

City of Scotts Valley

Emergency Operations Plan



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Scotts Valley, CA 95066
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EMERGENCY USE OF THIS PLAN

Step 1

- Turn to **APPENDIX 1** - EOC Assignments.
- Determine Your EOC Position Assignment.

Step 2

- Turn to **Section 2** - Emergency Operations Center.
- Set up the EOC based on **Page 67** - EOC Activation Checklist.
- Lay out EOC based on **Page 65** - EOC Layout.

Step 3

- Noting your EOC Assignment, refer to Checklists in **Section 3** and the **Appendices** and **Annexes** Sections for supplemental information as you assume emergency response duties.

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SECTION 1

THE EMERGENCY OPERATIONS PLAN

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CITY OF SCOTTS VALLEY EMERGENCY OPERATIONS PLAN

Promulgation

Letter of Promulgation

The preservation of life, environment, and property is an inherent responsibility of local, state, and federal government. The City of Scotts Valley has prepared this emergency operations plan to ensure the most effective and economical allocation of resources for the maximum benefit and protection of the community in time of emergency.

While no plan can completely prevent death and destruction, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses. This plan establishes the emergency organization, assigns tasks, specifies policies, and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS). The plan also meets requirements established by the National Incident Management System (NIMS).

The objective of this plan is to incorporate and coordinate all agencies and personnel of the City into an efficient organization capable of responding to any emergency.

This emergency operations plan is an extension of the *California Emergency Plan*. It will be reviewed, exercised periodically, and revised as necessary to meet changing conditions.

The City Council gives its full support to this plan and urges all officials, employees, and citizens, individually and collectively, to do their share in the total emergency effort of the City of Scotts Valley.

Concurrence of this promulgation letter constitutes the adoption of the Standardized Emergency Management System and the National Incident Management System by the City of Scotts Valley. This emergency operations plan will become effective on approval by the City Council.

Steve Ando
City Manager
Director of Emergency Services

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The Emergency Operations Plan

The Emergency Operations Plan addresses the City'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 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 Plan:

- Conforms to the State mandated Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), and effectively structures emergency response at all levels in compliance with the Incident Command System (ICS).
- Establishes response policies and procedures, providing the City 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.

Requirements

The Plan meets the requirements of The State'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 personnel and departments in post-incident damage assessment and After Action reporting requirements.

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Purpose & Scope

Purpose

The Purpose of the Emergency Operations Plan is to protect the safety and welfare of the citizens, as well as all employees and visitors in the City of Scotts Valley.

Scope

The Scope encompasses a broad range of major emergencies. Such incidents include earthquakes, hazardous materials events, snow emergencies, flooding, terrorist acts and wildfires. Also included are procedures for emergencies that may or may not require the full or partial activation of the City's Emergency Operations Center (EOC), which will coordinate with other local jurisdiction's Emergency Operation Centers.

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Assumptions

Assumptions of the Plan include:

- Incidents mean an occurrence or event (natural, technological, or human-caused), that requires a response to protect life, property, or the environment (e.g., major disasters, emergencies, earthquakes, terrorist attacks, terrorist threats, civil unrest, wildland and urban fires, floods, hazardous materials (HAZMAT) spills, aircraft accidents, winter storms, tsunamis within the region, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.
- Incidents may occur at any time with little or no warning in the context of a general or specific threat or hazard, and they may involve single or multiple geographic and jurisdictional areas.
- All incidents begin and end locally and are typically managed at the lowest possible geographic, organizational, and jurisdictional level.
- Government at all levels must continue to function under all threats, emergencies, and disaster conditions.
- Local governments possess varying levels of capabilities, plans, procedures, and resources to provide for the safety and welfare of their people. They also vary in their capacity to protect property and the environment in times of emergency or disaster.
- Incidents may cause significant alterations and damage to the environment resulting in numerous casualties and fatalities, displaced individuals, property loss, disruption of normal life support systems, disruption of essential public services, and damage to basic infrastructure.
- Incidents pose a challenge for the whole community but specifically the special needs population which includes children, individuals with disabilities and others with access and functional needs, diverse communities, the elderly, and people with limited English proficiency. These groups may be lacking in resources such as food, shelter, and transportation.
- Emergency efforts will enable people with disabilities to evacuate, use emergency transportation, stay in shelters, and participate in all emergency and disaster related programs.

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- Incidents may attract a sizeable influx of independent, spontaneous volunteers and supplies and may require prolonged, sustained incident management operations and support activities.
- Individuals, community based organizations, and businesses will offer services and support in time of disaster.
- The greater the complexity, impact and geographic scope of an emergency, the more multiagency coordination will be required.

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Objectives

The objectives of the Plan are to:

- Protect the safety and welfare of the overall community, as well as the employees of the City of Scotts Valley.
- Provide for a safe and coordinated response to emergency situations.
- Protect the City's facilities and properties.
- 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's Emergency Operations Center (EOC), as well as other city and County Emergency Operation Centers.

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Standardized Emergency Management System (SEMS)

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 (Cities and Special Districts)
- Operational Area (County)
- 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 and special districts must use SEMS to be eligible for funding of their personnel related costs under State Disaster Assistance programs.

Purpose of SEMS

SEMS has been established to provide an effective response to multi-agency and multi-jurisdiction emergencies in California. By standardizing key 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.

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Organizational / Response Levels and Activation Requirements

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

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.

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 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.

Operational Area Level

Under SEMS, the Operational Area means an intermediate level of the State's emergency services organization which encompasses the County and all political subdivisions located within the County. 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 the 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 decision on organization and structure within the Operational Area is made by the governing bodies of the county and the political subdivisions with the county.

In Santa Cruz County, the emergency management organization of each incorporated city and each special district is responsible for coordination and direction of response and recovery operations within their respective jurisdictions, while the County Office of Emergency Services 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.

The County is the Operational Area, and will be the focal point for information transfer and support requests by cities within the County. The County Administrator is in charge

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of the Operational Area. In the event of a major disaster, the County emergency organization will operate under a Unified Command Structure.

Regional Level

Because of its size and geography, the state has been divided into three Regions. The purpose of the Regions is to provide for the more effective application and coordination of mutual aid and other emergency related activities. Scotts Valley is in the Coastal Region, which has its Regional Emergency Operations Center (REOC) in Walnut Creek. In SEMS, the regional level manages and coordinates information and resources among operational areas within the Region, and also between the Operational Areas and the State level. The regional level also coordinates overall State agency support for emergency response activities within the Region.

State Level

The State level of SEMS manages state resources in response to the emergency needs of the other levels, and coordinates mutual aid among the Regions and the State. The State level also serves as the coordination and communication link between the State and the federal disaster response system.

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.

Essential Management Functions

SEMS has five essential functions adapted from ICS. Field Response uses the five primary ICS functions: Command, Operations, Planning / Intelligence, Logistics and Finance / Administration. In an Emergency Operations Center at local government, Operational Area, and Regional / State levels, the term Management is used instead of Command. The titles of the other functions remain the same at all levels.

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.

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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.

After Action Reporting

After Action Reports are required by the National Incident Management System any time the Emergency Operations Center is activated. The Director and the Emergency Manager will ensure that all responsible persons, Section Chiefs, Unit Leaders attend a critique or "Hot Wash" within 48 hours of the closing of the operation. As a result of this meeting, individual reports will be submitted no later than 30 days after the closing of the EOC. The reports must include Corrective Actions, including who is responsible for the actions and when they are to be completed. A copy of the After Action Report must be sent to the California Emergency Management Agency (Regional Office) within 90 days of the EOC deactivation.

