

Volume 1

Emergency

Planning Guide

Gray Davis
Governor

Dallas Jones
Director

The contents of this guideline have not been changed from the original document, however, the guideline has been reformatted to meet Americans with Disabilities Act (ADA) 508 standards.

Preface To Volume 1

This volume is designed to assist emergency managers in developing an emergency plan. It includes emergency planning concepts that experienced local government emergency planners identified as necessary for a useful, effective emergency plan. It also addresses information that is required to be in emergency plans by law or regulation.

This guidance is not inclusive of all issues that could be addressed in an emergency plan. Additional information may be required in a particular emergency plan depending on hazards specific to the jurisdiction, custom, and changes in law.

The intent of this volume is to address emergency planning components and then provide "real-world" samples of how a jurisdiction has approached the same subject. This guidance is designed for local governments, such as cities and counties, but could also apply to special districts or private sector businesses, as well.

This volume is not prescriptive. There is no prescribed format. The material is oriented from general to specific. Users of this guidance may alter the sequence or format in any manner that meets their needs.

EMERGENCY PLANNING GUIDE

Table of Contents

Volume 1.....	1
Emergency Planning Guide.....	1
Preface To Volume 1.....	3
EMERGENCY PLANNING GUIDE.....	4
Volume 1.....	9
Emergency Planning Guide.....	9
Chapter 1	9
Basic Information	9
Chapter One.....	10
Basic Information.....	10
INTRODUCTION.....	10
Foreword.....	10
Intended Audience.....	10
Planning Process.....	11
<i>Local Government Planning Team</i>	11
<i>Team Tasks</i>	12
Format.....	14
How To Use The Plan.....	15
Agency Responsibilities.....	15
Promulgation and Approvals.....	15
Plan Updates.....	16
Distribution.....	16
Training.....	16
ADMINISTRATIVE FEATURES OF AN EMERGENCY PLAN.....	17
Authorities and References.....	17
<i>State Laws</i>	17
<i>References</i>	18
Emergency Organization.....	18
Lines of Succession.....	19
Alternate Seat of Government.....	19
Vital Record Protection.....	19
Statewide Emergency Management.....	19
Relationship with Federal Counterparts.....	20
Phases of Emergency Management.....	20

Volume 1.....	21
Emergency Planning Guide.....	21
Chapter 2	21
<i>Operational Considerations</i>	21
Chapter Two.....	22
Operational Considerations	22
HAZARD ANALYSIS	22
<i>Hazard Description</i>	22
<i>Reference</i>	23
Hazards With Specific Legal Planning Requirements	23
Hazardous Materials	23
Dam Failures.....	25
<i>Hazard Analysis</i>	25
Nuclear Power Plant Incidents	26
SITUATION AND ASSUMPTIONS.....	27
<i>Clearly stated assumptions</i>	27
Special Considerations.....	27
CONCEPT OF OPERATIONS	28
Activation of the Emergency Organization	28
Roles and Responsibilities.....	28
SEMS ORGANIZATION.....	29
Management Section.....	29
<i>Responsibilities</i>	29
Safety Officer	30
<i>Responsibilities</i>	30
Public Information Officer	30
Liaison.....	30
Operations Section.....	30
<i>Responsibilities</i>	30
Care and Shelter	31
Law Enforcement	31
Fire and Rescue	31
Hazardous Materials	31
Medical/Health	31
Utilities.....	32
Others.....	32

Planning/Intelligence Section	32
<i>Responsibilities</i>	32
<i>Suggested branches</i>	32
Situation Status and Analysis.....	32
Documentation.....	32
Logistics Section.....	33
<i>Responsibilities</i>	33
Communications.....	33
Transportation.....	33
Resource Management.....	33
Personnel.....	33
Facility Support.....	33
Finance/Administration Section.....	34
<i>Responsibilities</i>	34
Timekeeping.....	34
Cost Accounting	34
Procurement.....	34
OPERATIONAL AREAS.....	34
MULTI/INTER-AGENCY COORDINATION	35
UNIFIED COMMAND	35
MUTUAL AID	35
SPECIAL DISTRICTS	36
EMERGENCY OPERATIONS CENTERS (EOC).....	36
Purpose and Functions	36
Representation	37
Layout and Design	37
Message Center Operations.....	37
Alternate Facility	37
Activation and Deactivation	38
RESPONSE INFORMATION MANAGEMENT SYSTEM (RIMS)	38
Volume 1.....	39
Emergency Planning Guide.....	39
Chapter 3	39
<i>Recovery Operations</i>	39
Chapter Three.....	40
Recovery Operations.....	40

INTRODUCTION.....	40
CONCEPT OF OPERATIONS	40
Short Term.....	40
Long Term	41
SEMS RECOVERY ORGANIZATION	42
Management Section.....	42
Operations Section.....	42
Planning/Intelligence Section	43
Logistics Section.....	44
Finance/Administration Section.....	44
DAMAGE ASSESSMENT	45
Safety Concerns	45
Structural Damage	45
Structural Categories	45
Recovery Activities	46
List of Damages.....	47
DISASTER ASSISTANCE	48
Individual Assistance	48
<i>Government Assistance to Individuals</i>	48
<i>Federal Programs</i>	48
<i>Non-profit Volunteer Charitable Organizations</i>	49
Public Assistance	50
<i>State-Natural Disaster Assistance Act (NDAA)</i>	50
<i>Conditions for Implementation</i>	50
<i>Federal-Robert T. Stafford Disaster Relief Act of 1974</i>	50
<i>Applicability</i>	51
<i>Eligible Applicants</i>	51
DISASTER FIELD OFFICE (DFO)	52
<i>Typical functions</i>	52
MITIGATION	52
Volume 1.....	54
Emergency Planning Guide	54
Appendix	54
Optional Checklist for Reviewing Emergency Plans.....	55
Potential Emergency Elements.....	55
Initial Response Features	58

Emergency Operations Centers.....	59
SEMS Functional EOC Checklists.....	60
Recovery Operations	63
Hazardous Materials Area Plan	64
<i>Area Plan Requirements - Emergency Response Procedures.....</i>	<i>64</i>
<i>Area Plan Requirements - Training.....</i>	<i>65</i>
<i>Area Plan Requirements - Public Safety Information</i>	<i>66</i>
<i>Area Plan Requirements - Supplies and Equipment</i>	<i>67</i>
<i>Area Plan Requirements - Incident Critique and Follow-up.....</i>	<i>67</i>
Appendices.....	67

Volume 1

Emergency Planning Guide

Chapter 1

Basic Information

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Chapter One

Basic Information

INTRODUCTION

Foreword

The Foreword should describe the purpose of the emergency plan for a specific jurisdiction. It should include the goal of emergency management, i.e., to reduce the loss of lives and property caused by disasters

Intended Audience

Plans can be focused on different audiences depending on jurisdictional requirements and custom. For example, executives may only be interested in administrative plans that address the legal requirements, roles and responsibilities of departments and agencies.

Operational plans that go into more detail with task assignments for sub-units of departments and agencies are more useful to department heads and field units. Operational information may be in the form of checklists, or even be in a different format such as a small handbook, spiral-bound document of heavy stock, or laminated cards.

Design is critical in developing a useful document. The plan design should take into account the interests of the users. Few people will read an entire emergency plan. Various parts of a plan may be used more often than other parts. The plan should be a starting point for further development of standard operating procedures by departments and agencies that have clearly identified response roles.

Training should be developed around the emergency plan. Plan orientation training should be provided to the users in order to familiarize them to the concepts, assigned responsibilities and overall emergency organization.

Planning Process

The planning process is critical in the development of a plan that meets the needs of the intended users. An emergency plan is a living document, subject to revision based on agency reorganization, new laws, experience with exercises, and actual disasters.

Several factors should be considered prior to writing the plan, such as format, compatibility to other plans, administrative versus operational plan, ease of updating, etc.

