❒ Assign and train a donations coordinator ❒ Identify staff shortages ❒ Request State or Federal resources ❒ Assess the community's resource needs specifying: ✓ What is needed and its priority? ✓ How much is needed? ✓ When it is needed? ✓ Where it is needed? ❒ Channel request for resources through State emergency management system. ❒ Request or accept donated goods ❒ Request financial donations and specify community organizations to receive them to avoid unwanted types of private donations. ❒ Develop public service announcements. ❒ Contract for goods and services. ❒ Consider developing contingency contracts with private vendors for specified supplies and equipment where appropriate ❒ Develop mutual aid agreements with other jurisdictions ❒ Establish a system of identifying outside contractors, insurance agents, volunteers, and others who will be working within the community on a temporary basis. ❒ Resource distribution ❒ Establish an Unmet Needs Committee. ❒ Develop a distribution plan for resources provided by State and Federal government and the private sector. ❒ Include special needs populations in resource distribution plans.	
	Liaison with State and Federal agencies	❒ Establish points of contact at the State and Federal agency level who may be able to assist in solving problems. ❒ Identify solutions to problems in	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		coordination.	
Recovery Task Force	Oversees recovery and reconstruction processes and serves as an advisory committee to local government officials responsible for recovery activities	❒ Begin meeting immediately after an in-depth community-wide damage assessment. ❒ Review damage reports and other analyses of post-disaster circumstances, compare these circumstances with mitigation opportunities, and identify areas for post-disaster development changes. ❒ Initiate recommendations for enactment, repeal, or extension of emergency ordinances, moratoriums, and resolutions. ❒ Recommend and implement an economic recovery program focusing on local community needs. ❒ Recommend zoning changes in damaged areas, if necessary.	
	Identifies mitigation opportunities, resources, and ensures maximum control over the recovery process	❒ Recommend land areas and land-use types that will receive priority in the recovery and reconstruction process. ❒ Recommend procedural changes for non-vital regulations and development standards to reduce reconstruction time. ❒ Initiate recommendations for relocation and acquisition of property in damaged areas. ❒ Initiate a property owner notification program to inform nonresident property owners of damages incurred to their property and any post-disaster requirements or restrictions imposed by local authorities. ❒ Evaluate damaged public facilities and formulate reconstruction, mitigation, or replacement recommendations. ❒ Participate in the preparation of community redevelopment plan. ❒ Make recommendations for new ordinances, plans, codes, or standards to assist in recovery from future disasters. ❒ Identify funding sources for mitigation and recovery projects, including State	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		and Federal assistance programs, private sector funding, and public donations.	
Recovery Task Force	Recovery Task Force Membership	✓ Disaster Recovery Coordinator ✓ Economic Recovery Coordinator ✓ Hazard Mitigation Coordinator ✓ Chairperson ✓ Representatives from: ✓ Local manager or administrator ✓ Public information officer ✓ Attorney ✓ Public safety representatives (Law Enforcement, Fire, EMS) ✓ Community services representative ✓ Community development representative ✓ Public works representative ✓ Human services representative ✓ Utilities representative ✓ Finance representative ✓ Visitor and convention bureau representative ✓ Port authority representative ✓ Planning department representative ✓ Business community representative ✓ Red Cross Representative ✓ Community Food Bank Representative ✓ Primary community groups ✓ School district representative ✓ Others filling key roles in the local community	

FC3 – ADDENDUM 1

RECOVERY TASKFORCE

Checklist

Planning. The Recovery Task Force meets on a continuing, and regularly scheduled basis to discuss its specific roles and responsibilities. The discussions include, but are not limited to, preparing a redevelopment plan for the City, developing procedures to carry out the City's build-back policy, developing policies for redeveloping land areas that have sustained repeated damages, developing priorities for relocating and acquiring damaged property, establishing special committees and subcommittees with the task force to deal with specific issues during the recovery process, establishing criteria to determine reconstruction and rebuilding priorities, developing procedures that promote the mitigation of future disaster damage through activities carried out during recovery and reconstruction, and recommending changes to the City Comprehensive Emergency Management Plan.

Activation & Duration. For post-disaster responsibilities, the recovery task force shall be activated and mobilized upon the request by the City Council that the Governor declare the City a disaster area. In the event of a disaster, the recovery task force shall be activated and mobilized for a minimum period of 60 days following the request to the Governor from the City Council to declare the City a disaster area. The activation of the task force may be repealed or extended upon resolution by the City Council.

Responsibilities. The recovery task force shall be responsible for advising the Emergency Management Council on a wide range of post-disaster recovery, reconstruction, and mitigation issues. The recovery task force shall receive and review damage reports and other analyses of post-disaster circumstances and compare them with mitigation opportunities identified prior to the disaster and discern appropriate areas for post-disaster change and innovation.

The recovery task force may recommend any changes in the Comprehensive Plan, development standards, zoning regulations, setback, density, open space, buffering and elevation requirements, building codes, or any other ordinances which seems necessary or advisable to prevent a recurrence of damages.

The recovery task force may also undertake a similar process for non-mitigation local objectives and opportunities. The task force may recommend for the Emergency Management Council consideration, the following opportunities:

- Enhancement of local recreational and open space opportunities.
- Enhancement of public access to estuaries, rivers, and beaches.
- Enhancement and restoration of local natural ecosystems.
- Reduction of traffic congestion, noise, and other transportation-related problems.
- Enhancement of the long-term economic vitality of the local commercial and industrial base.

RECOVERY TASK FORCE COMPOSITION.

The recovery task force will be composed of the individuals or designees that reflect a broad based representation of community interests and shall be appointed annually by the City Council. The recovery task force shall consist of, but not be limited to:

RECOVERY TASK FORCE CHECKLIST

- ❑ Initiate recommendations for the enactment, repeal, or extension of emergency ordinances and resolutions for consideration.
- ❑ Formulate special committees and sub-committees as the situation warrants.
- ❑ Recommend rezoning changes in areas of damage when deemed appropriate.
- ❑ Recommend the repeal or extension of moratoriums.
- ❑ Recommend blanket reductions in non-vital zoning regulations and development standards to minimize the need for individual variances or compliance determinations prior to reconstruction.
- ❑ Review the nature of damages, identify, and evaluate alternate program objectives for repairs and reconstruction, and formulate recommendations to guide community recovery.
- ❑ Recommend and implement an economic recovery program focusing on rapid recovery of essential businesses.
- ❑ Set a calendar of milestones for recovery tasks.
- ❑ Recommend land areas and land-use types that will receive priority in recovery.
- ❑ Recommend procedures to document actual uses, densities, and intensities and compliance with regulations in effect at the time of construction, through such means as photographs, diagrams, plans, affidavits, permits, appraisals, tax records, etc.

Recovery Task Force Checklist (continued)

- ❑ Evaluate hazards and the effectiveness of mitigation policies and recommend the amendment of policies.
- ❑ Initiate recommendations for relocation and acquisition of property.
- ❑ Participate in Federal and State hazard mitigation planning.
- ❑ Participate in the preparation of a redevelopment plan in conjunction with other Federal, State, and local emergency officials
- ❑ Recommend land areas for the redevelopment of land-uses that sustained repeated damages.
- ❑ Initiate a property owner notification program, basically to inform non-resident property owners of damages incurred to their property; and post-disaster conditions and requirements imposed by the City.
- ❑ Initiate hazard mitigation projects or recommended programs for consideration of State and Federal funding.
- ❑ Review emergency actions and recommend amendments to City's Comprehensive Emergency Management Plan and Hazard Mitigation Plan.

Disaster Recovery Coordinator Checklist.

- ❑ Determine the types of assistance available to the City and the types of assistance most needed.
- ❑ Provide local assistance to facilitate Federal and State disaster assistance programs.
- ❑ Inform the community of types of disaster assistance available.
- ❑ Assist in the local coordination of Federal and State disaster recovery efforts.
- ❑ Act as facilitator in securing Federal or State disaster assistance.
- ❑ Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.

ECONOMIC RECOVERY COORDINATOR CHECKLIST.

- ❑ Determine the potential or actual impacts to the local economy and determine short-term and long-term strategies for consideration.
- ❑ Act as facilitator in disseminating accurate information to and from the business community.
- ❑ Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.
- ❑ Assist in the local coordination of Federal and State economic recovery efforts.
- ❑ Inform the business community of the type of disaster assistance available.

Hazard Mitigation Coordinator Checklist.

- ❑ Determine the types of hazard mitigation assistance or funding available to City and the types of assistance most needed.
- ❑ Provide local assistance to facilitate Federal and State hazard mitigation assistance programs.
- ❑ Perform other duties as directed by the Recovery Task Force or the Emergency Management Council.
- ❑ Assist in the local coordination of Federal and State hazard mitigation efforts.
- ❑ Act as facilitator in securing Federal and State hazard mitigation funding for local hazard mitigation projects.

FC3 – ADDENDUM 2

DOS AND DON'TS OF DAMAGE ASSESSMENT

The following is a list of things damage assessment teams and officials should and should not do during the damage assessment process:

DO

Prepare Maps Detailing Areas of Damage -- Separate maps showing private and public sector damages should be prepared. This will assist federal and state assessment teams in locating damages. It also provides local officials with the entire picture of how much, and where, damage has occurred.

Maintain Detailed Records -- of labor, equipment, and supply costs from the outset of the disaster. This will ensure that if federal assistance is provided, all eligible costs will be considered.

Provide Budget Information -- Accurate and complete budget information is critical to making a competent decision when assessing the ability of a community to deal with and recover from a disaster. Both annual and maintenance budgets for the fiscal year should be provided.

Review Insurance Coverage -- Insurance coverage is always considered when determining the amount of assistance needed. If the facility is not covered, the amount of assistance will be reduced by the amount of coverage which could have been provided.

Assess Public Damages -- Damages to roads, and public buildings and facilities may also have occurred. It's critical to receiving a Public Assistance declaration to have these assessments along with the damages to private residences and businesses.

DON'T

Inflate Costs & Figures -- Inflating costs and figures to make damages appear greater than they are is the most detrimental action that can be taken. Such an action does not guarantee disaster assistance. It cannot be emphasized enough that only actual damage and reasonable costs be reported.

Include "Deferred Maintenance" Items -- It must be emphasized that only disaster-related damages be reported. Chronic problems or those resulting from a lack of maintenance will not be included in any assistance received.

FC3 – ADDENDUM 3

DISASTER ASSISTANCE TABLE

For Individuals and Businesses

Program/Agency	Assistance	Eligibility	Specific Criteria
Emergency Assistance Coordinated by the American Red Cross and Voluntary Agencies Active in Disasters	Emergency Food, clothing, shelter, and medical assistance.	Available to individuals and families with disaster-related emergency needs.	The American Red Cross makes referrals to church groups and other voluntary agencies.
Disaster Housing Assistance Administered and funded by FEMA	Grants for temporary housing or for emergency repairs needed to make a residence livable until more permanent repairs can be made.	Available to homeowners and renters whose permanent homes are uninhabitable because of the disaster. Homeowners Renters	Housing assistance grants supplement any insurance coverage an individual might have. Grants made to homeowners who can return to their homes by making minimal repairs. Homeowners with more substantial property damage may qualify for short-term rental assistance grants. Extensions may be granted on a case-by-case basis to a maximum of 18 months. Renters may qualify for short-term assistance. Extensions may be granted on a case-by-case basis to a maximum of 18 months.
Home/Personal Property Disaster Loans Small Business Administration (SBA)	Low-interest loans for restoring or replacing uninsured or underinsured disaster-damaged real and personal property.	Available to individuals located in counties included in Presidential Disaster Declarations.	Loans limited to amount of uninsured, SBA-verified losses. Maximum loans: $200,000 - real property $40,000 - personal property

Program/Agency	Assistance	Eligibility	Specific Criteria
Individual & Family Grant Program Administered by State; funded by FEMA	Grants to meet serious disaster-related needs and necessary expenses not covered by insurance or other Federal, State, or voluntary agencies. $201 minimum damage requirement for real and personal property awards.	Available to persons with serious unmet needs who do not qualify for SBA disaster loans.	Maximum grant of up to $13,100 depending on family composition and needs. The average grant is approximately $2000.
Business Disaster Loans Small Business Administration (SBA)	Loans for the repair or replacement of destroyed or damaged business facilities, inventory, machinery, or equipment not covered by insurance. Economic Injury Disaster Loans also may be available for working capital to assist small businesses during the disaster recovery period.	Available to businesses located in counties declared disaster areas by the President. Available to small businesses located in declared and contiguous counties.	$1,500,000 statutory loan limit (i.e., the combined amount of physical damage and economic injury loans cannot exceed $1,500,000.)
Crisis Counseling State Mental Health Agencies	Immediate and regular services to meet mental health needs of those affected by a major disaster, including screening, diagnosis, and counseling techniques, outreach, education service, and public information.	Available to provide supplemental funding to State programs to meet the mental health needs of affected individuals located in the disaster area.	Regular services are provided for up to 9 months after the declaration.
Tax Assistance Internal Revenue Service (IRS)	Expedited Federal tax deductions for casualty losses to homes, personal property, or household goods. Assistance and information on State income tax returns can also be obtained from the State Department of Revenue.	Available to individuals and families with disaster-related losses totaling more than 10% of adjusted gross income.	Under certain circumstances a taxpayer may file an amended return during the year of the disaster or for previous years and obtain a tax refund in a matter of weeks.

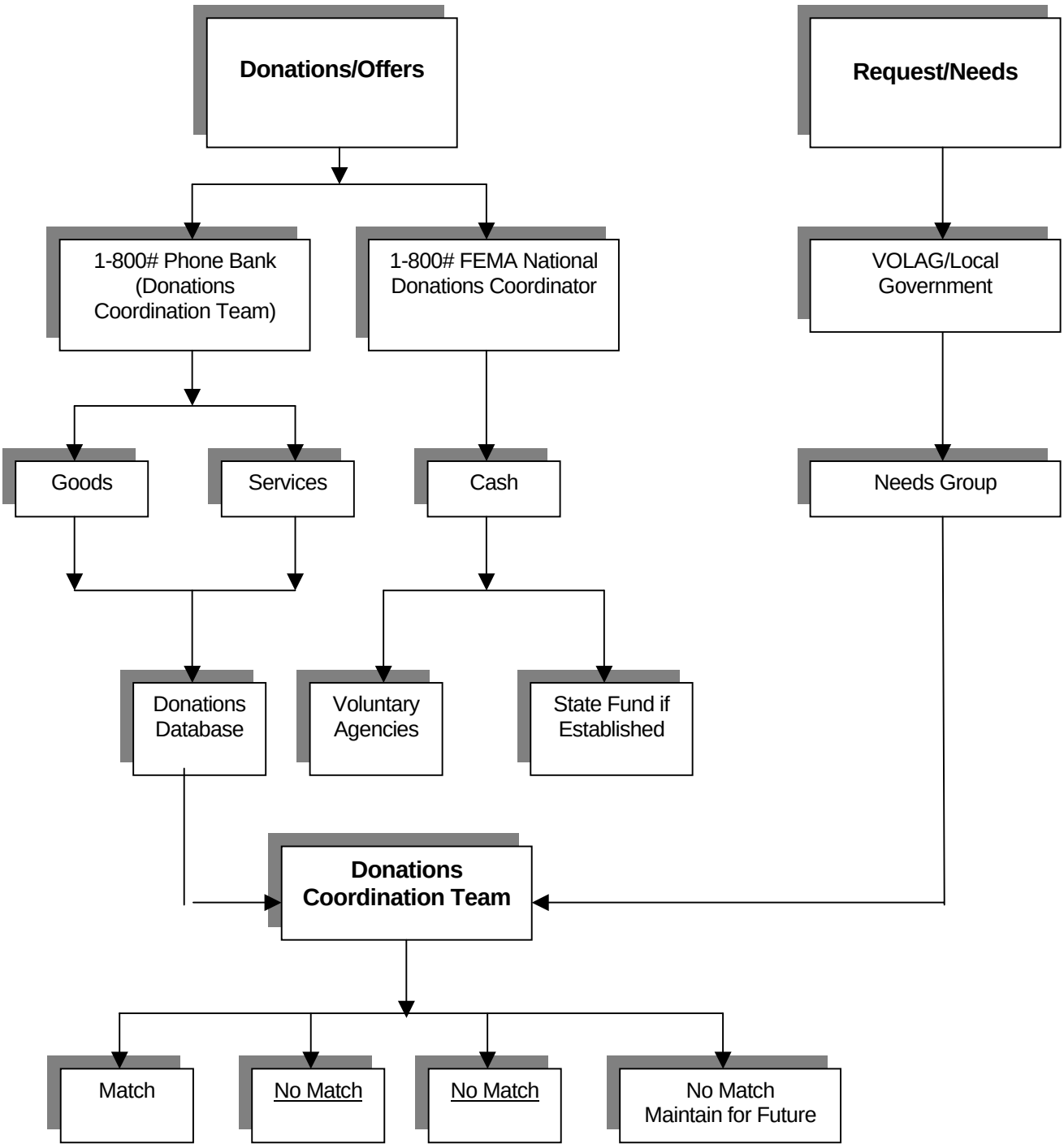
Program/Agency	Assistance	Eligibility	Specific Criteria
Disaster Unemployment Assistance Funded by FEMA; administered by State Employment Security Agency Call local state employment or job service office	Weekly benefits available to individuals out of work as a direct result of the disaster.	Available to all individuals out of work as a direct result of the disaster, including self-employed persons, farm owners, and others not covered under regular unemployment insurance.	Program assistance is available for a maximum of 26 weeks. Proof of income required.
Farm Service Agency Rural Economic and Community Development Services and Consolidated Farm Service Agency Call county extension office	Emergency loads for physical or production losses. Grants for certain agricultural damage.	Available to farmers who were operating and managing a farm at the time of the disaster.	Loans limited to the amount necessary to compensate for actual losses to essential property and/or production capacity.
Insurance Information State Insurance Commissioner, American Insurance Association, FEMA, and National Flood Insurance Program	Assistance and/or counseling regarding ways to obtain copies of lost policies, file claims, or expedite settlements.	Available to individuals and families with disaster-related losses.	N/A
Legal Assistance Coordinated by FEMA, Young Lawyers Division of the American Bar Association.	Free legal services for low-income disaster victims.	Available to individuals and families with disaster-related legal issues.	Addresses such issues as replacing legal documents, transferring titles, contracting problems, will probates, insurance problems, and certain landlord-related problems.
Social Security Benefits Social Security Administration	Assistance expediting delivery of checks delayed by the disaster. Assistance in applying for Social Security disability and survivor benefits.	Available to individuals eligible for Social Security.	N/A
Veterans Benefits Department of Veterans Affairs (VA)	Assistance with information about benefits, pensions, insurance settlements, and VA mortgages.	Available to provide help in applying for VA death benefits, pensions, and adjustments to VA-insured home mortgages.	N/A
Consumer Services State Department of Consumer Affairs	Counseling on such consumer problems as product shortages, price gouging, and disreputable business practices.	N/A	N/A
Aging Services State agency responsible	Such services to the elderly as meals, home care, and transportation.	Individuals age 60 and older.	N/A

FC3 – ADDENDUM 4

DONATIONS MANAGEMENT

Donations Coordination Team

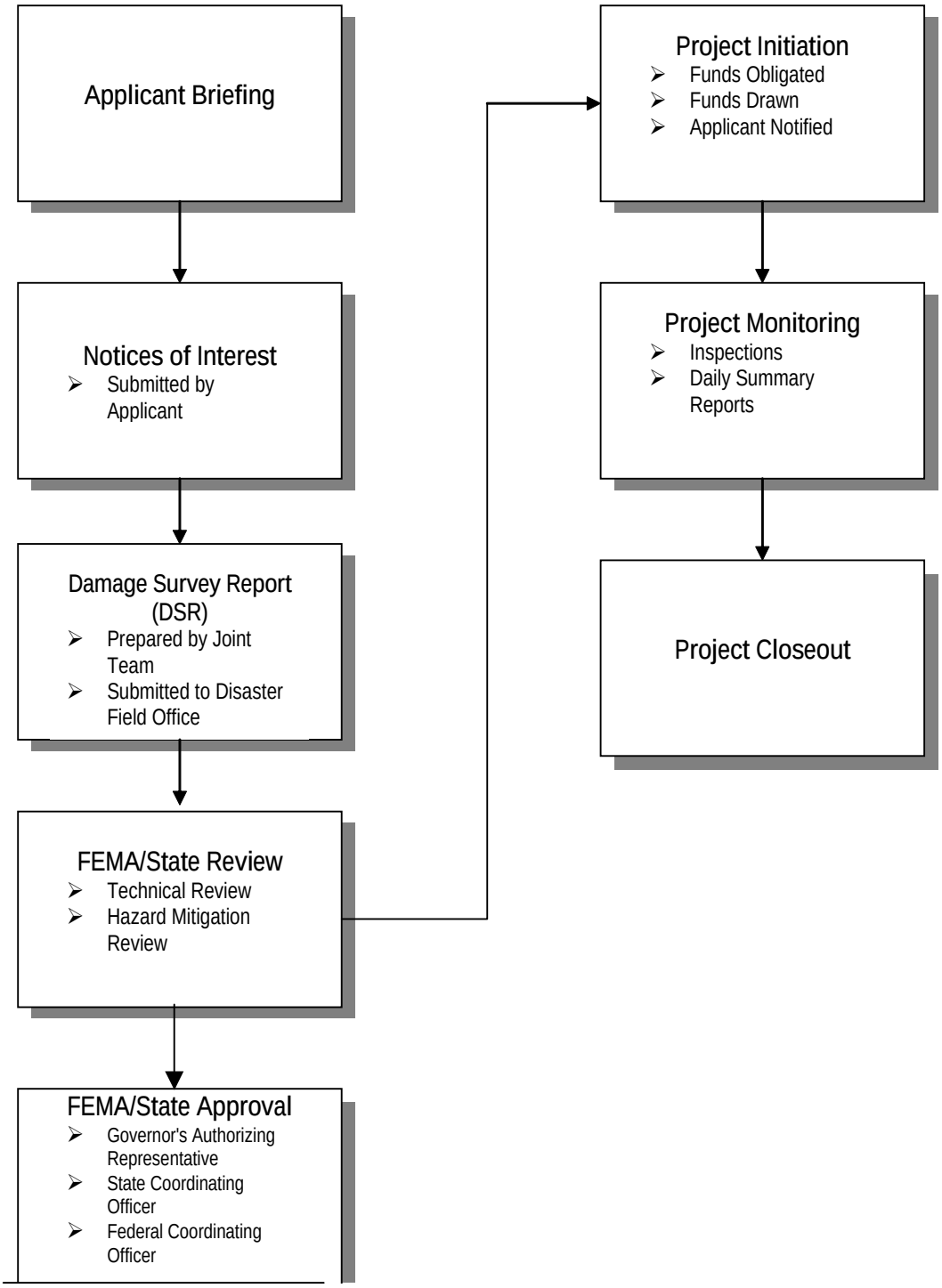
(This diagram depicts the donations management process)



FC3 – ADDENDUM 5

DISASTER SURVEY REPORT

Process Table



FC3 – ADDENDUM 6

PUBLIC ASSISTANCE APPLICATION

Checklist

This checklist is designed to make the process of applying for and receiving disaster assistance as easy as possible.

Administration

- ❑ Attend applicant briefing
- ❑ Contact other potential applicants within the County who sustained disaster-related damages/costs and have them contact the State within 30 days from the date the County was declared
- ❑ Ensure that an applicant's agent is designated by the County or City
- ❑ Submit appeals in a timely manner
- ❑ Check on insurance coverage and determine settlement.
- ❑ Submit proof of loss statement and copies of all insurance checks to the State

Work Monitoring

- ❑ Review each DSR to become familiar with the approved scope of work
- ❑ Give appropriate supervisors a copy of each DSR
- ❑ Make approved repairs only
- ❑ Obtain State and/or FEMA approval before changing the approved scope of work
- ❑ Notify the State of significant cost overruns
- ❑ Follow proper bid and contract procedures
- ❑ Complete work within allowable time periods
- ❑ Request time extension by DSR if needed
- ❑ Submit a project cost summary for each large DSR that is completed
- ❑ Complete the Project Completion Report once all approved work has been completed

Documentation

- ❑ Maintain a separate folder for each DSR
- ❑ Prepare Daily Activity Reports for supervisors' daily logs
- ❑ Keep these documents for each DSR by contract:
  - ✓ Bid advertisement
  - ✓ Bid summary sheet
  - ✓ Contract awarded
  - ✓ Invoices
  - ✓ Cancelled checks
  - ✓ Record of work inspections
- ❑ Document repair costs at each work site as they occur
- ❑ Keep these documents for each DSR done by Force Account:
  - ✓ Daily Activity Report for labor, equipment, and materials
  - ✓ Delivery tickets
  - ✓ Invoices
  - ✓ Payroll journals
  - ✓ Canceled checks
  - ✓ Daily logs from supervisors

FC3 – ADDENDUM 7

CATEGORIES OF WORK

Eligibility:

General Requirements

Ownership- Damaged facility must be owned by a local government or eligible private nonprofit organization. (For gubernatorial State-only disasters, a local government must own the damaged facility.) When a leased facility is damaged, the lease must specify that the applicant has repair responsibility. Attach a copy of the lease to the DSR.

Location-The damaged facility must be located within the designated area.

Time of Damage-The damage must have been caused by the disaster and not have been preexisting.

Cost Minimum- Each damaged site must exceed $1,000 in repair cost.

Facility Use- At the time it was damaged the facility must have been in active use, not vacant, unoccupied, or abandoned.

General Insurance- Disaster repair costs covered by insurance are not eligible. Total repair costs will be reduced by the amount of insurance coverage. Deductible and depreciation are eligible.

Flood Insurance- Flood damages to an insurable structure that occur within the 100-year zone are reduced by the amount of flood insurance coverage, or by the maximum amount of coverage that would have been available if insured.

Insurance Commitment- General hazard insurance commitment is required equal to the amount of damages when repair costs exceed $10,000.

Other Federal Agencies- Damage is not eligible for FEMA funding when under other Federal programs.

Maintenance- Normal or heavy maintenance, such as potholes, routine filling of ditches, and minor gravel replacement is not eligible.

Negligence- Damage caused by negligence of the applicant is not eligible.

CATEGORIES OF WORK

Eligibility

General Requirements (continued)

Categories of Work Eligible for Public Assistance:

- **A.** Debris Removal
- **B.** Emergency Protective Measures
- **C.** Road Systems
- **D.** Water Control Facilities
- **E.** Public Buildings and Equipment
- **F.** Public Utilities
- **G.** Parks, Recreational, and Other

Labor Eligibility, Categories A & B- Regular hours (straight time) worked by in-house (Force Account) laborers are not eligible for reimbursement in categories A (debris removal) or B (emergency protective actions). Overtime hours expended on these two categories are eligible.

CATEGORIES OF WORK

Note - Force Account Regular Time is not eligible in Category A

Category A: Debris Removal

Debris on Public Property- Is eligible for removal.

Debris on Private Property- Is eligible for removal if it presents a safety or health hazard (such as fire or insect infestation) to the public or if it has been placed beside the curb. Debris on private property is ineligible under most conditions and normally requires owner to move debris to a designated area.

Debris on Roads- Is eligible for removal if FHWA is not active early in disaster.

Garbage Pickup- Cutoff date is at the end of the Period of Incidence. After that date, only that volume of material that exceeds the average garbage pickup volumes will be eligible. Only storm-generated debris is eligible. Routine garbage pickup is not eligible.

Idle Equipment Time- Idle or standby time is not eligible. Total equipment hours should be compared to available personnel hours and material to be used. Delete any excess equipment and equipment time.

Foreman and Supervisors- Both are eligible in a small work force actively engaged in field operations. Commissioners, mayors, department directors, chiefs, and administrative personnel are usually not eligible.

High-Paid Personnel- Specialists such as electricians should not be paid to remove debris. Their hours can be used with an average pay rate of all other workers expected to be performing that type work.

Overtime- Eligible as required if it is an established applicant policy.

Compensatory Time- If compensatory time is usually given in place of overtime, then that policy stands and overtime is not eligible. Compensatory time is eligible at regular rates, but it must be a part of the official timekeeping system

Mechanics- Time is not eligible because equipment rates include maintenance costs.

Tree Stumps, Stump Grinding, and Root Systems- The removal of stumps and root systems is not eligible unless they are uprooted.

CATEGORIES OF WORK

Category A: Debris Removal (Continued)

Right of Entry or Right of Way- A right of entry or right of way agreement must be signed before debris is taken from private property.

Demolition of Public and Private Buildings- Buildings must be beyond repair. Private buildings must pose a safety hazard.

Removal of Emergency Levees- These costs are eligible only when the levees are removed to open roads or when in the public interest.

Trees- Standing dead or dying trees and trimming of trees is not eligible.

CATEGORIES OF WORK

Note.- Regular Time Hours are no longer eligible in Category B

Category B: Emergency Protective Measures

Emergency Protective Levees-These levees are eligible when built to protect life and property. Work by individuals to protect their own homes is not eligible.

Sandbagging and Emergency Pumping-This expense is eligible. Bags furnished by the Corps of Engineers at a price are reimbursable. Pumping of private property is eligible only if pumping is widespread.

Safety Barricades and Signs-This equipment and time is eligible. If the equipment is reusable, then salvage should be taken.

Health and Safety Hazards- Removal of health and safety hazards is eligible. Items include draining trapped water, pumping basements, and providing emergency access to private homes. Vector control must be pre-approved by the Federal Health Service and FEMA.

Temporary Repairs-Emergency work such as road detour at damage location, emergency repair to levees, temporary roof repairs to public buildings, rental of temporary facilities for public employees, and bypass at sewer breaks is eligible. Most temporary repair costs in Categories C through G will be included with permanent work.

Fixed Pumps- Costs of fixed-pump operations (labor, pumps. power) are eligible. Emergency pumping status will cease at flood stage. Repair of damages to such facilities will be under Category D. Do not deduct 3-year average costs.

Personnel Time- Overtime and compensatory time is eligible for police, firefighters, and sheriffs. Overtime is eligible if compensatory time is not an established policy. Personnel are eligible if involved directly in disaster operations in the field**.** Personnel not directly involved in disaster operations are ineligible. Volunteer labor is not eligible. Reserves are eligible if established policy is to pay them (regular and OT are eligible). Fringe benefits on Force Account labor are eligible. NOTE: REGULAR TIME IS NO LONGER ELIGIBLE IN CATEGORY EMERGENCY PROTECTIVE MEASURES.

Food and Shelter- Is eligible under the new amendments when provided by the sub-grantee for disaster victims.

Idle Equipment Time- Not eligible. Actual working time of equipment is what counts and not that it was sitting at a job site all day. Add equipment hours and compare to personnel hours and amount of repair to be accomplished.

CATEGORIES OF WORK

Category B: Emergency Protective Measures (Continued)

Vehicle Damage- Vehicles damaged or destroyed during search and rescue are eligible for repairs. Repairs necessitated by extraordinary use in search and rescue and flood fighting are eligible.

CATEGORIES OF WORK

Category C: Road Systems

Repairs and Replacements-The damage must be directly related to the disaster. It cannot be a pre-existing condition nor caused by an event after the official period of incidence.

Road Repairs- On gravel roads, the base need not be damaged to be eligible for major gravel replacement. Loss of gravel must be evident. Potholes and rutted surfaces are not eligible.