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.

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.

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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.

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.

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 rapidly 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.

Resources Management

In ICS, resource 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.

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 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 than at the field response level.

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Mutual Aid

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.

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.

Mutual Aid Coordinators

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. 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.

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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, the 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 districts, municipal, and private agencies. Mutual aid arrangements may include both governmental and private agencies.

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.

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 National Response Framework 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.

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Staging Areas: Temporary locations at an incident where personnel and equipment are kept while awaiting tactical assignments.

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.

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 governments 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.

Single Jurisdiction Incident - Local Government Requires 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 and special districts notify the Operational Area. 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 and special districts retain responsibility for managing the response.

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Operational Area: Operational Area emergency management staff and Mutual Aid coordinators locate and mobilize resources requested by local government or special districts. 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.

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 (DOCs), or the EOC.

Local Government: Supports Incident Commanders with available resources. Local governments activate their Emergency Operations Centers and notify the Operational Area lead agency. Resources are requested through Operational Area emergency management staff and Mutual Aid Coordinators. Local governments retain 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 and special districts. Mutual Aid Coordinators go to the EOC or send representatives depending on circumstances. Resources not available within the Operational Area are requested through the California Office of Emergency Services Regional Administrator and Regional Mutual Aid Coordinators.

Regional: The California Office of Emergency Services Regional Administrator activates the Regional Emergency Operations Center (REOC) and notifies headquarters. The Regional Administrator and Regional Mutual Aid Coordinators locate and mobilize resources requested by the Operational Area.

State: State Operations Center is activated. The California Office of Emergency Services staff monitors the situation.

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 (DOCs), or EOCs.

Local Government: 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

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the field response, and request assistance through the Operational Area. Local governments and special districts retain responsibility for managing the response within their jurisdictions.

Operational Areas: Lead agency activates Emergency Operations Center and notifies the California Office of Emergency Services 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, requests additional resources through the REOC and Regional Mutual Aid Coordinators, and provides overall situation information to local governments and special Districts.

Regional: The California Office of Emergency Services 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: The 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 California Office of Emergency Services REOCs to assist in resource mobilization. State agency department operations centers are activated. If needed, federal assistance is requested using the National Response Framework. The SOC continuously monitors the situation.

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Authorities and References

City of Scotts Valley Municipal Code

Chapter 2.48

Section 2.48.010

The declared purposes of this chapter 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 a disaster and to provide for the coordination of the civil defense and disaster functions of this city with all other public agencies and affected private persons, corporations and organizations. Any expenditures made in connection with such civil defense and disaster 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. (Ord. 31 § 1, 1969)

2.48.020 - Definitions. Added

- A. Civil Defense. As used in this chapter, the term "civil defense" means preparation for and carrying out of all emergency functions, other than functions for which military forces are primarily responsible, to prevent, minimize, and repair injury and damage resulting from disasters. It shall not include, nor does any provision of this chapter apply to any condition relating to a labor controversy.
- B. Disaster. As used in this chapter, the term "disaster" means actual or threatened enemy attack, sabotage, extraordinary fire, flood, storm, epidemic, riot, earthquake or other similar public calamity. (Ord. 31 § 2, 1969)

2.48.030 - Council membership. Added

The Scotts Valley civil defense and disaster council is created and shall consist of the following:

- A. The mayor, who shall be chairman;
- B. The director of civil defense and disaster, who shall be vice-chairman;
- C. The deputy director appointed by the director of civil defense with the advice of the council who, under the supervision of the director, shall develop civil defense and disaster plans and organize the civil defense and disaster program of this city, and shall have such other duties as may be assigned by the director;

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- D. Such assistant directors and chiefs of civil defense and disaster departments, services or divisions as are provided for by resolution pursuant to this chapter;
- E. Such representatives of civic, business, labor, veterans, professional or other organizations having an official group or organization civil defense and disaster responsibility as may be appointed by the mayor with the advice and consent of the city council. (Ord. 31 § 3, 1969)

2.48.040 - Council. Added

It shall be the duty of the Scotts Valley civil defense and disaster council, and it is empowered, to review and recommend for adoption by the council, civil defense and disaster 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 civil defense and disaster council shall meet upon call of the chairman or, in his absence from the city or inability to call such meeting, upon the call of the vice-chairman. (Ord. 31 § 4, 1969)

2.48.050 - Director of civil defense and disaster - Powers and duties. Added

There is created the office of director of civil defense and disaster. Such officer shall be appointed by the mayor with the advice and consent of the city council.

The director is empowered to:

- A. Request the council to proclaim the existence or threatened existence of a disaster or an emergency and the termination thereof if the council is in session, or to issue such proclamation if the council is not in session, subject to confirmation by the council at the earliest practicable time;
- B. Request the governor to proclaim a state of disaster or a state of extreme emergency when, in the opinion of the director, the resources of the area or region are inadequate to cope with the disaster;
- C. Control and direct the effort of the civil defense and disaster organization of this city for the accomplishment of the purposes of this chapter;
- D. Direct coordination and cooperation between divisions, services and staff of the civil defense and disaster organization of this city, and to resolve questions of authority and responsibility that may arise between them;
- E. Represent the civil defense and disaster organization of this city in all dealings with public or private agencies pertaining to civil defense and disaster. (Ord. 31 § 5, 1969)

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2.48.060 - Powers of director. Added

In the event of the proclamation of a disaster or emergency as herein provided, or the proclamation of a state of disaster or a state of extreme emergency by the governor or the director of the California Disaster Office, the director is hereby empowered to:

- A. Make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such disaster; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the city council.
- B. Obtain vital supplies, equipment and such other properties found lacking and needed for the protection of the life and property of the people, and bind the city for the fair value thereof, and if required immediately, to commandeer the same for public use;
- C. Require emergency services of any city officer or employee and, in the event of the proclamation of a state of disaster or a state of extreme emergency by the governor in the region in which this city is located, to command the aid of as many citizens of this community as he thinks 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 civil defense and disaster service volunteers;
- D. Requisition necessary personnel or material of any city department or agency;
- E. Execute all of his ordinary powers as required by his official position within the city, all of the special powers conferred upon him by this chapter or by resolution adopted pursuant thereto, all powers conferred upon him by any statute, agreement approved by the city council, or by any other lawful authority, and in conformity with Section 38791 of the Government Code, to exercise complete authority over the city and to exercise all police power vested in the city by the constitution and general laws.
(Ord. 31 § 6, 1969)

2.48.070 - Civil defense and disaster organization. Added

All officers and employees of this city, together with those volunteer forces enrolled to aid them during a disaster, and all groups, organizations and persons who may by agreement or operation of law, including persons pressed into service under the provisions of subsection C of Section 2.48.060 of this chapter, be charged with duties incident to the protection of life and property in this city during such disaster, shall constitute the civil defense and disaster organization of the City. (Ord. 31 § 7, 1969)

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2.48.080 - Divisions, services and staff of the organization. Added

The functions and duties of the civil defense and disaster organization shall be distributed among such divisions, services and special staff as the City Council shall prescribe by resolution. The council shall, concurrently with the adoption of the ordinance codified in this chapter, adopt a resolution setting forth the form of organization, establishment and designation of divisions and services, the assignment of functions, duties and powers, and the designation of officers and employees. Insofar as possible, the form of organization, titles and terminology shall conform to the recommendations of the civil defense and disaster agencies of the federal government and the State of California. (Ord. 31 § 8, 1977)

State of California

California Government Code, Section 3100, Title 1, Division 4, Chapter 4

States that public employees are Disaster Service Workers (DSW), 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, special district, or state agency, 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.