The planning process for a particular jurisdiction should be designed to:

1. Ensure a commitment to the tenets contained in the plan;
2. Consider the needs of the community;
3. Incorporate the various supporting agency's capabilities and limitations; and
4. Maximize resources.

Local Government Planning Team

Involving representatives of all, or at least the key players in emergency response, is critical to the use and acceptance of the plan. Representation from the following departments or agencies comprise an ideal local government planning team:

- Executive;
- Finance;
- Legal counsel;
- Emergency manager (overall planning coordinator);

- Law enforcement;
- Fire services;
- Public works;
- County health;
- County welfare;
- Parks and recreation;
- Community development;
- Schools;
- Animal control officers and veterinarian groups;
- Hospital and ambulance companies;
- Volunteer, charitable organizations (Red Cross, Salvation Army, etc.);
- State and federal agencies with large presence in the jurisdiction;
- Adjoining jurisdictions;
- More than one jurisdiction from an Operational Area; and
- Special districts.

Team Tasks

Suggested team tasks are as follows:

Management

- Set goals;
- Establish priorities; and

- Assign personnel

Planning Group

- Develop a work plan;
- Determine schedules for updating and exercising the plan;
- Establish format; and
- Determine additional players, if necessary.

Logistics

- Supply materials, facilities, and clerical support for meetings;
- Provide materials necessary for exercising the plan;
- Determine distribution method and list;
- Provide technical support; and
- Provide additional materials and resources as necessary to complete the task.

Operations

- Write the plan;
- Present the plan to the team; and
- Publish, print and distribute the finished product.

Finance

- Develop funding for the plan;
- Develop funding for exercising the plan;

- Monitor all costs and provide reports regularly;
- Develop an expedited cost tracking system;
- Identify any other relevant funding issues such as updating the plan; and
- Maintain a complete expense record for the planning process.

Format

One task of the planning team is agreement on a plan format. Over the years various formats were developed. Earlier formats involved a basic plan with contingency plans for various disaster scenarios. In the 1980's, a multi-hazard functional format was developed and became the standard. This format consisted of a basic plan with hazard analysis and various functional annexes, ranging from Management (A) through Radiological (R). There were also variations on each of these.

The Standardized Emergency Management System (SEMS -- California Code of Regulations, Title 19, Division 2, Section 2443) requires compliance with SEMS to "... be documented in the areas of planning, training, exercise, and performance." SEMS does not prescribe a plan format.

To be in compliance, emergency plans should address the five SEMS functions:

- **Management;**
- **Operations;**
- **Logistics;**
- **Planning/Intelligence; and**
- **Finance/Administration.**

The plan or its supporting documents should include mutual aid, Operational Areas, and multi/inter agency coordination. (See Optional Checklist for Reviewing Emergency

How To Use The Plan

The completed plan should provide any reader with a thorough understanding of the jurisdiction emergency organization and process of preparing, responding to, and recovering from disasters. An emergency plan can also guide the community in planning and community development that reduces the potential for disaster. To ensure practical use of the plan, a brief orientation training session is highly recommended for public employees that may be involved in emergency operations. Exercises and training should include all agencies or departments that form the emergency organization.

Use of the plan will differ with the needs of the reader. All personnel will need to be familiar with the plan, although only a few will need all sections. Most will focus their attention on the parts of the plan specific to their needs and responsibilities. The plan provides the basis for developing agency-specific detailed checklists or standard operating procedures (SOPs).

Agency Responsibilities

To maximize jurisdictional resources, departments and agencies should be pre-designated to perform emergency functions. This should include a matrix identifying assigned functions. Management of all departments and agencies should be aware of the existence of an emergency plan and the parts that are most relevant to their responsibilities. This should include any written agreements or Memoranda of Understanding (MOU). Management should ensure their staff are properly trained, assigned emergency roles and responsibilities and participate in exercises and drills.

Promulgation and Approvals

One of the first pages of the emergency plan should include a letter of promulgation or a governing board resolution with jurisdictional, departmental, and agency concurrence. This will validate the concepts, roles and responsibilities, and emergency management

system for the jurisdiction. This would be an appropriate place to recognize the jurisdiction's acceptance and participation in the Operational Area and SEMS.

Plan Updates

The plan should be dated. Emergency plans can be designed to be update each section, and incrementally. To be effective, emergency operations plans (EOPs) need to be updated frequently. The planning team should establish a schedule for updates. This schedule and a defined maintenance process for plan updates, exercises, and training should be included in the plan. A page for recording updates should also be included. Careful format design can avoid costly and extensive changes.

Distribution

Depending on the format of the plan, distribution can be extensive or incremental. Some agencies may only need certain parts of the plan. The plan could also be made available electronically, e.g., through the Internet. Within the plan there should be a distribution method that indicates, by position title, who should receive the plan and the updates.

Training

An emergency plan is not an end in itself. Training is necessary to make the planning concepts a natural response, in addition to training on the plan itself. Training should include exercises that test the interaction between the local jurisdictional EOC, field units, Operational Area, and OES Regional Emergency Operations Centers (REOC). Exercises should be documented with after action critiques addressing corrective measures and deadlines for completion. SEMS requires that emergency responders document training and be consistent with SEMS. The planning process provides an opportunity to identify specific SEMS training needs and to schedule them. The emergency plan may be used to define which SEMS classes are required by departments and agencies that have defined emergency response roles and

responsibilities. The EOP is a convenient place to document training conducted and the location of training records.

ADMINISTRATIVE FEATURES OF AN EMERGENCY PLAN

Authorities and References

Authorities are the laws and regulations that support the planning effort and emergency management system. They form the rationale for developing the EOP and supporting documents. You may choose to leave the complete text of the law out of your plan, and mention them by citation only. If included, they provide easy reference.

This section includes a reference to federal laws such as the Federal Civil Defense Act of 1950 (Public Law 920, as amended), and Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended).

State Laws

State laws that should be included are:

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code;
- California Code of Regulations Title 19, Chapter 2, Subchapter 3, §2620 et seq.;
- Standardized Emergency Management System (SEMS) Regulations, Chapter 1 of Division 2 of Title 21 of the California Code of Regulations (CCR); and California Government Code §8607(a).

Also cited in this section should be the local emergency services ordinances and resolutions, including ordinances, resolutions, or Memorandum of Understanding (MOU) that establish the Operational Area.

References

References define the basis for delegating emergency authority. These should include at least the *Federal Response Plan* and documents such as:

- *Debris Removal Guidelines for State and Local Officials* (FEMA DAP-15);
- *A Guide to Federal Aid and Disasters* (DAP-19);
- *Digest of Federal Disaster Assistance* (DAP-21); and others.

State references should include

- California Constitution;
- *State Emergency Plan*;
- *California Hazardous Materials Incident Contingency Plan*;
- *California Oil Spill Contingency Plan*;
- Standardized Emergency Management System (SEMS) Regulations (CCR §2400 et seq.); and
- Standardized Emergency Management System (SEMS) Guidelines; and others as appropriate. This could also include local jurisdiction SOPs and agreements.

Emergency Organization

This section identifies tasks by position titles and departments or agency affiliation. Include a brief description of roles and responsibilities of the jurisdiction departments and agencies, to include liaisons with utilities, special districts, volunteer organizations, lines of coordination and information, and agreements with agencies outside the jurisdiction.

These roles and responsibilities should be related to the five SEMS functional assignments, recognizing that assignments may change based on the specific disaster scenario or other conditions at the time. The emergency organization could be described in a schematic for simplicity and quick reference.

This section should also include Operational Area responsibilities, functions, and protocols.

Lines of Succession

Section 8638 of the California Government Code permits the appointment of up to three standby officers for each member of the governing body. The jurisdictional emergency plan should identify by position title the standby officers for the governing body. The emergency organization should also have identified, by position, a lead and two back-ups for each emergency function.