Maintenance- Routine and heavy maintenance is not eligible. Potholes and surface ruts are maintenance items, which are not eligible.

Paving- Loss of paved surface is eligible. Alligatored surface is a sign of normal deterioration and is not eligible.

Standards- Bridge and road standards that have been formally adopted and are in practice, or adopted and placed in effect prior to project approval by the applicant, are eligible. The standards must apply to work accomplished with applicant funds and not limited to that work receiving State and/or Federal aid. Attach copy of standards and council meeting minutes approving the standards to DSR. Applicant has up to the time FEMA comes in to adopt a standard.

Necessary Facilities- To be eligible, facilities must be functional prior to the disaster and necessary to the community and local government.

On-System Facilities- Facilities funded by other Federal agencies, such as the Federal Highway Administration, are not eligible.

Aesthetics- Aesthetic features are not eligible if they have no functional value,

Scheduled Replacement- Facilities are not eligible if scheduled for replacement within the next 24 months.

Culvert Washouts- Replace in-kind. Cleaning is routine maintenance.

CATEGORIES OF WORK

Category D: Water Control Facilities

Levees and Dams- Inspectors write the DSR, not the applicants. Reviewers will check with the Corps of Engineers and the Soil Conservation Service. If the damage falls within their authority, it is not eligible.

Drainage Channels- Restore to pre-flood hydraulic capacity. The COE may be involved in some flood channels (not eligible). Man-made channels must show evidence of routine maintenance. Include appropriate statements with DSR.

Natural Streams- Only debris that is foreign to that stream and constitutes an immediate threat to life and property is eligible. Usually, silt, sand, and boulders are not eligible. Debris near bridges may be cleared upstream for 200 feet and downstream for 100 feet. Debris removal is Category A.

Seeding and Sod- Seeding is to be used in disturbed areas only. Sod is to be used only in areas subject to severe erosion that have been disturbed.

Silt- Amounts of silt in catch basins and channels should be reduced by an amount that would ordinarily be expected since the last maintenance. A reservoir with a remaining capacity that is several times the amount of debris that could be expected as a result of a major storm is not eligible for silt removal. If 75 percent of a catch basin remains available, cleaning is not eligible.

CATEGORIES OF WORK

Category E: Public Buildings and Equipment

Restoration- Buildings are to be restored to pre-disaster design capacity in accordance with present codes and standards.

Use and Occupancv-The building must be in use prior to the disaster. If only part of the building was occupied at the time of the disaster, then replacement will be made at the reduced size.

Extensive Damages- Repairs are eligible only when the building is structurally sound and feasible to repair. If it is not, the building should be replaced.

Insurance- Inquire as to insurance presently in force. Insurance coverage pays first. Deductibles and deprecations are eligible. If repair costs exceed $10,000, a general hazard Insurance commitment will be required equal to the amount of damages. Repair costs for flood damages occurring to buildings and/or contents within the I00-year flood zone will be reduced by the amount of flood insurance coverage or the maximum amount that would have been available if insured. Each structure is considered to be an independent project.

Relocation- If the building is totally destroyed by a flood, then relocation from the flood plain must be studied.

Equipment- Office equipment and furniture should be replaced with used or surplus. Repair if feasible.

Supplies- Consumable supplies will be replaced to pre-disaster quantities.

Vehicles -Prepare one DSR for each damaged vehicle. Special equipment such as two-way radios is eligible. Blue Book prices should be used and salvage taken. Check for comprehensive insurance,

Grounds- A separate DSR is to be made for damage to the grounds around a building.

Cleaning- For buildings with light damaged, cleaning and painting are eligible.

Worship Facilities- Buildings that are used primarily for worship purposes are not eligible.

CATEGORIES OF WORK

Category F: Public Utilities

Electrical- Restore to pre-disaster condition in the most economical manner. Extra pole structures are sometimes necessary to restore the function when erosion has destroyed stream banks and ground clearance has to be maintained over long distances.

Sewer Collapse- Ground subsidence should be obvious. Minimum repair should be estimated.

TV Inspection- Limited TV inspection is eligible when damage is apparent. Use of TV inspection to search for problems is not eligible. TV inspection must be approved in advance by RD/DRM.

Cleaning- Cleaning of sewer lines is eligible only when necessary to restore adequate functioning of the system in specific reaches.

Revenues- Loss of revenues is not eligible. Added costs or charges for providing regular utility services are not eligible.

CATEGORIES OF WORK

Category G: **Parks, Recreational, and Other**

Damage Estimates- Each specific structure or damaged site within a facility should have its own DSR. Do not lump together several facilities onto one DSR.

Beaches- To be eligible, a beach must have been improved and regularly maintained prior to the disaster. Include documentation with DSR. Permanent restoration of the sand on natural beaches is not eligible.

FC3 – ADDENDUM 8

PUBLIC ASSISTANCE

Damage Survey Checklist

In order to expedite the damage survey process, complete the checklist below before the State or Federal inspectors arrive.

☐ Mark the location of each damage site on a suitable map and develop a route of travel to each site.

☐ Segregate damage and work activities into the seven categories (A-G). (All damage sites should be identified before the inspectors arrive.)

☐ Ensure that the person designated to accompany the survey team is knowledgeable of the repairs already made and the location of all other damage sites that need to be repaired.

☐ Have photographs, site sketches, or drawings of each damage site available for the inspectors (especially where work has already been performed).

☐ Compile a detailed breakdown of labor (including fringe benefits), equipment, and material costs for each location where work has been completed or is in progress.

☐ Provide Force Account equipment use in a manner compatible with the FEMA Schedule of Equipment Rates.

☐ Keep damaged equipment and parts for review and inspection by the survey team.

☐ List equipment, materials, or inventory lost as a result of the disaster.

☐ Provide copies of estimates, bids, purchase orders, invoices, inventory records, or other sustaining evidence to verify loss values or replacement costs.

☐ Prepare descriptions of which sites will be repaired by contract and which will be repaired by force account. (If contractor's estimate/bid has been received, have it available for the inspectors.)

☐ If damaged facilities are to be restored in accordance with adopted codes or standards different from original construction, provide inspectors with copies of appropriate standards.

☐ Provide inspectors with policy information on insurance coverage and any proceeds received or anticipated.

☐ Notify the State as soon as possible, but no later than 60 days from the date of the initial inspection, of any additional damage that has been identified.

☐ Be aware that a statement of non-concurrence must be attached to any DSR in which the local representative does not agree with the proposed scope of work.

Functional Checklist 4

Health & Safety

Addenda

Addendum 1 - **Cleaners & Disinfectants**

Addendum 2 - **Restoring Flooded Wells & Cisterns**

Addendum 3 - **Septic Tank Failures**

Addendum 4 - **Well Volume Estimation**

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Supporting Community Leadership	Provide Health & Safety professionals to be involved in and support local governments.	❑ Provide information about health and safety issues. ❑ Provide recommendations for resolution of these issues. ❑ Support community leadership in public meetings, press conferences, and other media events.	
Technical Assistance	Provide Health & Safety professionals for technical assistance in recovery operations.	❑ Debris clearance and disposal ❑ Air quality ❑ Water quality ❑ Hazardous materials cleanup ❑ Sewage and contamination ❑ Animal control ❑ Unsafe buildings ❑ Mutual aid and health inspectors	
Assisting in Damage Assessment	PDA and DSR teams may require the assistance of health and safety officials in order to assess public health and safety threats dealing with	❑ Potable water, wastewater, and solid waste disposal. ❑ Health threats in damaged homes and other buildings. ❑ Health threats from vector-borne diseases.	
Identify Hazardous Sites and Conditions	Provide Health & Safety Inspectors	❑ Home and workplace inspection to determine risk of contamination. ❑ Inspection of other sites where vector-borne diseases may develop, such as areas where debris, sewage, and contaminated water have collected. ❑ Bacteria testing	
Emergency Management **Emergency Management**	Provide Health & Safety professionals to support emergency management operations.	❑ Issues involving widespread contaminated food and water. ❑ Sewage disposal. ❑ Debris removal and disposal. ❑ Acquisition of testing for wells and other inspections. ❑ Staffing of health professionals and disaster recovery centers.	
Public Information	Provide Health & Safety professionals to offer direction and information to the community.	❑ How to clean up damaged structures. ❑ Notices about public health and safety threats. ❑ Notices about availability of services such as: ✓ First aid ✓ Inoculations ✓ Crisis counseling ✓ Drug & alcohol abuse counseling ✓ Other health assistance	

FC4 – ADDENDUM 1

CLEANERS & DISINFECTANTS

Household cleaners help remove dirt. Disinfectants help stop the growth of disease-causing microorganisms carried in floodwater.

Powdered or liquid cleaners and disinfectants are more practical and much less expensive than aerosol products, since large areas will probably need to be cleaned.

Buy cleaners and disinfectants in the largest sizes available to reduce their cost. Farm supply, hardware, wallpaper, and paint stores often have these products in gallon or pound containers.

All products are not suited for all uses. Before using any cleaner or disinfectant, refer to its label for specific directions or precautions. Make sure the product will do the job you want it to do.

Many household cleaners and disinfectants are harsh on hands and may burn the eyes. Protect your hands with waterproof gloves. Avoid contact with eyes. If you splash or spill any product on your skin, wash it off immediately.

Cleaners & Disinfectants

Type of Cleaner	Uses	Precautions	Additional Suggestions
All purpose detergents	Moderately or heavily soiled washable colorfast textiles. On furniture and appliance surfaces. Painted walls and woodwork and wallpaper. Floors, rugs, and carpets.	Do not use on wool, silk, or fabric containing these fiber blends.	Rinse well to remove suds.
Enzyme products	Helpful on tough stains, ground-in dirt, and grass stains, restoring whiteness to fabrics.	The use of chlorine bleach will inactivate enzymatic action when both products are used.	
Liquid household cleaners. Powdered household cleaner.	Removes mud, silt, and greasy deposits from hard surfaces such as painted walls, floors, woodwork, and porcelain.	Dilute with water as directed on container for specific uses.	
Household ammonia	Hard surfaces: windows, walls, woodwork, floors, tile, and porcelain.	Dilute in water. Do not get into eyes. May irritate skin. Do not combine with chlorine bleach.	
Tri-sodium phosphate (TSP)	Wood walls, woodwork, and floors.	Powder. Dilute in water. Do not get into eyes. May irritate skin. Do not combine with chlorine bleach.	For mildew removal, combine 8 to 10 tablespoons of TSP and 1 gallon of water.
Pine oil disinfectants	Laundry-safe for washable clothing.	Do not use on wool or silk. Pine odor will linger on these fabrics.	Add before putting clothes in machine, or dilute in 1 quart of water.
Liquid chlorine disinfectants (bleach)	Use as rinse on carpets and furniture or in laundry to disinfect or to control mold. Follow instructions for use with colored fabrics.	Do not combine with ammonia. Follow instructions. Bleach can ruin many items. Do not use in rinse water. Do not use on aluminum or on linoleum.	Add bleach before putting clothes in washer or dilute with 1 quart of water.
Phenobic disinfectants.	Laundry-safe for washables. Bathrooms, plastic, or ceramic tile floor.	Do not use on wool or silk.	Add in wash or rinse cycle.

FC4 – ADDENDUM 2

RESTORING FLOODED WELLS & CISTERNS

Wells

Wells will probably not be damaged structurally from floods, but they may become contaminated by silt, raw sewage, oil, and disease organisms found in flood water. If your well has been flooded, the well and the entire water system should be cleaned and disinfected.

First, remove silt and debris from the well and examine casing, motors, and pumps, piping, electrical and other system components for damage. Consult a serviceman if the damage is extensive or if you are unable to determine the extent of damage or unable to perform the necessary repairs.

To Disinfect the Well:

1. Pump the water until it is clear.

2. Scrub and disinfect the pump room and wash all equipment, including piping, pumps, and pressure tanks with at least a 2% chlorine solution. (Laundry bleach, such as Clorox or Purex, is usually 5% or more chlorine)

3. Remove the well seal or plug at the top of the casing. Shock-chlorinate the well with 3 pints of 5.25% chlorine per 100 gallons of water in the well. Be sure chlorine is the only active ingredient. You will need to calculate the volume of the water in the well to obtain the correct amount of chlorine mixture needed. Let stand for at least 4 hours.

4. Disconnect charcoal filters and begin pumping the chlorinated water through the entire water system. Open one faucet at a time until there is a strong chlorine odor at each faucet. Close the faucet and leave the chlorine in the piping at least 2 hours, and preferably overnight. (The longer the chlorine stays in the system, the better the disinfecting.)

5. After the water system has been chlorinated the proper amount of time, pump and flush the system until the taste and odor of chlorine are no longer present. Use an outside faucet for flushing the system first to avoid overloading the septic system.

6. Finally, have the water tested for bacteria. Boil or treat all drinking water and cooking water until the test indicates that the water is safe for all purposes. It may be necessary to re-chlorinate the well if bacteria are still present. Retest every 1 to 2 weeks until 2 consecutive tests indicate the water is safe.

Cisterns

Flooded cisterns should first be pumped dry, using an auxiliary pump. Do not pump water through the piping system. After pumping dry, wash down the walls, ceiling, and floor with clean water and pump out the dirty water. Next, check the cistern walls, ceiling and floor for cracks where ground water could come in.

The cistern interior should be disinfected using a solution of 1 quart of liquid household bleach to 3 gallons of water. The chlorine solution can be applied using a sprayer or scrubbing with a stiff broom. Pump out the disinfecting solution that collects in the bottom of the cistern.

Also, before using the piping system, it should be decontaminated. Disinfect the piping system following the same procedure used for wells.

Finally, fill the cistern with water for use and have it tested. The water should have a chlorine taste for a while, but it should be safe for all purposes. Drinking water should be treated or boiled until the water is tested and found safe to drink.

FC4 – ADDENDUM 3

SEPTIC TANK FAILURES

Many septic tank systems at individual properties have been flooded. Most of these systems will remain inoperable until floodwaters recede and the ground where the sewage is absorbed becomes somewhat dry. Some of these systems may be so damaged that repairs will be required before they will work again.

One big problem with a septic tank that doesn't work is the release of untreated sewage onto the top of the ground or into stagnant pools left behind by flooding. The pooled sewage from these tanks can be a significant health hazard. The other big problem is the backup of sewage into the building, caused by a blockage that results from the damaged tank system or piping.

Recommendations to the Public

- Avoid using the house plumbing system if the septic tank or the lateral field is still under water.
- Do not use the plumbing system if sewage is backing up into the house.
- Carefully investigate the cause of sewage backups. Check the septic tank to see if it has shifted, or if the grease layer in the top of the tank has blocked the inlet or outlet pipes. Any of the sewage pipes either leading to the septic tanks or the lateral field may have become broken or filled with silt.
- Try to minimize the amount of mud entering the plumbing system. Mud will fill the septic tank and can cause the lateral field to become clogged.
- Individual lagoons that have silted in or have been physically damaged should be repaired as soon as possible before long-term use is resumed.
- Contact your local county sanitation service for assistance with repairs or construction of new septic tank systems.
- Avoid contact with the sewage from the septic tank systems that aren't working. Raw sewage is a public health problem and can contain diseases.

FC4 – ADDENDUM 4

WELL VOLUME ESTIMATION

In order to know how much chlorine to put into your well to shock chlorinate it you must first have a reasonably accurate estimate of the amount of water that is in the well. There are several ways to do this. First you can calculate the volume in cubic feet and multiply by 7.48, or you can use the following chart to determine the volume of water per foot of depth and multiply by the depth.

An example of how to do this is: the well is 36" (3') in diameter and the depth of water is 40 feet. How much water is in the well?

Solution: From the table, a 3' diameter well has 52.87 gallons per foot of depth. Multiply this by the depth of water (40'). The well has 2115 gallons of water in it.

52.87 x 40 = 2114.8 gallons

Table 1

Well Diameter in Inches	Gallons per Foot of Depth	Well Diameter in Feet	Gallons per Foot of Depth
2	0.163	1	5.87
3	0.367	2	23.50
4	0.653	3	52.87
5	1.02	4	94.00
6	1.47	5	146.87
8	2.61	6	287.86
10	4.08	9	475.86

After determining the volume in the well that must be treated, you need to determine the amount of chlorine that must be added. To do this you need to take the amount of water and find a source of chlorine. The source of chlorine will determine how much material you need to put into the well. The following table shows the amounts and the different sources of chlorine.

Table 2

Type of Carrier	Amount to Add
5% chlorine bleach	3 pints per 100 gallons of water
12% - 17% chlorine solution	1 pint per 100 gallons of water
25% - 30% chlorine powder	2/3 pound per 100 gallons of water
65-75% chlorine powder or tablets	1/4 pound per 100 gallons of water

Functional Checklist 5

Public Works

Addenda

Addendum 1 - Contract for Debris Removal Checklist

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Support Community Leadership	Provide technical support to community leaders during recovery operations.	❒ Identify recovery priorities and goals. ❒ Provide cost estimates for infrastructure repairs, including mitigation. ❒ Maintain credible information regarding status of infrastructure recovery. ❒ Coordinate plans of interdependent infrastructure service providers. ❒ Participate in media events and meetings. ❒ Provide technical advice and information to support recovery operations. ❒ Raise and advocate infrastructure issues.	
Provide Technical Support for Recovery Legislation	Support development and adoption of recovery legislation that addresses infrastructure issues.	❒ Provide input for and develop mutual aid agreements. ❒ Provide input for legislation, policies, and ordinances for minimizing/mitigating impact of disasters. ❒ Provide input for debris clearance and disposal ordinances, policies, and procedures. ❒ Provide input for ordinances, policies, and procedures dealing with utility restoration.	
Provide Public Information	Provide input to public announcements and brochures, participation in media events, support during public meetings, and interaction with other members of the recovery team.	❒ Participate in community meetings to acquire and disseminate information on public works issues. ❒ Develop information for public notices regarding: ❒ Water purification ❒ Garbage collection ❒ Debris removal ❒ Resource availability (water, ice, generators, fuel) ❒ Contracting procedures for private and public information ❒ Transportation closures, rerouting, and re-openings ❒ Power restoration	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		❒ Status of closure, repair, and re-opening of public buildings ❒ Dangerous areas	
Support Emergency Management	Provide expertise, support, and technical assistance to City Disaster Preparedness Coordinator.	❒ Identify public works priorities. ❒ Develop recommendations for staff and equipment needed to support recovery activities. ❒ Identify local, State, and Federal regulations, policies, and guidelines involving public works. ❒ Participate on damage assessment teams. ❒ Participate on DSR teams. ❒ Document staff, equipment, supplies, and other costs required for recovery. ❒ Provide technical assistance in identifying hazard mitigation opportunities. ❒ Participate in disaster critiques and follow up remedial actions.	
Damage Assessments	Provide representatives to initial damage assessment teams.	❒ Participate in windshield surveys. ❒ Identify vulnerabilities of and damage to the infrastructure. ❒ Analyze social and economic impacts of damages to infrastructure systems and subsystems. ❒ Assist in developing estimates of damage costs. ❒ Assist in prioritizing initial damage repair.	
	Provide expertise to preliminary damage assessment teams.	❒ Quantify and provide detailed descriptions of infrastructure damage.	
	Represent the community on DSR teams.	❒ Identify and quantify infrastructure damage that may be eligible under FEMA Public Assistance program.	
Repair Damaged Public Facilities and Utilities	Repair and restore electrical utilities.	❒ Inspect and evaluate facility condition. ❒ Eliminate potentially hazardous conditions. ❒ Clean up or repair transmission and other utility lines. ❒ Repair substations. ❒ Restore generation facilities.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Repair Damaged Public Facilities and Utilities (cont)	Repair and restore electrical utilities. (cont)	❒ Repair and restore regulator stations and storage facilities. ❒ Correct problems with property service lines. ❒ Re-establish temporary service capabilities. ❒ Provide emergency power to critical facilities. ❒ Identify and locate utility lines and systems. ❒ Monitor gas lines for explosions and other secondary effects.	
	Repair and restore water systems.	❒ Coordinate with private providers for service restoration. ❒ Inspect and evaluate facility condition. ❒ Eliminate or isolate hazardous conditions. ❒ Repair breaks and leaks. ❒ Test water quality and report results to the public and the Health Departments. ❒ Clean and purify water supplies, including wells. ❒ Correct problems with property service lines. ❒ Terminate service to demolish buildings or those where re-occupancy will be delayed. ❒ Install supplementary or temporary sources such as wells or tankers. ❒ Organize emergency water and ice distribution as required. ❒ Apply mitigation measures in restoring facilities.	
Repair Damaged Public Facilities and Utilities	Repair and restore sewers and wastewater treatment systems.	❒ Inspect and evaluate facility condition. ❒ Remove debris from storm drains. ❒ Prioritize repairs on public health outcomes. ❒ Repair leaks, overflows, and collapsed pipes. ❒ Repair sewer lines and lift stations. ❒ Clean up overflow areas.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Repair Damaged Public Facilities and Utilities (cont)		❒ Clean up and repair treatment facilities. ❒ Provide temporary or emergency collection, treatment, and disposal systems. ❒ Cap service to demolished buildings or those where re-occupancy will be delayed. ❒ Apply mitigation measures.	
	Repair and restore transportation systems.	❒ Set priorities for restoration of systems. ❒ Inspect highways, rails, roads, streets, signs, lighting, ports, bridges, and sidewalks for damage. ❒ Repair damaged structures. ❒ Clean streets. ❒ Maintain roadblocks. ❒ Re-establish operations and communications facilities. ❒ Repair ancillary facilities. ❒ Repair and replace traffic control systems and signs. ❒ Repair or replace roads and pedestrian sidewalks. ❒ Establish short-term and long-term detours and signage. Coordinate with State DOT and transit authorities on functional responsibilities and reimbursement for work done.	
Repair Damaged Public Facilities and Utilities	Provide flood control, drainage, and restoration of irrigation systems.	❒ Inspect flood control, drainage, and irrigation systems for damage. ❒ Prioritize repairs on public health outcomes. ❒ Repair leaks and collapsed pipes and inlets. ❒ Clear debris from blocked pipes and inlets. ❒ Provide alternative drainage as necessary. ❒ Clear debris from streambeds. ❒ Develop and maintain flood control and mediation systems. ❒ Install sandbags and dikes.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		❒ Monitor water and storm drainage facilities for possible damage or collapse.	
Repair Damaged Public Facilities and Utilities	Repair and restore public buildings	❒ Inspect schools, hospitals, libraries, police stations, parking facilities, shelters, fire stations, and jails for damage. ❒ Restore usability of partially affected buildings. ❒ Locate and obtain alternate spaces for uninhabitable buildings. ❒ Oversee construction of parking facilities, trailer parks, and expedient shelters. ❒ Erect temporary buildings and install temporary roofing at critical facilities. ❒ Oversee demolition of destroyed and substantially damaged buildings. ❒ Identify and upgrade shelters. ❒ Ensure custodial service for operating public buildings.	
	Repair or restore parks and recreation facilities.	❒ Inspect parks, playgrounds, stadiums, and other recreation facilities for damage. ❒ Repair damaged facilities. ❒ Identify staging areas and debris retention.	
Debris clearance and removal	Control debris in areas that have significant impact on recovery activities.	❒ Remove debris from public right-of-ways. ❒ Remove debris from other public property. ❒ Coordinate or assist in removal of debris from private property. ❒ Establish disposal sites. ❒ Provide input for contracted disposal, including burning. ❒ Deal with hazardous materials disposal requirements. ❒ Provide assistance in cleanup of hazardous waste spills. ❒ Provide for increased garbage volume and construction debris.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Debris clearance and removal	Prepare a disaster debris management plan.	❒ Consider mutual aid arrangements. ❒ Implement recycling programs. ❒ Update the community's solid waste program. ❒ Prepare a communications strategy. ❒ Prepare for increased outreach and enforcement. ❒ Identify equipment and supplies that crews will need. ❒ Select collection and storage sites. ❒ Segregate hazardous waste. ❒ Prepare contracts. ❒ Plan for FEMA and State reimbursement.	
Critical Tasking	Consider these tasks in overall recovery planning and operations.	❒ Define and quantify total requirements with regard to infrastructure. ❒ Establish priorities for construction assets. ❒ Establish policies for removal of unsafe privately owned and public structures. ❒ Identify public works assets, systems, and subsystems for recovery resource priority.	

FC5 – ADDENDUM 1

CONTRACT FOR DEBRIS REMOVAL CHECKLIST

The following is a checklist for developing a contract for debris removal between the City and a contractor:

- ☐ Agreement Between Parties
- ☐ Scope of Work
- ☐ Schedule of Work
- ☐ Contract Price
- ☐ Payment Terms
- ☐ Contractor's Obligation
- ☐ City's Obligations
- ☐ Insurance
- ☐ Signature Block for Contractor and City
- ☐ Keep track of equipment and personnels hourly rates showing equipment description, rate per hours, and number available.

Functional Checklist 6

Building Inspection

Addenda

Addendum 1 - The 50% Rule

Addendum 2 - Participating in Damage Assessment Diagram

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Support Community Leadership and City/County Coordination	Provide technical assistance to community leaders during recovery operations.	❒ Identify recovery priorities and goals. ❒ Provide information regarding status of inspections and reconstruction issues. ❒ Participate in media events and meetings. ❒ Provide technical information to support lobbying efforts. ❒ Accompany community leaders on VIP visits.	
	Provide technical support for recovery legislation.	❒ Establish post-disaster permit system ❒ Establish fee structures for damaged structures. ❒ Issue permits at a central location. ❒ Review project documentation. ❒ Establish policies for occupation of structures. ❒ Define "habitability". ❒ Establish conditions for access to damaged structures. ❒ Establish placarding and labeling program for structures. ❒ Establish policies for level of inspection required. ❒ Implement property owner request for inspection program. ❒ Conduct initial assessments. ❒ Conduct detailed damage assessments. ❒ Facilitate emergency repairs and shoring. ❒ Establish policies and procedures for registering contractors, inspectors, and volunteers. ❒ Establish policies and procedures for occupation of site. ❒ Establish policies and procedures for the review of building plans and issuance of permits.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Support Community Leadership and City/County Coordination (cont)	Provide technical support for recovery legislation.	❒ Emergency repairs ❒ Minor repairs ❒ Major repairs ❒ Required permits ❒ Required plans and plan reviews ❒ Applicable zoning, building code, and handicapped accessibility requirements ❒ Demolition agreements ❒ Overdue repairs ❒ Asbestos abatement ❒ Advise and assist in the development of ordinances for special districts and uses. ❒ Handicapped access ❒ Historic preservation ❒ Upgrade to current codes ❒ Advise leadership and administration of means and methods to strengthen codes and ordinances to assist mitigation efforts. ❒ Establish a system of pre-event inventory ❒ Vulnerable structures ❒ Priority structures ❒ Historic structures ❒ Establish mutual aid agreements for assistance with post-disaster permits and plan review.	
Damage Assessment	Participate on initial and preliminary damage assessment (PDA) teams.	❒ Identify damage to homes, businesses, and public structures. ❒ Participate on PDA teams to identify and quantify damage to homes, businesses, and other private structures. ❒ Provide documentation and data on recovery/reconstruction costs. ❒ Create and maintain a damaged structure inventory or database.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Damage Assessment (cont)	Inspect damaged homes, businesses, and other private structures.	❒ Initiate inspection request system for homeowners or business owners. ❒ Inspect damaged homes and businesses and make determinations about habitability. ❒ Place placards or labels on damaged structures and notify owners and occupants of conditions and restrictions for occupancy and repairs. ❒ Inspect repairs and reconstruction to ensure compliance with local codes and ordinances. ❒ Coordinate inspections with utility service providers to ensure compliance with local codes and ordinances. ❒ Coordinate mutual aid inspections.	
	Issue building permits.	❒ Determine whether permits will be issued in a central office, on site, or both. ❒ Predetermine the fee structure or waiver of permit fees. ❒ Determine whether "one-stop" combined permits or separate permits will be required. ❒ Determine conditions under which permits will be issued. ❒ Special requirements for handicapped, historical preservation, upgrades to current codes. ❒ Compliance with National Flood Insurance Program regulations. ❒ Compliance with State and Federal environmental regulations. ❒ Compliance with State and local health codes and regulations.	
	Develop brochures, fliers, and other information on building topics and coordinate distribution.	❒ Who to contact ❒ Meaning of the placards ❒ How to find a contractor ❒ How to obtain permits ❒ Who are the inspectors	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
	Use other forms of the media to keep the public informed.	❒ Respond to telephone, correspondence, and in-person requests for technical assistance. ❒ Provide staff locations for dissemination of public information. ❒ Share public information with other departments and internal staff members. ❒ Review any jurisdictional policies on working with the media. ❒ Train designated media liaison to ensure familiarity with policies, procedures, and other types of information. ❒ Document all information shared with the media and distribute it to the disaster response management team. ❒ Arrange the purchase of newspaper advertising space for information to be distributed without editorial review.	
Support Emergency Management	Coordinate Building Inspection recovery program through Emergency Management.	❒ Identify issues that require outside assistance. ❒ Need for additional inspectors ❒ Need for technical assistance on health and safety regulations and environmental regulations ❒ Additional staffing needs ❒ Identify hazard mitigation opportunities. ❒ Nonstructural techniques ❒ Structural techniques ❒ Relocation priorities ❒ Provide technical information such as construction, building code enforcement, and health and safety codes. ❒ Provide support for communications systems. ❒ Provide support for transportation systems. ❒ Provide support for office equipment.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
	Document recovery activities.	❒ Document costs, personnel and staff efforts. ❒ Document damage repair costs, damage types and locations. ❒ Document inspection requests, assessments, permits, inspections, and occupancy.	

FC6 – ADDENDUM 1

THE 50% RULE

SUBSTANTIAL DAMAGE: Pre-FIRM buildings must be elevated if damaged by any cause for which repair costs are 50% or more of the value of the building. This is a "hidden cost" that actually reduces the value of the structure' Most homeowners never know about this until it happens to them. Damage can occur from flooding, fire, earthquake, wind, or man. This applies to all buildings in a flood hazard area, regardless if the building has flood insurance.

The costs to repair must be calculated for full repair to "before-damage" condition, even if the owner elects to do less. The total costs to repair include both structural and finish materials and labor.

SUBSTANTAL IMPROVEMENT: When a Pre-FIRM building is proposed to be remodeled, renovated, rehabilitated, added to, or in any way improved, the proposed modifications must be evaluated for "substantial improvement." If the total costs of improvement are 50% or more of the building value, the building must be elevated, etc., just like "substantial damage." "Total costs" means all structural costs, as well as all finish materials, built-in appliances, hardware, in addition to profit and overhead. The substantial improvement rule is a hidden potential cost that the buyer needs to be aware of.

BUILDING VALUE: Building value equals market value of structure only. Land and exterior improvements are excluded, e.g., swimming pool, pool enclosure, landscaping, paving, etc. Market value = assessed value or properly-depreciated appraised building value. The assessed value may be adjusted upward to reflect the market more accurately, Replacement cost can only be used if properly depreciated. Certified appraisals must be based on the comparable sales method. The land value must be deducted and it must be equal to or greater than that established by the County Assessor. The building value must be fairly depreciated to reflect the age of the building and the deterioration of building components.