The 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 California Emergency Plan.

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Definitions

Incidents, Emergencies, and Disasters

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

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

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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, and 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.

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Response Levels

Response Levels are used to describe the type of event:

Area(s) affected and extent of coordination or assistance needed, and degree of participation expected from the City.

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 declared. 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.

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.

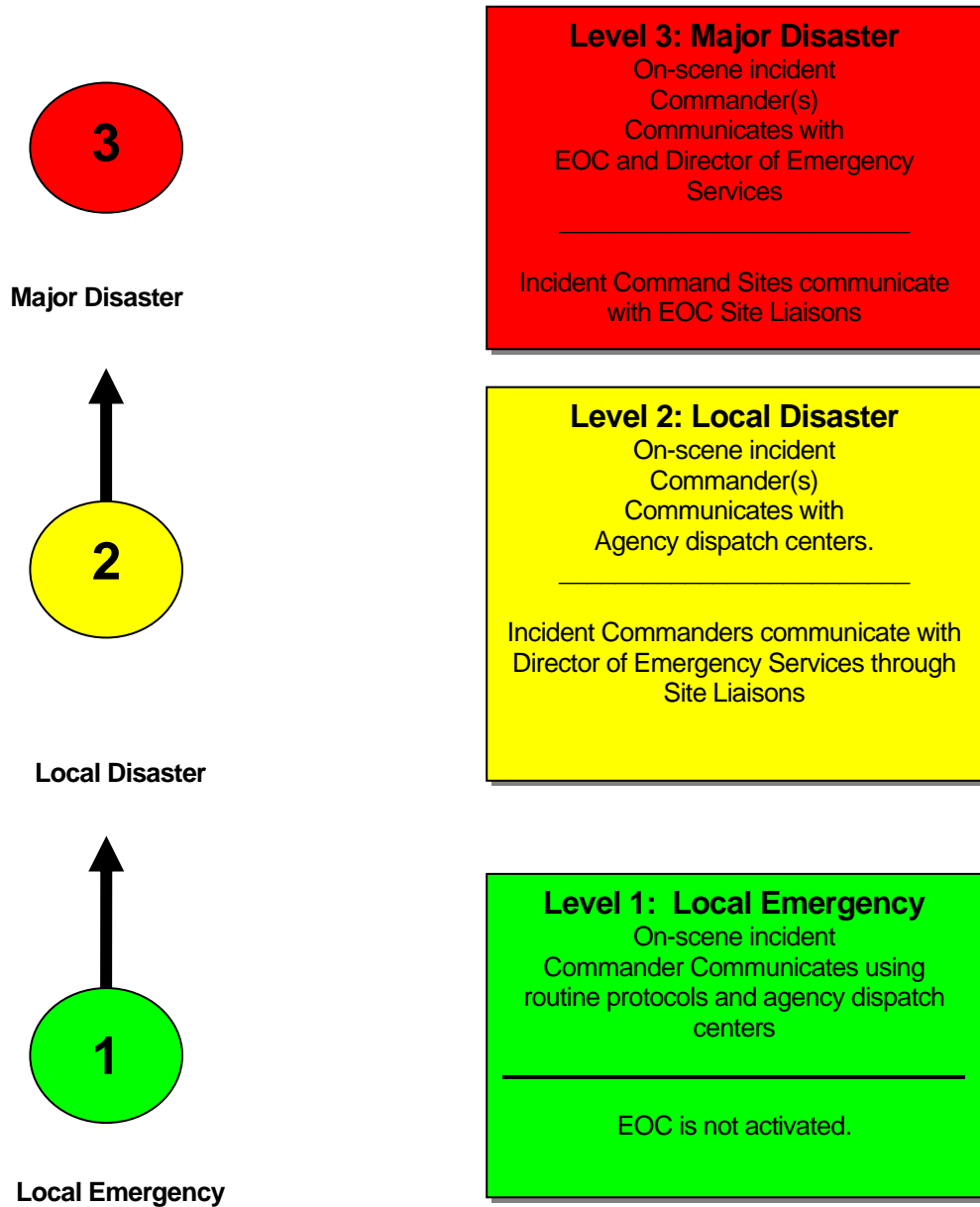
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Response Level 3 - Major Disaster

City and other local resources are overwhelmed, and the City declares a State of Emergency because 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.

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Response Level Diagram



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Emergency Phases

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.

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.

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 should review this document, its procedures and checklists, that detail personnel assignments, policies, and resource lists. Personnel should be acquainted with these SOPs and checklists and periodically should be trained in activation and execution.

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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.

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.

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Emergency Proclamations

Local Emergency

A Local Emergency may be proclaimed by the City Council, or by the City Manager, as specified by the California Government Code. A Local Emergency declared by the City Manager must be ratified by the City Council within seven days. The Council must review the need to continue the declaration at least every fourteen days until the Local Emergency is terminated.

The Local Emergency must be terminated by resolution as soon as conditions warrant. Declarations are normally made when there is a threat or an actual disaster or extreme peril to the safety of persons and property within the city, caused by natural or human created situations.

The declaration of a Local Emergency provides the City Council 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: Article 17 of the Emergency Services Act provides for certain privileges and immunities.)

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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 human-caused incidents.
- The Governor is requested to do so by local authorities.
- The Governor finds that local authority is inadequate to cope with the emergency.

When the Governor declares a State of Emergency:

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any city or county.
- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the State by the Constitution and the laws of the State of California within the designated area.
- Jurisdictions may command the aid of citizens as deemed necessary to cope with the emergency.
- The Governor may suspend the provisions of orders, rules, or regulations of any state agency, any regulatory statute, or statute prescribing the procedure for conducting state business.
- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of the office.
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

State of War Emergency

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

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

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Sample Proclamation

**PROCLAMATION DECLARING THE EXISTENCE
OF A LOCAL EMERGENCY**

WHEREAS, Section 2.48.050 of the Scotts Valley Municipal Code allows the Director of Emergency Services to proclaim the existence or threatened existence of a local emergency when said City area is affected or likely to be affected by a public calamity and the City Council is not in session; and

WHEREAS, the Director of Emergency Services of Scotts Valley does hereby find:

That conditions of extreme peril to the safety of persons and property have arisen within the City, as a result of:

_____ ;

And that the City Council of Scotts Valley is not in session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout the City; and

IT IS FURTHER PROCLAIMED AND ORDERED that a copy of this declaration be forwarded to the Governor of California with the request that he proclaim a State of Emergency for Scotts Valley, and further that the Governor request a Presidential Declaration; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions and duties of the emergency services organization of this City shall be those prescribed by law, by ordinances and resolutions of this City, and by the Scotts Valley Emergency Operations Plan.

BY: _____

DIRECTOR OF EMERGENCY SERVICES

Date: _____ Time: _____

Attest: _____

City Clerk

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Hazard Vulnerability Assessments / Risk Analyses

Hazard Risks

The City of Scotts Valley recognizes that the planning process must address each hazard that threatens the City. Scotts Valley is vulnerable to a wide range of threats. There are three broad categories of hazards: natural, technological or human-caused, and national security.