Alternate Seat of Government

In the event the government center is destroyed or damaged beyond use, alternate sites should be identified outside of known hazard areas.

Vital Record Protection

Identify a safe, secure facility outside of hazard areas to store vital records, such as birth and death certificates, tax roles, property assessments, governing board minutes, etc. This portion of the plan should address archiving and accessing materials, and in what form they are stored. Most jurisdictions will have a data systems operational recovery plan that can be referenced.

Statewide Emergency Management

This section should include a schematic, showing the levels of management, from local to Operational Area, region, and state. It should also describe how cities and special districts function within the Operational Area during emergencies. Text accompanying

the diagram could identify the responsibilities of each level during emergencies and day-to-day functions. It should include volunteer organizations and special districts. Material covering this topic could be gleaned from the *State Emergency Plan* or SEMS Guidelines. More details on this will be discussed in Chapter 2 - Operational Considerations.

Relationship with Federal Counterparts

Local governments rarely will be involved in direct contact with federal agencies during emergencies except at the field level. Examples of field level interaction could include the following:

- Forest Service during wildfires, the Environmental Protection Agency during hazardous materials incidents;
- U.S. Coast Guard on oil spills;
- FBI in law enforcement operations; and
- FAA in aviation accidents, etc. Federal agencies above the field level will work through OES Regional Emergency Operations Centers (REOCs).

The plan may indicate how the *Federal Response Plan's* Emergency Support Functions (ESFs) relate to local and Operational Areas during disasters.

Phases of Emergency Management

There should be some discussion of the four phases of emergency management: preparedness, response, recovery, and mitigation. This should include a list of typical tasks performed during each phase and a discussion on the transition from one phase to the next.

Volume 1

Emergency Planning Guide

Chapter 2

Operational Considerations

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Chapter Two

Operational Considerations

HAZARD ANALYSIS

Many areas of California are prone to wildfires, floods, and earthquakes. Some alpine areas also have avalanche and volcanic hazards. Coastal areas may be subject to tsunamis. More recently, the threat of domestic terrorism has become a serious concern as a result of the Oklahoma City bombing.

Hazard Description

Hazard analysis enables emergency planners to focus on preparing for the most severe and/or frequent disaster events. Each hazard addressed should include a description of the following hazard:

- Geographic description of the areas likely to be impacted;
- Historical disaster events;
- Probability of occurrence;
- Populations affected;
- Case studies referenced;
- Special population considerations;
- Adjacent jurisdictions that could be affected;
- Situations that could require evacuation and/or sheltering; and
- Maps or references to locations of maps describing areas prone to disasters.

Hazard vulnerability could also be based on the safety element of the jurisdiction's

general plan if this is current. Regional or state hazard studies may also provide valuable information that could be used. The analysis should include disaster impact on any emergency facilities such as EOCs, police stations, fire stations, etc., that would require relocation.

Reference

The Federal Emergency Management Agency (FEMA) publication, *Integrated Emergency Management System Process Overview*, CPG 1-100 provides guidance on hazard analysis. A variation of this was used in the Hazard Analysis section of the model county plan for Santa Luisa, found in Volume 3 of this guidance.

Hazards With Specific Legal Planning Requirements

The California Health and Safety Code §25500 et seq. (Area Plans) and Federal SARA Title III, Emergency Planning and Community Right to Know Act of 1986, §302(c) places specific hazardous materials planning requirements on local governments. This responsibility may rest with a city or county.

The area plan may be developed by an agency other than emergency services. The following addresses some specific features, with the regulation reference in italicized parenthesis.

The Appendix of this plan has an Optional Checklist for Reviewing Emergency Plans that covers the hazardous materials area planning requirements in detail.

Since this guidance does not require a particular format, local government emergency planners may address these hazard-specific planning requirements in another document and reference the document in the jurisdictional emergency plan.

Hazardous Materials

Area plans should include a hazard analysis. The analysis should include the following (CCR, Title 19):

- A formal survey of the hazardous materials stored within jurisdictional borders, also indicating the date of the survey;
- Maps showing where hazardous materials facilities are located (this should indicate what material and quantity is stored at each site and transportation routes to and from the facilities);
- Indication of the quantities and types of hazardous materials carried on transportation routes in the jurisdiction, prioritized by degree of potential hazard;
- Reference to where business plans are located and how to access them;
- Degree of risk posed by potential hazards indicated for the storage and use sites, as well as transportation routes;
- Identification of special populations, e.g., neighborhoods with concentrations of elderly, schools for the physically impaired, non-English speaking, etc., that could be affected by a hazardous materials release;
- Identification of environmentally-sensitive areas adjacent to
 - Hazardous materials facilities, storage areas and transportation routes;
 - Provisions for training emergency hazardous materials first responders, emergency medical personnel;
 - Health and safety procedures for hazardous materials first responders;
 - First-aid procedures for hazardous materials incidents;
 - Identification of medical facilities capable of providing treatment appropriate for hazardous material; and
- Methods of notifying the public of hazardous materials releases and issuing health and safety instructions.

Dam Failures

Hazard Analysis

The California Emergency Services Act (Government Code §8589.5) has specific emergency planning requirements for populated areas downstream of dams.

Hazard analysis of dam failures should include the following:

- Identification of high risk areas such as dam inundation areas. This can consist of a composite map indicating all the inundation areas for all the dams that could affect the jurisdiction.
- Indication of what areas of adjoining jurisdictions may be affected by a dam failure.
- Individual inundation maps for each dam that could affect the jurisdiction or adjoining jurisdiction. This may require outlining the inundation boundaries on a different base map, because inundation maps are created on United States Geological Survey (USGS) quads that show physical features and contours, but little detail on political jurisdictions. USGS quads do not give a very accurate impression of urbanization or population centers.
- The hazard analysis for each dam should also indicate what dams are located downstream and if they would be affected by a failure. Would a failure of one dam create a cascade effect, causing failure of other dams downstream?
- Each jurisdictional-sized dam is assigned a distinct number by the Department of Water Resources (DWR). Sometimes the same name is used for more than one dam. Use of the DWR number avoids confusion over dams with the same name. The DWR publication *Dams Within Jurisdiction of the State of California*, Bulletin 17-93 lists dams with the following information for each:
 - DWR dam number;

- National dam survey number;
 - Location by county;
 - Owner;
 - Stream it is located on;
 - Type of dam (earth, rock fill, etc.);
 - Specific data on the dam size and reservoir capacity;
 - Location by township, section and range; and
 - Location by latitude and longitude.
- Plans for dams should include at least the DWR number, stream location and reservoir capacity, as well as owner. Plans should have the owner's day and after-hour phone numbers.

Nuclear Power Plant Incidents

There are two active nuclear power plants in California: San Onofre Nuclear Generating Station (NGS) located in Orange County, and Diablo Canyon NGS located in San Luis Obispo County. There are specific detailed emergency planning requirements for nuclear power plants. (Since there are no future nuclear power plants planned or any scheduled for start-up, this guidance will not address this hazard.)

The Federal Regulations addressing nuclear power plants are:

- Nuclear Regulatory Commission Rules and Regulations, Title 10, Code of Federal Regulations, Part 50;
- Title 44, Code of Federal Regulations, Section 205.45, as amended; and
- Title 44, Code of Federal Regulations, Section 350.

California Authorities addressing nuclear power plants are:

- California Emergency Services Act (Government Code, Chapter 7 of Division 1, Title 2, Section 8550 et seq; 8610.5)

If the reader wishes to pursue these specific planning requirements, the Counties of Orange and San Luis Obispo emergency managers should be contacted directly.

SITUATION AND ASSUMPTIONS

Clearly stated assumptions

The assumptions that guide the planning process should be clearly stated. For example, "This plan does not guarantee a perfect response to all situations. This section narrows the scope of the EOP by outlining which hazards the EOP is meant to address, what characteristics of the jurisdiction may affect response activities (and how), and what information used in preparing the EOP must be treated as hypothesis rather than fact."