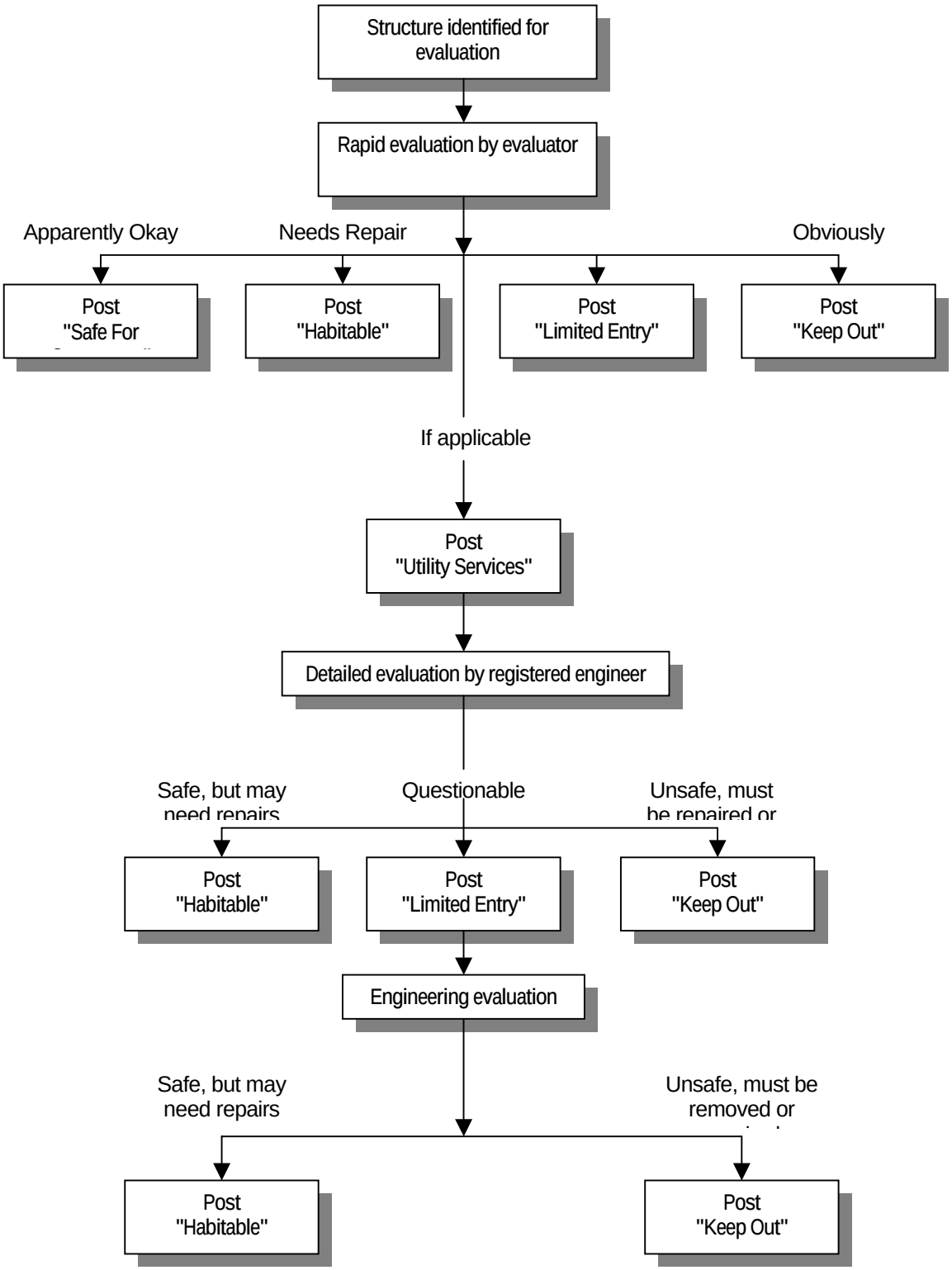
COSTS TO BE INCLUDED: The construction costs to be calculated for both substantial damage and improvement include both structural and finish labor and materials. This includes lighting fixtures, built-in appliances, interior moldings, paneling. tiling. wall-to-wall carpet over sub-flooring, built-in cabinets, etc. The cost to demolish undamaged building components must be established and included. Overhead and profit are also included, but not the cost of permits. Many of these costs are not normally calculated for purposes of a building permit, nor are they regulated as part of the Building Code. But. they must be calculated for compliance with The 50% Rule. (See attached lists.)

WHEN MAPS ARE REVISED: Substantial Damage and Substantial Improvement can affect Post-FIRM buildings too! If the FIRMs are revised, and the flood elevations increase, many Post-FIRM buildings may be affected. The 50% Rule applies to them now as well! So, check the FIRMS, find out what flood elevation was in effect when the building was constructed, and what it is today. All additions to a Post-FIRM structure must be elevated to or above the current Base Flood Elevation (BFE), whether they are substantial" or not.

CUMULATIVE COSTS: Substantial Damage and Substantial Improvement are subject to "cumulative" clauses in many community ordinances. FEMA generally requires that all separate permits for the same structure within a 1-2 year period are a single improvement and/or repair. This period runs from the date of final inspection or Certificate of Occupancy, not from the date the building permit was issued.

FC6 – ADDENDUM 2

PARTICIPATING IN DAMAGE ASSESSMENT



Functional Checklist 7

Planning & Community Development

Addenda

Addendum 1 – Planning and Community Development

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Community Leadership	Provide technical support to community leaders.	❒ Identify recovery priorities and goals and define alternatives. ❒ Work with affected client groups to identify recovery needs and issues. ❒ Provide information regarding status of planning and zoning issues and recovery options, strategies, and priorities. ❒ Participate in media events and public meetings. ❒ Provide technical information to support lobbying efforts. ❒ Accompany community leaders on VIP visits. ❒ Identify and pursue recovery assistance possibilities. ❒ Provide technical advice on planning, zoning, redevelopment, and mitigation issues. ❒ Help formulate and implement policies for disbursement of locally received relief funds. ❒ Provide support for public and private sector collaboration on recovery issues.	
Land-Use and Recovery Plans and Analyses	Review key components of the recovery planning process.	❒ Analyze viability or applicability of existing plans for post-disaster recovery. ❒ Recommend appropriate approaches and processes for recovery planning and coordinating intergovernmental and interagency efforts. ❒ Recommend policies that promote long-term recovery and mitigation. ❒ Identify programs and funding for long-term recovery.	
Recovery Legislation	Provide recommendations on codes and ordinances.	❒ Develop codes and ordinances for reconstruction of nonconforming buildings. ❒ Make provisions for temporary moratoria for building permits, if necessary. ❒ Develop standards for reconstruction of damaged or demolished structures. ❒ Develop mitigation levels for reconstruction.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		❒ Provide guidance for acquisition and relocation of damaged structures. ❒ Develop National Flood Insurance Program and environmental ordinances. ❒ Develop guidelines for using redevelopment funds or other financial tools. ❒ Provide input for and support special State legislation to facilitate recovery. ❒ Provide input for and support special local measures to facilitate recovery. ❒ Provide support for public and private sector collaboration on recovery issues.	
Damage Assessment and Situation Analysis	Identify unique resources that can be used in damage assessment.	❒ Use geographic information system (GIS) software to create community base maps for use by damage assessment teams. ❒ Prepare statistical summaries of damage data obtained by damage assessment teams. ❒ Use the internet to gather information about storm warnings, river gauges, and other weather information. ❒ Use GIS or other software to prepare damage survey maps that describe utility, infrastructure, housing, and business sector damage. ❒ Analyze implications of damage for recovery planning.	
Building Proposals and Permits	Coordinate with the building inspection department in permit and site review for reconstruction and other building issues.	❒ Check for mitigation compliance for repairs and reconstruction of damaged structures located in hazard zones. ❒ Make determinations whether properties are located in flood hazard areas or other hazard areas. ❒ Check for compliance on nonconforming issues. ❒ Make determinations on substantial damage. ❒ Identify requirements and sources of technical assistance for historic preservation and ADA requirements in building repairs and reconstruction	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Economic Recovery	Develop economic recovery and long-term revitalization programs.	❒ Place moratoria on rebuilding and development pending studies of alternatives for land use and zoning. ❒ Create redevelopment plans using public stimulus to promote private redevelopment. ❒ Establish special districts (historic, economic, etc.). ❒ Formulate plans for short-term business resumption. ❒ Encourage and assist private sector planning for protection of vital business records. ❒ Work with business organizations to identify post-disaster roles and relationships. ❒ Identify public and private sector post-disaster assistance programs that may be used for economic recovery. ❒ Identify economic resources most critical to long-term economic recovery. ❒ Identify ways that existing housing programs can be refocused for recovery. ❒ Coordinate interdepartmental and interagency planning for economic recovery.	
Public Information	Develop an aggressive program to meet the challenge of keeping the public informed of long-term decisions affecting recovery issues.	❒ Establish a process for involving citizen and business interest groups in the planning process. ❒ Decide which special districts should be represented on future hazard mitigation planning teams. ❒ Hold public meetings to explain mitigation and redevelopment plans, activities, and priorities. ❒ Participate in Disaster Relief Committees (DRCs) to provide information and technical assistance on mitigation and reconstruction issues. ❒ Develop and distribute brochures, fliers, and public information releases in coordination with the designated Public Information Officer. ❒ Work with specific client groups or individuals who are most affected by the disaster.	

FC7 – ADDENDUM 1

PLANNING AND COMMUNITY DEVELOPMENT CHECKLIST

☐ Develop a plan for initial recovery operation with Section Chiefs.

☐ Prepare the EOC organization for transition to recovery operations.

☐ Designate key routes for priority clearance in consultation with neighboring cities and Cal-Trans.

☐ Restrict access on emergency routes as necessary.

☐ Designate debris collection points and inform public in consultation with neighboring cities.

☐ Clean debris from streets according to priorities established for restoring street network.

☐ Abate hazardous structures.

☐ Establish Disaster Application Centers (D.A.C.'s) and announce locations to the public. Establish in convenient location to better serve those displaced or left homeless. Coordinate with Communications Unit and Red Cross representative.

☐ Consider locating D.A.C.'s close to public transportation. Whenever possible use established shelter sites. Use public facilities or community centers as alternate sites.

☐ Request that Critical Incident Stress trained counselors be sent to D.A.C. and shelter sites to assist those displaced or made homeless by the emergency or disaster.

☐ Request through the Alameda County Operational Area, that State O.E.S. Coastal region provide a (DAC) Federal Coordinating Officer.

☐ Request through the Alameda County Operational Area that FEMA Region IX provide a (DAC) Federal Coordinating Officer.

☐ Accompany the State and Federal Coordinating Officers to all damaged areas to assist in the completion and filing of subsequent Damage Survey Reports.

☐ If available, provide volunteers to assist those displaced or homeless persons with filling out appropriate forms within the Disaster Application Center(s).

☐ Expand and consolidate public assistance programs.

☐ Expand medical, mental health clinic, and outreach programs.

☐ Establish city-wide procedures to document response and recovery costs.

☐ Coordinate establishment of a Recovery Task Force.

☐ In coordination with the Public Works Unit and Alameda Power and Telecom, monitor utility restoration priorities

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Planning and Community Development Checklist
(Continued)

☐ In coordination with Public Works, monitor road repair priorities.

☐ In coordination with the Recovery Task Force and Care & Shelter Unit, establish priorities for repairing and rebuilding public facilities and establish priorities for a housing recovery plan.

☐ Create a long-term employment recovery plan.

☐ Review and revise land-use planning measures including zoning, building codes, fire codes, and any temporary codes.

☐ Establish a Hazardous Mitigation Team and ensure that required mitigation studies are undertaken.

☐ Provide individual assistance through FEMA individual Assistance programs.

☐ Prepare claims for federal assistance processing.

☐ Consider needed short-term and long-term legislation.

☐ Encourage community participation in all recovery and reconstruction decisions.

☐ Commemorate the event appropriately.

Functional Checklist 8

Public Information

Addenda

Addendum 1 - Day-to-Day PIO Emergency Information System

Addendum 2 - DOs & DON'Ts in Dealing With the Media

Addendum 3 - Guidelines for Responding to Citizens

Addendum 4 - Goals for the Emergency Information System

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Media Information	Use mass media to reach the public in large geographical areas.	❒ Designate a senior official able to speak for community leaders and all other agencies involved in the response/recovery. ❒ Ensure accuracy of information released to the media. ❒ Designate at least two backup people if prime individual is unavailable. ❒ Evaluate media status to ensure the capabilities of major outlets to reach the public are not adversely affected. ❒ Identify alternate sources of public information. ❒ Monitor media activities and messages. ❒ Designate a single media center close enough to the incident site to be convenient but far enough away that their attempts to cover the incident do not hamper response operations. ❒ Establish news media update and access policy. ❒ Ensure information is also provided to other persons who may need to communicate with the public.	
	Establish and maintain good media relationships.	❒ Establish relationships before a disaster occurs. ❒ During early recovery stages, hold frequent briefings or press conferences. ❒ Be available and visible to the press as much as possible. ❒ Establish good intra and inter-governmental relations to present a unified picture to the press of recovery operations. ❒ Include media in post-disaster. Proactively provide information in order to avoid the perception that information is being withheld.	
	Offer various methods of distribution of information.	❒ Provide access to videotape of damage to property owners. ❒ Use billboards and posters.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
		❒ Publish weekly newsletters. ❒ Establish a community recovery web site. ❒ Set up special population information centers. ❒ Write press releases. ❒ Use the Public Broadcasting System. ❒ Conduct briefings at public shelters.	
Direct Information	Develop alternatives to the electronic media for use when power has failed or when long-term recovery causes media to lose interest.	❒ Establish information hotlines and help-lines. ❒ Use staff and volunteers to distribute newsletters and fliers. ❒ Establish a recovery information center and coordinate with local and state emergency management. ❒ Emphasize the 72-hour self-help rule. ❒ Establish a central point of contact to coordinate information flow and help ensure accuracy.	
Direct Information (cont)	Create a Joint information Center (JIC) to coordinate data and information. Create a Joint information Center (JIC) to coordinate data and information	❒ Use the JIC as a site to conduct media briefings. ❒ Develop background information to assist the media in keeping the recovery in perspective. ❒ Assign qualified, articulate spokespersons. ❒ Make experts available for interviews. ❒ Coordinate a prompt transfer of information from the field. ❒ Release information onto official news routes using approved standard procedures. ❒ Develop steps necessary to meet media demands. ❒ Minimize possibility of releasing conflicting information. ❒ Establish rumor control center.	

GOAL	OBJECTIVE	TASKS	ASSIGN TO
	data and information. (cont)		
	Develop a Joint Information System to provide timely, accurate, and appropriate information.	❒ Develop rumor control procedures. ❒ Provide a single point of contact to the public. ❒ Answer media inquiries. ❒ Arrange news conferences. ❒ Write news releases, advisories, statements and speeches. ❒ Provide office support to officials. ❒ Publish newsletters and bulletins. ❒ Publish hotline telephone list. ❒ Provide background information.	

FC8 – ADDENDUM 1

DAY-TO-DAY PIO EMERGENCY INFORMATION SYSTEM

1. The Joint Information Center should operate 24 hours a day, 7 days a week until the crisis and recovery are under control and media demands die down considerably.

2. There should be two 12-hour shifts and the following teams should be assembled at all times:

    - Media Relations Team (on-site and phone interviews, news releases, emergency broadcasts, and news conferences).
    - Phone Bank Team (to answer and direct public inquiries).
    - Publishing Team (community newspaper and hotline phone book).
    - Office Support Team (call in shift changes, check on families of staff, monitor health and well-being of staff, operate copy and fax machines, proofread and produce final drafts for news releases and advisories).

3. PIOs should carefully monitor decisions made by officials, giving advice and warning about public and media reactions.

4. The Media Relations Team should constantly keep in touch with on-site media to make sure needs are being met (this includes coffee, tents, electrical outlets, and phones).

5. Regular news conferences should be encouraged. It is up to the Joint Information Center to insist that these take place with regularity to keep officials talking to the people.

6. The Phone Book Team must monitor public phone calls for areas of misunderstanding and panic. These deficiencies should be passed on to the Media Relations Team, which can respond with news advisories to fill in the blanks for citizens.

7. PIOs should check with their agencies regularly for updates that can be put into news release form.

8. Publishing staff should regularly huddle with medical, legal, State, County, Local, and FEMA officials to determine the appropriate information to put in the community newspaper. They are also in charge of distribution through libraries, fire stations, and so on.

FC8 – ADDENDUM 2

DOS AND DON'TS IN DEALING WITH THE MEDIA

Communications and Operations Go Hand-in-Hand!!

DO	DON'T
➢ Be accessible	➢ Assume "they" are out to get you
➢ Have the latest information	➢ Use "No Comment"
➢ Maintain a fact sheet	➢ Go "Off The Record"
➢ Try to anticipate questions	➢ Speculate
➢ Be genuine	➢ Estimate activity
➢ Tell what you are going to do	➢ Characterize people
➢ Rehearse (if possible)	➢ Give another agency's response
➢ Have a positive message in every answer	➢ Place blame
➢ Bridge over to what you want to say	➢ Permit rumors to go unchallenged
➢ Always tell the truth	➢ Try humor
	➢ Give in to instant interviews unless you are REAL SURE of the facts
	➢ Lie

Make sure that every message gets across the points that:

We ARE coping with the disaster and WE WILL SURVIVE!

FC8 – ADDENDUM 3

GUIDELINES FOR RESPONDING TO CITIZENS

BE TOLERANT

Recognize that this population is pretty unstable at this point because of physical dislocation, loss of property, devastation of their neighborhoods and general emotional trauma. This is a major loss and people have to go through a process in dealing with it. Oftentimes, the anger and the outrage are the only ways they can deal with the tragedy. Expecting that people will listen to reason is unrealistic. Don't expect to be able to persuade them. Many of them are holding onto anything they have. Their involvement and membership in neighborhood associations, for example, may be the only "home" they have and the only place they have to channel their energies, anger, etc. They will probably be firmly ensconced in their positions and not easily persuaded otherwise. Trying to expand their understanding of what's going on may not be well received.

BE SENSITIVE

Convey that you are listening, that you care about their concerns, their situation; that the City cares about their situation.

Understand and acknowledge the enormity, the magnitude of their loss. If you cannot empathize, at least have respect for their situation.

BE CALM

Try to step back from any emotions that get stirred up for you if they are going to get in the way of your ability to listen and to hear. Slow your own emotional processes down. Do not display your anger. But it's okay to acknowledge frustration in wanting to be helpful in an incredibly difficult situation.

BE APPRECIATIVE

Convey that you/we/the City are trying very hard to manage through a monumental task and to be responsive to people.

Convey you/we are glad they called/came in/came to the meeting. Do they have any suggestions that would help us work better with them?

BE UNDERSTANDING	Try to understand what the other person may be experiencing by tapping into what you've experienced similarly -- i.e., what it feels like to be devastated by major loss. You don't need to say, "I know just how you feel..." that diminishes and minimizes the other person's experience. But it is important to make (for yourself) a connection to your own experience if it's related.
ACCEPT RESPONSIBILITY	Don't point fingers of blame or pass the buck to others, other departments, or the head of government. Acknowledge and accept responsibility to try to resolve an issue or make an appropriate referral. Acknowledge that we know some things may have slipped through the cracks. Convey to them that we genuinely want to know if there are things we can do to be more responsive and helpful.
TAKE CARE OF YOURSELF	You will need all your resources, stamina, energy, emotional center. Pay attention to your own needs.
LEARN FROM THIS EXPERIENCE	To the extent you can, take notes about what you observe. It will be very helpful when we debrief to have your comments about situations and issues that needed to be handled more effectively.
ACKNOWLEDGE OTHERS	Be supportive of your co-workers who may need assistance or just a "listening ear". Maintain perspective about the crisis. It's okay also to find humor and laughter in the midst of confusion and chaos. Take the work seriously but don't take yourself too seriously.

FC8 – ADDENDUM 4

GOALS OF THE EMERGENCY INFORMATION SYSTEM

- Provide reporters with enough confirmed information to avoid rumor reporting that can instill fear and panic.
- Free up elected and appointed officials from media demands so they can make crucial decisions.
- Provide the public with one contact base for all departments, governments, medical facilities, and public utilities.
- Answer media calls and requests on special hotlines.
- PIOs can act as spokespeople to reporters who stake out government offices where decisions are being made.
- Set up news conferences, prepare executives, and notify the media.
- Write news releases, advisories, statements, and speeches.
- Publish a community newsletter with survival and technical information the public will need to recover.
- Publish a "Need Help?" hotline phone book for the public and media.
- Take calls from the public and refer them to the agency that can provide help.
- Write and execute emergency broadcast messages.
- Provide background information to reporters (gathered and compiled prior to crises).
- Provide rumor and damage control.

Functional Checklist 9

Unmet Needs Management

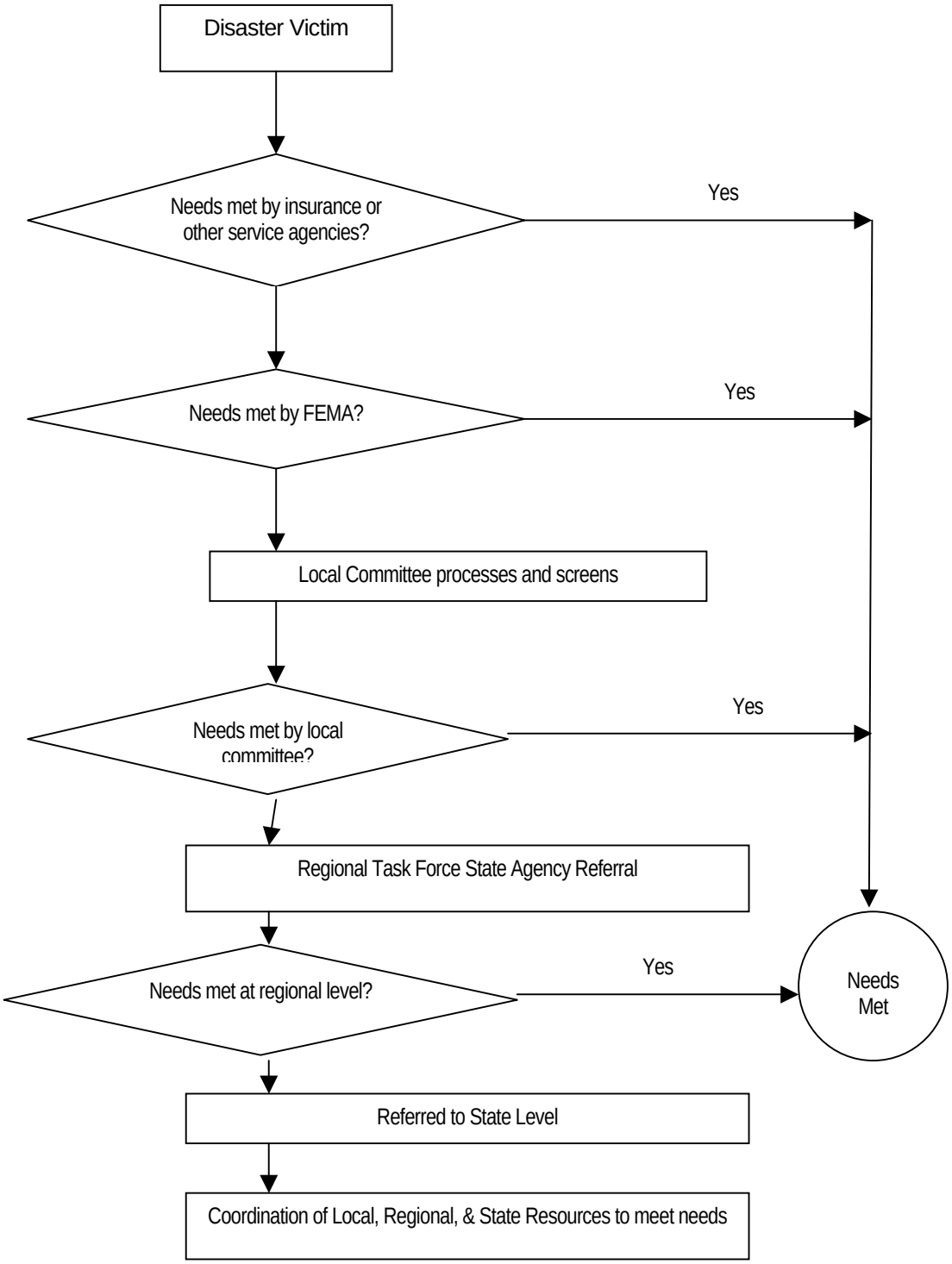
Addenda

Addendum 1 - Unmet Needs Committee Process Flowchart

GOAL	OBJECTIVE	TASKS	ASSIGN TO
Unmet Needs for cases when Governmental Assistance is not available or inadequate	Establish an Unmet Needs Committee to promote cooperation and coordination among local, state, federal, and voluntary agencies to address recovery needs of individuals and families.	❒ Use existing community organizations as the basis for membership on the Unmet Needs Committee. ❒ Local volunteer organizations ✓ American Red Cross ✓ United Way ✓ Interfaith groups ✓ Salvation Army ❒ Activate committee in cases where multiple relief agencies are participating in recovery. ❒ Participating member organizations develop criteria for resource provision.	
	Develop Unmet Needs Committee process.	❒ Convene and facilitate weekly meetings of the committee. ❒ Develop procedures for families to apply for consideration for assistance through participating agencies. ❒ Establish guidelines for agencies to bring cases directly to the committee if they are unable to meet the client needs. ❒ Share options and resources to develop plans to meet needs case by case. ❒ Establish eligibility criteria and approval procedures for organizations to voluntarily commit resources. ❒ Develop a set of committee professional standards of confidentiality. ❒ Ensure that all cases considered by the committee are accompanied by a Release of Confidentiality signed by the client(s).	

FC9 – ADDENDUM 1

Unmet Needs Committee Process Flowchart



ANNEX J

GLOSSARY

Glossary

Terms

Aerial Reconnaissance: An aerial assessment of the damaged area that includes gathering information on the level and extent of damage and identifying potential hazardous areas for on-site inspections.

Aerosol: Fine liquid or solid particles suspended in a gas, for example, fog or smoke.

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

Annex: A document that supplements the Emergency Operations Plan, which provides further planning information for a specific aspect of emergency management.

Appendix: A separate portion of the Emergency Operations Plan that contains guidance and information specific to actions required in emergency management.

Biological Agents: Living organisms or the materials derived from them that cause disease in or harm to humans, animals, or plants or cause deterioration of material. Biological agents may be used as liquid droplets, aerosols, or dry powders.

Chemical Agent: A chemical substance that is intended to kill, seriously injure, or incapacitate people through physiological effects. Chemical agents are generally separated by severity of effect: lethal, blister, and incapacitating.

Comprehensive Emergency Management Plan: A document required by state regulation that consists of a Basic Plan, Appendices, Supplemental Annexes, and Standard Operating Procedures for the purpose of providing effective mitigation, response to and recovery from disasters.

Consequence Management: Measures to protect public health and safety, restore essential government services, and provide emergency relief to governments, businesses, and individuals affected by the consequences of terrorism. State and local governments exercise primary authority to respond to the consequences of terrorism. (Source: FRP Terrorism Incident Annex, page TI-2, April 1999). The Federal Emergency Management Agency (FEMA) has been designated the Lead Federal Agency (LFA) for consequence management to ensure that the Federal Response Plan is adequate to respond to terrorism. Additionally, FEMA supports the Federal Bureau of Investigation (FBI) in crisis management.

Continuity of Government: 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.

Crisis Management: This is the law enforcement aspect of an incident that involves measures to identify, acquire, and plan the resources needed to anticipate, prevent, and/or resolve a threat of terrorism. The FBI is the Lead Federal Agency (LFA) for crisis management for such an incident. (Source: FBI) During crisis management, the FBI coordinates closely with local law enforcement authorities to provide successful law enforcement resolution to the incident. The FBI also coordinates with other Federal authorities, including FEMA. (Source: FRP Terrorism Incident Annex, April 1999)

Damage Assessment: Is an appraisal or determination of the actual damage resulting from a disaster.

Decontamination: The process of making people, objects, or areas safe by absorbing, destroying, neutralizing, making harmless, or removing the Hazardous Material.

Disaster: The occurrence or imminent threat of widespread or severe damage, injury or loss of life or property resulting from any natural or manmade cause including fire, flood, earthquake, air contamination, blight, drought, infestation, explosion, riot, hostile military or paramilitary action, other public calamity requiring emergency action.

Disaster Assistance Center: A location established in a disaster area that houses all federal, state, and local agencies that deal directly with the needs of the individual victim. DACs are established only after a Presidential Declaration.

Disaster Declaration: A document executed by an elected government for the purpose of obtaining assistance from a higher level of government.

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

Drill: A supervised instruction period aimed at testing, developing, and maintaining skills in a particular operation. A drill is often a component of an exercise.

Drop Cover, and Hold: Shelter position under tables or desks or other protected places away from overhead fixtures, windows, high cabinets, and bookcases, for immediate individual protection during an emergency.

Emergency: An event, the effects of which cause loss of life, human suffering, property damage (both public and private), and severe economic and social disruption.

Emergency Alert System: A program of the Federal Communications Commission (FCC) to coordinate the dissemination of emergency information via commercial broadcasters.

Emergency Coordinator: A position called for in the Emergency Organization to carry out emergency management functions on a day-to-day basis at the local level.

Emergency Manager: A position called for in the Emergency Organization to oversee the implementation of the City of Alameda Comprehensive Emergency Management Plan at the local level.

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

Emergency Organization: Organization to direct and control operations of the City during a period of emergency with assigned responsibilities and tasks for planning, response, and recovery in emergency situations.

Emergency Powers: Special authority granted to a chief local official during times of emergency. The State delegates emergency powers to designated local officials through an executive order.

Federal Response Plan (FRP): The FRP establishes a process and structure for the systematic, coordinated, and effective delivery of Federal assistance to address the consequences of any major disaster or emergency declared under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended (42 U.S. Code [USC], et seq.). The FRP Terrorism Incident Annex defines the organizational structures used to coordinate crisis management with consequence management. (Source: FRP Terrorism Incident Annex, April 1999)

Lead Agency: The Federal department or agency assigned lead responsibility under U.S. law to manage and coordinate the Federal response in a specific functional area. The FBI is the lead agency for crisis management and FEMA is the lead agency for consequence management. Lead agencies support the overall Lead Federal Agency (LFA) during all phases of the response.

Lead Federal Agency (LFA): The agency designated by the President to lead and coordinate the overall Federal response is referred to as the LFA and is determined by the type of emergency. In general, an LFA establishes operational structures and procedures to assemble and work with agencies providing direct support to the LFA in order to provide an initial assessment of the situation, develop an action plan, monitor and update operational priorities, and ensure each agency exercises its concurrent and distinct authorities under U.S. law and supports the LFA in carrying out the President's relevant policy. Specific responsibilities of an LFA vary according to the agency's unique statutory authorities.

Level I Emergency: Minor to moderate emergency, such as major power outage, bomb threat, air pollution alert, isolated fire, or minor earthquake (no injuries or significant damage).

Level II Emergency: Moderate to severe emergency, such as major fire, moderate earthquake, bomb explosion (with injuries and/or structural damage).

Level III Emergency: Major emergency or disaster, such as a major earthquake or nuclear explosion.