The City of Scotts Valley, with its varying topography and mix of urban and semi-rural areas, is subject to a wide variety of negative impacts from natural and technological hazards. The natural hazards and technological or man-made hazards that confront the City of Scotts Valley are as follows:

Natural Hazards

- Earthquakes
- Floods
- Wildland fires
- Landslides
- Extreme weather and storms

Technological and Human-Caused Hazards

- Hazardous materials (HazMat)
- Major vehicle accident
- Airplane crash
- Civil disturbance
- Terrorism

A hazard matrix that outlines each of these hazards and identifies their likelihood of occurrence and its severity is listed on the next page.

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Likelihood of Occurrence

Severity

| Hazard | Infrequent | Sometimes | Frequent | Low | Moderate | High |
|------------------------|-------------------|------------------|-----------------|------------|-----------------|-------------|
| Earthquake M<5 | | X | | X | | |
| Earthquake M>5 | X | | | | | X |
| Wildland Fire | | X | | | X | X |
| Floods | | X | | X | X | |
| HazMat | | X | | X | X | X |
| Landslides | | X | | X | X | |
| Civil Disturbance | X | | | X | | |
| Extreme Weather | | | X | X | X | X |
| Aircraft Crash | X | | | X | X | X |
| Major Vehicle Accident | | | X | X | X | |
| Terrorism | X | | | | X | X |

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Additional Information Regarding Hazards within the City

Earthquakes

The Scotts Valley planning area is relatively close to four major fault zones. These fault zones are the San Andreas Fault zone, located approximately five miles to the northeast of the Planning Area, the Zayante Fault Zone, located to the north within 1.5 miles of the planning area, the Butano Fault Zone, located approximately four miles to the north; and the Ben Lomond Fault Zone, approximately one mile to the southeast. Based upon the major historic earthquakes which have occurred along these faults, each is considered active or potentially active, except the Ben Lomond Fault for which insufficient data exists to determine its activity. A relatively short fault (1.5 miles), the Bean Creek Fault is located along the lower portion of Bean Creek between Mt. Hermon Conference Center and the Scotts Valley planning area. There is insufficient data to classify its activity.

| 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. |

Both the Zayante Fault and Butane Fault are considered potentially active and capable of producing major earthquakes of magnitude 7.4 and 6.4 on the Richter Scale, respectively. Both faults exhibit evidence of activity and are tied into the San Andreas Fault system.

The Ben Lomond Fault, according to the County Seismic Safety Element, shows evidence of activity during recent geological history, but it is unclear what potential seismic safety hazards this fault could create. Since science has not yet developed a reliable system for earthquake forecasting, we must assume that some earthquake activity can be expected in the future from these active or potentially active faults.

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Nature of Seismic Hazards

Seismic hazards can be divided into five basic categories: faulting or ground rupture, ground shaking, liquefaction, seismic slope failure, and seismically induced water waves (tsunamis). Faulting and ground rupture occur when one side of a fault moves during an earthquake horizontally or vertically in relation to the earth on the other side. The earth's surface may also rupture but that does not happen every time a fault moves. Structures placed over a fault stand a high possibility of failure should faulting and ground rupture occur. There is no indication that surface rupture is a hazard in the planning area because no faults are known to traverse it.

The second category of seismic hazard is ground shaking. Ground shaking is vibration of the ground caused by earthquakes and often results in damage to structures. The extent of damage depends on: characteristics of underlying soils and rocks, design and configuration of the structure, quality of materials and workmanship used in construction, location of epicenter and magnitude of the earthquake, and duration and character of the ground motion. Damage to structures due to ground shaking may occur if tall, multi-story buildings are located on deep saturated soils and if the periods of vibration of the structures and the ground are similar. Potential for damage to buildings is generally minimized for well-constructed, single-story wood-frame buildings. Of all the hazards associated with major earthquakes, ground shaking will have the most pervasive impact in the planning area. Alluvium is highly responsive to ground shaking.

Much of the present development along Scotts Valley Drive and Mt. Hermon Road is located on alluvium and therefore will be subject to strong shaking during a major earthquake. Shaking often will trigger landslides, particularly on slopes of 15% or greater. Maps of ground shaking hazards in the planning area are unavailable.

Ground shaking may cause liquefaction of recent alluvial and terrace deposits. Liquefaction occurs when non-cohesive surface or subsurface materials are saturated and become liquid-like under the influence of ground shaking. This may result in ground failure. The longer the shaking, the greater the potential for ground failure.

The alluvial deposits of the planning area have a moderately low potential for liquefaction except for younger alluvium found predominately along creeks and other water courses; these have a moderate potential for liquefaction.

Seismic Slope failure is the third category of seismic hazard and includes earthquake caused slope failure, landslide and liquefaction. The severity of this hazard depends on the duration and intensity of shaking, location and magnitude of the quake, and the characteristics and condition of the ground at the time. The longer the shaking, the greater the potential for ground failure. Lurch cracking and lateral spreading are other types of slope failure. Lateral spreading occurs along

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creek banks or the open side of fill embankments. Slope failure and landslides due to earthquakes involve the movement of rock, soil, mud and debris. They range from minor slides to major landslide involving millions of cubic yards. Steep slopes found in the City favor such mass movements. Landslides may occur as an effect of a nearby moderate to major earthquake. Because this information is general, site specific studies must be made to identify landslide hazards that may exist at any one location. Down slope movement may be rapid or so slow that a change of position can be noted only over a period of weeks or years. A landslide can range from several square feet to several square miles in area. Damage to structures can range from slight to total destruction.

Conditions that contribute to landslide occurrence in the planning area include: loose and weakly consolidated soils or rock; steep slopes; amount, intensity, and volume of rainfall; poor drainage and erosion. Humans often contribute to slope instability by inappropriate or poorly engineered grading, removal of vegetation, and alteration of surface and subsurface water conditions. In some situations, septic tanks and landscape watering can increase the landslide potential by saturating slopes. As previously indicated, seismic shaking can also trigger landslides.

Hazards due to erosion are difficult to separate from flooding and landsliding hazards. In some cases, erosion is a result of flood and landslide conditions; in others, prolonged erosion can cause rapid water runoff and landsliding. Erosion is a natural process caused by wind, water and gravitational forces. This process generally creates two problems: removal of soil from one site and its subsequent deposit in another.

The final category of seismic hazard is the seismic sea wave, or tsunami, which would not affect Scotts Valley.

Flood Hazards

The Scotts Valley planning area is subject to flood hazards resulting from heavy rainfall, causing the overflow of stream courses. Scotts Valley is principally drained by Carbonara Creek, which begins 1.3 miles north of the City limits. The creek runs through the City parallel to Highway 17, and eventually joins Branciforte Creek in the City of Santa Cruz. The creek has two main tributaries in Scotts Valley: Camp Evers Creek runs south of Mt. Hermon Road; West Branch Creek runs east of Glenwood Drive. All three creeks have been altered by road development, bridges and culverts.

The most recent recorded storm damage occurred in January 1982. Carbonara Creek and Camp Evers Creek both experienced significant bank erosion. Bridges were washed out on Carbonara Creek, and west Branch Creek flooded when it clogged with silt and debris.

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Insufficient channel capacity to handle peak flood flows, obstructions (such as vegetation or structures) in the stream channel, and poor land use practices can increase flood potential. Runoff occurs when storms of high intensity and/or long duration exceed the soil's ability to absorb water. Runoff rate and volume is also influenced by slope and vegetative cover. The greater the slope, the less chance rainfall has to infiltrate into the soil. Infiltration potential is enhanced by vegetation which serves to reduce the velocity of raindrops striking soil surfaces. In undeveloped areas where there are fewer streets and structures, absorption levels can be excellent. In intensely developed areas where streets, parking lots, and structures cover much of the ground surface, absorption is extremely low because these materials are impermeable.