Special Considerations

It should be noted in this section that the populations affected by hazards are only estimates. Population changes may not be reflected in all hazard analyses, especially where population increases are rapid. Hazard analyses are subject to change with time.

While dam inundation pathways are not exact, they are best estimates based on information provided at the time the map is created. This is a good place to state that all possible disaster scenarios are not addressed, only those most likely to occur.

The EOP is not intended for day-to-day emergencies, but rather for disaster situations where normal resources are exhausted, nearly exhausted, or expected to be soon. The EOP becomes activated when the threat to lives and property is so great that the jurisdiction needs to expand beyond normal day-to-day operations in order to meet the demands.

CONCEPT OF OPERATIONS

Activation of the Emergency Organization

This section identifies who has the authority to activate and deactivate the emergency organization identified in the EOP. This includes alternates. Also included in this section should be a description of what constitutes a local emergency, who declares a local emergency, why, and when. A discussion of the progression from a local emergency, to a state of emergency, and presidentially-declared disaster should also be included, with the implications of each. Emergency Operations Centers (EOC) are discussed later in this chapter.

Roles and Responsibilities

This section provides a general description of the disaster response roles of the jurisdiction's various departments in the context of SEMS. SEMS requires the activation of the five SEMS functions: Management, Plans/Intelligence, Operations, Logistics, and Finance/Administration. In some instances the functions could be performed by one person or agency.

However, there may also be a need to activate beyond the five SEMS functions and break the functions into branches and units, such as a law enforcement branch of Operations. SEMS, at all levels, needs to be flexible to the situation and expand or contract as necessary.

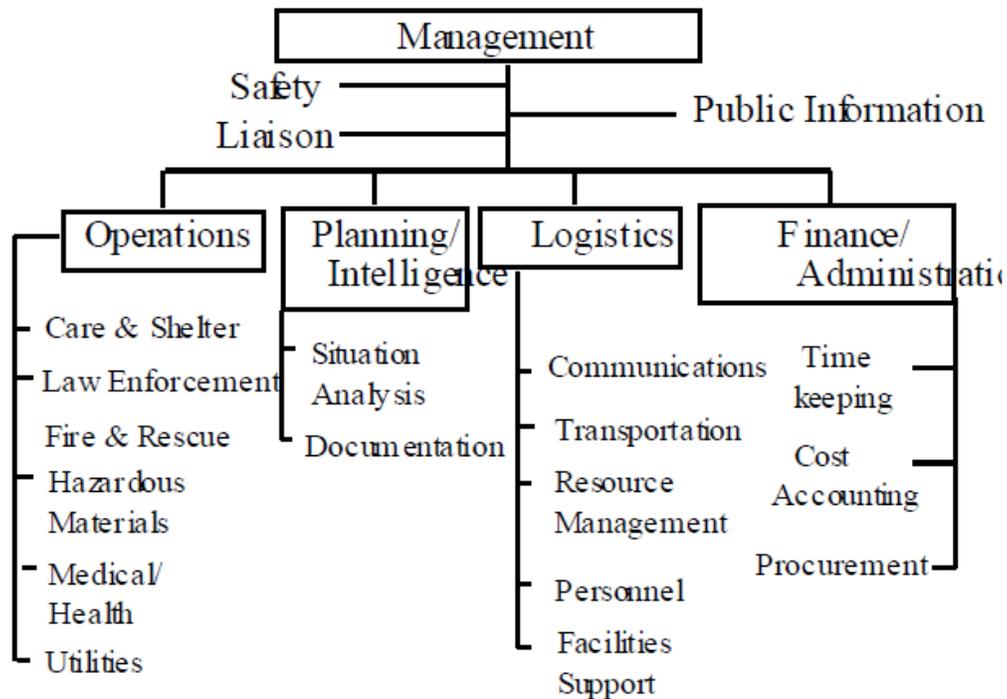
There may also be a need for an agency or its personnel to be assigned more than one SEMS function, or a less obvious function. An example of this would be a firefighter being assigned to logistics rather than the Fire and Rescue Branch of Operations. Such an assignment could take place due to expertise in logistics and when fire and rescue operations are needed.

There is a tendency to maximize personnel and agency resources by pre-designating

one as a lead agency to each of the five SEMS functions. However, this may not always be possible due to different leads for different types of disasters. Therefore, any pre-assignment should be based on logic and the expertise of departments and agencies for specific types of disasters. More discussion on this matter will be in the section identified in the SEMS Organization.

SEMS ORGANIZATION

SEMS FUNCTIONS The following is a description of each of the five SEMS functions and sub-units that may be activated based on need.



Management Section

Responsibilities

Coordinates the jurisdiction's emergency response. Establishes the emergency policies, and is responsible for activation and deactivation of emergency response. Management is also responsible for notifying personnel with EOC assignments.

This position should rest with the jurisdictional emergency director or manager. If the position rests with the emergency director, the emergency manager should be the deputy emergency manager. In some jurisdictions the emergency management functions are additional duties assigned to fire, law enforcement, or other department or agencies.

There may also be a need for the following positions below management:

Safety Officer

Responsibilities

Ensures personnel safety at incidents or EOCs, monitors situation to ensure safe practices, stops or modifies all unsafe operations. (In HazMat incidents, this position is required at the incident level as per California Code of Regulations [CCR] Title 8 §85192.)

Public Information Officer

Issues news releases, provides focal point for media, coordinates all public releases for jurisdiction including emergency broadcast procedures and may also act as VIP liaison.

Liaison

Ensures that agency representatives are given up-to-date status reports and are aware of where they fit into the emergency management structure.

Operations Section

Responsibilities

Coordinates the jurisdiction's operations in support of the emergency response through implementation of the jurisdiction's action plan.

There may also be a need to activate branches below the Operations level. The

following are a few suggested branches (more may be developed as needed):

Care and Shelter

Coordinates sheltering and feeding the sheltered.

Law Enforcement

Coordinates overall law enforcement in support of response to the emergency. This may involve traffic control and other associated law enforcement duties including evacuation, perimeter control, access control, and obtaining and providing mutual aid. Law enforcement mutual aid operates on a day-to-day basis as well as during emergencies.

Fire and Rescue

Coordinates overall fire and rescue activities. May include fire suppression, fire inspections, support to medical response, and coordinating fire and rescue mutual aid. This system, like law enforcement, operates on a day-to-day basis, as well as during emergencies.

Hazardous Materials

Coordinates hazardous materials response. This may involve material identification, remedial actions, disposal, containment, personal safety, and other response and recovery actions. Hazardous material mutual aid is coordinated through fire and rescue for incident first response.

Medical/Health

Coordinates field-level medical response, hospital operations, and patient support and mutual aid requests.

Utilities

Coordinates mutual aid, repairs to systems and supplements electric systems by shifting loads.

Others

There may also be a need for separate branches for construction and engineering, traffic control as a separate branch, marine operations, etc.

Planning/Intelligence Section

Responsibilities

Collects, evaluates and disseminates information, develops an action plan, maintains documentation and identifies any potential future emergency response concerns. As with the other sections, there may be a need to activate branches to ensure Planning/Intelligence Section is fully functional.

Suggested branches

Situation Status and Analysis

Develops situation reports for the operational period.

Documentation

Maintains the logs and other documents associated with the disaster in order to reconstruct events for reimbursement and lessons-learned, as well as identify future training needs and issues. Ensures critical information is available to everyone in the EOC through status boards, computer display, or other means.

Logistics Section

Responsibilities

Procures facilities, personnel, equipment, and materials for the emergency response.

Branches that should be considered for activation are:

Communications

Oversees the purchasing, leasing, renting, or assignment of communications equipment to include radio, telephone, and supporting devices.

Transportation

Obtains and coordinates transportation resources, schedules commercial transportation for emergency personnel and shipments of resources.