Local Emergency Responder: Safety services provided by outside agencies, such as police, fire, medical or rescue services.

Mitigation: Those actions (including threat and vulnerability assessments) taken to reduce the exposure to and detrimental effects of a WMD incident.

Mitigation Phase: Phase of emergency management for site-specific action to minimize hazards and reduce the potential for injury or damage in an emergency.

Nonpersistent Agent: An agent that, upon release, loses its ability to cause casualties after 10 to 15 minutes. It has a high evaporation rate, is lighter than air, and will disperse rapidly. It is considered to be a short-term hazard; however, in small, unventilated areas, the agent will be more persistent.

Persistent Agent: An agent that, upon release, retains its casualty-producing effects for an extended period of time, usually anywhere from 30 minutes to several days. A persistent agent

usually has a low evaporation rate and its vapor is heavier than air; therefore, its vapor cloud tends to hug the ground. It is considered to be a long-term hazard. Although inhalation hazards are still a concern, extreme caution should be taken to avoid skin contact as well.

Plume: Airborne material spreading from a particular source; the dispersal of particles, gases, vapors, and aerosols into the atmosphere.

Preparation (Preparedness) Phase: Phase of emergency management for employee in-service training in emergency responsibilities, such as prevention of injuries and property damage, first-aid and other response and rescue operations, and for acquisition of adequate supplies and equipment required to respond to an emergency.

Radiation: High-energy particles or gamma rays that are emitted by an atom as the substance undergoes radioactive decay. Particles can be either charged alpha or beta particles or neutral neutron or gamma rays.

Recovery Phase: Phase of emergency management for the initiation of short-range and long-range recovery plans at each effected site to return to normal operations following an emergency.

Response Phase: Phase of emergency management in which all employees take appropriate steps in an emergency situation to put the emergency plan into action.

Terrorism: The unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Domestic terrorism involves groups or individuals who are based and operate entirely within the United States and U.S. territories without foreign direction and whose acts are directed at elements of the U.S. government or population.

Toxicity: A measure of the harmful effects produced by a given amount of a toxin on a living organism.

Weapons-Grade Material: Nuclear material considered most suitable for a nuclear weapon. It usually connotes uranium enriched to above 90 percent uranium-235 or plutonium with greater than about 90 percent plutonium-239.

Weapons of Mass Destruction: Any explosive, incendiary, or poison gas, bomb, grenade, rocket having a propellant charge of more than 4 ounces, or a missile having an explosive incendiary charge of more than 0.25 ounce, or mine or device similar to the above; poison gas; weapon involving a disease organism; or weapon that is designed to release radiation or radioactivity at a level dangerous to human life. (Source: 18 USC 2332a as referenced in 18 USC 921)

Acronyms

AFB	Air Force Base
AMS	Aerial Measuring System
ANSIR	Awareness of National Security Issues and Response Program
ARAC	Atmospheric Release Advisory Capability
ARG	Accident Response Group
ARS	Agriculture/Research Service
ATC	Air Traffic Control
ATSD(CS)	Assistant to the Secretary of Defense for Civil Support
BDC	Bomb Data Center
CBIAC	Chemical and Biological Defense Information and Analysis Center
CBRNE	Chemical, Biological, Radiological, Nuclear Material, or High-Yield Explosive
CDC	Centers for Disease Control and Prevention
CDRG	Catastrophic Disaster Response Group
CEPPO	Chemical Emergency Preparedness and Prevention Office
CERCLA	Comprehensive Environmental Response, Compensation, and Liability Act
CHEMTREC	Chemical Transportation Emergency Center
CHPPM	Center for Health Promotion and Preventive Medicine
CIRG	Crisis Incident Response Group
CJCS	Chairman of the Joint Chiefs of Staff
CM	Consequence Management
CMU	Crisis Management Unit (CIRG)
CRU	Crisis Response Unit
CSREES	Cooperative State Research, Education and Extension Service

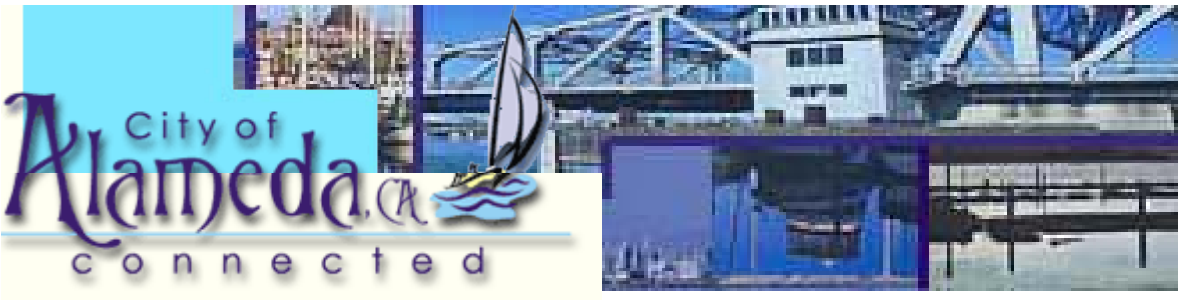
CST	Civil Support Teams
CW/CBD	Chemical Warfare/Contraband Detection
DAC	Disaster Assistance Center
DEST	Domestic Emergency Support Team
DFO	Disaster Field Office
DMAT	Disaster Medical Assistance Team
DMCR	Disaster Management Central Resource
DMORT	Disaster Mortuary Operational Response Team
DoD	Department of Defense
DOE	Department of Energy
DOJ	Department of Justice
DPP	Domestic Preparedness Program
DSR	Damage Survey Report
DTCTPS	Domestic Terrorism/Counter Terrorism Planning Section (FBI HQ)
DTIC	Defense Technical Information Center
EAS	Emergency Alert System
EM	Emergency Management
EMI	Emergency Management Institute
EMS	Emergency Medical Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
EPCRA	Emergency Planning and Community Right-to Know Act
ERT	Emergency Response Team (FBI)

ERT-A	Emergency Response Team – Advance Element
ERTU	Evidence Response Team Unit
ESF	Emergency Support Function
EST	Emergency Support Team
EU	Explosives Unit
FBI	Federal Bureau of Investigation
FEMA	Federal Emergency Management Agency
FEST	Foreign Emergency Support Team
FNS	Food and Nutrition Service
FRERP	Federal Radiological Emergency Response Plan
FRMAC	Federal Radiological Monitoring and Assessment Center
FRP	Federal Response Plan
FS	Forest Service
HazMat	Hazardous Materials
HHS	Department of Health and Human Services
HMRU	Hazardous Materials Response Unit
HQ	Headquarters
HRT	Hostage Rescue Team (CIRG)
HTIS	Hazardous Technical Information Services (DoD)
IC	Incident Commander
ICS	Incident Command System
IND	Improvised Nuclear Device

JIC	Joint Information Center
JOC	Joint Operations Center
JTF-CS	Joint Task Force for Civil Support
LEPC	Local Emergency Planning Committee
LFA	Lead Federal Agency
LLNL	Lawrence Livermore National Laboratory
MEDCOM	Medical Command
MMRS	Metropolitan Medical Response System
MOA	Memorandum of Agreement
MSCA	Military Support to Civil Authorities
NAP	Nuclear Assessment Program
NBC	Nuclear, Biological, and Chemical
NCP	National Oil and Hazardous Substances Pollution Contingency Plan
NDMS	National Disaster Medical System
NDPO	National Domestic Preparedness Office
NEST	Nuclear Emergency Search Team
NETC	National Emergency Training Center
NFA	National Fire Academy
NMRT	National Medical Response Team
NRC	Nuclear Regulatory Commission
NRT	National Response Team
NSC	National Security Council
NTIS	National Technical Information Service

OEP	Office of Emergency Preparedness
OFCM	Office of the Federal Coordinator for Meteorology
OIG	Office of the Inspector General (USDA)
OSC	On-Scene Commander
OSLDPS	Office for State and Local Domestic Preparedness Support
PDD	Presidential Decision Directive
PHS	Public Health Service
POC	Point of Contact
PT	Preparedness, Training, and Exercises Directorate (FEMA)
R&D	Research and Development
RAP	Radiological Assistance Program
RCRA	Research Conservation and Recovery Act
RDD	Radiological Dispersal Device
REAC/TS	Radiation Emergency Assistance Center/Training Site
ROC	Regional Operations Center
RRIS	Rapid Response Information System (FEMA)
RRT	Regional Response Team
SAC	Special Agent in Charge (FBI)
SARA	Superfund Amendments and Reauthorization Act
SBCCOM	Soldier and Biological Chemical Command (U.S. Army)
SCBA	Self-Contained Breathing Apparatus
SEB	State Emergency Board

SERC	State Emergency Response Commission
SIOC	Strategic Information and Operations Center (FBI HQ)
SLG	State and Local Guide
TERC	Tribal Emergency Response Commission
TIP	Terrorist Incident Plan
TRIS	Toxic Release Inventory System
UC	Unified Command
UCS	Unified Command System
USC	U.S. Code
USDA	U.S. Department of Agriculture
USFA	U.S. Fire Administration
VA	Department of Veterans Affairs
WMD	Weapons of Mass Destruction
WMD-CST	WMD Civil Support Team



APPENDIX 1

EMERGENCY OPERATIONAL ASSIGNMENTS

Table of Contents

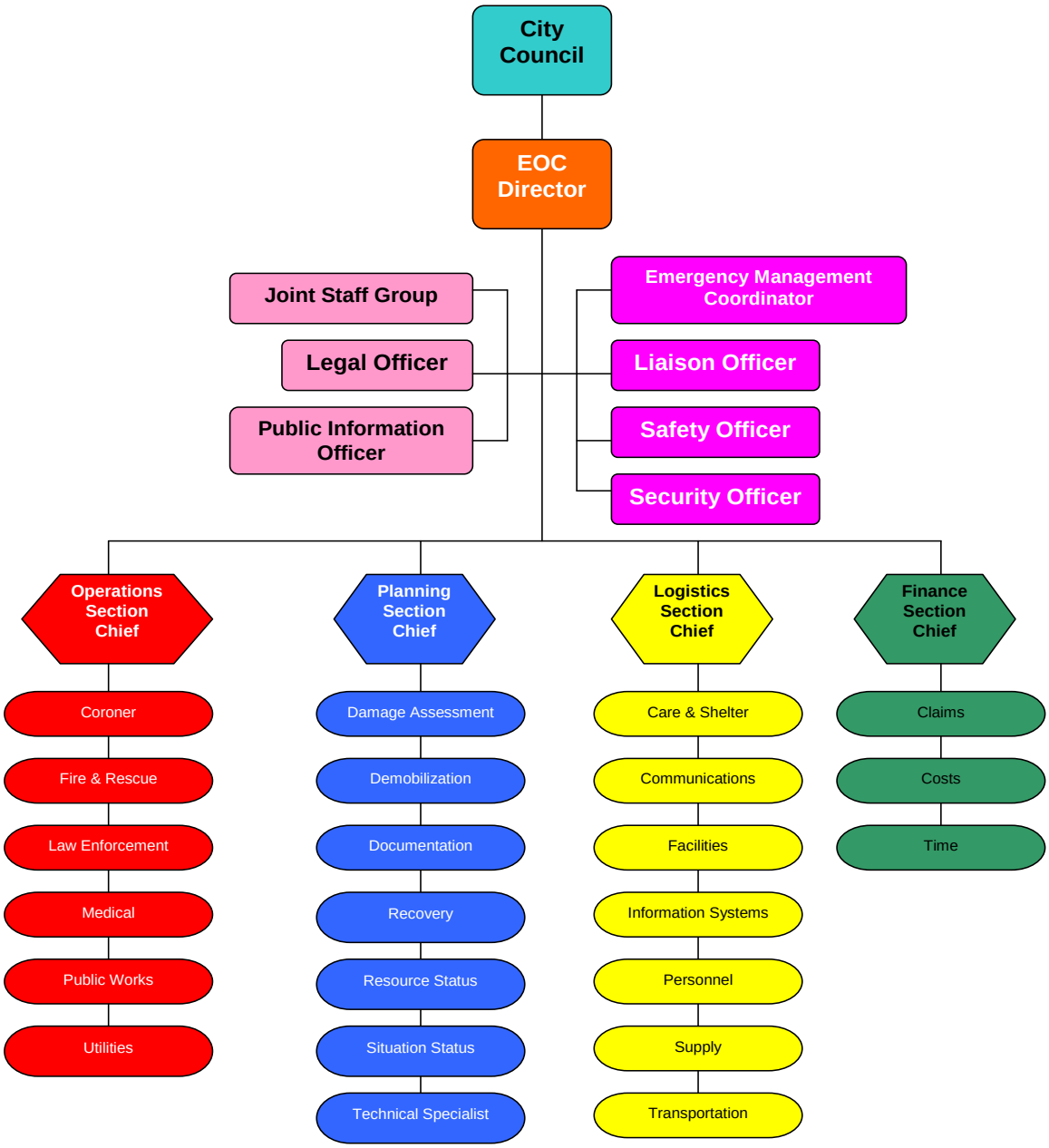
Specific Organizational Assignments 3
City Council (Policy Group) 3
Command Section 3
E. O. C. Director 3
Joint Staff Group 3
Public Information Officer (PIO) 4
Emergency Management Coordinator 4
Legal Officer 4
Security Officer 5
Safety Officer 5
Liaison Officer 5
Emergency Operations Center (EOC) 6
Operations Section Chief 6
Fire & Rescue Unit 6
Coroner Unit 7
Public Works Unit 7
Utilities Unit 7
Medical Unit 8
Planning Section 9
Planning Section Chief 9
Damage Assessment Unit 9
Documentation Unit 9
Demobilization Unit 10
Recovery Unit 10
Resource Status Unit 10
Situation Status Unit 10
Technical Specialist 11
Logistics Section 12
Logistics Section Chief 12
Supply Unit 12
Personnel Unit 12
Transportation Unit 13
Communications Unit 13
Care and Shelter Unit 13
Facilities Unit 14
Information Systems Unit 14
Finance Section 15
Finance Section Chief 15
Cost Unit 15
Time Unit 15
Claims Unit 16
Quick Reference Emergency Organization Matrix 17

Emergency Operational Assignments

Local Government

In order for the City of Alameda to manage and coordinate the overall emergency response and recovery activities within its jurisdiction, the Emergency Management Organization must comply with SEMS (Standardized Emergency Management System), which has been adopted by the State of California as a standard for all levels of response. This plan also conforms to National Incident Management System (NIMS).

Section 10 of the Basic Plan gives an overall illustration of how the City of Alameda's Emergency Organization is structured (see below).



Specific Organizational Assignments

The purpose of the Emergency Organization Structure is to allow for the most efficient flow of information within City government and outside between the City and other jurisdictions, agencies, and organizations. Since other entities are obliged to organize in a similar fashion, with similar responsibilities, defining specific lines of communication facilitates sharing information related to the incident.

The City of Alameda has made a primary and alternate assignments to each of the Emergency Organization Positions. They are as follows:

City Council (Policy Group)

This section is composed of the Mayor, City Council and Legal Advisor(s) and is responsible for; continuity of government, defining policy, short and long-range recovery planning, legal advice and public information. The group will receive periodic briefings from the Director and staff.

Command Section

E. O. C. Director

Assigned City Officials

Primary Responsibility – City Manager

First Alternate – Assistant City Manager

Second Alternate – Deputy City Manager

Responsibility

Responsible for the overall management of the incident through its completion or until officially relieved of command. Oversees the development and implementation of strategic decisions, and approves ordering and release of resources. Has complete authority and responsibility for conducting the overall operation.

Joint Staff Group

Assigned City Officials

Primary Responsibility – ***Fire Chief***

Police Chief

Public Works Director

Responsibility

Supplies procedural guidance and advice to the Director throughout the event. Manages personnel within the Emergency Organization who work for their respective departments. Analyzes issues and processes.

Public Information Officer (PIO)

Assigned City Officials

Primary Responsibility – Deputy City Manager

First Alternate – Police Department Lieutenant PIO

Second Alternate – Fire Department PIO

Responsibility

The Public Information Officer is responsible for the formulation and release of information about the incident to the news media, emergency workers, and other appropriate agencies and organizations.

Emergency Management Coordinator

Assigned City Officials

Primary Responsibility – Disaster Preparedness Coordinator

First Alternate – As assigned by the Director

Second Alternate – As assigned by the Director

Responsibility

Provides assistance to the EOC manager in all areas of the emergency. Maintain contact with Operational Area emergency managers, ALCO EOC and/or OES Region II and provide technical advice in all matters that require a command decision from the EOC Manager. In addition, act in any of the section positions as required

Legal Officer

Assigned City Officials

Primary Responsibility – City Attorney

First Alternate– Assistant City Attorney

Second Alternate– Assistant City Attorney

Responsibility

Supplies immediate and direct legal advice to the EOC Director regarding policy implementation, emergency ordinances, liability issues, and claims against or on behalf of the City.

Security Officer

Assigned City Officials

Primary Responsibility – Police Sergeant

First Alternate– Police Sergeant

Second Alternate – Police Sergeant

Responsibility

Responsible for the security of all EOC facilities and management of personnel access.

Safety Officer

Assigned City Officials

Primary Responsibility – Risk Manager

First Alternate– Police Lieutenant

Second Alternate – Police Lieutenant

Responsibility

Responsible to identify and mitigate safety hazards and situations of potential city liability during EOC operations and ensure a safe working environment in the EOC and field operations.

Liaison Officer

Assigned City Officials

Primary Responsibility – Division Fire Chief

First Alternate– As assigned by the Director

Second Alternate – As assigned by the Director

Responsibility

Serves as the point of contact for agency representatives from assisting organizations outside the city government structure and aids in coordinating the efforts of these outside agencies to reduce risk of their operating independently. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.

Emergency Operations Center (EOC)

Operations Section Chief

Assigned City Officials (*Dependant on the nature of the incident)*

Primary Responsibility – *Deputy Fire Chief - earthquakes, fires, hazmat incidents, etc.*

Police Captain - civil disorders, demonstrations, etc.

Public Works Superintendent - major utility interruptions, etc.

First Alternate *– As assigned by the Director*

Responsibility

The Operations Section Chief is responsible for coordinating emergency operation units: Fire, Police, Public Works, and Communications. The Operations Chief is responsible for activating the operations element of the action plan. This position can have a deputy position assigned

Fire & Rescue Unit

Assigned City Officials

Primary Responsibility *– Division Chief*

First Alternate *– Staff Fire Captain*

Second Alternate *– As assigned by the Director*

Responsibilities

Fire Operations is responsible for protecting lives and property, coordinating fire field forces in providing firefighting services, emergency medical services, radiological and hazardous materials response, and light/heavy rescue.

Law Enforcement Unit

Assigned City Officials

Primary Responsibility *– Police Captain*

First Alternate *– Police Lieutenant*

Second Alternate *– As assigned by the Director*

Responsibility

Police Operations is responsible for protecting lives, enforcing laws and proclaimed orders, controlling traffic, combating crime and providing animal control services during a disaster.

Coroner Unit

Assigned City Officials

Primary Responsibility *– Police Sergeant*

First Responsibility – *Police Sergeant*

Second Alternate – *As assigned by the Director*

Responsibility

Act on behalf of the Alameda County Coroner in the event that the ALCO Coroner is unable to respond to an emergency in the City of Alameda. Maintain a communications link between field operations, City of Alameda EOC and the ALCO Coroner in the Alameda County EOC

Public Works Unit

Assigned City Officials

Primary Responsibility *– Public Works Superintendent*

First Alternate *– Public Works Coordinator*

Second Alternate *–Construction Inspector & Survey Superintendant*

Responsibility

Public Works Operations is responsible for reducing damage, restoring essential services, and assisting in heavy rescue.

Utilities Unit

Assigned City Officials

Primary Responsibility – *General Manager AMP*

First Alternate– *Asst GM Admin- AMP*

Second Alternate – *Asst GM Energy Resources- AMP*

Responsibility

Acts as a source of communications and information between all utilities and the City of Alameda EOC. Provide the ongoing condition status of all utilities to Damage Assessment and Resource Status. Under the supervision of the EOC Director, recommend priorities for restoration of services to areas of the city.

Medical Unit

Assigned City Officials

Primary Responsibility *– EMS Coordinator*

First Alternate – *As assigned by the Director*

Second Alternate – *As assigned by the Director*

Responsibility

Takes action to reduce injury and loss of life by coordinating medical response, treatment, and transportation for the City of Alameda.

Planning Section

Planning Section Chief

Assigned City Officials

Primary Responsibility *– Housing Executive Director*

First Alternate *– Economic Development Department (EDD) Director*

Second Alternate *– Economic Development Department Division Manager (Business)*

Responsibility

The Planning and Intelligence Section Chief is responsible for collection, evaluation, dissemination and use of information about the development of the incident and status of resources

Damage Assessment Unit

Assigned City Officials

Primary Responsibility *– Building Official*

First Alternate – *Supervising Building Inspector*

Second Alternate – *As assigned by the Director*

Responsibility

The collection, evaluation, dissemination and use of information relative to damage assessment in the City.

Documentation Unit

Assigned City Officials

Primary Responsibility – *City Clerk*

First Alternate *– Library Director*

Second Alternate *– Assistant City Clerk*

Responsibility

The Documentation Unit is responsible for maintaining complete incident files and providing duplication services.

Demobilization Unit

Assigned City Officials

Primary Responsibility *– Economic Development Department Manager (Housing)*

Alternate Responsibility *– Economic Development Department Manager*

Alternate Responsibility *– As assigned by the Director*

Responsibility

Prepares a demobilization plan to ensure the orderly, safe and cost-effective release of personnel and equipment.

Recovery Unit

Assigned City Officials

Primary Responsibility *– Economic Development Department Division Manager (Asset)*

Alternate Responsibility *– Economic Development Department Division Manager (Business)*

Alternate Responsibility *– As assigned by the Director*

Responsibility

The Community Liaison Unit is responsible for developing and managing recovery and informational services for the public. Is responsible for opening Disaster Assistance Centers (DACs) in the City.

Resource Status Unit

Assigned City Officials

Primary Responsibility *– Planning Manager #1*

First Alternate *– As assigned*

Second Alternate *– As assigned*

The Resource Status Unit is responsible for maintaining an inventory of available personnel, equipment, vehicles, etc., and displaying inventory in the EOC.

Situation Status Unit

Assigned City Officials

Primary Responsibility *– Planning Manager #2*

First Alternate *– As assigned*

Second Alternate *– As assigned*

Responsibility

The Situation Analysis Unit is responsible for the collection and organization of incident status and situation information and displaying the information in the Emergency Operations Center (EOC).

Technical Specialist

Assigned City Officials

Primary Responsibility *– Dictated by nature of incident*

Alternate Responsibility *– Dictated by nature of incident*

Responsibility

Act as a resource to members of the EOC staff in matters relative to your technical specialty.

Logistics Section

Logistics Section Chief

Assigned City Officials

Primary Responsibility *– MTC & Facilities Manager*

First Alternate *– Recreation and Parks Dept. Director*

Second Alternate *– As assigned*

Responsibility

The Logistics Section Chief is responsible for providing logistical support for all sections involved in the incident.

Supply Unit

Assigned City Officials

Primary Responsibility *– Housing Authority Operations Manager*

First Alternate *– Administrative Services Coordinator (Public Works)*

Second Alternate *– Finance Purchasing Coordinator*

Responsibility

The Supply Unit is responsible for ordering, receiving and storing all equipment and supplies for the incident response.

Personnel Unit

Assigned City Officials

Primary Responsibility *– Human Resources Director*

First Alternate *– H/R Senior Management Analyst*

Second Alternate *– H/R Senior Management Analyst*

Responsibility

The Personnel Unit is responsible for providing for the coordination of City employees, registration of volunteers, and for the management of personnel.

Transportation Unit

Assigned City Officials

Primary Responsibility *– Public Works Supervisor*

First Alternate *– Public Works Fleet Mechanic*

Second Alternate *– As assigned by the Director*

Responsibility

Provides vehicles necessary to move workers. Provide vehicles necessary for evacuation.

Communications Unit

Assigned City Officials

Primary Responsibility *– Communications Manager*

First Alternate *– Supervising Dispatcher 1*

Second Alternate *– Supervising Dispatcher 2*

Responsibility

Communications is responsible for assuring that the EOC communications system functions adequately.

Care &Shelter Unit

Assigned City Officials

Primary Responsibility *– Senior Services Manager*

First Alternate *– Recreation Supervisor*

Second Alternate *– Park Manager*

Responsibility

Provide temporary Red Cross approved shelter and feeding. Additionally a central registry shall be established to register persons affected by the emergency. To act as a clearing house and inquiry service to reunite separated families including information relative to injured and deceased persons. Finally to provide shelter for emergency workers.

Facilities Unit

Assigned City Officials

Primary Responsibility *– Reconstruction Specialist II*

First Alternate *– Housing Manager 1*

Second Alternate *– Housing Manager 2*

Responsibility

Oversees the staff to ensure that adequate facilities are provided for the response effort including securing access to the facility and providing staff, furniture, supplies, and materials necessary to configure the facility in a manner adequate to accomplish the mission.

Information Systems Unit

Assigned City Officials

Primary Responsibility *– Information Technology Manager*

First Alternate *– Public Safety Systems Coordinator*

Second Alternate *– As assigned by the Director*

Responsibility

Manages all radio, data, computers and telephone needs of the EOC.

Finance Section

Finance Section Chief

Assigned City Officials

Primary Responsibility *– Controller – Finance Dept.*

First Alternate *– Supervising Accountant*

Second Alternate *– Housing Authority Finance Manager*

Responsibility

The Finance Section Chief is responsible for all financial and cost analysis aspects of the incident and supervising units under the Finance Section.

Cost Unit

Assigned City Officials

Primary Responsibility *– Supervising Accountant*

First Alternate *– Senior Account Clerk*

Second Alternate *– Accountant II*

Responsibility

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

Time Unit

Assigned City Officials

Primary Responsibility *– Administrative Technician III (Finance)*

First Alternate *– Administrative Technician III (Finance)*

Second Alternate *– As assigned by the Director*

Responsibility

The Time Unit is responsible for keeping track of the hours worked by paid personnel and volunteers, and the hours that various pieces of equipment are used.

Claims Unit

Assigned City Officials

Primary Responsibility *– Risk Manager ADA Coordinator*

First Alternate *– Risk Management Admin. Tech II*

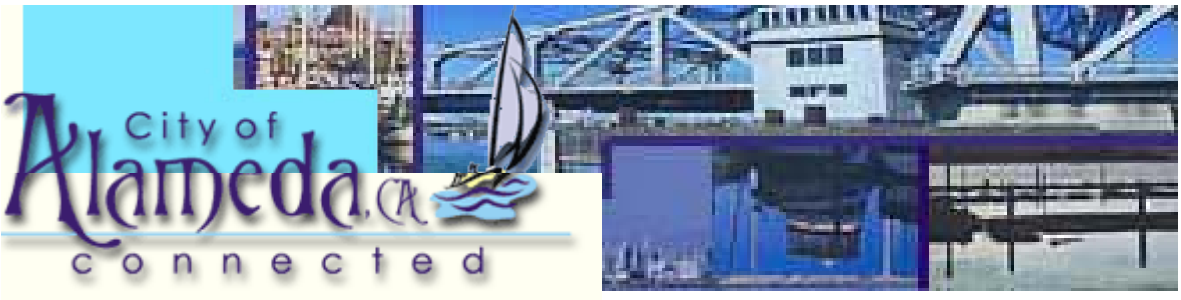
Second Alternate *– Risk Administrative Tech I*

Responsibility

The Compensation & Claims Unit is responsible for managing compensation for injuries and property damage claims arising out of the incident.