Urban development conditions contribute to erratic runoff rates and flooding in areas where there is an inadequate storm drainage system. When the capacity of storm drains is exceeded, flooding occurs. Development in these flood-prone areas increases hazards to life and property.

Scotts Valley revised the Storm Drainage Master Plan in December 1989. The plan recognized both natural flood hazards and an increased need for adequately sized drainage facilities. Both in-stream and off-stream drainage facilities were identified, coded and prioritized for both private and public properties. In addition to flood control improvements, the Federal Flood Insurance Program makes flood insurance available to residents and businesses in flood hazard areas after the hazards, of flooding are estimated. Insurance rates vary according to the expected severity of the hazard. In order to participate in the program, however, a community must regulate development in the hazard area so as not to increase the hazard. The City regulates flood hazards by requiring the floor elevation of new development to be at least 1.0 foot above the 100-year flood height and preventing development which may cause floodwaters to flow at hazardous velocities (for instance, by narrowing the channel). The 100-year flood hazard area was mapped by FEMA on Flood Insurance Rate Maps in 1983. These maps are available in the Public Works and Planning departments and are used to indicate the necessity for special review prior to project approval.

Fire Hazards

Any fire, regardless of size or location, poses a threat to life and property until it is contained or controlled. It must be recognized that all fires are hazardous and fire prevention and safety measures must be incorporated into all land use planning decisions.

Fire hazards are generally categorized into two main types: 1) fires within undeveloped areas, commonly called wildland fires, and 2) fires within urban areas which primarily involve specific sites and structures. California experiences large wildland fires almost every year. The factors contributing to fires - highly flammable

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brush, rugged terrain, long arid summers, dry northeast winds, and an expanding population - are all typical characteristics of Scotts Valley. In addition to wildland fires, Scotts Valley experiences fires from structural, vehicular, utility, and other sources as well.

Fires in the Scotts Valley Planning Area tend to be structural in nature year-round, and wildland in nature during the summer.

Fire Protection Problems

Various land uses require minimum water flows for adequate fire protection. Fire hydrant capacities within the Scotts Valley Planning Area present some fire protection problems for the Fire District in meeting these flows. Hydrant capacities range from 1,000 gpm (in 60% of the District), 500-1,000 gpm (30%) to 0-500 gpm (10%). Service is especially limited in the higher elevations. The vast majority of the valley floor, however, has flows in excess of 2,000 gpm with storage of 2.8 million gallons. Thus, all the commercial and industrial areas of Scotts Valley are more than adequately protected. Areas around Lockhart Gulch-Nelson Road, Bean Creek Road and Manana Woods presently have water supply and pressure problems.

Other problems regarding provision of fire service involve restrictions due to road widths and structural obstructions. Problem areas are located around the Granite Creek-Southwood Drive "Ridge", Cadillac Drive, Bean Creek Road and Lockhart Gulch-Nelson Road. The Scotts Valley Fire District has a minimum road width requirement of 24 foot streets with no parking on either side, 28 feet with parking on one side, and 36 feet with parking on both sides. The minimum cul-de-sac radius permitted is 35 feet. Another critical roadway problem is long dead-end streets with no emergency outlets. This physical restriction presents a severe safety hazard.

Hazardous Materials

Hazardous materials include certain products which are corrosive, ignitable, toxic, radioactive, flammable or explosive and reactive.

In their natural state, these materials may be solid, liquid, or gas. Actual materials regulated are defined by Health and Safety Code section 25501 as may be amended from time to time. Some materials are also defined in the Scotts Valley Hazardous Materials Ordinance and includes California Administration Code Title 22, EPA Priority Pollutants, and Flammable and Combustible materials. Teratogens, carcinogens, mutagens and other regulated materials not specifically regulated in the above will be evaluated on a case by case basis and not overlooked.

State law mandates that each city and/or county identify and register hazardous materials that are being used. The City of Scotts Valley has adopted an ordinance

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which regulates the safe storage and handling of all hazardous materials. The Scotts Valley Fire District administers the hazardous materials program for the City. The major safety issues involving hazardous materials can be classified into two categories: (1) fire; and (2) public exposure to toxic substances as a result of a release.

Hazardous waste is managed by the Santa Cruz County Environmental Health Services Department. A major problem with chemical fires is their secondary effects. Burning chemicals can generate toxic vapors, thereby greatly increasing the potential for adverse health effects from both the original material and its combustion product. Releases may occur in areas where hazardous materials are being stored, handled, transported or disposed. Hazardous material releases may cause substantial environmental degradation and irreparable damage to natural resources. Use and Storage of Hazardous Materials Use and storage of hazardous materials is of particular concern to adjacent land uses. Hazards are created by leaks or releases which may contaminate air, soil, or water, cause explosions, and/or cause fires.

Currently there are no known hazardous materials manufactured within the City of Scotts Valley. However, hazardous waste may be generated as a result of the use of chemical materials. Hazardous materials are used by a number of industries within the City, and some hazardous wastes are generated as a result of some activities.

Motor fuels, waste oils, propane, and other petroleum products are frequently overlooked as constituting the largest quantity of hazardous materials stored within the City. However, other chemicals are used by a wide variety of businesses including electronic companies, cleaning establishments, and various medical and veterinary businesses. Hazardous materials in the form of household products are also used by the average consumer.

Disposal and Transportation of Hazardous Materials

Hazardous waste, which may be a by-product of the use of hazardous materials, is not re-used in the City of Scotts Valley, but is handled in a number of ways. The majority of hazardous waste produced within the city is recycled by state licensed facilities that treat, store, or dispose of hazardous waste. These facilities are commonly referred to as "T, S, D's." There are no T, S, D facilities located within the City. Licensed waste haulers are used to transport hazardous waste from the generator to the T, S, D facilities.

The second most widely used practice of waste disposal is the "land fill" method. Hazardous waste may be disposed of in state approved disposal sites referred to as "Class I" sites. Licensed waste haulers transport hazardous waste to Class I sites, which are located outside of Santa Cruz County. The most commonly used sites for

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this area are located in Kern County and out of state. State Highway 17 serves as the main transit line for the majority of hazardous materials hauled throughout the county. Scotts Valley Drive is used by the majority of licensed hazardous materials/waste haulers that supply and remove hazardous materials/waste from specific locations throughout the city. In 1981, the California Highway Patrol assumed leadership in responding to spills on California's state highways, a job formerly handled by Caltrans. The Highway Patrol acts as a command and information center and works cooperatively with the County Office of Emergency Services. The Department of Transportation will continue to take the lead in cleaning up spills on state property.

Scotts Valley Hazardous Materials Management Plan

The purpose of the Hazardous Materials Storage Permit Ordinance, adopted by the city, is to protect health, life, resources, and property through prevention and control of unauthorized discharges of hazardous materials.

The ordinance is implemented through a permitting process. All businesses or persons that store hazardous materials must have a permit issued by the administering agency, which is currently the Scotts Valley Fire Protection District. The issuance of a permit is based on type or quantity of material, proper storage, emergency response plans, sampling, monitoring inspections, and testing programs. The ordinance provides for full cost recovery through a schedule of fees which is based upon type and quantity of materials stored.