Resource Management

Oversees assignment of emergency materials, personnel services and equipment of the jurisdiction and initiates mutual aid requests.

Personnel

Provides staffing for emergency response.

Facility Support

Ensures the full-functioning of the Emergency Operations Center by maintaining needed supplies, including janitorial services, feeding services, materials, etc.

Finance/Administration Section

Responsibilities

Oversees the financial activities and administrative aspects not assigned to other functions.

Branches that may need to be activated to support this function are:

Timekeeping

Maintains personnel work logs and time sheets for the emergency response.

Cost Accounting

Provides cost analysis of EOC operations, ensuring payment for all materials and personnel services. Maintains accurate records of all financial transactions in support of the disaster.

Procurement

Purchases, rents, or leases equipment, services, and resources necessary to the emergency response.

There may be a need to develop additional branches based on need, such as a rental/lease coordinator for long-term equipment and facility needs.

OPERATIONAL AREAS

SEMS requires the establishment of operational areas to coordinate resources requests and information between local governments and the REOC during disasters. The Operational Area structure and protocols should be addressed in this section as well as their functions in both emergency operations and day-to-day operations.

MULTI/INTER-AGENCY COORDINATION

An integral part of SEMS is the use of multi/inter-agency coordination. Within the context of SEMS this involves prioritizing and assigning resources, handling competing demands of various agencies, and maximizing resources. To accomplish this task, the EOP should identify how this is to be done among the various departments, agencies, and jurisdictions. The process could include task group meetings, action planning, or other means. However, the key to multi/inter-agency coordination lies in effective communications.

UNIFIED COMMAND

Unified command is best described as a team effort that allows agencies with responsibility for an incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, autonomy, responsibility, or accountability. This occurs more frequently at the field level, in large-scale events, that involve more than one jurisdiction.

MUTUAL AID

OES has three administrative offices encompassing six mutual aid regions. The Southern Administrative Region consists of mutual aid regions one and six. Inland Administrative Region has mutual aid regions three, four, and five. The Coastal Administrative Region consists of mutual aid region two. A State Mutual Aid map should be included.

This section should indicate the concept of mutual aid -- neighbors helping neighbors. Statewide mutual aid systems include law enforcement (which divides Mutual Aid Region One into One and One A. Mutual Aid Region One consists of Los Angeles and Orange Counties. One A consists of Mutual Aid Region of Ventura, Santa Barbara, and San Luis Obispo Counties). Other mutual aid systems are subsets of the Master Mutual Aid Agreement.

This section should discuss all existing mutual aid systems affecting the jurisdiction, their coordination with and within the emergency response system, and the method for accessing mutual aid. Also include any local mutual aid agreements that may not be statewide.

SPECIAL DISTRICTS

One of the significant features of SEMS is the inclusion of special districts into emergency management at the local level. The EOP should indicate the inclusion of special districts. Special Districts may be grouped together by the functions they were designed to perform, such as water purveyors, electric providers, schools, etc.

The EOP should indicate whether a special district would be included in an operational area, city, and/or regional EOC. Some districts may need to be represented at all levels. Also there are some state agencies that may be treated in the same manner as special districts, such as state colleges and/or universities.

The EOP should also identify protocols for special districts to facilitate communications and maximize resources during emergency operations.

EMERGENCY OPERATIONS CENTERS (EOC)

This section can be brief and refer to a separate EOC manual or contain all the details of EOC operations. Emergency Operations Centers can be very elaborate facilities or very simple conference rooms that are converted when needed. The EOP should mention the location and functions to be performed in the EOC. This could be done within the context of the EOP or as an attachment, such as an EOC Manual.

Purpose and Functions

The EOC is a centralized location for decision making about the jurisdiction's emergency response. The EOC is where emergency response actions can be managed and resource allocations and responses can be tracked and coordinated with the field, operational area, and OES Region. The EOP should indicate who activates the EOC,

when it is activated, and how. The EOP or an EOC manual should include a map, indicating access routes to the EOC and alternate EOC.

Representation

The EOP should indicate which agencies are represented and how the five SEMS functions (Management, Operations, Plans/ Intelligence, Finance/Administration, and Logistics) are staffed and managed. Agency participants at the EOC should be identified by position. The EOC should include representatives of special districts and volunteer, charitable organizations such as the American Red Cross, Salvation Army, and others.

Layout and Design

It may be useful to have an EOC layout diagram in the EOP or in a separate EOC manual referenced in the EOP. Responsibility for setting up the EOC should be identified in the Logistics section of the EOP. The EOC should be large enough to accommodate the five SEMS functional section chiefs. Complete section staffing may not need to be located at the EOC. This document is not intended to go into any detail on EOC design and layout.

Message Center Operations

Critical to an effective EOC is an efficient message center for routing messages. This may be addressed in the EOP or in a separate EOC manual.

Alternate Facility

Describe the locations of alternate EOCs in the event the EOC becomes damaged or inaccessible. The method for contacting the person (by title) that activates the EOC should be in the EOP, as well as a map indicating access routes. At least two other back-up persons should also be identified by title in the EOP.

Activation and Deactivation

SEMS regulations require an operational area EOC to be activated when a local government within the operational area activates its EOC, and/or when two or more cities within the Operational Area have declared a local emergency. The EOP should indicate who has the authority to activate and deactivate the EOC. Procedures for activation should also include deactivation. For reimbursement, all documentation is maintained during EOC activation, and prior to deactivation all documentation is retained for after-action reports and disaster assistance claims.

RESPONSE INFORMATION MANAGEMENT SYSTEM (RIMS)

OES has developed a software program for electronically sharing disaster information:

- Situation reports;
- Flash reports;
- Damage assessments;
- Resource allocations and requests; and
- Other information developed at the state, regional, and Operational Area during disaster responses.

This has become known as the Response Information Management System -- or RIMS. It is based on Lotus Notes. The purchase of Lotus Notes by local emergency management agencies will enable them to use the RIMS program for resource requests, resource tracking, and other information exchanged between local governments, operational areas, and the REOC. RIMS can be used between cities, special districts, and Operational Areas. State OES provides the RIMS application software and instruction at no cost.

The EOP should discuss how to access this system, provide instructions for use and include copies of the forms. If not in the EOP, a separate standard operating procedure for RIMS could be included in the EOC Manual.

Volume 1

Emergency Planning Guide

Chapter 3

Recovery Operations

Gray Davis

Governor

Dallas Jones

Director

Chapter Three

Recovery Operations

INTRODUCTION

Recovery refers to those measures undertaken by an entity following a disaster that will return all systems (utilities, phones, government offices, etc.) to normal levels of service. Effective recovery consists of a complex array of interdependent and coordinated actions. Some jurisdictions may have recovery operations as a separate manual, referenced in the EOP.

CONCEPT OF OPERATIONS

Recovery operations should begin as soon as possible after a disaster. Many think recovery operations generally are initiated after the disaster response has been ongoing and appears to show some promise of diminishing. A successful recovery starts at the moment of impact. There is no clearly defined separation between response and recovery. The tasks are different from response, but they should be carried out simultaneously. Establishing a recovery organization prior to a disaster has proven effective in enabling a smooth and speedier recovery.

Although SEMS is required for emergency response, it is not specifically required for recovery operations. However, emergency planners may find it useful to continue using SEMS principles and procedures for recovery when personnel are already in a SEMS environment.

Short Term

Recovery operations are divided into two phases. The first phase is short term. This involves restoring the infrastructure that includes:

- Electric power;

- Communications;
- Water and sewer;
- High impact areas and special populations, schools, hospitals, etc.; and
- Economic and social systems of the community.

Continued coordination from the response phase into the recovery phase is necessary to identify high priority areas for resumption of utilities, liability concerns, financing, and recovery ordinances. Jurisdictional emergency managers should develop checklists for short-term recovery to ensure governing boards are kept up-to-date, to identify potential areas of mitigation, and to improve preparedness and response planning.