Quick Reference Emergency Organization Matrix

Position	Primary Official 1	Primary Official 2	Alternate Official
Policy Group	Mayor and City Council		
Command Staff Director	City Manager	Assistant City Manager	Deputy City Manager
Joint Staff Group	Fire Chief	Police Chief	Public Works Director
Public Information Officer	City PIO/ DCM Admin	Police Department PIO	Fire Department PIO
Emergency Mgmt Coord	Disaster Preparedness Coordinator	As assigned	As assigned
Legal Officer	City Attorney	Assistant City Attorney	Assistant City Attorney
Security Officer	Police Sergeant	Police Sergeant	Police Sergeant
Safety Officer	Risk Manager	Police Lieutenant	Police Lieutenant
Liaison Officer	Division Fire Chief	As assigned	As assigned
Operations Section Chief	Deputy Fire Chief (Operations)	Police Captain	City Engineer
Fire & Rescue Unit	Deputy Fire Chief	Staff Fire Captain	As assigned
Law Enforcement Unit	Police Captain	Police Lieutenant	As assigned
Coroner Unit	Police Sergeant	Police Sergeant	As assigned
Public Works Unit	Public Works Superintendent	Public Works Coordinator	Inspt.& Survey Supervisor
Utilities Unit	General Manager APM	Asst GM Admin- AMP	Asst GM Energy Resources- AMP
Medical Unit	EMS Coordinator	As assigned	As assigned
Planning Section Chief	Housing Authority Director	EDD Director	EDD Division Manager (Business)
Damage Assessment	Building Official	Supervising Building Inspector	As assigned
Documentation Unit	City Clerk	Library Director	Deputy City Clerk
Demobilization Unit	EDD Division Manager	EDD Division Manager	As assigned
Recovery Unit	EDD Division Manager (Asset)	EDD Division Manager (Business)	As assigned
Resource Status Unit	Planning Manager #1	As assigned	As assigned
Situation Status Unit	Planning Manager #2	As assigned	As assigned
Technical Specialist	As needed	As needed	As needed
Logistics Section Chief	MTC & Facilities Manager	Recreation & Parks Director	As assigned
Supply Unit	Housing Authority Operations Manager	P/W Admin. Services Coordinator	Finance Purchasing Coordinator
Personnel Unit	Human Resources Director	H/R Senior Management Analyst	H/R Senior Management Analyst
Transportation Unit	PW Supervisor	PW Fleet Mechanic	As assigned
Communications Unit	Communications Manager	Supervising Dispatcher 1	Supervising Dispatcher 2
Care and Shelter Unit	Senior Services Manager	Recreation Supervisor	Park Manager
Facilities Unit	Reconstruction Specialist II	Housing Manager 1	Housing Manager 2
Information Systems Unit	Information Technology Manager	Public Safety Systems Coordinator	As assigned
Finance Section Chief	Controller/ Finance Dept.	Supervising Accountant	Housing Authority Finance Manager
Cost Unit	Supervising Accountant	Senior Account Clerk	Accountant II
Time Unit	Finance Admin. Tech III	Finance Admin. Tech III	As assigned
Claims Unit	Risk Management ADA Coordinator	Risk Management Admin. Tech II	Risk Management Admin. Tech I



APPENDIX 2

DISASTER RESPONSE CHECKLISTS

Table of Contents

DISASTER RESPONSE CHECKLISTS *0*
Explanation of the EOC *2*
Emergency Operations Center Diagram *3*
EOC Set Up Guidelines *4*
EOC Activation *4*
EOC Activation Checklist *6*
EOC Equipment and Supplies Checklist *6*
EOC Closeout Checklist *6*
City Council *7*
Emergency Operations Center (E. O. C.) Manager *10*
Emergency Services Coordinator *13*
Legal Advisor *10*
Public Information Officer *11*
Operations Section Chief *34*
Fire and Rescue Unit *36*
Law Enforcement Unit *38*
Coroner Unit *40*
Communications Unit *42*
Public Works and Engineering Unit *46*
Damage Assessment Unit *48*
Medical Unit *50*
R.A.C.E.S. Unit *52*
Utilities Unit *53*
Planning & Intelligence Section Chief *55*
Resource Status Unit *58*
Situation Analysis Unit *59*
Documentation Unit *61*
Technical Specialist *62*
Logistics Section Chief *63*
Supply Unit *65*
Personnel and Volunteer Unit *67*
Transportation Unit *69*
Care and Shelter *71*
Administration & Finance Section Chief *74*
Cost Unit *76*
Time Unit *77*
Compensation and Claims Unit *78*
Recovery Unit *79*

Emergency Operations Center (EOC)

Explanation of the EOC

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

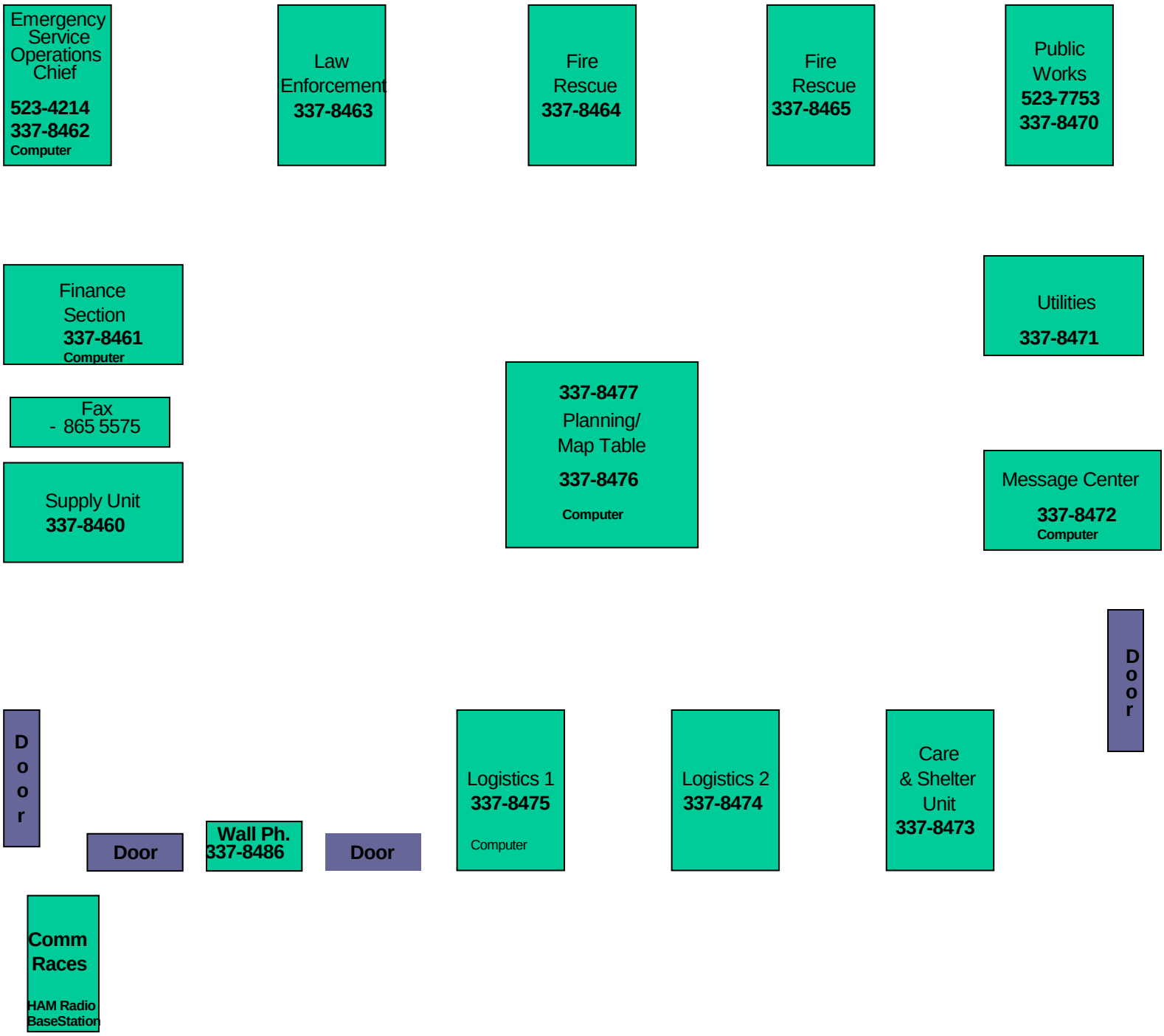
The Director and key decision-making personnel operate from the EOC during the emergency response, establishing policy and priorities. It serves as the central point for information gathering, processing, and dissemination; coordination of all City of Alameda emergency operations, and coordination with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

The EOC is organized according to guidelines established within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), as noted earlier in this plan. The Director, Staff Assistants, and the Section Chiefs serve as the EOC management team, along with the Public Information Officer, Safety Officer, and Liaison.

Unless otherwise specified, the EOC should not be providing tactical direction to the various incidents that are being conducted in the field using the Incident Command System.

The EOC normally will be located at the Alameda Police Department 1555 Oak Street. The secondary site is to be located at the Alameda Fire Department Training Facility Building 522 located at 431 Stardust Place. It should be configured as closely as possible to the diagram on the next page; however, in case of a major disaster, the location may be moved at the discretion of the Director.

Emergency Operations Center Diagram



EOC Set Up Guidelines

The EOC is housed in the basement of the Police Department and will be set-up by available personnel such as Dispatchers, Records, Traffic Technicians, Identifications, Property Technicians and Jailers.

- ✓ When notified to set-up the EOC, respond to the Patrol Sergeant's desk located by the front counter, open up the Master Key box (tan key box located next to the window that leads to the stairwell), remove key number 37. This key opens the EOC Storage Room which is located behind the Patrol Briefing Room near the CIRT lockers and is labeled "EOC Storage Room". If the key is missing, find a staff member and use their key.
- ✓ The location to set-up the EOC is the Patrol Briefing Room. To set-up the EOC, look at your EOC set-up sheet. It will show you tables with names and telephone extensions. The tables are positioned with the small end against the wall and the other end facing the opposite wall. The middle "Map Table" will be two tables placed together to make a large square table.
- ✓ The podium will be moved to the hallway located between the Patrol Sergeant's office and the Officer's mailboxes for Media personnel.
- ✓ Once all the tables have been arranged, unlock the EOC Storage Room. The telephones are located in the file cabinet closest to the door, labeled "EOC Phones". There are 14 telephones that are all labeled with extensions and table numbers. Take the phones and place them on the numbered tables, which should match the wall extensions. The wall phone jacks are also labeled. Plug the phones into the correlating wall phone jack and test each phone to ensure it works. Some of the wall phone jacks are *not* immediately adjacent to their respective table.

  Note: The phones do not ring, they light up. Place the phone line molding (located in the file cabinet) over the cord that leads from the Map Table to the phone jack.

- ✓ See EOC map for Table #9 "Message Center" and Table #8 "Utilities", these phone jacks are located behind the cabinets against the wall. Open the cabinet door and look behind the first shelf and you will see the phone jacks.
- ✓ Place tablets, pencils, phone books and coordinating dry erase boards at each station. Supplies can be obtained from the first floor supply area. The Fax Machine is located on rear shelf above the telephone books.

EOC Activation

When the EOC is activated

Activation of the City EOC means that at least one City official implements NIMS as appropriate to the scope of the emergency and the City's role in response to the emergency. The City EOC is activated when routine use of resources needs support and/or augmentation. The City official implementing NIMS may function from the EOC or from other locations depending on the situation.

The EOC, when activated, may be partially or fully staffed to meet the demands of the situation. The City maintains four EOC staffing levels that can be applied to various situations. Activation criteria are as follows:

EOC Activation Guide

Level	Conditions	EOC Duties	Activation	Actions
NONE (Green)	1. Normal	1. Maintenance	1. No Activation	1. No actions
0 (Blue)	1. No potential severe weather 2. No increasing international tension 3. No increasing national or local tension 4. No increasing probability of hazard	1. Monitor world, national, regional, and local news and monitor regional weather forecasts and space forecasts.	1. Only minimal staff in normal operations	1. No actions.
1 (Yellow)	1. Serious increase in international tension 2. Possibility of local unrest 3. Severe weather watch is issued 4. Situational conditions warrant 5. Small incidents involving one facility 6. Earthquake advisory 7. Flood watch	1. Continuous monitoring of event 2. Check & update all resource lists 3. Distribute status and analysis to EOC personnel 4. Receive briefing from field personnel as necessary	1. Only basic support staff or as determined by Emergency Manager	1. EOC Section Chiefs review Plan and Guidelines and check readiness of staff and resources.
2 (Orange)	1. Small scale civil unrest 2. Situational conditions warrant 3. Severe weather warning issued 4. Moderate earthquake 5. Wildfire affecting specific areas 6. Incidents involving 2 or more facilities 7. Hazardous materials evacuation 8. Imminent earthquake alert 9. Major scheduled event	1. Continuous monitoring of event 2. Initiate EOC start-up checklist 3. Facilitate field personnel 4. Provide status updates to EOC personnel	1. Staffed as situation warrants and liaison to other agencies 2. Primary EOC personnel will be available and check-in regularly	1. Briefings to City Executive staff and Department Heads 2. EOC begins full operation
3 (Red)	1. International crisis deteriorated to the point that widespread disorder is probable 2. Acts of terrorism (biological, technical, other) are imminent 3. Civil disorder with relatively large scale localized violence 4. Hazardous conditions that affect a significant portion of the City 5. Severe weather is occurring 6. Verified and present threat to critical facilities 7. Situational conditions warrant 8. Major emergency in the City or Region 9. Incidents occurring involving heavy resource involvement 10. Major earthquake	1. Brief arriving staff on current situation 2. Facilitate EOC staff	1. As determined by the Emergency Manager 2. EOC essential and necessary staff 3. Key department heads 4. Required support staff	1. As situation warrants

EOC Activation Checklist

- ❑ EOC Activation is ordered by the Director of Emergency Services and he/she will call the Section Chiefs.
- ❑ Upon, activation, personnel assigned to positions on the EOC Team report to the EOC location and check in with Section Chiefs.
- ❑ Conduct EOC function and incident/situation briefing.
- ❑ Issue seat and confirm shift assignments.
- ❑ Obtain identification badge.
- ❑ Begin activity logs.
- ❑ Determine staffing needs and acquire additional support as needed.
- ❑ Check communications equipment (telephones, fax machines, radios). Assistance available from the Communications Unit.
- ❑ Locate and lay out necessary supplies and materials.
- ❑ Review and start working off Position Checklist.

EOC Equipment and Supplies Checklist

Equipment and supplies should be sufficient for prolonged operation of the fully staffed EOC. The following is a recommended supply list:

❑ Communications equipment	❑ Flashlights/emergency lighting
❑ Furniture - desks/tables and chairs for all positions, conference tables and chairs	❑ Uninterruptible Power Supply (UPS) for computers
❑ Computers and printers	❑ TV, VCR, AM/FM Radio
❑ EOC forms and logs	❑ Displays, maps, charts, white boards
❑ Copier & copy paper	❑ Administrative
❑ Supplies and office equipment (pens, pencils, staplers/staples, note paper)	❑ First Aid and Sanitary Supplies
❑ Emergency generator	❑ Blankets and other items for a sleeping area
❑ Kitchen equipment and supplies	❑ Janitorial Supplies
	❑ Food supply

EOC Closeout Checklist

- ❑ Notify appropriate agencies and individual sites that EOC is being closed.
- ❑ Collect data, logs, situation reports, message forms, and other significant documentation. Place in a secure file box. Mark the outside with the date and any state or federal numbers associated with the response.
- ❑ Deliver the information to the Administration & Finance Section Chief.
- ❑ Fold and repack re-usable maps, charts, and materials.
- ❑ Collect and box all office supplies and unused forms.
- ❑ Make a list of all supplies that need replacement and forward to the Logistics Section Chief.
- ❑ Return vest and identification credentials.
- ❑ Log out.
- ❑ Leave work area in good order.

Command Section

City Council

Ensure the continuity of Government. Meet with the members of the City Council to adopt, ratify, and or approve declarations, proclamations, resolutions and ordinances. Meet with the public, other elected officials and V.I.P's. Liaison with other government agencies to enhance recovery operations, as soon as practical.

Policy & Procedures

The City of Alameda is charged with the responsibility of providing a disaster response and recovery plan that will enable business and the public to return to normal every day life as quickly as possible. To meet this responsibility, the City of Alameda has adopted a centralized, systematic and state-wide standardized approach to disaster management. Policy decisions, prioritization, strategic planning and recovery efforts will be conducted in the Emergency Operations Center (EOC) using the National Incident Management System (NIMS). Necessary resources beyond local capabilities will be available through the Alameda County Operational Area.

Police Chief's Conference Room

The Police Chief's Conference Room is located on the second floor of the Police Services wing of the Civic Center. When notified, the City Council members should report immediately to the Police Chief's Conference Room. Council members and members of the Public Information Team should work closely together to develop prepared statements and news information. Council members or their designated representatives should be available for ongoing news and information releases to the press and electronic media. This action will greatly enhance the level of confidence of the citizens in regard to the City of Alameda's response and recovery.

Recovery

Immediately following the response phase, recovery begins. Each city department or division must identify and prioritize normal service to enhance the ability to resume community services as efficiently, effectively and quickly as possible. The members of the City Council are a vital part of the recovery process. The physical and financial recovery of the business community will be a high priority issue. Recovery will occur, based on the decisions of the City Council. Their decisions will determine the terms and conditions of the resumption of business. Listed are some critical issues for the City Council:

Pre-Recovery Checklist for City Council

- ❒ As soon as practical, conduct an Emergency City Council Meeting (See Chapter 3, Article 2 of City of Alameda Municipal Code).
- ❒ Provide a forum for public interests, concerns and comments.
- ❒ Review ANNEX I (Disaster Recovery) of this plan
- ❒ Give top priority to Recovery Issues as listed below:
  - ✓ Restoration of telecommunications
  - ✓ Identify and authorize alternative business sites
  - ✓ Restoration of utilities (electricity, gas, water, sanitation)
  - ✓ Provide information and guidance on Disaster Relief for Business (Small Business Recovery Forum with SBA and FEMA)
  - ✓ Set up a Small Business Task Force to assist business victims
  - ✓ Establish Disaster Application Centers for the public, city employees, and city staff
  - ✓ Develop a time line for recovery issues – this is critical

Action Checklist for City Council

- ❑ Read the entire checklist.
- ❑ Obtain a briefing from the EOC Manager on the current status of the disaster.
- ❑ Meet with the Public Information Officer to develop update information for a possible press conference or press release.
- ❑ Be prepared to deliver a press release upon request from the public information officer.
- ❑ As soon as practical, be available to meet with Regional, State and Federal Officials to assess resource needs.
- ❑ Ask for a damage assessment to public property and begin to identify recovery strategies.
- ❑ Confer with council members of other local jurisdictions.
- ❑ Advise the E.O.C. Manager of your location, and how to contact you.

- ❑ Be available to convene a meeting with members of the City Council to proclaim the existence of a local emergency.

- ❑ Be prepared to coordinate a Small Business Recovery Forum with Small Business Administration, F.E.M.A., Chamber of Commerce, and Community and Economic Development to enhance recovery.

- ❑ Participate in disaster debriefing program

- ❑ Maintain all required records and documentation to support the history of the emergency:

  - ✓ Messages received
  - ✓ Action taken
  - ✓ Requests filled

Emergency Operations Center (E. O. C.) Director

Responsible for the overall management of the incident through its completion or until officially relieved of command. Oversees the development and implementation of strategic decisions, and approves ordering and release of resources. Has complete authority and responsibility for conducting the overall operation.

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ If relieving an Incident Commander, receive a briefing.
- ❑ Ensure that EOC check in procedure is established immediately.
- ❑ Ensure that EOC organization and staffing chart is posted and completed.
- ❑ Sign in at the EOC and put on your nametag with your title.
- ❑ Depending on the type and extent of incident, implement partial or full activation of the EOC.
- ❑ Determine if essential personnel or alternates are in the EOC or have been notified.
- ❑ Jointly assess the situation with the EOC Section Chiefs and identify needed protective action missions including: rescue, medical aid, evacuation, shelter, control or containment, public information & warning, fire suppression, and security.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Establish priorities and determine incident objectives.
- ❑ Estimate the duration of the response.
- ❑ Anticipate needs and oversee the preparation of the Incident Action Plan, then approve and authorize its implementation. The Planning & Intelligence Section usually prepares an IAP. It includes a summary of the event, a list of objectives and the length of the operational period.
- ❑ Establish operational work periods for all EOC and field personnel. (Twelve hour maximum shifts are recommended).
- ❑ Assess available resources and request assistance as needed.
- ❑ Formulate rules, regulations, and orders.

- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.

- ❑ Notify adjacent agencies/jurisdictions of hazards that may impose risks across boundaries.

- ❑ Ensure that telephone and/or radio communications with Operational Area EOC are established and functioning.

- ❑ Request activation of Alameda County Operational Area EOC if appropriate.

- ❑ Confer with the General Staff to determine what representation is needed at the City EOC from other emergency response agencies.

- ❑ Conduct an initial briefing to inform your staff of the situation. They must all maintain an activity log documenting names, times, places and activities for all people under the scope of their supervision, including themselves. Accurate record keeping is essential to cost recovery. Hold periodic staff update meetings and ensure compliance.

- ❑ Establish the frequency of the briefing sessions.

- ❑ Continually address the ongoing need for replacement and relief of staff.

- ❑ Convene the initial Action Planning meeting. Ensure that all Section Chiefs, Management Staff and other essential agency representatives are in attendance.

- ❑ Designate a representative to the Alameda County EOC and other agencies as needed.

- ❑ Formally issue Emergency Proclamation for the City and coordinate local government proclamations with other emergency response agencies as appropriate.

- ❑ Review and approve all requests for outside resources and mutual aid, and release of resources. Forward approved requests to Logistics.

- ❑ Approve use of trainees, volunteers and/or auxiliary personnel.

- ❑ Notify Operational Area EOC to request additional resources as deemed necessary (except police & fire mutual aid).

    - ✓ Request that the Operational Area contact the State regional level to request additional resources as deemed necessary (except police and fire mutual aid).

- ❑ Coordinate all EOC functions with internal staff and neighboring communities, Alameda County, State and Federal Emergency Organizations. Prepare a Mutual Aid Provision Plan to other jurisdictions.

- ❑ Once the Incident Action Plan is completed by the Planning Section, review, approve and authorize its implementation.

- ❑ Periodically meet with the Public Information Officer to approve the release of ANY and ALL information to the news media including periodic briefings for elected officials and representatives.

- ❑ Verify with Operations that the required communications have been established as necessary. Full mobilization of all radio communications would include:

  - ✓ Alameda HAM Radio Operators
  - ✓ Alameda Unified School District
  - ✓ Red Cross
  - ✓ Utility companies
  - ✓ Other agencies

- ❑ Coordinate demobilization of the operation when appropriate.

- ❑ Maintain all required records to support the history of the emergency:

  - ✓ Messages received and sent
  - ✓ Action taken and activities
  - ✓ Requests filled
  - ✓ EOC personnel and time of duty

- ❑ Brief your relief at shift change ensuring that ongoing activities are identified and follow-up requirements are known.

Emergency Services Coordinator

Provide assistance to the EOC Manager in all areas of the emergency. Maintain contact with the Operational Area emergency managers, ALCO E.O.C. and/or OES Region II and provide technical advice in all matters that require a command decision from the EOC Manager. In addition, act in any section position as required.

Action Checklist

- ❑ Sign in and identify yourself as Emergency Services Coordinator by putting on your nametag with title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Command Staff
- ❑ Initiate an activity log beginning with when you were notified of the emergency.
- ❑ Assess the emergency and provide technical advice to the EOC Manager as to the extent of activation of the EOC.
- ❑ Assist the City Manager in determining needed workstation personnel.
- ❑ Provide assistance and technical advice to section chiefs as required.
- ❑ Working with the command staff, assist the EOC Manager in the Development of an overall strategy.
  - ✓ Assess the situation
  - ✓ Define the problem
  - ✓ Establish priorities
  - ✓ Determine if there is a need to "Proclaim a Local Emergency."
- ❑ Assist in the formulation of the EOC Action Plan.
- ❑ Work with the members of the command staff to assist in implementation of the EOC Action Plan.
- ❑ Facilitate and attend periodic briefing sessions conducted by the EOC Manager.
- ❑ Ensure that all necessary interagency communications have been established.
- ❑ Promote the use of multi-agency coordination among affected jurisdictions and agencies.
- ❑ Maintain all required records and documentation to support the history of the emergency.
  - ✓ Document messages received
  - ✓ Action taken
  - ✓ Requests filled
  - ✓ EOC personnel and time on duty
- ❑ Submit all required records and documentation to the EOC Manager.

Legal Advisor

Advises the EOC Manager on the legal requirements of the City during the emergency. Especially important are the legal requirements for a Proclamation of a Local Emergency and applying for financial aid.

Action Checklist

- ❒ Sign in and identify yourself as the Legal Officer by putting on the nametag with your title.
- ❒ Read the entire Action Checklist.
- ❒ Obtain a situation briefing on the extent of the emergency from the Director.
- ❒ Establish areas of legal responsibility and potential liabilities.
- ❒ Appoint and brief the Policy Group as necessary.
- ❒ Prepare proclamations, emergency ordinances and other legal documents as required by the City Council and the Director.
- ❒ Advise the City Council, Director, and the EOC Section Chiefs on the legality and or legal implications of contemplated emergency actions and policies.
- ❒ Develop rules, regulations and laws required for acquisition and/or control of critical resources.
- ❒ Develop necessary ordinances and regulations to provide a legal basis for evacuation or control of the City's population.
- ❒ Commence civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.
- ❒ Prepare documents relative to the demolition of hazardous structures or conditions.
- ❒ Maintain records to support the history of the emergency:
  - ✓ Messages received and sent
  - ✓ Action taken and activities
  - ✓ Requests filled
  - ✓ Legal personnel and time on duty

Public Information Officer

Responsible for the formulation and release of information about the event, as well as the point of contact for news media and other appropriate agencies and organizations.

Action Checklist

- ❑ Read the entire Action Checklist.
- ❑ Sign in at the EOC and wear the nametag that identifies you as the Public Information Officer.
- ❑ Meet with Director to obtain a situational status report or briefing on the extent of the event.
- ❑ Set up a workstation. Be sure radio, telephone and computer hookups are fully operational.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Prepare an initial information summary as soon as possible after arrival.
- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.
- ❑ Determine whether the Director has placed any limitations or restrictions on the release of information. Obtain appropriate approval for release of all information from Director or designated representative.
- ❑ Open and staff the Joint Information Center (JIC) and establish necessary contacts with the media (Newspapers, Radio Stations, and Television Stations) to provide information and assistance as required.
- ❑ Anticipate the media's questions and informational needs. The following should be addressed immediately:
  - ✓ Unsafe areas, structures, and facilities
  - ✓ Transportation routes and closures, including viable alternatives
  - ✓ Available assistance centers
  - ✓ Available shelter sites, including what people are permitted to bring there
- ❑ Gather and disseminate instructions, warnings and announcements. Develop materials (maps, graphs, charts, photos, lists, etc.) for use in media briefings. Update as required.
- ❑ Coordinate information releases with County, State and Federal teams as needed.

- ❑ Coordinate with local radio broadcasting organizations or other communications systems to issue warnings.
- ❑ Post the information in the EOC, and the news media center.
- ❑ Arrange for interviews and tours that may be required or requested. Provide an escort service for media and VIPs.
- ❑ Ensure the safety of any personnel assigned.
- ❑ Obtain media information that may be useful to incident planning. Consider monitoring television and radio transmissions for this purpose, as well as to address inaccuracies and rumors.
- ❑ Attend all EOC Staff Meetings to update news bulletins and media news releases. Participate in development of the Incident Action Plan.
- ❑ Conduct media briefings. Arrange meetings between the media and emergency personnel and/or members of the City Council or other VIPs.
- ❑ Publicize an official list of assistance centers and shelter sites.
- ❑ Ensure that announcements and information are translated for special populations.
- ❑ Provide periodic information and media updates to the command staff.
- ❑ Maintain all required records to support the history of the emergency:
  - ✓ Messages received and sent
  - ✓ Action taken and activities
  - ✓ Requests filled
  - ✓ PIO personnel and time on duty

Sample News Releases for the PIO

UNIDENTIFIED SPILL/RELEASE IN HEAVY TRAFFIC AREA

This is _____ at the _____ . An unidentified substance which may be hazardous has been spilled/ released at _____ (specific location). Please avoid the area while crews are responding. The best alternate routes are _____.

If you are already in the area, please be patient and follow directions of emergency response personnel. The substance will be evaluated by specially trained personnel, and further information will be released as soon as possible.

Thank you for your cooperation.

SPANISH TRANSLATION:

Este es _____ en el _____ . Una sustancia posiblemente nocivo y no identificada ha sido derramada en _____ (Localidad del derrame). Por favor evite aproximarse a la zona del derrame mientras el grupo de rescate labora en el mismo. Si se encuentra dentro de la zona afectada, por favor sea paciente y obedezca las instrucciones del personal de seguridad publico. La sustancia será evaluada por peritos capacitados en derrames nocivos y pronto les daremos mayor informes.

Gracias por su cooperación.

SUMMARY STATEMENT FOR MEDIA

HAZARDOUS MATERIAL INCIDENT

(ADAPT ACCORDING TO THE SITUATION)

At approximately _____ AM/PM today a spill/ release of a potentially hazardous substance was reported to this office by _____ . (Police/fire) units were immediately dispatched to cordon off the area and direct traffic.

The material was later determined to be _____ (describe), a (hazardous/harmless) chemical/substance/material/gas which upon contact may produce symptoms of _____ .

Precautionary evacuation of the _____ area (immediately/X-block) surrounding the spill was (requested/required) by (agency). Approximately ____ persons were evacuated.

Clean-up crews from _____ were dispatched to the scene. Normal traffic had resumed by _____ at which time residents were allowed to return to their homes.

There were no injuries reported. (**or** _____ persons, including (fire/police) personnel, were treated at area hospitals for _____
_____. (All/number) were later released.

Those remaining in the hospital are in _____ condition. Response agencies involved were _____
_____ .

SPANISH TRANSLATION:

Hoy, aproximadamente a las _____ AM/PM, ocurrió un derrame de material(s) nocivos a la salud en _
_____ , según reportes recibidos en esta oficina de parte de :_____. (Los bomberos / la policía) envió a ____ unidades para la zona afectada para aislar el area y controlar el transito.

El material fue identificado como _____ (descripción), una sustancia (inofensiva / nocivo) química que en contacto con seres humanos puede causar los siguientes síntomas: _____
_____.

Como precaución, las autoridades ordenaron una evacuación de la zona afectada por el incidente, afectando a _____ (límites de la zona de evacuación).

Equipos peritos en limpieza de materiales nocivos fueron enviados de _____ y el transito normal fue restablecido a las _____ , permitiendo a residentes volver a sus domicilios.

No se reportaron heridas o _____ personas fueron afectadas, incluyendo _____ bomberos/policías, quienes fueron atendidos en _____ (nombre hospital). Todos o ____ fueron dados de alta.

Los que permanecen en el hospital están en _____ (condición médica). Las dependencias que asistieron durante este incidente son: _____

LOW HAZARD/CONFINED SPILL/RELEASE - NO GENERAL EVACUATION

This is _____ at the _____ . A small amount of _____ , a hazardous substance, has been spilled/released at _____ . Streets are blocked, traffic is restricted, and authorities have asked residents in the immediate _____ block area to evacuate. Please avoid the area.

The material is slightly/highly toxic to humans and can cause the following symptoms: _____ . If you think you may have come in contact with this material, you should (give health instructions and hotline number, if available).

For your safety, please avoid the area if at all possible. Alternate routes are _____ and traffic is being diverted. If you are now near the spill/release area, please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.

(Suggest EDIS/EBS use; request repeated broadcast.)

SPANISH TRANSLATION:

Este es _____ en el _____ . Una pequeña cantidad de _____, que es un material nocivo, ha sido derramado en _____ (lugar del derrame). Las calles están bloqueadas y no se permite el paso de vehículos y peatones. Las autoridades han ordenado la evacuación de personas que se encuentran en la zona inmediata de la región afectada. Por favor evite aproximarse a la zona del derrame. La sustancia es (altamente / escasamente) nocivo para la salud humana y puede causar los siguientes síntomas: _____ . Si usted piensa que ha tenido contacto con la sustancia deberá: _____ (instrucciones médicas y teléfono de emergencia si es necesario). Para su seguridad propia, evite aproximarse a la zona del derrame. Se esta desviando el transito a las rutas alternas que son: _____ . Si usted se encuentra en la zona del derrame, obedezca las instrucciones y señales del personal de seguridad pública. Peritos en limpieza de materiales nocivos laboran por limpiar la zona de peligro.

Gracias por su cooperación.

HIGH HAZARD SPILL/RELEASE - GENERAL EVACUATION

REQUESTED/MANDATORY

This is _____ at the _____ . A large/small amount of _____ , a highly hazardous substance, has been spilled/released at _____ . Because of the potential health hazard, authorities are requesting/requiring all residents within ____ blocks/miles of the area to evacuate.

If you are __(give evacuation zone boundaries)___, you and your family should/must leave as soon as possible/now. Go immediately to the home of a friend or relative outside the evacuation area or to ____ (indicate shelter)_____ . If you can drive a neighbor who has no transportation, please do so. If you need transportation, call ____.

Children attending the following schools: ____(list)_____ will be evacuated to _____ . Do not drive to your child's school. Pick your child up from school authorities at the evacuation center.

Listen to this station for instructions.

The material is highly toxic to humans and can cause the following symptoms:

_____

_____

If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area or at the evacuation center at _____.

To repeat, if you are in the area of _____ you should/must leave for your own safety. Do not use your telephone unless you need emergency assistance.

SPANISH TRANSLATION:

Este es _____ en el _____ .
Una (pequeña / gran) cantidad de un material altamente nocivo a la salud ha sido derramado en _____ . Debido al riesgo a la salud humana, las autoridades ordenan la evacuacion de todas las personas que se encuentran dentro de _____ cuadras/millas del incidente. Si usted se encuentra dentro de la zona afectada _____ (límites de la zona de evacuación), usted y su familia deberán proceder fuera del lugar en cuestión. Proceda de inmediato al domicilio de algún familiar ubicado fuera de la zona afectada o según sea el caso, al (los) refugio(s) ubicado(s) en _____ . Ayude si puede a un vecino careciente de transportación. Si usted no tiene transportación y lo necesita, llame al teléfono _____ .

Los niños en las siguientes escuelas _____ serán llevados por las autoridades al (los) siguiente(s) lugar(es): _____.

No vaya a la escuela de sus menores. Recoja a sus niños en el (los) lugar(es) señalado(s) por las autoridades.

Mantenga sintonizado esta emisora para mayores informes.