There are more than 100 commercial/industrial users of hazardous materials within the City. These materials may include bulk storage of fuels, solvents, resins, and a wide variety of other solids, liquids and gases.

Terrorism Event

According to the FEMA publication *Principal Threats Facing Communities and Local Emergency Management Coordinators*, most terrorist activities are bombing attacks. Principal targets include military personnel and facilities, commercial establishments, and federal government buildings and property. However, based on the events surrounding September 11, 2001, there is an increasing threat of WMD (Weapons of Mass Destruction) incidents, including Nuclear, Biological, and Chemical attacks against civilian targets.

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Plan Maintenance and Training

Emergency Operations Plan Maintenance

The Scotts Valley Emergency Operations Plan is designed for efficient update and additions. The responsibility of maintaining the document is assigned to the City's Emergency Manager (Police Lieutenant.)

The Emergency Manager 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, City operations. Sections of the Plan 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 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 after each activation. 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.

Training Program

This Plan is consistent with the 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.

Orientation

All new City supervisory and management employees should review the Plan upon hire, and attend field or EOC training when practical.

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SEMS Required EOC Exercises and After Action Reports

The City will conduct an EOC table top or an EOC functional exercise at least once a year, simulating an actual incident or disaster, as required by SEMS. This serves to practice policies, procedures and decision-making skills. The exercise may involve City staff alone, or it can be held in conjunction with other jurisdictions. These exercises are the most effective method of training the City's staff. Shortly after the annual exercise, the City will prepare an After Action Report (including Corrective Actions) as required by NIMS.

In addition, should the EOC be activated for a declared emergency; the City will also prepare an After Action Report that includes Corrective Actions as required by NIMS and SEMS. All After Action Reports will indicate who is responsible for completing the Corrective Actions and when they are to be completed. These reports will be forwarded to the Santa Cruz County Office of Emergency Services, as well as to the California Office of Emergency Services (CalOES).

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Continuity of Government

General

A major emergency could result in loss of key City officials, loss of function of the established seat of government, and destruction of public and private records. Authority for policies and procedures associated with continuity of government is derived from the California State Constitution, the Emergency Services Act, and the Scotts Valley Municipal Code.

Succession of City Officials

The City Council shall meet as soon as possible after a disaster. If necessary, it reconstitutes itself and fills appointive City offices. Section 8635 et seq., Article 15, Chapter 7, Division 1, Title 2 of the California Government Code establishes a method of reconstituting the City Council and appointing City offices.

If the Director of Emergency Services (City Manager) is not available, he or she is succeeded by an individual who is permanently appointed to the following positions in city government. The successor serves until an appointment has been made by the City Council and the appointee has been seated:

| | |
|-------------------|----------------------------|
| First Alternate: | Assist. City Manager / CDD |
| Second Alternate: | Police Chief |
| Third Alternate: | Public Works Director |

Succession of Emergency Operations Center Sections and Branches are provided for in the procedures and checklists that support this plan.

Temporary Seat

The seat of government is City Hall, One Civic Center Drive. The alternate seat of government is the Scotts Valley Community Center, 360 Kings Village Road.

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Preservation of Essential Records

Essential City records comprise a small percentage of all the records of the City and meet one or more of the following criteria:

- Records necessary to conduct emergency operations. Records in this category include utility systems maps, locations of emergency supplies and equipment, emergency operations plans and procedures, lists of regular and auxiliary personnel.
- Records required to restore day-to-day City operations. Records in this category include state statutes, city ordinances, resolutions, official proceedings, and financial records.
- Records necessary for the protection of rights and interests of individuals and government. Records in this category include land and tax records, license registers, and articles of incorporation.

Essential City records may be protected at any point in their life cycle, i.e., from their creation to final disposition. Acceptable methods of preserving essential records include dispersal, duplication, on-site storage, and off-site storage. Scotts Valley currently preserves essential records by reproducing them electronically on digital drives.

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SECTION 2

EMERGENCY OPERATIONS CENTER

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Emergency Organization

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. The City of Scotts Valley' emergency response organization is based on these functions. The Emergency Operations Center is located at the Council Chambers at City Hall.

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 EOCs is a standard practice in emergency management.

The Director of Emergency Services 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 emergency operations, and coordination with other agencies and the Operational Area EOC. The EOC is partially or fully activated by the Director of Emergency Services, according to the requirements of the situation.

The EOC is organized according to SEMS, as noted earlier in this plan. The Director of Emergency Services, the Section Chiefs, the Liaison Officer (if assigned), the Legal Officer, and the Public Information Officer serve as the EOC Management Team.

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.

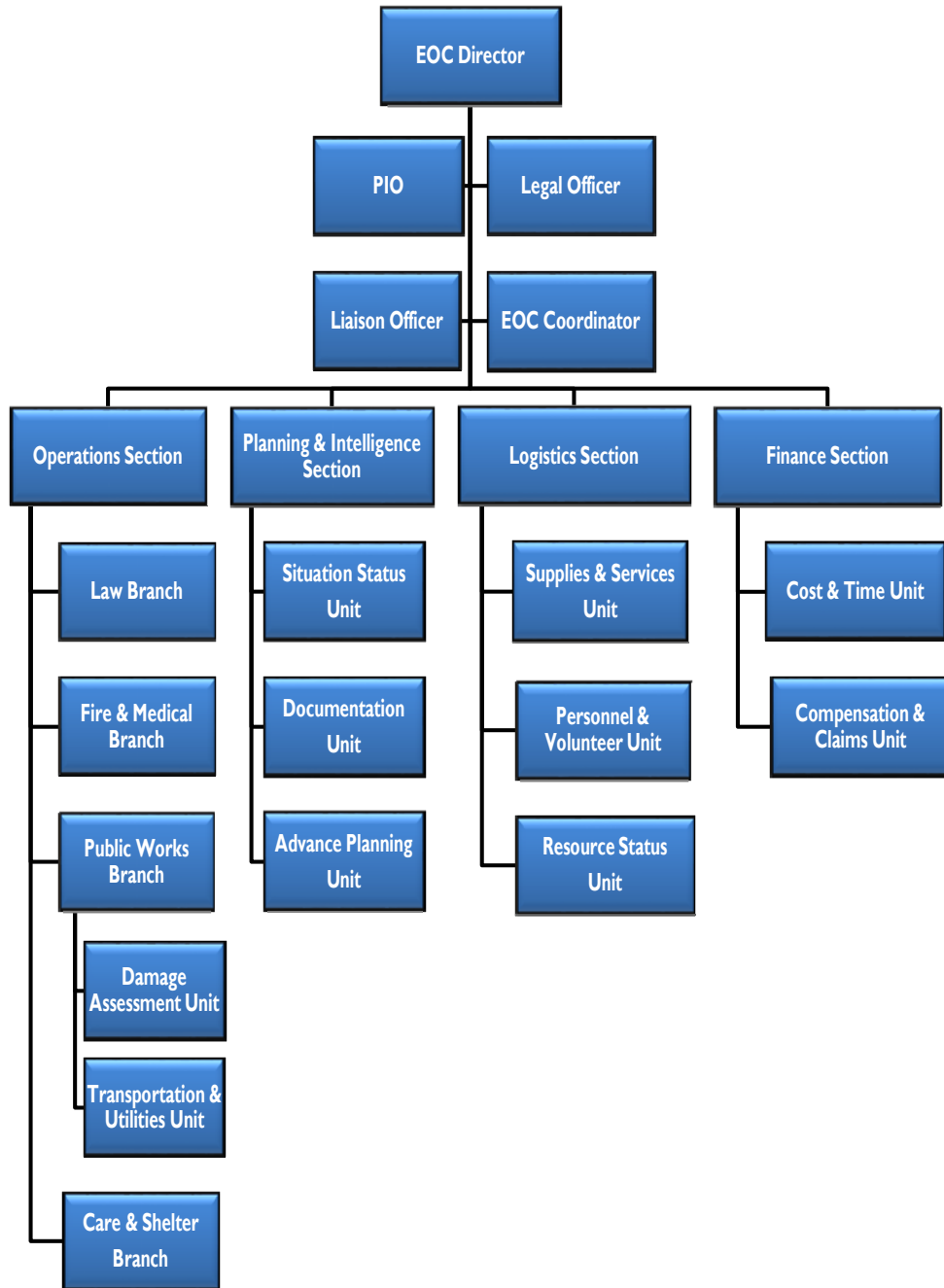
It is recommended that the EOC be configured as closely as possible to the diagram listed in this Section. However, in the event of a disaster where City Hall and/or the Police Department are not accessible, the EOC may be moved to the Recreation Office or the Community Center, or any other safe location at the discretion of the Director of Emergency Services.