Long Term

Long-term recovery consists of actions that will return the jurisdiction back to normal pre-disaster levels of service. Long-term considerations include:

- Development of a recovery team;
- Economic and resource stabilization;
- Hazard mitigation;
- Updating plans based on lessons learned; and
- Post-event assessments.

It is critical that the documentation functions during response continue and expand into recovery. Checklists should be developed for recovery operations to ensure accountability. Failure to strictly account for damage documentation and personnel costs can result in loss of possible reimbursement.

SEMS RECOVERY ORGANIZATION

Recovery operations differ significantly from emergency response. SEMS is not required for recovery operations, although it is used by State OES in recovery operations and may provide for greater efficiency at all levels.

Response activity is greater in the SEMS Operations and Logistics functions. Recovery activities see much more activity in the Finance/Administration function and less in the other SEMS functions.

The Operational Area plays a different role in recovery than in response. The Operational Area may act as an information and coordination point for its constituent jurisdiction. However, each local jurisdiction rather than the Operational Area, works directly with state and federal recovery programs.

Recovery plans utilizing SEMS functions may have the following tasking:

Management Section

This section is responsible for the jurisdiction's overall recovery.

Tasks include:

- Informing and briefing elected officials;
- Providing lead for policy decisions;
- Issuing public information releases; and
- Ensuring safety of response activities.

Operations Section

This section is responsible for operations that restore the jurisdiction back to normal day-to-day operations.

Tasks include:

- Restoring medical facilities and service;
- Restoring government facility functions;
- Removing debris;
- Demolishing buildings;
- Restoring utilities;
- Providing emergency housing;
- Providing application process for disaster assistance; and
- Providing building and public safety inspections.

Planning/Intelligence Section

This section documents and provides management with direction for recovery activities.

Tasks include:

- Providing documentation of SEMS compliance for disaster assistance;
- Providing after-action reports consistent with SEMS requirements
(The most current After Action Report is located on RIMS);
- Providing direction in land use and zoning issues;
- Issuing building permits;
- Developing alternative building regulations and code enforcement;
- Reviewing the general plan;
- Providing an action plan for recovery operations;
- Developing redevelopment plans;
- Developing recovery situation reports;
- Documenting recovery operations; and

- Creating mitigation plans.

Logistics Section

Logistics section is responsible for obtaining resources necessary to carry out recovery operations.

Tasks include:

- Providing government operations;
- Allocating office space;
- Providing recovery supplies and equipment; and
- Providing vehicles and personnel.

Finance/Administration Section

Finance/Administration handles the jurisdiction's recovery financial transactions.

Tasks include:

- Managing public finance;
- Preparing and maintaining the budget;
- Developing and maintaining contracts;
- Processing accounting and claims;
- Collecting taxes; and
- Managing insurance settlements.

Organizations should be assigned appropriate SEMS functions to address the tasks listed above.

DAMAGE ASSESSMENT

During the early phase of a disaster, the initial damage is only estimated. Plans should include procedures for conducting more detailed surveys to be used in disaster project applications. The procedures should include the following:

Safety Concerns

Safety precautions that will contribute to recovery operations include:

- Ensuring gas, water, sewer leaks are identified;
- Ensuring utilities are turned off in unsafe or damaged structures;
- Securing hazardous materials sites and preparing clean-up plan;
- Ensuring unsafe buildings are vacated, clearly marked and access is restricted;
and
- Identifying safety precautions to be undertaken by emergency workers.

Structural Damage

Checklists and procedures for survey teams should include the following terms when describing damages:

- Destroyed - Cost of repair is more than 75% of value.
- Major Damage - Cost of repair is greater than 10% of value.
- Minor Damage - Cost of repair is less than 10% of value.

Note: Damages are limited to the structure and not contents.

Structural Categories

The following are categories used for private structures applying for disaster assistance:

- 1 - 3 - Homes, includes Town Homes and Condominiums
- 4 - Mobile Homes
- 5 - Rental Units
- 6 - Farm Dwellings
- 7 – Businesses

Recovery Activities

Common terms for recovery activities are listed below:

- **Category A: Debris Clearance**

Clearance of debris, wreckage, demolition, and removal of buildings damaged beyond repair.

- **Category B: Protective Measures**

Measures to eliminate or lessen immediate threats to life, and public health, and safety.

- **Category C: Roads & Bridges**

All non-emergency work and any that may require more time for decision-making, preparation of detailed design, construction plans, cost estimates, and schedules.

- **Category D: Water Control Facilities**

Includes flood control, drainage, levees, dams, dikes, irrigation works, seawalls, and bulkheads.

- **Category E: Public Buildings and Equipment**

Buildings, vehicles or other equipment, transportation systems, fire stations, supplies or inventory, higher education facilities, libraries, and schools.

- **Category F: Utilities**

Water supply systems, sanitary sewerage treatment plants, storm drainage, light/power.

- **Category G: Other**

Park facilities, piers, boat ramps, public and private non-profit facilities, recreational facilities, playground equipment.

List of Damages

Once a Presidential Disaster Declaration has been made, a "List of Damage" needs to be completed by each jurisdiction and transmitted to the Operational Area. The Operational Area will transmit damages to the OES Region, who will in turn send them to the State and FEMA.

It should include:

- Location of Action/Damage

Geographical location of damaged facility or emergency work.

- Description of Action/Damages

Narrative description explaining the nature of the disaster-related problem (engineering details are not needed).

- Estimates of Cost

- A separate estimate for each facility or system affected.

DISASTER ASSISTANCE

Disaster assistance is divided into two forms: Individual and Public Assistance. Recovery plans should address both types of assistance, methods of acquiring help, restrictions, and other pertinent information.

Individual Assistance

Government Assistance to Individuals

Individual assistance consists of services provided to individuals and businesses - the private sector.

Effective recovery plans should have the following federal programs for individual assistance included:

Federal Programs

Federal Programs:

- **Disaster Housing Assistance Program**

This is a federal program administered by FEMA that provides temporary housing to disaster victims during presidentially declared disasters.

- **Disaster Mortgage and Rental Assistance Program**

This program provides grants for home-related mortgage or rent payments to disaster victims, who as a result of a disaster, have lost their job or business and face foreclosure or eviction from their homes. It is a federal program available under a presidentially declared disaster.

- **Housing and Urban Development (HUD) Program**

This program is offered to families with an income below \$20,000. It provides up to 70% of the rental cost for a maximum of 18 months to disaster victims. It is also available under a presidentially declared disaster.

- **Small Business Administration (SBA)**

This program is automatically implemented following a presidential disaster declaration for Individual Assistance, or may be implemented at the request of the governor. It provides low interest loans to businesses and individuals who have suffered disaster losses.

- **Individual and Family Grant Program (IFGP)**

This is authorized only by a federal disaster declaration. It provides grants to disaster victims who are not eligible for SBA loans.

- **Cora Brown Fund**

This is authorized only by a federal disaster declaration. The fund provides disaster victims with assistance provided they are not eligible for any other disaster assistance award from the government or other organizations.

These are only a few federal programs that could be activated under a presidentially declared disaster. Disaster assistance may be altered by legislation passed at the time of the event. Other types of assistance may also be available. EOPs should have all programs addressed either in the plan or in a supplement.

Non-profit Volunteer Charitable Organizations

Recovery plans should include all forms of assistance available, including volunteer charitable organizations such as the American Red Cross, Salvation Army, and others. Plans should identify what is available, conditions, and client focus.

In developing a recovery plan that includes volunteer charitable organizations, local networks of volunteer agencies should not be overlooked. Some communities have a "community council" of local organizations that may be able to provide some level of

relief or fund-raising experience. This can be helpful in developing a local disaster victims fund or outreach.