La sustancia es altamente nocivo para la salud y puede causar las siguientes síntomas:

SAMPLE RADIO/TV MESSAGE: ROADS CLOSED

This is _____ from the _____. The recent storm has caused severe/moderate flooding in several/many areas of the city/county. As of _____ today, the following roads/streets have been closed by law enforcement officials:

_____

_____

_____

Please avoid these roads/streets. If you must travel, use alternate routes. Avoid all coastal roads.

Again, those roads/streets which have been closed are:

_____

_____

_____

Please stay tuned to this station for additional road closure information.

SPANISH TRANSLATION:

Este es _____ de el _____. La tormenta reciente ha causado inundaciones (moderadas/extensivas) en (pocas/muchas) areas del condado. Desde las _____ horas de hoy, las siguientes vías de transito han sido cerradas por las autoridades: _____
_____

Por favor evite transitar por las vías indicadas. Si es necesario que transiten, use carreteras/calles alternas. Evite las carreteras costales.

Repitiendo, las carreteras / calles con impedimento al libre transito son: _____
_____

Mantenga sintonizado esta emisora para mayor información.

SAMPLE RADIO/TV MESSAGE: APPROVED VIEWING SPOTS

This is _____ from the _____ . The following storm-damaged areas are still extremely hazardous and should be avoided:

_____

_____

_____

Please do not try to sightsee in these areas. You could be hurt. If you feel you must observe the storm damage, the following are approved viewing spots:

_____

_____

_____

Again, please avoid the storm-damaged areas. You may place your life and that of others in danger.

Thank you for your cooperation.

SPANISH TRANSLATION:

Este es _____ de el _____. Las siguientes areas afectadas por la tormenta reciente todavía representan peligro al transito y deben evitarse si es posible:

_____
_____

Por favor no vaya a esto lugares para observar los daños. Puede resultar lesionado. Si es absolutamente necesario observar los daños, los siguientes lugares han sido aprobados como puntos de observación:

_____
_____

Repetimos - Evite ir a los lugares afectados - Representan peligro y su presencia puede lesionarlo a usted o a otros que laboran en estos lugares.

Gracias por su cooperación.

SAMPLE RADIO/TV MESSAGE: EVACUATION ORDERED

This is _____ . The flooding situation continues in parts of _____ county/city and may worsen. For your safety, you are requested to leave the _____ area as soon as possible (give boundaries of local area, evacuation routes).

Be sure to take essential items -- medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers -- but do not overload your car. Secure your home before you leave. Be sure to check on any neighbors who may need assistance.

If you cannot stay with relatives or friends outside of the evacuation area, go to (one of) the Red Cross shelter(s) at _____.

Pets will not be allowed in Red Cross shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pet, (give instructions). Do not allow your pet to run loose. If you cannot make arrangements for your large animals, (give instructions).

If you have no means of transportation or if you are physically unable to evacuate on your own, ask a neighbor to assist you or call _____. Otherwise, please do not use your telephone except to report an emergency.

I repeat. If you live in the _____ area (give boundaries), you are requested/required to evacuate for your own safety. Stay tuned to this station for more information and instructions.

[REPEAT COMPLETE MESSAGE]

SPANISH TRANSLATION:

Este es _____ de el _____. Las inundaciones continúan en _____ y aumenta el peligro a personas y propiedad. Para su seguridad, solicito evacuan el _____ (límites de la zona evacuada) tan pronto les sea posible por las siguientes rutas _____.

Asegúrese de llevar consigo sus necesidades esenciales tales como medicinas, alimentos especiales, ropa, dinero y documentos valiosos. Evite sobrecargar su medio de transporte. Cierre su domicilio al salir. Verifique que ninguno de sus vecinos necesita de su ayuda.

Si no tiene a algún familiar cerca en una zona segura, proceda a uno de los refugios de la Cruz Roja Americana ubicadas en: _____

No se permiten animales o mascotas en los refugios. Si no puede hacer arreglos para su mascota con amigos o familiares fuera de lugar de inundación, _____ (de instrucciones). Si tiene animales grandes como caballos, vacas, etc., _____ (de instrucciones).

Si no tiene medios propios de transportación o si tiene una incapacitacion física y necesita ayuda para salir de la zona afectada, llame a _____. No utilice el teléfono a menos que no sea una emergencia y necesita auxilio.

Repito. Si radica en _____, se ha ordenado una evacuación para su propia seguridad. Mantenga sintonia con esta radio emisora para mayor informes.

Gracias por su cooperación y cortesía para otros.

REPITA EL MENSAJE COMPLETO

SAMPLE RADIO MESSAGE: SMALL DAM CRACK

This is _____ _____ at the _____. We have reports of a small crack in the _____ _____ Dam. This information is unconfirmed.

_____ units are responding to the area. We will keep you updated. Please do not use your telephone unless you need emergency help.

Stay tuned to this station for emergency instructions and information.

SPANISH TRANSLATION:

Este es _____ en el _____ .
Tenemos informes de una pequeña grieta en la represa _____. En estos momentos no hay confirmación oficial de este informe. Unidades de _____ han sido enviados a la represa para evaluar si existe peligro. Tan pronto tengamos mayor información se los comunicaremos. Por favor no utilice su teléfono a menos que no sea una emergencia y necesita auxilio.

Mantenga sintonizado esta radio emisora para mayor informes.

SAMPLE RADIO/TV MESSAGE: EVACUATION ORDERED

(To be announced by Board of Supervisors President, Mayor, Police Chief, or other local authority.)

This is _____ . The crack in the _____ Dam appears to be growing larger. _____ have warned that complete rupture could occur within the next few days/few hours/week. For your safety, I am asking that you leave the _____ area as soon as possible (give boundaries of evacuation area and evacuation routes). The Red Cross is setting up shelters at _____ . If you cannot stay with relatives or friends outside the evacuation area, go to one of these shelters.

Take only essential items - medicine, special foods, personal items, baby supplies, clothing, money, and valuable papers. Do not overload your car. Secure your home before you leave. Lock windows and doors, turn off water and gas, and disconnect all electrical appliances except refrigerators and freezers. Be sure you have a full tank of gas.

If you have no means of transportation, ask help from a neighbor or friend, or walk to one of the following pickup points: _____ . Bring only what you can carry. A bus will take you to a Red Cross shelter. If you are physically unable to go to one of the pickup points, call _____ . Otherwise, please do not use your telephone. Lines must be kept free.

Pets will not be allowed in Red Cross shelters. If you cannot make arrangements for someone outside the evacuation area to take care of your pet, ___(give instructions)___ . Do not allow your pet to run loose. If you cannot make arrangements for your large animals, ___(give instructions)___ .

These instructions will continue to be repeated along with additional information about the emergency situation.

Stay tuned to this station.

Please remain calm. Your cooperation will help us to evacuate the area safely and quickly.

SPANISH TRANSLATION:

Este es _____ en el _____. La pequeña grieta en la represa de _____ aparentemente esta creciendo. _____ (nombre de la dependencia) ha anunciado la posibilidad de la falla de la represa en _____ (días, semanas, horas). Para su seguridad, solicitamos evacuan el ____ _____ (límites de la zona evacuada) tan pronto les sea posible por las siguientes rutas _____ _____.

La Cruz Roja Americana esta preparando refugios especiales en _____. Si no tiene a algún familiar cerca en una zona segura, proceda a uno de los refugios de la Cruz Roja Americana.

Asegúrese de llevar consigo sus necesidades esenciales tales como medicinas, alimentos especiales, ropa, dinero y documentos valiosos. Evite sobrecargar su medio de transporte. Cierre su domicilio al salir. Cierre las ventanas y todas las puertas. Cierre el suministro de gas y agua. Desconecte todos los artefactos eléctricos excepto el refrigerador o congelador. Asegúrese de llenar el tanque de gasolina de su coche. Verifique que ninguno de sus vecinos necesita de su ayuda.

No se permiten animales o mascotas en los refugios. Si no puede hacer arreglos para su mascota con amigos o familiares fuera de lugar de inundación, _____ (de instrucciones). Si tiene animales grandes como caballos, vacas, etc., _____ (de instrucciones).

Si no tiene medios propios de transportación o si tiene una incapacitacion física y necesita ayuda para salir de la zona afectada, pida auxilio a un vecino o proceda a uno de los lugares anunciados para recoger a peatones. Un autobús lo llevara a un refugio de la Cruz Roja Americana. Lleve solamente lo que puede cargar en su persona. Si no puede ir a un local de autobús, llame a _____. No utilice el teléfono a menos que no sea una emergencia y necesita auxilio.

Estas instrucciones y otra información sobre la emergencia se repetirán. Mantenga sintonia con esta radio emisora para mayor informes.

Mantenga la calma. Su cooperación y cortesía para otros nos ayudara coordinar sin contratiempos la evacuación a lugares seguros.

SAMPLE RELEASE FOR THE CANCELLATION OR EXPIRATION OF

AN EARTHQUAKE PREDICTION WITHOUT AN OCCURRENCE

The earthquake prediction issued by _____ on _____ (date) is no longer in effect as of _____ according to a message received from _____ (probably California OES).

While the non-occurrence of this earthquake is fortunate, it should be remembered that all parts of California are subject to a moderate or high risk of a strong earthquake, and an unpredicted earthquake could occur within the County at any time.

The County's building code, for example, requires buildings to be designed to resist the earthquake forces associated with:

(select the appropriate one):

--- the highest seismic zone, on a five-level scale, used in the Uniform Building Code (this phrasing would apply if seismic zone 4 applies throughout the County);

--- the next-to-the-highest seismic zone, on a five-level scale, as used in the Uniform Building Code (this would apply if seismic zone 3 is used throughout the County);

--- either the highest or the next-to-highest seismic zone, on a five-level scale, used in the Uniform Building Code, depending upon location within the county (this phrasing would apply if the both seismic zone 4 and 3 apply).

Continued earthquake preparedness efforts ar therefore advisable in the context of this long-term risk of unpredicted earthquakes.

Earthquake prediction, like hurricane prediction, flood prediction, etc., is not 100% accurate, and is a young and developing science, but a valid earthquake prediction must be taken seriously whenever it is received by the County. Even through this particular predicted earthquake did not come to pass, any future prediction, if found to be valid and potentially destructive, would be responded to as a matter of County policy to provide a prudent degree of protection for the public.

For more information on earthquake preparedness. . .

SAMPLE RELEASE FOR SHORT-TERM PREDICTION

(Refer to any earthquake prediction warning the Governor may have issued or include the wording of a warning as received from California OES.)

The US Geological Survey has announced that an earthquake is predicted to occur within (time) _____ on the San Andreas Fault, centered near the town of _____. Damaging levels of earthquake shaking have been assumed to extend into the following areas for purposes of emergency planning. Individuals, businesses, or public entities in this high risk region are advised to take protective actions immediately.

These high risk areas are expected to receive shaking of Modified Mercalli VII or greater. (Include maps.)

The following actions are suggested:

- Evacuate high hazard buildings to the safety of the outdoors. The most common readily identifiable high hazard type of building is the older, unreinforced masonry structure (usually of brick or block construction; "unreinforced" means without steel reinforcing bars in the walls).
- Protect nonstructural items such as water heaters, top-heavy furniture (e.g., tall file cabinets), chemicals on laboratory shelves, or tall shelving. These items should be anchored or braced.

SPANISH TRANSLATION:

ADVERTENCIA DE PRONOSTICO DE TERREMOTO

(Refiérase al pronóstico de terremoto redactado por el Gobernador del Estado o incluya el texto de la advertencia recibida de la Oficina de Servicios de Emergencia).

La oficina del US Geological Survey ha pronosticado un terremoto ocurrirá dentro de _____ (tiempo) en la falla geológica de San Andreas cerca de _____ (lugar). Se estima que temblores destructivos alcanzarán a los varios lugares dentro y fuera del condado y se recomienda que empresas publicas y privadas, al igual que personas físicas, inicien inmediatamente medidas y precauciones para reducir los efectos del terremoto.

Las siguientes areas tienen riesgo de temblor mayor que el nivel VII de la escala Mercalli (incluya mapas):

Se recomienda tomar las siguientes medidas o precauciones:

Evacuar edificios con alto riesgo sísmico a lugares abiertos externos - El tipo de edificio con mayor riesgo son edificios antiguos de albañeria o sin refuerzo estructural. Por albañeria se entiende construcción de ladrillo y refuerzo estructural significa estructura careciente de vigas metálicas

Proteger elementos no estructurales tales como calentadores de agua, muebles altos y pesados, gabinetes altos, envases con materiales nocivos en tablillas. La protección generalmente consiste en asegurar los elementos y evitar el movimiento libre de los mismos.

SAMPLE RADIO MESSAGE: NO INFORMATION AVAILABLE

This is _____ at the _____ . An earthquake of undetermined magnitude occurred in the _____ _____ area. At this time we have no confirmed reports of injuries or damage. Police and fire units are responding to the area. We will keep you updated. Meanwhile, be prepared for aftershocks. If shaking begins again, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. If your house has been damaged and you smell gas, shut off the main gas valve. Switch off electrical power if you suspect damage to the wiring. Do not use your telephone unless you need emergency help.

SPANISH TRANSLATION:

Este es _____ en el _____ . Un terremoto de una magnitud no determinada ha ocurrido en el lugar de _____ _____ . En estos momentos no tenemos mayor información sobre heridos o daños a la propiedad. Los bomberos y la policía han iniciado esfuerzos de rescate y salvamento. Les informaremos según nos lleguen noticias de los lugares afectados. Mientras, prepárense para mas temblores. Si empieza a temblar, apresúrese a buscar refugio debajo de muebles fuertes o una puerta reforzada. Si su domicilio ha sido afectado y siente el olor de gas, apague la llave de suministro de gas. Apague la electricidad si sospecha averías al sistema eléctrico. No use el teléfono a menos que necesita auxilio en una emergencia.

STATEMENT FOR MEDIA: EARTHQUAKE

At approximately ___ today, an earthquake registering ___ on the Richter scale struck the _____ ___ area, with its epicenter at _____. Fire and police units were immediately dispatched to assess damage and provide emergency response.

(Indicate injuries, deaths, property damage, fires, etc., reported to date.)

_____ aftershocks were felt, the largest occurring at _____ . At (time) no additional damage had been reported (or specify damage).

Over ____ response personnel from police and fire agencies were called into action, and the staff of the County/City Office of Emergency Services were put on emergency status. The Red Cross opened shelters at _____ for persons unable to remain in their homes and reported lodging and feeding over ____ persons.

At _____ on _____ , the County Board of Supervisors/City Council (time) (date) proclaimed the existence of a Local Emergency and requested that the Governor proclaim a State of Emergency. The Board/Council also asked the Governor to request the President to declare a Major Disaster/Emergency. Damage to private and public buildings has been estimated to exceed $ _____ .

SPANISH TRANSLATION:

Hoy, aproximadamente a las ____, un terremoto de magnitud _____ en la escala Richter afectó a _____ _____ . El epicentro fue localizado en _____ . Los bomberos y la policía prestaron auxilio de emergencia a los afectados. (Indique cantidad de muertos, heridos y daños a la propiedad, incendios, etc., reportados hasta el presente).

Se sintieron ____ temblores secundarios al terremoto, el mayor ocurriendo en _____ . No se ha reportado daños adicionales (o indique los daños si ocurrieron).

Mas de ___ integrantes de bomberos y policía fueron colocados en servicio y la Oficina de Servicios de Emergencia fue activada y puesta en alerta. La Cruz Roja Americana abrió ___ refugios para personas incapaces de volver a sus domicilios afectados, reportando se sirvieron comidas y albergue a ___ personas. A las ___ (hora) del _____ (fecha), El Consejo de Supervisores del Condado declararon la existencia de un Periodo de Emergencia local, solicitando al Gobernador proclame un Estado de Emergencia en el Condado. En su declaracion, el Consejo Municipal pidieron el Gobernador solicite una declaracion de emergencia Federal mayor. Se estima los daños a la propiedad de los sectores publicos y privados exceden $_____ .

SAMPLE RADIO MESSAGE: UPDATE ON EARTHQUAKE

This is _____ at the _____ . The magnitude of the earthquake which struck the _____ area at ___ today has been determined to be_____ on the Richter scale. The epicenter has been fixed at _____ by _____ ___ . (scientific authority)

This office has received reports of ___ deaths, ___ injuries, and __ homes damaged. No dollar damage figure is yet available. Police and fire units are on the scene to assist residents. (Continue with summary of situation.)

Aftershocks continue to be felt in the area. If you feel shaking, quickly seek shelter under a sturdy piece of furniture or in a supporting doorway. Do not use your telephone unless you need emergency help.

SPANISH TRANSLATION:

Este es _____ en el _____ . La intensidad del terremoto que se sintió hoy en ____ _____ _____ fue de ____ en la escala de Richter. El epicentro fue localizado en _____ por _____ (Autoridad científica).

Nuestra dependencia ha recibido informes de ___ muertos, _____ heridos y ____ domicilios afectados. No tenemos cifras sobre el valor de los daños a la propiedad. La policía y los bomberos están prestando auxilio a los residentes afectados. (Continúe con el resumen de la situación).

Continúan los temblores en la región del terremoto. Si empieza a temblar, apresúrese a buscar refugio debajo de muebles fuertes o una puerta reforzada. No use el teléfono a menos que necesita auxilio en una emergencia.

EMERGENCY NEWS RELEASE: DONATIONS FOLLOWING DISASTERS

PUBLIC INFORMATION FOR RELEASE:

Human service agencies in San Mateo County announced today that they have joined together to coordinate volunteers and other resources in the wake of _____'s disaster.

The Task Force has announced that the following items are critically needed:

- cash donations to service organizations;
- blood donations at local blood banks;
- new blankets and pillows;
- sealed bottled water in gallon or larger containers;
- disposable diapers.

Two 800 numbers have been established to coordinate volunteer efforts. If you need the help of volunteers, call (800) _____. If you are volunteering to help, call 1 (800) CARE 123 (which is: 1.800.227.3123). A representative of the Volunteer Center of San Mateo County will ask a few brief questions about skills, availability, and interests.

Based on experience in past disasters, the Task Force is discouraging the donation of used clothing, medicine, and small amounts of food. These items have in the past been collected and transported to impacted areas before a determination of whether such items are needed, where they are needed, and who will distribute them. If victims need clothing, it is preferable to provide them money or vouchers with which they can purchase new clothes in their own sizes and which meet their individual needs. Medicine and small lots of food present great logistic problems and health concerns.

Regional Disaster Recovery Centers have been established by the Task Force in the following locations:
North San Mateo County:
Central San Mateo County:
South San Mateo County:
San Mateo Coastside:

These centers will serve as marshalling points for volunteers and as collection, classification, storage, and distribution points for donated supplies and equipment. It is common in large disasters for people to contribute more than is ultimately needed to meet disaster needs. It is the intention of the Task Force, if any surpluses remain after earthquake-related needs are met, to distribute the remaining materials to current human service programs in San Mateo County.

FACTS ABOUT FLASH FLOODS

Flash floods are a fact of life along creeks and stream beds in San Mateo County. They result from rains filling natural and man-made drainage systems to overflowing with raging water and its deadly cargo of uprooted trees, damaged structures, boulders, mud, and other debris. Heavy rainfall even for short periods, may be followed by flash flooding in mountain or hilly areas.

1. NATIONAL WEATHER SERVICE MESSAGES

The following emergency messages may be issued by the National Weather Service:

1.a FLASH FLOOD WATCH

Heavy rains may result in flash flooding in the specified area. Be alert and prepared for the possibility of a flood emergency which will require immediate action.

1.b FLASH FLOOD WARNING

Flash flooding is occurring or is imminent in the specified areas. Move to safe ground immediately.

2. ACTIONS

2.a BEFORE THE FLOOD

- Know the elevation of your property in relation to nearby streams and other waterways, and decide in advance what you will do and where you will go in a flash flood emergency.
- Stay away from natural stream beds, creeks, arroyos and other drainage channels during and after rainstorms. Water runs off the higher elevations very rapidly.
- Never camp on low ground. A flash flood can catch you while you sleep.
- Use your maps. Know where you are and whether you are on locally low ground.
- Remember: you don't have to be at the bottom of a hill to be a target for flash flood dangers.
- Know where the high ground is and how to get there.
- Be alert for signs of bad weather (rain where you are or signs of rain nearby).
- Keep as informed as you can. If you are out of range of broadcast information, be sure to watch for indicators of flash flooding: increase in the speed of stream flow; and rapid rise in stream level. BE PREPARED TO MOVE TO SAFETY.

2.b FLASH FLOOD WATCH FOR YOUR AREA

- Listen to area radio and television stations for possible flash flood warnings and reports of flooding in progress from the National Weather Service and area public safety agencies.
- Be prepared to move out of danger's way at a moment's notice.
- If you are on a road, watch for flooding at highway dips, bridges, and low areas.

- Watch for signs (thunder, lightning) of distant heavy rainfall.

2.c FLASH FLOOD WARNING FOR YOUR AREA

- Act quickly to save yourself and others. You may only have seconds.
- Do not attempt to cross a flowing stream on foot where water is above your knees. If you have doubts, don't cross.
- Don't try to drive through flooded areas.
- If your vehicle stalls, abandon it immediately and seek higher ground. Rapidly rising water may sweep the vehicle and its occupants away. Many deaths have been caused by attempts to move stalled vehicles.
- Be especially cautious at night when it is harder to recognize flood dangers.
- When you are out of immediate danger, tune in area radio or television stations for additional information as conditions change and new reports are received.

After the flash flood watch or warning is canceled, stay tuned to radio, television, or NOAA Weather Radio (162.40 MHz., 162.475 MHz., 162.55 MHz.) for follow-up information. Flash flooding may have ended, but general flooding may come later in headwater streams and creeks. Stay out of flooded areas. REMEMBER: ANY HEAVY RAIN CAN CAUSE LOCALLY DESTRUCTIVE FLASH FLOODING. WHEN IT IS RAINING, THINK FLASH FLOODS!

PERSONAL EARTHQUAKE PROTECTION MEASURES

1. DURING AN EARTHQUAKE

- If indoors, protect yourself beneath a desk or table, crouch between rows of seats in an auditorium, hold a book or similar object over your head if walking in a hallway.
- Do not attempt to use elevators. (They are designed to safely shut down during an earthquake.)
- Do not attempt to run outdoors.

(It is usually safer inside the building, since only a small percentage of buildings are severely damaged in California earthquakes. Outside near the building there is the higher chance of injury due to falling glass or pieces of falling building exterior finishes. Attempting to run out of a large building would also usually take much longer.

- If outdoors, move away from nearby buildings or walls and out from under overhead wires.
- If driving, pull over to the side of the road (not under a bridge).

2. PREPARATIONS BEFORE AN EARTHQUAKE

Plan on Separation of Members of a Household

Expect a telephone outage and traffic jams after an earthquake. Your family should be made aware of this so that unnecessary anxiety does not occur if there is no way to communicate and the household's members are separated. Parents should check with their children's schools to determine whether it is the school's policy to keep students at the school or to let them go home unattended.

Use the Phone Only in an Emergency

To keep the phone lines from being tied up by non-emergency calls, do not use the phone immediately after the earthquake except for an emergency. All members of the household should have in their wallets the same telephone number of a friend or relative who lives completely outside the immediate area. Check in at that number if long distance circuits happen to be more functional than local calls.

Telephone Book Earthquake Information

Review and keep handy the Earthquake page of the First Aid and Survival Guide at the front of the telephone directory. It provides guidance on shutting off gas valves, water valves, and electrical breaker switches.

Keep Special Medications and a Few Other Items on Hand

Employees who rely on special medications should be encouraged to keep an extra supply on hand at work in case they are unable to return to home as soon as they normally would.

It would be prudent for employees to have at work or in their car:

- Comfortable shoes

- Jacket
- Small quantities of snack food or canned beverages

Protect Yourself from Non-Structural Damage at Home

At home, the water heater should be strapped to the wall. The general solution is to strap the tank at the top and at the base to the wall. The straps are made of a material called perforated flexible metal strapping, metal plumber's tape, or pipe-hanger strapping, and it comes in small rolls at the hardware store with preformed holes to allow for screws. Each end of each strap would be connected directly to a wall stud (the studs are usually 2x4's at 16-inch spacing) with a 1/4 inch diameter lag screw about 3 inches long, installed with a washer. Incombustible filler material (incombustible rigid insulation, pieces of gypsum board) would typically be needed behind the tank to prevent it from falling toward the wall and to wedge it in tightly to prevent excessive motion in an earthquake. A flexible natural gas connecting line is also advisable, to accommodate a small amount of movement without any pipe breakage. Plumbing expertise is required to safely replace an existing rigid connection with a flexible one, to make sure there is no gas leak during or after installation. Do not store fuel, cleaning chemicals, or miscellaneous trash in the same room as the water heater.

Heavy or sharp overhead items that are not properly secured (e.g., tall bookshelves not screwed to the wall, for example) are other likely hazards. Small metal angles can be used to attach these objects to the wall studs with screws.

Valuable items that are fragile such as china, vases or pottery, can be wrapped in towels and placed in boxes for temporary safekeeping; or protected to some extent by placing behind short rails on shelves to keep them from toppling to the floor.

Check the Structure of Your House

This is most appropriate for longer-term preparedness efforts rather than response to an earthquake predicted to occur within hours or days.

The most common earthquake weakness in the structure of a typical wood frame house is probably the lack of anchor bolts tying the house to its foundation. The bottom-most piece of wood in the house, the sill or mudsill, usually a 2x4 or 2x6 laid flat, must be bolted to the concrete of the foundation to keep the house from sliding off its foundation during an earthquake. Most houses built in California during the past two or three decades have these anchor bolts. Many older homes do not. The general solution is to drill holes for new 5/8-inch diameter expansion bolts into the concrete at a spacing of 4 feet all the way around the perimeter. A roto-hammer with proper sized bit can be rented from a tool supply company, and makes this an easy task if there is access beneath the house.

The total cost for hardware is typically $50 to $100. Contractors have charged from $150 to $300 to perform this job, when the crawl space beneath the house allows access to the areas where the bolts require installation.

The local building department can advise on any required building permits.

The professional advice of a registered civil or structural engineer should be obtained to obtain an evaluation of a particular structure.

GENERAL INFORMATION CONCERNING

EARTHQUAKE RESISTANCE OF BUILDINGS

This categorization is intended to be used for ranking facilities that would be relied upon to provide emergency services after an earthquake or to estimate which buildings would be more hazardous during the earthquake.

More precise information may be available from the General Services Department, Planning Division, or from the Office of Emergency Services. Reliance on a structural engineer's evaluation of an individual building is greatly preferred to the following approximate classification scheme.

1. ASSUMED HIGH HAZARD

- Unreinforced masonry; no steel reinforcing bars within the cross section of the brick, block, stone, or adobe walls

- Non-ductile (brittle) frame buildings made of reinforced concrete. Only columns and beams made of reinforced concrete hold the building up and resist horizontal forces (no structural walls). These columns and beams are reinforced with significantly less steel than is now required. They were generally designed prior to the mid-1970s

- Mobile homes (or similar temporary office structures) without bracing beneath the chassis

- Tilt-up or other buildings with concrete walls or reinforced masonry walls with wood roofs or non-ground floors. These upper floors or the roof are not tied to the walls all the way around the perimeter with steel joist anchors at a spacing of about four to six feet

- Buildings within the County's jurisdiction built prior to the enforcement of earthquake regulations in the County

2. ASSUMED LOW HAZARD

- Public school buildings including community colleges

(Note: "public school buildings" does not include the buildings of the state universities and state colleges. They are not subject to the Field Act and associated state earthquake regulations that require above-average attention to earthquakes in design and construction. A 1978 study of about 800 of the University of California's more significant buildings found 21% to be either "Poor" or "Very Poor" on a Good-Fair-Poor-Very Poor seismic report card.[1])

- Most buildings designed since the mid-1970s under the 1973 or later editions of the Uniform Building Code

Policy Group

Assess the incident and provide assistance to the EOC Manager for the development of policy.

Action Checklist

- ❑ Read the entire action checklist.
- ❑ Obtain a briefing on the extent of the emergency from the command staff.
- ❑ Work with the Director and EOC Section Chiefs to develop an overall strategy and an Incident Action Plan:
  - ✓ Assess the situation
  - ✓ Define problems
  - ✓ Establish priorities
  - ✓ Determine the need for evacuation
  - ✓ Estimate the incident duration
- ❑ Assist in implementing the Incident Action Plan.
- ❑ Work with the Public Information Officer to conduct media briefings and disseminate public information.
- ❑ Maintain all required records to support the history of the emergency:
  - ✓ Messages received and sent
  - ✓ Action taken and activities
  - ✓ Requests filled
  - ✓ Policy Group personnel and time on duty

Emergency Operations Center Section

Operations Section Chief

Responsible for the management of all tactical operations directly applicable to the primary mission. Coordinates the emergency operation units. You will also activate and supervise the organizational elements in accordance with the Incident Action Plan.

Action Checklist

- ❑ Read entire Action Checklist for the position and those of any sections for which you may be responsible.
- ❑ Sign in at the EOC and wear the nametag that identifies your position.
- ❑ Obtain a situation briefing on the extent of the event from the Director.
- ❑ Set up a workstation. Be sure radio, telephone and computer hookups are fully operational.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Obtain current communications status from the Communications Unit in Logistics. Ensure that there is adequate equipment and frequencies available for the section.
- ❑ Establish radio or cell phone communications with the Incident Commander(s) operating in the City and coordinate accordingly.
- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.
- ❑ Determine activation status of other EOCs in the Operational Area and establish communication links with their Operations Sections as necessary.
- ❑ Evaluate current field conditions associated with the event.
- ❑ Determine and recommend safe site locations for support activities.
- ❑ Establish communications with affected areas.
- ❑ Determine the resources committed and further resources required.

- ❑ Develop an operational briefing for the PIO and Policy Group with the Director.
- ❑ Assign additional staff to assist as required.
- ❑ Attend all meetings to gather information on all overall strategy and assist in the preparation of the Incident Action Plan.
- ❑ Assume the operational command of the event.
- ❑ Assure that all section personnel are maintaining their individual position logs.
- ❑ Ensure that situation and resources information is provided to Planning on a regular basis or as the situation requires, including Unit Status Reports and Major Incident Reports (see RIMS forms).
- ❑ Assign resources, such as staff and equipment, as required to affect the planned objectives of the operation. Brief the branch directors on the Incident Action Plan.
- ❑ Assign specific work tasks to various branches of the Operations Section as required.
- ❑ Keep the Director advised and briefed on current service and support capabilities.
- ❑ Coordinate the activities of all the functions within the Operations Section.
- ❑ Determine the need for additional resources. Make requests through the Emergency Manager, coordinating resource needs with the Logistics Section Chief.
- ❑ Ensure the general safety of all personnel assigned.
- ❑ Advise Logistics Section of staff and/or equipment resources that are available for reassignment to other areas.
- ❑ Receive, evaluate and disseminate emergency operational information. Provide all relative emergency information to the Public Information Officer.
- ❑ Ensure that fiscal and administrative requirements are coordinated through the Finance Section (emergency expenditures and time sheets).
- ❑ Complete a Major Incident Report for all major incidents and forward a copy to Planning.
- ❑ Coordinate demobilization with the Planning Section.
- ❑ Maintain all required records to support the history of the emergency:
  - ✓ Messages received and sent
  - ✓ Action taken and activities
  - ✓ Requests filled
  - ✓ Operations staff personnel and time on duty

Fire and Rescue Unit

Responsible for protecting lives and property, coordinating fire field forces in providing firefighting services, emergency medical services, radiological and hazardous materials responses, and light/heavy rescue services.