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EOC Organizational Chart



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EOC Positional Definitions

Director of Emergency Services

From the EOC, the Director of Emergency Services constantly assesses the situation and knows what resources are available. The Director determines strategy for implementing the Action Plan to handle the incident, and monitors how the plan is working. Adjustments to the plan can be made to meet the realities of the situation. In addition, the Director makes sure that the response is being fully documented for legal and financial reasons. The Director of Emergency Services coordinates all response activities through the EOC Section Chiefs, and keeps the City Council informed of the progress and strategies being implemented during the response.

Public Information Officer (PIO)

The PIO is 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. The PIO is authorized to speak for the City as directed by the Director of Emergency Services.

Legal Officer

The Legal Officer is the City Attorney or their designate. As required, the Legal Officer provides advice to the Director of Emergency Services in all legal matters relating to the emergency. The Legal Officer assists the Director of Emergency Services in declaring a local emergency and the implementation of emergency powers.

Liaison Officer

Direct representative of the Director of Emergency Services, the Liaison Officer is the conduit for information flow between the City and other jurisdictions. They act as point of contact for personnel who have been assigned to the event response from assisting or cooperating agencies. This may include, but is not limited to, law enforcement agencies, fire service agencies, public works agencies, water districts, the School District, and the Red Cross. The Liaison Officer ensures that these organizations are informed and involved in the event response.

EOC Coordinator

The EOC Coordinator is responsible for maintaining the EOC in operational order by procuring and repairing equipment, as well as obtaining supplies as needed. Also, the Coordinator identifies and anticipates EOC hazards or unsafe conditions. This includes situations created as a result of, or directly influenced by, the event. Develops and recommends measures to ensure the safety of EOC personnel.

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Operations Section Chief

The Operations Chief is responsible for activating the operational element of the EOC Action Plan. They manage the strategic operation that directs the primary mission. They are responsible for coordinating the Section's branches: Law, Fire / Medical, Public Works, and Care and Shelter in accordance with the Action Plan.

Law Branch

The mission of the Law Branch is to provide warning information, evacuate affected areas of the community as needed, control traffic, and provide general law enforcement services to the City. The Law Branch also enforces temporary rules and laws related to the emergency. In severe situations, the Branch may also assist the Coroner in the identification of remains and in the operation of a temporary morgue.

Fire / Medical Branch

The primary mission of the Fire / Medical Branch is for coordinating the suppression and control of fires, as well as the performance of rescue operations (with assistance of Public Works and other outside agencies if needed) within the City. In addition, the Branch will determine the medical needs of the City and coordinate with the County for the appropriate medical response. As the availability of personnel permits, it may also support medical treatment at designated locations.

Public Works Branch

The Public Works Branch is responsible for maintaining the City's infrastructure and providing municipal services, as well as repairing and restoring those damaged or destroyed. The Branch will ensure that the safety of buildings, roadways, bridges and other public areas are evaluated. The Public Works Branch will also coordinate with other Operations Section branches for traffic control, search and rescue, and transportation and public utilities as needed.

Damage Assessment Unit

The Damage Assessment Unit is responsible for inspecting the City's infrastructure. The Unit also collates damage information and provides an assessment of the event to other branches within the Section, as well as the Planning and Intelligence Section.

Transportation and Utilities Unit

The Transportation and Utilities Unit, under the direction of the Public Works Branch, is responsible for the allocation of transportation resources required to move people, equipment and essential supplies, as well as coordinating the maintenance of all City owned equipment and Mutual Aid agencies assisting in the response. In addition, the Unit coordinates emergency power, natural gas, water, and waste management for the City

CITY OF SCOTTS VALLEY EMERGENCY OPERATIONS PLAN

and the EOC during the disaster. As required, the Unit will coordinate utilities needs with County OES and appropriate utility agencies as required.

Care and Shelter Branch

The Care and Shelter Branch coordinates the sheltering, feeding, potable water, and clothing for evacuated or displaced people at the time of the emergency. The coordination of these services may include the utilization of the American Red Cross (ARC), County agencies, private agencies, non-profit agencies, faith-based organizations, and other organizations as necessary.

Planning and Intelligence Section Chief

The Planning and Intelligence Section is managed by the Section Chief, who is responsible for the collection, evaluation, documentation, and dissemination of incident information and intelligence within the EOC. Also, the Planning and Intelligence Section Chief is responsible for preparation of the Action Plan and the After Action Report, as well as other reports that may be required.

Situation Status Unit

The Unit gathers information and intelligence about the disaster and displays it in the EOC. It collects damage information and prepares a damage assessment report for other EOC Sections, including other outside agencies who also require the information. It makes predictions and provides other information and intelligence as necessary. The Unit works with the other EOC Sections to set priorities and plan strategy.

Documentation Unit

The Documentation Unit maintains and stores all documents relating to the emergency and maintains copies of all EOC messages. It also maintains the official history of the emergency and assists in the preparation of the Action Plan, Situation Reports, Damage Assessment Reports, and other reports and intelligence summaries as required. The Unit provides duplication services and prepares an After Action Report at the deactivation of the EOC.

Advance Planning Unit

The Advanced Planning Unit is responsible for the development of an Advance Plan that includes potential response and recovery likely to occur beyond the next operational period, generally within 36 to 72 hours. In addition, the Advance Planning Unit may aid the other EOC Sections by developing a Demobilization Plan.

Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, equipment and supplies.

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Supplies and Services Unit

The Supplies & Services Unit is under the direction of the Logistics Section Chief and is primarily responsible for ordering, receiving, inventory, storage and distribution of supplies needed for the City's disaster operations. The Unit is also responsible for providing procurement support for the City during the disaster. In addition, the Unit is responsible for appropriating additional janitorial services, food and catering services, building maintenance services, and equipment repair services during the EOC activation.

Personnel and Volunteer Unit

The Personnel and Volunteer Unit supports human resource needs of the emergency, coordinates the use of volunteers, document names, assignments, and duty hours of all personnel committed to the operation, and provides staff support as needed.

Resource Status Unit

The Resource Status Unit receives, records, and passes on information relating to resources already in place, resources requested but not yet on scene, and estimates of future resource needs. The Unit cooperates closely with the Operations Section to determine resources currently in place and what resources may be needed. The Unit also posts and keeps current all information on display boards and maps in the EOC.