Public Assistance

Public assistance consists of various programs of disaster relief to the public sector. Public sector includes state and local government (city, county, special district). Recovery plans should include the following forms of assistance and the application process:

State-Natural Disaster Assistance Act (NDAA)

NDAA is available to counties, cities, and special districts to repair disaster-related damages to public buildings, levees, flood control works, channels, irrigation works, city streets, county roads, bridges, and other public works except those facilities used solely for recreational purposes. This program offers up to 75% of the eligible cost to: repair, restore, reconstruct or replace public property or facilities; to cover direct and indirect costs of grant administration with the OES Director's concurrence; and, to cover the cost of overtime and supplies used for response.

Conditions for Implementation

Conditions for Implementation of NDAA:

- OES Director must concur with local emergency declaration for permanent restoration assistance;
- Governor must proclaim a state of emergency (for disaster response and permanent restoration assistance); or
- President must declare a major disaster or emergency (for matching fund assistance for cost sharing required under federal public assistance programs).

Federal-Robert T. Stafford Disaster Relief Act of 1974

The following is a brief overview of this program. This information would be useful in a

recovery plan because it is the primary source of public assistance. Recovery planners may choose to go into more detail about this program.

Applicability

A Presidential Declaration of Major Disaster or Emergency is required to activate the provisions of this law.

Eligible Applicants

Eligible applicants include the following:

- State agencies;
- Counties;
- Cities;
- Special districts;
- Schools K-12;
- Colleges and institutions of higher education;
- Private non-profit organizations organized under § 501(c) 3 of the Internal Revenue Code;
- Utilities;
- Emergency agencies;
- Medical agencies;
- Custodial care organizations; and
- Government services such as: community centers, libraries, homeless shelters, senior citizen centers, and similar facilities open to the general public.

To provide efficiency in the recovery process the particulars of work and cost eligibility, wage information, and other pertinent information should be included in the recovery plan. This could be in the form of information sheets on each program, checklists, or written procedures.

DISASTER FIELD OFFICE (DFO)

Following a Presidential Declaration of a Major Disaster or Emergency, a Disaster Field Office will be established in the proximity of the disaster area. The DFO provides the direction and coordination point for federal assistance.

Typical functions

Typical functions of the DFO include:

- Management - Coordination of the overall federal assistance programs for both Individual and Public Assistance, as well as any existing emergency work.
- Public Information - Overall direction of public news releases on the progress of the emergency recovery actions, public notices on obtaining assistance, problems, and other pertinent information.
- Liaison - Provides coordination and cooperation with other federal and state agencies.
- Operations - Responsible for damage survey teams, outreach activities, and program implementation (i.e., Public Assistance, Individual Assistance, Hazard Mitigation, etc.)
- Logistics - Provides materials and resources to perform the tasks associated with recovery.
- Finance/Administration - Tracks and monitors costs, approves purchases, audits activities as needed.
- Plans/Intelligence - Develops action plans, identifies priorities, potential problems, documents the overall recovery actions.

MITIGATION

This aspect of recovery operations is critical in reducing or eliminating disaster related property damage and loss of lives from reoccurring. The immediate post-disaster period presents a rare opportunity for mitigation. During this time, officials and citizens are more responsive to mitigation recommendations, and unique opportunities to rebuild or

redirect development may be available. Recovery plans would benefit from addressing mitigation planning as part of the recovery process. The following represents some information that would be useful in recovery sections of emergency plans.

Forms of Mitigation:

- Changes in building codes;
- Variances or set-backs in construction;
- Zoning, to reduce types of construction in high hazard areas; and
- Relocation or removal of structures from high hazard zones.

This could also be described in more detail in recovery plans as checklists, SOPs, or information sheets.

Volume 1

Emergency Planning Guide

Appendix

Gray Davis

Governor

Dallas Jones

Director

Optional Checklist for Reviewing Emergency Plans

Purpose: A quick reference for determining whether an emergency plan has addressed critical elements.

Limitations: Plans must reflect the needs of the jurisdiction, in particular the hazards that will likely impact them and their capabilities. This guide is NOT mandatory and the jurisdiction may use it, or another checklist.

Instructions: Enter the reference (page number, paragraph, chapter, section, etc.) or Not Applicable (N/A) in the space provided at the beginning of each item. Many of the elements described below may be in documents separate from the primary emergency plan; if so, indicate placement in another document by (AD), and the name of the document.

Potential Emergency Elements

____ 1. Table of Contents

Listing of where significant parts of the plan are located by page number and subsection of the plan.

____ 2. Foreword/Preface/Introduction

Provide a foreword, preface or introduction that explains why the plan was developed and how the plan is to be used.

____ 3. Letter of Approval

A dated letter of promulgation or resolution from the governing board.

____ 4. Legal Rationale of Plan

Provide authorities for the plan and its development.

_____ **5. Standardized Emergency Management System (SEMS) based Emergency Organization**

Identify agency roles and responsibilities during disaster situation, include an emergency organization chart. Indicate how the jurisdiction fulfills the five SEMS sections (Management, Plans/Intelligence, Operations, Logistics, Finance/Administration).

_____ **6. SEMS**

Indicate how the jurisdiction coordinates between the different SEMS levels (field, local, operational areas, region, state), how information is exchanged, how and when multi/inter-agency coordination and unified command are used. The Operational Area agreement should also be referenced; and the plan should indicate who performs the Operational Area responsibilities.

_____ **7. Mutual Aid**

General description of mutual aid.

_____ **8. Standard Operating Procedures (SOP) Development**

Ensure emergency response agencies develop and maintain SOPs. Indicate in the plan the relationship and purpose of SOPs to the plan.

_____ **9. Summarize the Jurisdictional Hazard Analysis.**

A description of potential hazards. This could be in a narrative with maps, schematic, or matrix indicating severity potential, affected population estimates, frequency, and geographical characteristics of the jurisdiction. This and other relevant information should be included to provide a rationale for prioritizing emergency preparedness actions for specific hazards.

10. Dam Safety Concerns

If there are dams in the area, the plan should have, or reference inundation maps that indicate what areas could flood, the time the flood wave arrives at specific locations and when the water will recede. Operational information necessary to carry-out an evacuation of all potentially flooded areas should be indicated for each dam. This information required for each dam should include shelter locations, location of critical facilities such as government center hospitals, nursing homes, schools, day care centers, etc. Each dam evacuation plan should also indicate other facilities with large concentrations of disabled persons or persons that lack their own transportation, or requiring special assistance.

11. Other Hazards Specific to the Jurisdiction

Since the Oklahoma City bombing the threat of domestic terrorism has gained the interest of emergency managers. Most of the State is prone to damages from earthquakes. Some coastal jurisdictions could be affected by tsunamis. Some alpine areas of the State are prone to avalanches and some to volcanic activity. The EOP should address response activities that are specific to all hazards that pose a threat to the jurisdiction.

12. Continuity of Government.

Provide persons by position to succeed key government officials and members of the emergency management organization. Also indicate the level and duration of authority these individuals would assume.

13. Alternate Government Facilities

Indicate an alternate seat of government to serve as government offices for performing day-to-day functions and a facility that could serve as an alternate emergency operations center (EOC)

____ **14. Vital Record Retention**

Indicate how vital records are to be protected in the event of a disaster. Most data storage systems have a back-up system. Identify the system, archiving schedules, and who has responsibility for its maintenance.

____ **15. Emergency Plan Maintenance and Distribution**

Who maintains the emergency plan? What is the process? Detail schedules for modifications, revision list, distribution list, and who has responsibility for ensuring the plan is kept up-to-date.

____ **16. Americans with Disabilities Act**

Identify in the plan how shelter facilities, evacuation/movement, warning, etc. procedures accommodate the provisions of the Americans with Disabilities Act.

____ **17. Training and Exercises**

Briefly describe the training and exercise programs for the jurisdiction, including who has personal responsibility for the programs. Training should include EOP orientation, SEMS training, a full-scale exercise, and other training as deemed necessary.