Action Checklist

- ❑ Sign in and identify yourself as Fire & Rescue by putting on the nametag with your title.
- ❑ Read entire Action Checklist for unit function and related positions.
- ❑ Obtain briefing from Operations Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Set up workstation if not already done so.
  - ✓ Check telephone and radios
- ❑ Assess the impact of the Emergency on the Fire & Rescue operational capability.
- ❑ Identify "Division Supervisors" by geographic areas and/or groups by function:
  - ✓ Example: Division East, Division West
- ❑ Determine if all essential fire management personnel have been notified.
- ❑ Begin recall to fill required and anticipated field and clerical staffing levels.
- ❑ Request mutual aid as needed through Area Fire Coordinator.
- ❑ Confirm that personnel needs such as feeding and shelter are satisfied through the Care & Shelter Unit in Logistics.
- ❑ Coordinate resource requests with Logistics Section Chief.
- ❑ Check the status (availability and deployment) of fire apparatus.
- ❑ Determine the viability of the communications system.
- ❑ Determine if the water system is functional for fire fighting. Coordinate with EBMUD in Public Works Branch.
- ❑ Work with the Command Staff to prioritize problems
- ❑ Direct field personnel in mitigation of identified problems.

- ❑ If not addressed at the Incident Command Post or DOC, ensure that incident facilities are established (staging areas, etc.) to coordinate incoming fire mutual aid resources as required.
- ❑ Provide recon and communicate results to Situation Analysis Unit in the Planning Section.
- ❑ Coordinate with Situation Analysis Unit on completion of required reports.
- ❑ Obtain regular status reports on the fire situation from the DOC or IC.
- ❑ Participate in Operations Section planning and strategy meetings.
- ❑ Periodically brief the Operations Section Chief.
- ❑ Get updated weather information form the Situations Analysis Unit in the Planning Section.
  - ✓ Determine if current and forecast weather conditions will complicate large and intense fires, hazardous materials releases, major medical incidents or other potential problems.
- ❑ Ensure a constant flow of information to and from the Division and Group Supervisors.
- ❑ Assist in planning the evacuation of injured victims to first aid facilities, casualty collection points or hospitals.
- ❑ Determine need (and issue orders) for evacuation of threatened areas and for return to such areas when deemed safe.
- ❑ Arrange for feeding of Fire & Rescue personnel through the Supply and Facilities Units in the Logistics Section.
- ❑ Maintain all required records and documentation to support the history of the emergency.

Law Enforcement Unit

Responsible for protecting lives, enforcing laws and proclaimed orders, controlling traffic, combating crime and providing animal control services during the event response.

Action Checklist

- ❑ Read entire Action Checklist for unit function and related positions.
- ❑ Obtain briefing from Operations Section Chief.
- ❑ Participate in Operations Section planning and strategy meetings.
- ❑ Periodically brief Operations Section Chief.
- ❑ Alert essential Law Enforcement personnel and initiate recall as required.
- ❑ Maintain running status on resources committed and available.
- ❑ Request additional resources through the Operations Section Chief.
- ❑ Order an immediate general survey of the areas affected by the event by field units. Report information to the Operations Section Chief and the Planning & Intelligence Section Chief.
- ❑ Plan and conduct evacuation of areas of the City where there is severe damage or life-threatening hazards.
- ❑ Prepare and implement a Public Warning Plan as needed.
- ❑ Prepare a plan to screen traffic coming into the City, especially into dangerous areas.
- ❑ Establish emergency traffic routes in coordination with Public Works and initiate traffic control.
- ❑ Request barricades and other needed supplies through the Logistics Section's Supply Unit.
- ❑ Direct and manage evacuation in coordination with the Care & Shelter Unit.
- ❑ Coordinate with the Situation Analysis Unit on completion of status reports.
- ❑ Work with the Public Works Operations Unit to establish emergency traffic routes and initiate traffic control.
- ❑ Prepare a security plan for:
  - ✓ Evacuation Areas
  - ✓ Designated Shelter Sites
  - ✓ Fatality Collection Areas

- ✓ Emergency Medical Treatment Facilities
- ✓ Casualty Collection Points
- ✓ Fire Stations
- ✓ EOC

- ❑ Cordon off or otherwise secure and control areas as required by the emergency.

- ❑ Work with Animal Control Personnel to prepare and implement an Animal Control Plan as necessary.

- ❑ Assist the Coroner's Office in the identification of remains, body collection, body removal, and the operation of a temporary morgue.

- ❑ Coordinate food and shelter requirements for Law Enforcement personnel with the Care & Shelter Unit in the Logistics Section.

- ❑ Prepare to handle requests from other jurisdictions.

- ❑ Maintain all required records and documentation of personnel and equipment used throughout the event response

Coroner Unit

Act on behalf of the Alameda County Coroner in the event that ALCO Coroner is unable to respond to an emergency in the City of Alameda. Maintain a communications link between field operations, City of Alameda EOC and the ALCO Coroner in the Alameda County EOC.

Action Checklist

- ❑ Sign in and identify yourself as the Coroner Unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- ❑ Initiate an activity log beginning when you were notified that an emergency exists.
- ❑ Establish Coroner field teams, each team to consist of one local mortuary worker and an Alameda Police Services Detective.
- ❑ Gather as much information as possible as to the activities of the Corner Field Teams.
- ❑ Establish radio communications with the Coroner Field Teams.
- ❑ Establish a temporary morgue.
- ❑ Coordinate all information relative to deceased persons with Central Registry.
- ❑ Casualty information regarding law enforcement, fire department, and other involved agencies shall be segregated from other casualty information.
- ❑ Establish liaison with the American Red Cross. Refer casualty inquiries to Central Registry.
- ❑ Obtain a list of hospitals, evacuation centers, temporary first aid stations and morgue facilities.
- ❑ Establish liaison with local mortuaries for pickup and transportation of bodies to temporary morgue or fatality collection areas.
- ❑ Select an appropriate site out of public view which would be suitable for a Fatality collection area. Consider the following:
    - ✓ Refrigerated warehouses
    - ✓ Refrigerated vehicles
    - ✓ Facilities where the use of ice would be appropriate
- ❑ Provide communications for mortuary personnel using ALCO Dispatch or R.A.C.E.S.

- ❑ Coordinate with the supply unit to obtain body bags and other necessary equipment required to identify, tag, and store bodies. (may require refrigeration unit)

- ❑ Arrange for security of personal belongings.

- ❑ Maintain accurate records of:

  - ✓ Identification of deceased
  - ✓ Date and time of death
  - ✓ Name, address, phone, etc. of person who found body.
  - ✓ Date, time, and location where body was found
  - ✓ Name of person determining death
  - ✓ Date, time, and location where fatal injuries were received (if known)
  - ✓ Name, badge number, and department of the officer investigating the death.
  - ✓ Name of person transporting body.
  - ✓ Name of person receiving and identifying body
  - ✓ Photograph of deceased prior to removal to assist in later identification
  - ✓ List of all personal belongings on the body at the time it is received.
  - ✓ Circumstances surrounding the death.
  - ✓ Apparent cause of death
  - ✓ Date, time, and name of person to whom the body is released.

- ❑ Maintain all records and required documentation to support the history of the emergency.

- ❑ Submit all required records and documentation to the Operations Section Chief.

Communications Unit

Develop plans for assuring that the EOC communications system functions adequately. This includes messages, radios, telephones, and television.

Action Checklist

- ❑ Sign in and identify yourself as Communications by putting on the name tag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- ❑ Initiate and activity log beginning with your notification that an emergency exists.
- ❑ Notify appropriate city staff of emergency status. (see the Emergency Resources List for phone numbers)
- ❑ Advise the Operations Section Chief on communications capabilities and/or limitations.
  - ✓ Call HAM radio member if needed
  - ✓ ALCO Dispatch
  - ✓ Public Works
  - ✓ AUSD
- ❑ Confirm with logistics on availability of emergency fuel supply(s).
- ❑ Prepare and implement the Incident Radio Communications Plan. (ICS Form 205)
- ❑ Insure that the Planning Sections Documentation unit has established the message center.
- ❑ Assign message runners as needed.
- ❑ Route all incoming messages to the EOC staff.
- ❑ Check on operational capability of telephone and public address system.
- ❑ Monitor telecommunications systems for event updates:
  - ✓ ALCO Dispatch
  - ✓ C.L.E.T.S. system
  - ✓ Television
  - ✓ Radio

- ❑ Ensure personal portable radio equipment is distributed in accordance with the Radio Plan.
- ❑ Recover equipment from relieved or released units.
- ❑ Maintain all required records and documentation to support the history of the emergency.
- ❑ Submit all required records and documentation to the Operations Section Chief.

ICS Form 205 (Incident Radio Communications Plan)

INCIDENT RADIO COMMUNICATIONS PLAN

1. INCIDENT NAME

2. DATE/TIME PREPARED

3. OPERATIONAL PERIOD DATE/TIME

4. BASIC RADIO CHANNEL UTILIZATION

SYSTEM/CACHE	CHANNEL	FUNCTION	FREQUENCY	ASSIGNMENT	REMARKS

5. PREPARED BY (COMMUNICATIONS UNIT)

205 ICS

Instructions for Completing the Incident Radio Communications Plan (ICS Form 205).

ITEM NUMBER	ITEM TITLE	INSTRUCTIONS
1.	Incident Name	Print the name assigned to the incident.
2.	Date/Time Prepared	Enter date (month, day, year) and time prepared (24-hour clock).
3.	Operational Period Date/Time	Enter the date and time interval for which the Radio Communications Plan applies. Record the start time and end time and include date(s).
4.	Basic Radio Channel Utilization System/Cache	Enter the radio cache system(s) assigned and used on the incident (e.g., Boise Cache, FIREMARS, Region 5 Emergency Cache, etc.).
	Channel Number	Enter the radio channel numbers assigned.
	Function	Enter the function each channel number is assigned (i.e., command, support, division tactical, and ground-to-air).
	Frequency	Enter the radio frequency tone number assigned to each specified function (e.g., 153.400).
	Assignment	Enter the ICS organization assigned to each of the designated frequencies (e.g., Branch I, Division A).
	Remarks	This section should include narrative information regarding special situations.
5.	Prepared By	Enter the name of the Communications Unit Leader preparing the form.

Public Works and Engineering Unit

To coordinate all public works activities in the EOC.

Action Checklist

- ❑ Sign in and identify yourself as Public Works and Engineering by putting on the name tag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain briefing from Operations Section Chief.
- ❑ Initiate activity log beginning with your notification that an emergency exists.
- ❑ Participate in Operations Section strategy and planning meetings.
- ❑ Keep Operations Section Chief advised and informed.
- ❑ Coordinate all activities with the Operations Section Chief and consult with other branches and units within the Operations Section to assess the situation.
- ❑ Alert Public Works personnel and initiate recall procedure as required.
- ❑ Determine if all key Public Works personnel or their alternates are in the EOC or have been notified.
- ❑ Assess the impact of the event on the Public Works operational capability.
- ❑ Coordinate resource requests with the Operations and Logistics Section Chiefs.
- ❑ Confirm that Public Works personnel needs are met (feeding, sheltering). Work with Care & Shelter Unit in the Logistics Section.
- ❑ Support clean-up, debris removal, and other recovery operations.
- ❑ Determine if key water supply and wastewater personnel or alternates are in the EOC.
- ❑ Assess the impact of the event on the water supply and wastewater operations.
- ❑ Coordinate with EBMUD to establish water supplies to all areas in the City.
- ❑ Set water supply and wastewater priorities based on the nature of the event.
- ❑ Inventory all water supply and wastewater installations and systems. Check for possible failures.

- ❑ Test water supply and issue water treatment advisories as required through the Public Information Officer.

- ❑ Establish priorities for the restoration of water supply and waste water services.

- ❑ Coordinate with Damage Assessment Unit and inventory the following essential City services to establish restoration priorities:

  - ✓ Electrical Power
  - ✓ Natural Gas
  - ✓ Telephone Services
  - ✓ Traffic ingress and egress
  - ✓ Damaged Structures
    - City of Alameda
    - Other Public Agencies
    - Private
  - ✓ Bridges
  - ✓ Over Crossings
  - ✓ Under Passes
  - ✓ Water System
  - ✓ Sewer System
  - ✓ Storm Drain System

- ❑ Provide debris clearance personnel and resources.

- ❑ Provide sanitation services as required.

- ❑ Demolish hazardous structures as required.

- ❑ Drain flooded areas as required.

- ❑ Develop and implement a plan for Potable Water and Sewer System Protection.

- ❑ Coordinate with other local utilities:

  - ✓ AP&T
  - ✓ Pacific Telephone
  - ✓ EBMUD
  - ✓ P G& E

- ❑ Maintain all required records and documentation of personnel and equipment used throughout the event response.

Damage Assessment Unit

The collection, evaluation, dissemination and use of information relative to damage assessment in the City.

Action Checklist

- ❑ Sign in and identify yourself as Damage Assessment by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing from the Operations Section Chief.
- ❑ Initiate activity log beginning with your notification that an emergency exists.
- ❑ Recall Building Department personnel as required.
- ❑ Provide for an initial inspection of the entire City and report locations of damaged structures, utilities, roads, signaled traffic controlled intersections and facilities.
- ❑ Pay particular attention to special hazard areas such as government facilities, schools, utilities, and other special facilities.
- ❑ Prepare to receive information from Fire, Police and Public Works representatives conducting a survey of the City.
- ❑ Prepare the initial damage assessment for the City.
- ❑ Collect record and total the type and estimated value of damage.
- ❑ Alert and activate all structural personnel.
- ❑ Request volunteer structural engineers to assist in the inspection of structures. Provide personnel to act as guides for engineers.
- ❑ Provide as required, damage assessment teams to survey structures and potential shelter sites.
- ❑ Provide as required, damage assessment teams to inspect and mark hazardous structures and record damage. (City damage records are utilized by State and Federal Emergency Loan Assistance Agencies as a basis for Federal assistance money)
- ❑ Inspect and post critically damaged structures for occupancy or condemnation using the ATC 20 placards.
- ❑ Initiate the request for mutual aid building inspectors and structural engineers through the Logistics Section Chief.
- ❑ Prepare a plan for utilization of Building Inspectors to ensure proper deployment as well as a comprehensive coverage of the damaged area. (Additional inspectors may be obtained under mutual aid)

- ❑ Coordinate with all departments for possible information on damage to structures.
- ❑ Coordinate with the following agencies for field information and damage assessment reports:
  - ✓ Alameda Fire
  - ✓ Alameda Police
  - ✓ Alameda Power and Telecom (AP&T)
  - ✓ Alameda Unified School District
  - ✓ AC Transit Authority
  - ✓ Pacific Gas & Electric (PG&E)
  - ✓ HAM Radio Operators
  - ✓ Media Sources
- ❑ Confirm that building inspectors' needs such as feeding and sheltering are satisfied through Care and Shelter.
- ❑ When appropriate activate reentry/retrieval procedures.
- ❑ Maintain required records and documentation to support the history of the emergency.
- ❑ Submit all required records and documentation to the Operations Section Chief.

Medical Unit

Takes actions to reduce injuries and loss of life by coordinating medical response, treatment, and transportation. Coordinates all medical requirements for the City of Alameda. Establishes needs and provides resources.

Action Checklist

- ❑ Sign in and identify yourself as the Medical unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing from the Operations Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Review and implement assignments in the Incident Action Plan.
- ❑ Coordinate activities with the Operations Section Chief and consult with other branches and units within the Operations Section to assess the situation.
- ❑ Determine the following:
  - ✓ Location and nature of the event
  - ✓ Approximate number of injuries and deceased persons
  - ✓ Best response routes
  - ✓ Needs for medical assistance
    - Triage Teams
    - Treatment Teams
    - Transport
    - Red Cross
    - Blood Banks
    - Staging Areas
    - Emergency Medical Treatment Facilities
    - First Aid Stations
    - Casualty Collection Points
  - ✓ Other resources
  - ✓ Pertinent information such as hazardous materials.
- ❑ Establish radio contact with Alameda County Emergency Medical Services (EMS).
- ❑ Coordinate all requests for additional Medical assistance through Alameda County EMS.
- ❑ Update and brief Operations Section Chief.
- ❑ Review and follow Multi-Casualty Incident (MCI) guidelines in Alameda County Medical Protocols.
- ❑ Establish locations for Staging Areas, Casualty Collection Points, and Fatality Collection Points. Inform Operations Section Chief and Alameda County. Coordinate this with the Facilities Unit in the Logistics Section.

- ❑ Notify the Logistics and Planning & Intelligence Chiefs of the following:
  - ✓ Casualties
  - ✓ Shelter needs for casualties
  - ✓ Needs for additional resources
- ❑ Coordinate the following with the Law Enforcement Branch:
  - ✓ Traffic flow
  - ✓ Crowd control
  - ✓ Access and egress for ambulances, fire equipment, and other authorized emergency vehicles
  - ✓ Security perimeter control
  - ✓ Emergency transportation
  - ✓ Medical teams
  - ✓ Medical supplies
- ❑ Provide medical aid, transportation and related support for the handicapped and elderly.
- ❑ Establish locations for treatment of disaster service workers.
- ❑ Maintain radiation exposure records for response personnel.
- ❑ Determine necessary disease prevention measures (inoculations, water purification, pest control, etc.).
- ❑ Acquire, inventory, store, and distribute barrier protection against blood-borne pathogens supplies for all emergency workers.
- ❑ Develop and implement a Bio-hazard Disposal Plan.
- ❑ Provide crisis counseling to emergency workers as needed.
- ❑ Develop and implement a plan for medical supply procurement and distribution.
- ❑ Maintain all required records and documentation to support the history of the event.

HAM Radio (R.A.C.E.S.) Unit

Provide additional or alternative communication between the City of Alameda EOC and outside agencies as required.

Action Checklist

- ❑ Sign in and identify yourself as the Radio (R.A.C.E.S.) Supervisor by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Establish communications with field personnel as required.
- ❑ Establish communication with all R.A.C.E.S. personnel working in hospitals.
- ❑ Establish communications with the Liaison Officer in the Alameda City EOC.
- ❑ Provide communications link between Coroner and the City of Alameda EOC.
- ❑ Provide communications ink between casualty collection points, fatality collection areas and the City of Alameda EOC.
- ❑ Provide packet radio capability as required to the following:
  - ✓ Alameda County Emergency Operations Center
  - ✓ Office of Emergency Services Region II
  - ✓ State of California Office of Emergency Services
- ❑ Maintain all required records and documentation to support the history of the emergency.
- ❑ Submit all required records and documentation to the Operations Section Chief.

Utilities Unit

Provide a liaison between all utilities and the City of Alameda EOC Under the supervision of the EOC Manager; determine utility restoration priorities for the City.

Action Checklist

- ❑ Sign in and identify yourself as the Utilities unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing or preliminary survey of the emergency scene from the command staff.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Check with the Public Works Department.
- ❑ Department personnel list and work schedule. Initiate call back as required.
- ❑ Establish communications with the utility companies:
  - ✓ AP&T
  - ✓ EBMUD
  - ✓ PG&E
  - ✓ Pacific Bell
  - ✓ Telecommunications providers
- ❑ Request utility representatives respond to EOC if needed.
- ❑ Assess the impact of the disaster on all utility systems.
- ❑ Evaluate field conditions associated with the emergency as determined by staff conducting the situational analysis.
- ❑ Working with the EOC Manager and the Operations Section Chief, Assist in developing an Emergency Action Plan.
- ❑ Set utility restoration priorities based on the nature of the emergency.
- ❑ Brief and update the EOC Manager of all utility emergency responsibilities including priorities, plans and resources.
- ❑ Coordinate with Situation Analysis on completion of Potable Status Report.
- ❑ Brief Public Works situation staff
- ❑ Complete and maintain the RIMS Utilities Status Report (see EOC section of Basic Plan).

- ❑ Inventory all utility systems for possible failure.

- ❑ Establish priorities for restoration of utilities:

  - ✓ Alternative water supplies (wells, etc.)
  - ✓ Waste water flows, pump stations, and treatment plants
  - ✓ Alternate Energy sources
  - ✓ SBC

- ❑ Coordinate all emergency activities with other city emergency operations.

- ❑ If there is little or no damage to the City of Alameda, be prepared to provide assistance to other jurisdictions.

- ❑ Maintain all required records and documentation to support the history of the emergency.

- ❑ Submit all required records and documentation to the Operations Section Chief.

Planning & Intelligence Section Chief

Responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Information and intelligence are needed to (1) understand the current situation, (2) predict probable course of incident events, and (3) prepare alternative strategies to control operations for the incident.

Action Checklist

- ❑ Read entire Action Checklist for the position and for those of any sections you may be responsible.
- ❑ Sign in at the EOC and identify yourself as the Planning Section Chief by putting on your nametag with your title.
- ❑ Obtain briefing form the Director.
- ❑ Obtain a situation briefing on the extent of the event from the Command Staff.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Set up a workstation. Be sure radio, telephone and computer hookups are fully operational.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.
- ❑ Determine if all essential Planning and Intelligence Section personnel or alternates are in their assigned positions or have been notified. Recall staff members as required.
- ❑ Gather and record information regarding current situational status.
- ❑ Assess the impact of the event on the City including the initial damage assessment by the Damage Assessment Unit and information from other field units.
- ❑ Keep the Management Section advised and briefed.
- ❑ Attend all planning meetings to gather information on overall strategy and facilitate the development of the Incident Action Plan by priorities and objectives with input from Incident Commanders, Management Section and the EOC Staff. Prepare written situational objectives, strategies and updates as required.
- ❑ Assemble information on alternative strategies.
- ❑ Review intelligence information, determine its credibility and predict its influence on the event response. Assign additional staff to assist as required.

- ❑ Identify needs for special resources. Consider all resource needs, such as specialized equipment and personnel. Many specialized resources will have delayed response due to their limited availability, so they will require as much advanced notice as possible to ensure a timely arrival.

- ❑ Develop situation analysis information on the impact of the emergency from the following sources:

  - ✓ Alameda County Office of Emergency Services
  - ✓ AC Transit Authority
  - ✓ Alameda Unified Schools
  - ✓ Red Cross
  - ✓ HAM Radio (R.A.C.E.S.)
  - ✓ Recreation Department
  - ✓ Alameda Police
  - ✓ Alameda Fire
  - ✓ Public Works
  - ✓ Alameda Power and Telecom(AP&T)
  - ✓ Media (Radio and Television)

- ❑ Work with Logistics Section to locate and have available lists of all active resources currently at your disposal, including personnel, equipment and supplies. Also, obtain pertinent roadmap, topographic details and building layouts or blueprints.

- ❑ Provide periodic predictions based on compiled information to the Director.

- ❑ Prepare and distribute Management Section orders

- ❑ Compile and display and maintain event status and information summaries on white boards and maps.

- ❑ Ensure the PIO has immediate and unlimited access to all status reports and displays.

- ❑ Ensure that major incident reports and status reports are completed by Operations and are accessible to Planning (using RIMS forms).

- ❑ Prepare situation summaries using RIMS for transmission to Alameda County EOC.

- ❑ Ensure that RIMS forms are completed by appropriate Units.

- ❑ Ensure that a Situation Status Report (SITREP) is produced and distributed to EOC Sections and the Operational Area EOC at least once prior to the end of the Operational Period.

- ❑ Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.

- ❑ Facilitate the EOC Director's Action Planning meetings approximately 2 hours prior to the end of each operational period.

- ❑ Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.

- ❑ Ensure the EOC Incident Action Plan is completed and distributed prior to the start of the next operational period.

- ❑ Work closely with each unit within Planning to ensure that section objectives, as defined in the current EOC Action Plan are being addressed.

- ❑ Work with Administration & Finance Section Recovery Unit to develop a Recovery Plan. (See ANNEX H – Disaster Recovery).
- ❑ Prepare After-Action Report and other required local, state, and Federal reports.
- ❑ Maintain all required records and documentation of personnel and equipment used during the event response.

Resource Status Unit

Responsible for maintaining an inventory of available personnel, equipment, vehicles, etc., and displaying this inventory in the EOC.

Action Checklist

- ❑ Sign in and identify yourself as the Resource Status Unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the event from the Planning Section Chief.
- ❑ Organize, assign duties to and supervise Resource Status Unit personnel.
- ❑ Establish contact with all other units and begin maintaining resource status display.
- ❑ Develop, implement and maintain a Resource Check-in Plan.
- ❑ Prepare and maintain the EOC resource status display that includes the organization chart, organization assignment list, resource allocation list, and resource deployment list.
- ❑ Display situational and operational information in the EOC using display boards, maps and other visual aids in conjunction with Situation Analysis unit. such as:
  - ✓ Incident chart
  - ✓ Damage chart
  - ✓ Resource tracking
  - ✓ Injuries/fatalities
  - ✓ Evacuations chart
  - ✓ Shelter Status
- ❑ Prepare and maintain resource status of transportation and support vehicles and personnel display.
- ❑ Confirm dispatch and estimated time-of-arrival of ordered Resource Status Unit personnel.
- ❑ Request, as required, additional personnel or release excess personnel.
- ❑ Gather, analyze and report inventory status data at planning meetings.
- ❑ Prepare inventory status summary information to Situation Analysis Unit as requested.
- ❑ Prepare situation reports and updates to the Planning and Intelligence Section Chief at established intervals or when significant changes occur.
- ❑ Demobilize the Inventory Status Unit when ordered.
- ❑ Maintain all required records and documentation of personnel and equipment used during the event response.
- ❑ Submit all required records and documentation to the Planning Section Chief.

Situation Analysis Unit

Responsible for collection and organization of event and situation information and displaying the information in the EOC.

Action Checklist

- ❑ Sign in and identify yourself as Situation Analysis Unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the event from the Planning Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Organize, make assignments and supervise the Situation Analysis Unit.
- ❑ Request additional or release excess personnel as needed.
- ❑ Collect, compile and record the following data:
  - ✓ Location and nature of event
  - ✓ Special hazards
  - ✓ Number of injured
  - ✓ Number of deceased
  - ✓ Property damage estimate (dollar value)
  - ✓ City resources committed to event response
  - ✓ City resources available for other responses
  - ✓ Assistance provided by outside agencies and other agency resources committed
  - ✓ Shelter types established and locations
  - ✓ Number of people that can be accommodated at shelters
- ❑ Develop and track sources of information for each of the Section Chiefs.
  - ✓ Command Staff
  - ✓ Operations Section
  - ✓ Logistics Section
  - ✓ Finance Section
- ❑ Assist Planning & Intelligence Section Chief in collecting and organizing data from other Section Chiefs.
- ❑ Develop and implement a system for Information Sources to ensure follow-up contacts are made.
- ❑ Post and maintain weather condition updates.
- ❑ Post and maintain roadway condition and closure information.
- ❑ Work with Police Operations Unit to develop and submit a traffic plan for the Planning & Intelligence Section Chief.
- ❑ Prepare predictions at periodic intervals or as requested. Submit to Planning & Intelligence Section Chief.

- ❑ Prepare situation reports and updates (using RIMS forms) at established intervals or when significant changes occur. Submit to Planning & Intelligence Section Chief. Coordinate with Documentation Unit for distribution.

- ❑ NIMS Situation Reports will be requested from the Operational Area (Alameda County EOC) and State OES Coastal Region. These forms can be sent by fax or through the RIMS system. Confirm the following information when submitting these reports:

  - ✓ Date and Time
  - ✓ Location and type of emergency
  - ✓ Summary of the current situation
  - ✓ Qualitative analysis (overview)
  - ✓ Critical events and problems
  - ✓ Proclamations and declarations issued
  - ✓ People dead and injured (all affected areas)
  - ✓ Damage totals (all affected areas)
  - ✓ Homes damaged or destroyed
  - ✓ Status of gas, electric, water, sewage systems and other utilities
  - ✓ Dollar damage totals (private and public facilities

- ❑ Compile and present data at Incident Planning sessions.

- ❑ Ensure that each EOC section provides the Situation Analysis Unit with status reports (using RIMS forms) on a regular basis:

  - ✓ CARE & SHELTER BRANCH STATUS - Coordinate with the logistics section - Care & Shelter
  - ✓ FIRE & RESCUE BRANCH STATUS - Coordinate with the Operations Section - Fire, Rescue & Medical
  - ✓ HAZARDOUS MATERIAL UNIT STATUS - Coordinate with the Operations Section - Fire, Rescue & Medical
  - ✓ MEDICAL/HEALTH BRANCH RESOURCE AVAILABILITY AND BRANCH STATUS - Coordinate with Operations Section - Law Enforcement
  - ✓ LAW ENFORCEMENT BRANCH STATUS - Coordinate with the Operations Section - Law Enforcement
  - ✓ EBMUD WATER STATUS - Coordinate with Public Works, Engineering & Utilities.
  - ✓ CONSTRUCTION/BUILDING STATUS – Coordinate with Operations Section Damage Assessment and Law Enforcement Units.
  - ✓ UTILITIES OUTAGE & RESTORATION STATUS – Coordinate with Operations Section Utilities Unit

- ❑ Provide photographic services and maps as needed.

- ❑ Demobilize Situation Analysis Unit when ordered.

- ❑ Maintain all required records and documentation to support the history of the event.

- ❑ Submit all required records and documentation to the Planning Section Chief.

Documentation Unit

Responsible for maintaining complete event files and providing duplication services.

Action Checklist

- ❑ Sign in and identify yourself as the Documentation Unit by putting on the nametag with your title.
- ❑ Read the entire Action Checklist.
- ❑ Obtain a briefing on the event from the Planning Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Create and maintain incident files to support the history of the event.
- ❑ Develop and implement an Event Record Collection Plan.
- ❑ Check accuracy and completeness of records submitted for file.
- ❑ Correct errors by checking with appropriate people.
- ❑ Develop and maintain a Duplication Services Plan. Locate and procure duplicating equipment and supplies.
- ❑ Reproduce and distribute Situation Status Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.
- ❑ Keep extra copies of reports and plans available for special distribution as required.
- ❑ Coordinate with other units of the Planning Section.
- ❑ Meet with Recovery Unit to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- ❑ Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each operational period.
- ❑ Work with Situation Analysis Unit to ensure that RIMS forms are completed and sent to Alameda County OES via computer or fax.
- ❑ Maintain all required records and documentation to support the history of the emergency.
  - ✓ Messages received
  - ✓ Action taken
  - ✓ Requests filled
  - ✓ EOC personnel and time on duty

Technical Specialist

Act as a resource to members of the EOC Staff in matters relative to your technical specialty.

Action Checklist

- ❑ Sign in and identify yourself as the Technical Specialist by putting on your nametag with your title.
- ❑ Read the entire checklist.
- ❑ Obtain a briefing on the extent of the emergency from the command staff.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Assess the current emergency and provide necessary information to the Panning Section Chief relative to the projected duration and intensity of emergency.
- ❑ Provide information to the Logistics Section Chief relative to special equipment needs.
- ❑ Advise the Operations Section Chief if evacuation is required.
- ❑ Maintain all required records and documentation to support the history of the emergency:
  - ✓ Messages received
  - ✓ Action taken
  - ✓ Requests filled
  - ✓ EOC personnel and time on duty
- ❑ Submit all required records and documentation to the Planning Section Chief.

Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, transportation, equipment and supplies. Also responsible for providing communications and medical support.

Action Checklist

- ❑ Read entire Action Checklist for the position and for those of any sections you may be responsible.
- ❑ Sign in at the EOC and identify yourself as the Logistics Section by putting on the nametag with your title.
- ❑ Set up a workstation. Be sure radio, telephone and computer hookups are operational.
- ❑ Ensure the Logistics Section is set up properly and that appropriate personnel, equipment and supplies are in place, including maps, status boards, vendor references and other resource directories.
- ❑ Obtain briefing and the extent of the emergency from the Command Staff.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.
- ❑ Advise Units within the section to coordinate with appropriate units in Operations to prioritize and validate resource requests from Incident Command Posts in the field. <u>This should be done prior to acting on the request.</u>
- ❑ Meet with Finance Section and determine the level of purchasing authority for the Logistics Section.
- ❑ Ensure that the Supply Unit coordinates closely with the Cost Unit in Finance and that all required documents and procedures are completed and followed.
- ❑ Arrange for delivery of materials and supplies required for sustained operations.
- ❑ Collect information on personnel schedules and rosters.
- ❑ Establish, organize, brief and manage Logistics Section branches/units.
- ❑ Maintain up-to-date lists of personnel and equipment with their current assignments and availability status.
- ❑ Consider assigning a scribe for tracking arrival and deployment of personnel and equipment..

- ❑ Ensure the general safety of any and all personnel assigned.
- ❑ Confirm that all essential Logistics Section personnel or alternates are in the EOC or have been notified. Recall as required. Depending on the magnitude of the event, additional staff may be necessary to assist. ANTICIPATE NEEDS AND ORGANIZE ACCORDINGLY.
- ❑ Provide Planning Section with Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
- ❑ Attend all planned meetings to gather information on overall strategy and assist in preparation of the Incident Action Plan.
- ❑ Review Incident Action Plan and estimate section needs for the next operational period.
- ❑ Coordinate support operations with the Operations Section Chief for facilities, services and materials needed to support units of the Operations Section. Advise on current services and support capabilities.
- ❑ Ensure that transportation requirements, in support of response operations, are met.
- ❑ Update the Director on concerns for resources and support for the event. Include priorities and proposed plans.
- ❑ Work closely with the Admin and Finance Section to anticipate and identify service and support requirements for expected operations.
- ❑ Coordinate and process requests for resources through appropriate sections in the EOC to avoid duplication of efforts.
- ❑ Assure the smooth and accurate transmission of purchasing information between Logistics and Admin & Finance Section personnel.
- ❑ Coordinate demobilization needs with the Planning and Intelligence Section.
- ❑ Maintain all records and documentation to support the history of the event.
- ❑ Collect all reports and logs from assigned staff and forward to the EOC Manager.

Supply Unit

Responsible for ordering, receiving, and storing all equipment and supplies for the event response.

Action Checklist

- ❑ Sign in and identify yourself as Supply Unit by putting on the nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain a briefing from the Logistics Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Develop, implement and maintain a Supply & Equipment Acquisition Plan.
- ❑ Determine procurement spending limits with the Purchasing Unit in Finance Section. Obtain a list of pre-designated emergency purchase orders as needed.
- ❑ Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and materials, and also verify that the request has not been previously filled through another source.
- ❑ In conjunction with the Resource Status Unit, maintain a status board or other reference depicting procurement actions in progress and their status.
- ❑ Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.
- ❑ Determine unit costs of supplies and materials, from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- ❑ Orders exceeding the purchase order limit must be approved by the Finance Section before the order can be completed.
- ❑ Determine the type and amount of supplies required.
- ❑ Receive, distribute and store supplies and equipment.
- ❑ Develop and maintain supply and equipment safety & security requirements.
- ❑ Maintain inventories of supplies and equipment needed for incident.
- ❑ Prioritize distribution of supplies and equipment.
- ❑ Coordinate with other jurisdictions and private companies on sources of equipment and supply. (Check the City of Alameda Resource Manual).

- ❑ Prepare and sign the necessary rental agreements.
- ❑ If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance Section for development of necessary agreements.
- ❑ Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Unit.
- ❑ In coordination with the Personnel Unit, provide food and lodging for EOC staff and volunteers as required. Assist field level and Care & Shelter Unit with food services at camp locations as requested.
- ❑ Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying and distributing usable donations.
- ❑ Process all administrative paperwork associated with equipment rental and supply contracts. Foreword all of this information to the Finance Section.
- ❑ Advise Logistics Section Chief on capabilities and limitations.
- ❑ Provide for service of reusable equipment.
- ❑ Demobilize Resources Unit when ordered.
- ❑ Maintain all required records and documentation of personnel and equipment used during the event response.
- ❑ Submit all required records and documentation to the Logistics Section Chief.

Personnel and Volunteer Unit

Responsible for providing for the coordination of City employees, registration of volunteers, and for the overall management of workers.

Action Checklist

- ❑ Sign in and identify yourself as the Personnel Unit by putting on the nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain a briefing from the Logistics Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Coordinate with Public Information Officer for public release of the location of a volunteer registration area.
- ❑ Establish communications with volunteer agencies and other organization that can provide personnel services.
- ❑ Determine the number and location of people already working as volunteers.
- ❑ Direct all convergent volunteer resources to designated areas for registration and assignment. These areas will be known as volunteer staging areas.
- ❑ Confirm that a representative from the Personnel Unit is available to register Disaster Service Volunteer Workers. Have all volunteers sign the appropriate forms before allowing them to perform any work.
- ❑ Develop and maintain a Volunteer Worker Tracking Plan.
- ❑ Recruit additional volunteers as needed.
- ❑ Determine the status of personnel in each department and request employees that can be utilized for assignments that are more urgent.
- ❑ In conjunction with the Documentation Unit, develop a large poster-sized EOC organization chart depicting each activated position. Upon check-in, indicate the name of the person occupying the position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- ❑ Develop a relief plan and coordinate with all sections. If the emergency is expected to continue for more than twelve hours, personnel should be assigned to twelve hour shifts whenever possible.
- ❑ Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or unit they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and inform the requesting parties accordingly.
- ❑ Maintain a personnel resource pool (a status board or other reference to keep track of incoming personnel resources).

- ❑ Forward personnel time records and related documentation to the Time Unit of the Administration & Finance Section.
- ❑ Receive, inventory, store, and distribute all donated goods.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the Logistics Section Chief.

Transportation Unit

Responsible for providing vehicles to move people/equipment to and from the ROC, to and from incident(s), and for public evacuation and sheltering, if required.

Action Checklist

- ❑ Sign in and identify yourself as the Transportation Coordinator by putting on the nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain briefing on extent of event from the Logistics Section Chief.
- ❑ Provide and maintain a resource list for the following:
  - ✓ Heavy Equipment
  - ✓ Cars
  - ✓ Busses
  - ✓ Light Trucks
  - ✓ Heavy Trucks
- ❑ Check fuel levels at:
  - ✓ City Facilities
  - ✓ Alameda County Public Works
- ❑ Check fuel availability from bulk fuel vendors.
- ❑ Establish staging areas for vehicles.
- ❑ Establish communications with all staging areas.
- ❑ Provide transportation for workers to and from sites as required.
- ❑ Provide transportation for evacuation as required. Include transportation suitable for special needs populations.
- ❑ Provide fuel for equipment at scenes for extended operations.
- ❑ Routinely coordinate with Situation Analysis Unit to determine the status of transportation routes in and around the City.
- ❑ Routinely coordinate with Public Works to determine progress of route recovery operations.
- ❑ Coordinate with the Law Enforcement Unit to develop a Transportation Plan that identifies routes of ingress and egress to facilitate the movement of response personnel, the affected population and shipment of resources and materials.
- ❑ Alert the following agencies and request assistance as required:
  - ✓ AC Transit Authority
  - ✓ Alameda Unified School District

- ❑ Conduct demobilization checks.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the Logistics Section Chief.

Care and Shelter

Provide temporary Red Cross approved shelter and feeding. Additionally a central registry shall be established to register persons affected by the emergency. To act as a clearinghouse and inquiry service to reunite separated families including information relative to injures and deceased persons. Provide shelter for emergency workers.

Action Checklist

- ❑ Sign in and identify yourself as the Care and Shelter Unit by putting on your nametag with your title.
- ❑ Read the Entire Action Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Logistics Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Determine if Mass Care Shelters will be required and coordinate with the Red Cross.
- ❑ Activate a shelter registration, welfare inquiry system and message board. Report the health and welfare status of all sheltered persons to central registration with the coordination of the Red Cross and RACES volunteers.
- ❑ If Red Cross is not available, use the Red Cross Shelter Manual in the EOC to set up shelters.
- ❑ When establishing shelter sites, be sensitive to special needs such as cultural differences, diverse ethnic groups, seniors, mothers with small children, physical disabilities, etc.
- ❑ Coordinate all shelter site locations with the Operations Section. Alert the Red Cross and Alameda Unified School District.
- ❑ Identify and address the need for opening pre-designated and alternate shelters for disaster victims, families of essential workers, and special needs groups.
- ❑ Identify any other (not pre-designated) locations that may be required for future shelter, evacuation and treatment centers. Coordinate Fire and Police in the Operations Section.
- ❑ Obtain workers and supplies to establish evacuation, shelter and treatment centers as required.
- ❑ Maintain an updated list of the victims and their location.
- ❑ Record and evaluate information regarding requests, activities, expenditures, damage and casualties.
- ❑ Notify the Red Cross Disaster Coordinator of the following:
    - ✓ Casualties
    - ✓ Shelter Needs
    - ✓ Need for additional resources

- ❑ Report all statistical information to Situation Analysis relative to:
  - ✓ Number of dead
  - ✓ Number of injured
  - ✓ Displaced persons
  - ✓ Shelter sites
  - ✓ Type of shelter
  - ✓ Location of shelter
  - ✓ Number of people that can be accommodated
- ❑ Develop a plan to assist the special needs population of the City with evacuation, sheltering or transportation to a treatment center.
- ❑ Coordinate evacuation needs, as required, with public safety.
- ❑ Coordinate transportation for special needs individuals with the Transportation Unit.
- ❑ Prepare a file for each center listing:
  - ✓ Location
  - ✓ Type of Center (Evacuation, Shelter, Treatment)
  - ✓ Date/time opened
  - ✓ Managing agency/organization
  - ✓ Maximum accommodations
  - ✓ Supplies/materials delivered/consumed
  - ✓ Date/Time closed
  - ✓ Number of people served
- ❑ Coordinate with Transportation Unit on transportation needs to and from center locations.
- ❑ Coordinate with Logistics and Admin & Finance Section in procuring necessary supplies and materials for center locations.
- ❑ Coordinate the sheltering and feeding of:
  - ✓ EOC Staff
  - ✓ Firefighters
  - ✓ Police officers
  - ✓ Maintenance Personnel
  - ✓ Other City Workers
- ❑ Using available safe public structures, provide shelter for:
  - ✓ Mutual aid workers
  - ✓ Convergent volunteers
  - ✓ Field personnel
  - ✓ Others as required
- ❑ Plan and provide for the feeding of:
  - ✓ Mutual aid workers
  - ✓ Convergent volunteers
  - ✓ Field personnel
  - ✓ Others as required

- ❑ Coordinate with the medical liaison officer to determine public health hazards and establish standards for control of public health issues.
- ❑ Relocate any mass care facilities, which become endangered by any hazardous conditions.
- ❑ Periodically update information to the Public Information Officer.
- ❑ Develop and implement a Shelter Shutdown Plan and coordinate with Demobilization Unit.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the Logistics Section Chief.

Administration & Finance Section Chief

Responsible for managing all financial and cost analysis aspects of the event, as well as supervising any subordinate positions created to assist.

Action Checklist

- ❑ Sign in and identify yourself as the Finance Section Chief by putting on your nametag with your title.
- ❑ Read entire Action Checklist for the position and for those of any sections you may be responsible.
- ❑ Obtain briefing on the extent of the emergency from the Command Staff.
- ❑ Set up a workstation. Be sure radio, telephone and computer hookups are operational.
- ❑ Set up a lap top computer to network to access accounting system.
- ❑ Start an activity log documenting names, times, places and activities for all persons under your scope of supervision. Be sure to include yourself, beginning the log with the time and circumstances under which you were notified of the event. This log MUST be continually updated and maintained for the ENTIRE DURATION of the incident. Consider assigning this task to a scribe.
- ❑ Use PLAIN ENGLISH during radio communications, NO CODES. This reduces confusion when dealing with outside agencies. Also, refer to all staff by their NIMS title because outside responders may not be familiar with names or agency designators.
- ❑ Locate and have available all personnel lists, work schedules, equipment lists and cost tables.
- ❑ Organize and supervise the Administration & Finance Section Branches and Units.
- ❑ Develop a plan to track all billable staff, resources and supplies during the event response.
- ❑ Depending on the magnitude of the event, additional staff may be assigned to assist with general duties and to expedite preparation and processing of claims, expenses and invoices. ANTICIPATE NEEDS AND ORGANIZE ACCORDINGLY.
- ❑ Attend all required meetings to gather information on overall strategy and assist in preparation of an Incident Action Plan.
- ❑ Ensure general safety of all personnel assigned.
- ❑ Work closely with the Logistics Section to anticipate and assist them with procurement and provide financial support required for expected operations.
- ❑ Working with assigned staff, make recommendations for cost savings to the Command Staff.

- ❑ Coordinate and ensure the smooth and accurate transmission of purchasing information between Logistics and the Admin and Finance Sections.
- ❑ Prepare all financial obligation documentation. Review and expedite invoices and claims from vendors.
- ❑ Provide periodic updates of financial status and matters to the Command Staff.
- ❑ Working with the Recovery Unit, coordinate with Care & Shelter in the Logistics Section and the Alameda County Office of Emergency Services on the establishment of a Disaster Assistance Center (DAC) if needed. Include provisions for office space, communications and support.
- ❑ Plan to assist in the staffing of the Disaster Assistance Center (DAC).
- ❑ Coordinate all financial transactions and cost sheets with assigned personnel to assure proper documentation for recovery of funds.
- ❑ Provide data in all plans for financial and cost analysis.
- ❑ Review and expedite invoices, claims and applications for relief from vendors, victims, and others.
- ❑ Provide periodic cost analysis updates to the Emergency Manager.
- ❑ Prepare applications and claims for Federal and State assistance.
- ❑ Develop and implement a Price Stabilization, Rent Stabilization, and Consumer Rationing Plan, if necessary.
- ❑ Review the Incident Action Plan and access Section needs for the next operational period.
- ❑ Confirm that the Finance Section personnel needs, such as feeding and sheltering, are satisfied through care and shelter in the Logistics Section.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Collect all reports and logs from assigned staff and forward to the EOC Manager.

Cost Unit

Responsible for collecting all cost data, performing cost analyses, providing cost estimates, and recommending ways to reduce costs.

Action Checklist

- ❑ Sign in and identify yourself as the Cost Unit by putting on the nametag with your title.
- ❑ Read the entire Checklist.
- ❑ Obtain a briefing on the extent of the emergency from the Finance Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Collect and record all cost data associated with the event.
- ❑ Establish contracts with vendors as required. Prepare and sign contracts and other financial agreements as required.
- ❑ Negotiate rental rates and purchase prices not already established with vendors.
- ❑ Admonish vendors as necessary regarding unethical business practices such as inflating prices or rental rates for their merchandise or services during disasters. Recommend to the Legal Officer to establish an anti-price gouging ordinance if required.
- ❑ Assist other units with contract and agreement language.
- ❑ Coordinate with other jurisdictions and volunteer organizations on how best to assist with financial matters.
- ❑ Maintain fiscal records of all expenditures related to the event..
- ❑ Ensure all obligation documents initiated are properly prepared and accurately identified.
- ❑ Maintain accurate records on the actual cost for the use of all assigned resources.
- ❑ Ensure that all hired equipment and personnel that require payment are identified.
- ❑ Ensure that all EOC Sections maintain proper supporting records and documentation to support later claims.
- ❑ Make recommendations for cost savings to the Admin & Finance Section Chief.
- ❑ Prepare event cost summaries as required.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the Finance Section Chief.

Time Unit

Responsible for keeping track of the hours worked by paid personnel and volunteers, and the hours that various pieces of equipment and facilities are used.

Action Checklist

- ❑ Sign in and identify yourself as the time unit by putting on the nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain a briefing from the Finance Section Chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Create and maintain file for employee time records. Each file should include for each person:
  - ✓ Correct identification
  - ✓ Specific pay provisions
  - ✓ Hours worked
  - ✓ Travel
  - ✓ Time of termination of involvement in the response.
- ❑ Create and maintain a file for time reports on equipment and facilities that either needs regular maintenance or is rented/leased.
- ❑ Maintain records on each shift worked. (Twelve-hour shifts are recommended).
- ❑ Coordinate all personnel hours worked with the Recovery Unit.
- ❑ Establish and maintain a file of time reports on equipment that either needs regular maintenance or is rented.
- ❑ Close out personnel time reports before they leave the response.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the finance Section Chief.

Compensation and Claims Unit

Manage investigation and compensation for physical injuries and property damage claims involving the City, arising out of the disaster.

Action Checklist

- ❑ Sign in and identify yourself as Compensation and Claims by putting on the nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain briefing from the finance section chief.
- ❑ Initiate an activity log beginning with your notification that an emergency exists.
- ❑ Develop and implement an Accident Investigation Plan for the event..
- ❑ Prepare claims for damage to City property.
- ❑ Keep Finance Section Chief briefed on unit activities.
- ❑ Notify and file claims with insurers.
- ❑ Ensure that public employees injured during the response have completed claims at the Personnel Unit..
- ❑ Receive claims against the City in the absence of the City Clerk.
- ❑ Assign Staff as needed.
- ❑ Periodically review logs and forms for completeness, accuracy, timeliness, and compliance with policies and procedures.
- ❑ Maintain all required records and documentation to support the history of the event.
- ❑ Submit all required records and documentation to the Finance Section Chief,

Recovery Unit

A designated representative from the Finance Section appointed by the Finance Section Chief will establish a suitable number of Disaster Assistance Centers in the City of Alameda.

Action Checklist

- ❑ Sign in and identify yourself as the Recovery Unit by putting on your nametag with your title.
- ❑ Read entire Action Checklist.
- ❑ Obtain briefing from the Finance Section Chief.
- ❑ Initiate an activity log.
- ❑ Establish and staff an Individual Assistance Hotline/Information Facility to provide referrals for Individual Assistance through State and Federal Programs.
- ❑ Identify suitable sites for Disaster Assistance Centers (DAC).
- ❑ Establish DACs in conventional locations to better serve the displaced and homeless persons whenever able.
- ❑ Identify shelter sites for DAC placement.
- ❑ Identify sites close to public transportation for DAC placement.
- ❑ Identify Public Facilities as alternate DAC sites.
- ❑ Request State and Federal Coordinating Officers through Alameda County OES.
- ❑ Accompany State & Federal Coordinating Officers to damaged areas to supervise the Damage Survey Reports that will be filed.
- ❑ Enlist the services of psychological counselors to be sent to the DAC and shelters to assist displaced and homeless citizens.
- ❑ Maintain copies of information and documents to record reimbursement information. Coordinate with the following:
    - ✓ Fire & Rescue
    - ✓ Law Enforcement
    - ✓ Public Works & Engineering
    - ✓ Damage Assessment
    - ✓ Documentation

- ❑ Ensure that documentation includes:

  - ✓ Job Numbers (Public Works)
  - ✓ Hours worked by the crew of each job
  - ✓ Equipment used (time used)
  - ✓ Report Number (Law Enforcement)

- ❑ Compute costs for use of equipment owned, rented, donated or obtained through mutual aid.

- ❑ Obtain information from Resource Status Unit regarding equipment use times.

- ❑ Establish a disaster accounting system to include an exclusive cost code for disaster response.

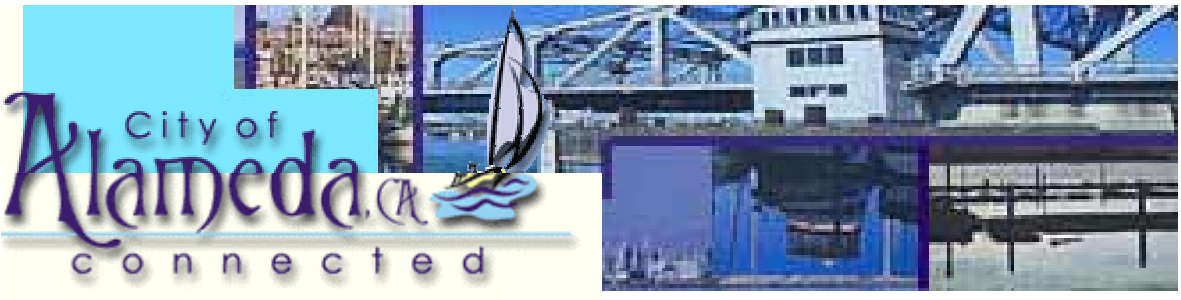
- ❑ Ensure that each Section is documenting cost recovery information from the onset of the event or disaster. Collect required cost recovery documentation daily at the end of each operational period.

- ❑ Meet with the Documentation Unit and review EOC position logs, journals, all status reports and Action Plans to determine additional cost recovery items that may have been overlooked.

- ❑ Act as liaison for the City of Alameda with the county and other disaster assistance agencies to coordinate the cost recovery process.

- ❑ Prepare all required state and federal documentation as necessary to recover all allowable disaster response and recovery costs.

- ❑ Provide volunteers to assist displaced and homeless persons with forms in the DACs.



APPENDIX 3

EMERGENCY STANDARD OPERATING PROCEDURES

Emergency Standard Operating Procedures

Hazard-Specific Checklists

All events are UNIQUE. Following are lists of various considerations for specific types of emergencies. These checklists are designed to be used ***in conjunction with*** the general duties of the positions outlined in APPENDIX 2 (Disaster Response Checklists). An important thing to keep in mind is that EVERY type of emergency also has the potential to become a HAZMAT incident.

Table of Contents

Table of Contents ***1***

Earthquake ***2***

Hazardous Materials Incidents (HAZMAT) ***3***

Floods and Storms ***4***

Fire ***5***

Transportation Incidents ***6***

Civil Unrest and Disobedience ***7***

Critical Incidents – CIRT Callouts ***8***

Earthquake

- ❑ Obtain a status report of critical facilities that may have been damaged, then direct emergency personnel to those areas as needed. Major earthquakes may have the most widespread impact on the City of any emergency… In some cases, depending on the severity of the damage to a particular structure, individual Incident Command Posts may have to be established in those areas.
- ❑ Most of the large companies in Alameda have internal Emergency Management protocols in place. The managers of these firms will be well suited to assist Public Safety personnel at the scene.
- ❑ Obtain a status report on nearby highways and roads. Develop a consistent plan for the flow of traffic. Ensure adequate traffic control is in place to assist emergency vehicles with ingress and egress to incident scenes.
- ❑ Initiate a Critical Facilities log that indicates which of those facilities have been checked and their disposition.
- ❑ Field units should initiate a general area survey after completing their critical facilities check. Be aware of fires, fuel leaks, ruptured pipes, downed power lines, utility disruptions, chemical spills, etc.
- ❑ Be prepared to inform the Power Utility of any known electrical and gas complications.
- ❑ In the event of a significant aftershock, repeat the above steps.
- ❑ On Scene Commanders may need to set up a facility or area for triage near the location of the emergency. Be considerate of this in conducting affairs of your assigned position.

Hazardous Materials Incidents (HAZMAT)

- ❑ Attempt to identify the substance, remaining UPWIND, UPHILL and/or UPSTREAM at a SAFE DISTANCE.
  - ✓ Container or packaging can provide valuable information. Use binoculars to read.
  - ✓ Observe the chemical itself. Note its actions and physical characteristics.
  - ✓ If spilled from a vehicle, ask the driver to provide information about the substance or attempt to locate any warning placards that may be posted on the vehicle. Additional information may also be found in the shipping manifest or on the bill of lading.
  - ✓ Consult the orange Emergency Response Guidebook for specific warnings, cautions and handling guidelines.
- ❑ Something to consider – Dispatch can run hazard placard identification numbers through CLETS to obtain important handling and precautionary information.
- ❑ If the substance cannot be identified or is hazardous, contact Alameda County for assistance as soon as possible. They are equipped to deal with containment. For clean up contact NRC.
- ❑ Check information to see if the substance is flammable. Do not use road flares for traffic control. Use cones or other portable, non-sparking traffic control materials.
- ❑ Consider the potential affects of weather such as wind, rain, heat, etc.
- ❑ Inform Water Facilities and Public Works immediately if the water supply could be affected (drains, sewers, canals, creeks).
- ❑ In the event that helicopters are required for medical evacuations, consider the potential spreading effect of the rotor downdraft. Choose a remote landing area.
- ❑ Establish a decontamination/treatment area for exposure victims if necessary.
- ❑ Consider isolating exposure victims from others, especially if bio-hazards are involved.
- ❑ If evacuation is imminent, consider that the police department has automated phone broadcast capability. Designate a route of egress for evacuees.
- ❑ IMPORTANT: Evacuation is the assisted removal of people BEFORE a threat arrives… On the other hand, RESCUE is an issue that deals with the removal of persons once the threat is upon them.

Floods and Storms

- ❑ Obtain a status report on nearby highways and roads. Develop a consistent plan for the flow of traffic. Ensure adequate traffic control is in place to assist emergency vehicles with ingress and egress to incident scenes.

  Important note: approximately 80% of flood deaths occur in vehicles.

- ❑ Stay in contact with water facilities for updated flood stage information.
- ❑ Floods are generally preceded by powerful storms. Check for downed power lines and inform electric utility (AP&T) immediately to prevent electrocution hazards.
- ❑ The canals and creeks are an attractive nuisance to children, especially when heavy rains increase the water levels and turn them into raging currents. Ensure these areas are clear and remain off-limits to civilians. Depending on severity, consider requesting a helicopter to check for problem areas. (Helicopter flights may be restricted in severe weather conditions.)
- ❑ Floodwaters may carry additional health and safety risks, such as bacteria from dead animals, raw sewage or hazardous substances. Sandbags tend to act as sponges for these hidden dangers, so ensure precautions are taken when handling them or coming into contact with the water itself.
- ❑ If evacuation is imminent, consider that the police department has automated phone broadcast capability. Designate a route of egress for evacuees.
- ❑ Evacuation is the assisted removal of people BEFORE a threat arrives… On the other hand, RESCUE is an issue that deals with the removal of persons once the threat is upon them.

Fire

- ❑ Determine the size of the involved area, both actual and potential.
- ❑ Determine the apparent direction the fire is traveling and what lies in its path.
- ❑ Consider the type of area (business, residential, open land, etc.) and determine the need for evacuation.
- ❑ If a home, business or vehicle is involved, determine if chemicals or hazardous substances are involved or potentially in danger of being involved. Determine what the chemicals or substances are, their location, and how much.
- ❑ Remain DOWNHILL and UPWIND from fires.
- ❑ Constantly be aware of the potential for toxic smoke or fumes.
- ❑ Immediately establish a liaison with the Fire Incident Commander.
- ❑ Maintain ingress and egress routes for emergency vehicles.
- ❑ Establish a perimeter control, keeping unauthorized vehicles and pedestrians out of the involved areas.
- ❑ If evacuation is imminent, consider that the police department has automated phone broadcast capability. Designate a route of egress for evacuees.
- ❑ IMPORTANT: Evacuation is the assisted removal of people BEFORE a threat arrives… On the other hand, RESCUE is an issue that deals with the removal of persons once the threat is upon them.

Transportation Incidents

- ❑ Transportation incidents include aircraft crashes, train derailments, overturned trucks, and multi-vehicle accidents. They are generally mass-casualty incidents (MCIs).
- ❑ Immediately protect the scene from unauthorized persons by establishing a perimeter. Consider a 2000 foot clearance to start.
- ❑ Establish and maintain unobstructed ingress and egress for emergency responders.
- ❑ Consider and plan for the likely rescue effort at any involved structure, then evaluate and plan for any structure that could potentially become involved later.
- ❑ Attempt to determine the number of persons involved so area hospitals can be placed on MCI alert.
- ❑ Respond from UPWIND, UPHILL, and/or UPSTREAM until it can be determined that no toxic substances (fumes, liquids, solids, and smoke) are present.
- ❑ Responding units SHOULD NOT approach the scene on the same path as used by the involved vehicles. If necessary, clear an alternative approach where none exists.
- ❑ Restrict air traffic over the scene, including media helicopters.
- ❑ Conduct a search for survivors well beyond the immediate incident scene. Deceased or injured victims may have been displaced by impact.
- ❑ Protect the scene for subsequent investigation.
  - ✓ Ensure all crash debris, including wreckage, deceased victims and any body parts, remains undisturbed.
  - ✓ Identify all witnesses and obtain contact information
- ❑ Ensure the appropriate agencies are notified as soon as possible including:
  - ✓ Military, if applicable
  - ✓ National Transportation Safety Board
  - ✓ Federal Aviation Administration
- ❑ If evacuation is imminent, consider that the police department has automated phone broadcast capability. Designate a route of egress for evacuees.

Civil Unrest and Disobedience

- ❑ Advise dispatch immediately of:
  - o Location, activities and number of participants involved
  - o Observation of any weapons involved
  - o Direction of movement
  - o Additional Law Enforcement personnel required
- ❑ Arrange to have protective riot control gear delivered to the scene.
- ❑ Issue an initial DISPERSAL ORDER for unlawful assembly.
- ❑ CONTAIN and ISOLATE the disorder to the smallest area possible. Cordon off the area as necessary to prevent growth and deny access to persons not yet involved.
- ❑ CONTROL violent, potentially violent or unruly subjects as necessary.
- ❑ Assemble responding personnel into squad and mobile field forces (MFFs). Every effort should be made to position the staging area away from public/media view.
- ❑ Establish the tactical mission(s) to be accomplished, such as crowd control, traffic control, site security, etc.
- ❑ Coordinate and uniformly agree upon tactics and force options to be used. Know the capabilities of the squads. Maintain squad integrity and avoid individual actions.
- ❑ Think about LIABILITY! Assign a person to videotape the incident then, if possible, use another person to videotape or photograph aggressive persons in the crowd.
- ❑ Consider using air support to assist in coordinating movement and observation.
- ❑ Know the location of Fire Department staging area. Notify Fire Department of the estimated number of victims, so that resource needs can be addressed.
- ❑ Use standby time to scout the crowd. Gather intelligence and analyze information.
- ❑ Arrange for the response of a field booking team, as well as the subsequent transportation of suspects from field booking area to detention facilities.
- ❑ RETURN TO ORDER, maintaining a highly visible law enforcement presence.

Critical Incidents – CIRT (Critical Incident Response Team) Callouts

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- ❑ Immediately determine the nature of the threat and any weapons involved
- ❑ Notify dispatch as soon as possible of the need for CIRT (Critical Incident Response Team).
- ❑ Establish containment and maintain a perimeter, with all responders staying behind cover.
- ❑ Cordon off the area at a safe distance, preventing entry by unauthorized persons.
- ❑ If deemed necessary, arrange for the safe and timely evacuation of nearby residents and businesses.
- ❑ Establish and maintain verbal contact with the suspect(s), by phone where necessary.
- ❑ Arrange to have medical and fire response standing by in a safe location.