____ **18. Plan Concurrence**

Provide evidence that the assigned emergency agencies are in agreement with how the plan describes their tasks. This may be in the form of a letter of concurrence or a sign-off sheet.

Initial Response Features

____ **19. Field (ICS)/EOC Interface**

Describe the direction and control relationship between the field responders (ICS) and the EOC. This should include the reporting of pertinent information.

____ **20. Emergency Responder Notifications**

Include methods to contact emergency response personnel during normal and after-hours. This may be in the form of an alert list.

____ **21. Use of the field Incident Command System (ICS)**

The plan must indicate how ICS will be used in the field. This should include the interface between the field Incident Command Post and the EOC. It should also indicate methods of integrating state and federal field activities into local emergency management operations.

____ **22. Involvement of special districts, private and non-profit agencies**

Identify emergency responsibilities of special districts, private and volunteer agencies, and their roles in the EOC, REOC, Incident Command Post, or other emergency facility.

____ **23. Field coordination with Department Operations Centers (DOCs) and EOCs**

The plan should include the use, and coordination, of DOCs and how they fit into the emergency management organization.

Emergency Operations Centers

____ **24. Activation/Deactivation of EOC**

Indicate how, when, and by whom, the Emergency Operations Center will be activated and deactivated.

____ **25. Primary and Alternate EOC**

Indicate the location of both the primary and alternate EOC and what conditions would cause the alternate EOC to be activated.

____ **26. Emergency Operations Center Organization**

Describe the roles and responsibilities of agencies and departments in the EOC, including who is responsible for ensuring the readiness of the EOC.

____ **27. EOC Coordination**

Indicate how the EOC will coordinate and communicate with field units, operational areas, regions, and other entities, including the use of the Response Information Management System (RIMS).

____ **28. Emergency Declarations**

Indicate the purpose and process of emergency declarations (include samples).

SEMS Functional EOC Checklists

____ **29. Management Section**

Checklist should include the following activities and responsibilities:

- Overall EOC management
- Public Information assignment
- Identification of a media center
- Rumor control
- Public inquires • Provision for public safety communications and policy
- Identification of a Safety Officer
- Facility security
- Agency liaison
- State/federal field activity coordination

____ **30. Operations Section**

Checklist should include the following activities and responsibilities:

- General warning
- Special population warning
- Authority to activate Emergency Alert System
- Inmate evacuation
- Traffic direction and control
- Debris removal
- Evacuation
- Evacuation and care for pets and livestock
- Access control
- Hazardous materials management
- Coroner operations
- Emergency medical care
- Transportation management
- Crisis counseling for emergency responders
- Urban search and rescue
- Disease prevention and control
- Utility restoration
- Flood operations

- Initial damage assessments
- Safety assessments
- Shelter and feeding operations
- Emergency food and water distribution

31. Planning/Intelligence Section

Checklist should include the following activities and responsibilities:

- Situation status
- Situation analysis
- Information display
- Documentation
- Advance planning
- Technical services
- Action planning
- Demobilization

32. Logistics Section

Checklist should include the following activities and responsibilities:

- Field incident support Communications support
- Transportation support
- Personnel

- Supply and procurement
- Resource tracking
- Sanitation services
- Computer support

33. Finance/Administration Section

Checklist should include the following activities and responsibilities:

- Fiscal management
- Time-keeping
- Purchasing
- Compensation and claims
- Cost recovery
- Travel request, forms, claims

Recovery Operations

34. General Overview

Include a general recovery concept of operations.

35. Organization

Provide a description of the recovery organization along with a diagram.

36. Damage Assessment

Describe the damage assessment organization and responsibilities.

37. Documentation

Describe the documentation process.

_____ **38. After-action Reports**

Include the OES After-Action Questionnaire.

_____ **39. Disaster Assistance**

Describe the different programs, their purpose, restrictions, and application process. Include Public Assistance, Individual Assistance, and Hazard Mitigation Grant programs.

Hazardous Materials Area Plan

_____ **40.** Incorporate or reference the Hazardous Materials Area Plan requirements into the emergency plan.

Area Plan Requirements - Emergency Response Procedures

_____ **a.** In the hazardous materials response plan include procedures and protocols for emergency rescue personnel which address: guidelines for approach, recognition, and evaluation of releases.

_____ **b.** Identify in the plan monitoring and decontamination guidelines for emergency response personnel and equipment.

_____ **c.** Document pre-incident surveys of business sites by first responders, if necessary.

_____ **d.** Include in the area plan procedures to access local, state, and federal, funding and emergency response assistance.

_____ **e.** Provide in plans methods to access state approved and permitted hazardous waste disposal facilities and emergency response contractors.

- _____ **f.** Document the use of an integrated response management system providing standardized organizational structure, terminology, and procedures for use during any release or threatened release of hazardous materials.
- _____ **g.** Identify in the plan procedures for notification of and coordination with emergency response personnel, such as, but not limited to, law enforcement, fire service, medical and public health services, poison control centers, hospitals, and resources for the evacuation, reception and care of evacuated persons.
- _____ **h.** Provide in the plan procedures for utilizing alternative forms of emergency communications (such as amateur radio services) in the event of a loss of primary communications.
- _____ **i.** Include a responsibility matrix or listing of specific emergency responsibilities of responding organizations. This matrix or listing shall be developed in coordination with the listed responding organizations.
- _____ **j.** Include procedures for notifying the Office of Emergency Services of any incidents.

Area Plan Requirements - Training

- _____ **k.** Identify in the plan procedures for training emergency responders in the following areas:
- First responder
 - Health and safety
 - Use of emergency response equipment and supplies
 - Accessing mutual aid
 - Hospital care of contaminated persons

- Monitoring and decontamination of personnel and equipment
- First-aid procedures for hazardous materials releases
- Public notification
- Critical incident stress briefings
- Personnel training documentation

Exercises with business representatives and emergency responders

Area Plan Requirements - Public Safety Information

_____ ***l.*** Include site security during releases of hazardous materials.

_____ ***m.*** Include provisions for informing business personnel and the affected public of safety procedures to follow during a release or threat of release.

_____ ***n.*** Include procedures for public releases over the local Emergency Broadcast System.

_____ ***o.*** Document methods for notifying medical and health facilities of the nature of the incident, and the substance(s) involved should be documented.

_____ ***p.*** Identify procedures for assessing the need for evacuation, to include plume models.

_____ ***q.*** Indicate how centralized coordination of emergency response occurs, to include all disciplines.

_____ ***r.*** Identify public notification procedures with safety instructions to be used in the event of a threatened or actual release of hazardous materials.

_____ **s.** Plans should include properties of hazardous materials, such as quantity, concentration, vapor pressure, density, and potential health affects for each site.

_____ **t.** Provide for each site possible release scenarios.

_____ **u.** Provide for each site: facility characteristics, topography, meteorology, and demography of potentially affected areas.

_____ **v.** Indicate for each site ingress and egress routes with alternatives.

_____ **w.** Provide for each site location of medical resources trained for hazardous material response, mass care facilities, reception areas, sheltering and procedures for post-emergency population recovery.

Area Plan Requirements - Supplies and Equipment

_____ **x.** Area plans shall contain a listing and description of available emergency response equipment specific to hazardous materials response. This shall include a program for testing this equipment on a regular basis.

Area Plan Requirements - Incident Critique and Follow-up

_____ **y.** Area plans need to describe critique and follow-up procedures for major incidents of hazardous materials release or threat of release.

Appendices

_____ **41. References**

Identify the references used in developing the plan.

_____ **42. Resources**

Identify sources for materials and supplies internally and externally.

_____ **43. Glossary of Terms**

Provide a glossary that includes all the terms used throughout the plan.

_____ **44. Contact List**

Include a list of agencies and personnel not internal to the organization but critical to emergency operations.

_____ **45. SEMS Supporting Documentation**

Include material necessary to self-certify compliance with SEMS. This should include evidence of training, planning, exercises, and performance.