Finance & Administration Section Chief

The Finance and Administration Chief provides advice and support to Director of Emergency Services regarding financial issues, and insures that adequate records are maintained to support requests for State and federal assistance. They also insure that personnel and volunteer time worked by all those involved in the incident is also tracked, while providing cost analysis and projections.

Cost Unit and Time Unit

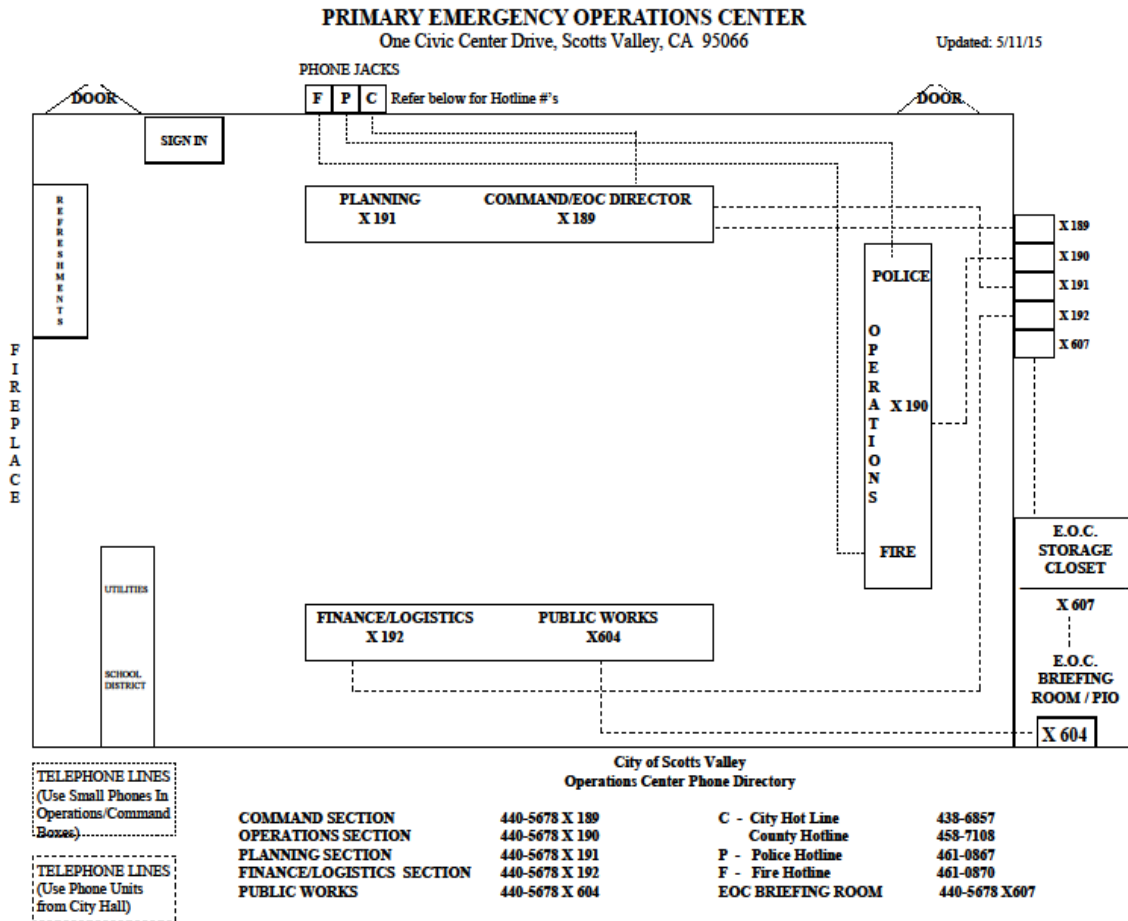
The Cost & Time Unit is responsible for collecting all cost data, performing cost effectiveness analyses, providing cost estimates, and cost saving recommendations during the emergency or disaster. The Unit also maintains records of all personnel time worked during the emergency.

Compensation / Claims Unit

The Compensation / Claims Unit manages all legal claims for compensation filed against the City. It advises the Director of Emergency Services in areas of claims for bodily injury and property damage compensation presented to the City.

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Emergency Operations Center Diagram



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EOC Activation and Set-Up Procedure

- Check in with Director of Emergency Services to determine level of EOC activation.
- Set up tables according to the EOC set up diagram.
- EOC supplies are kept in containers in the rear portion of the Council Chambers.
- Set up the tables with the equipment from the appropriately labeled containers, including telephones. Remove the vests and place them on the chairs around the tables.
- Read the position checklists for specific duties and begin EOC operations.

When the EOC is activated

Activation of Scotts Valley 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 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 |
| 0 | <ol style="list-style-type: none"> 1. No potential severe weather 2. No increasing international tension 3. No increasing national or local tension 4. No increasing probability of hazard | <ol style="list-style-type: none"> 1. Monitor world, national, regional, and local news and monitor regional weather forecasts and space forecasts. | <ol style="list-style-type: none"> 1. No to minimal staff in normal operations | <ol style="list-style-type: none"> 1. No actions. |
| 1 | <ol style="list-style-type: none"> 1. Possibility of local unrest 2. Severe weather watch is issued 3. Situational conditions warrant 4. Small incidents involving one facility 5. Earthquake advisory 6. Flood watch | <ol style="list-style-type: none"> 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 | <ol style="list-style-type: none"> 1. Only basic support staff or as determined by Director of Emergency Services | <ol style="list-style-type: none"> 1. EOC Section Chiefs review Plan and Guidelines and check readiness of staff and resources. |
| 2 | <ol style="list-style-type: none"> 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 incident requiring evacuation 8. Imminent earthquake alert | <ol style="list-style-type: none"> 1. Continuous monitoring of event 2. Initiate EOC start-up checklist 3. Facilitate field personnel 4. Provide status updates to EOC personnel | <ol style="list-style-type: none"> 1. Staffed as situation warrants and liaison to other agencies 2. Primary EOC personnel will be available and check-in regularly | <ol style="list-style-type: none"> 1. Briefings to City Management staff 2. EOC begins full operation |
| 3 | <ol style="list-style-type: none"> 1. International crisis deteriorated to the point that widespread disorder is probable 2. Civil disorder with relatively large scale localized violence 3. Hazardous conditions that affect a significant portion of the City 4. Severe weather is occurring 5. Verified and present threat to critical facilities 6. Situational conditions warrant 7. Major emergency in the Area or Region 8. Incidents occurring involving heavy resource involvement 9. Major earthquake | <ol style="list-style-type: none"> 1. Brief arriving staff on current situation 2. Facilitate EOC staff | <ol style="list-style-type: none"> 1. As determined by the Director of Emergency Services 2. EOC essential and necessary staff 3. Key department heads 4. Required support staff | <ol style="list-style-type: none"> 1. As situation warrants |

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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 Finance Section Chief.
- Fold and repack re-usable maps, charts, materials.
- Collect and place all equipment and supplies in the appropriate containers.
- Make a list of all supplies that need replacement and forward to the Logistics Section Chief.
- Return vests to the containers.
- Leave the Council Chambers in good order.

SECTION 3

EMERGENCY OPERATIONS CENTER

POSITIONAL CHECKLISTS

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Management Section

Director of Emergency Services

(Assigned to: City Manager, Assist. CM/CDD, Department Head)

From the EOC, the Director of Emergency Services constantly assesses the situation and knows what resources are available. The Director determines strategy for implementing the Action Plan to handle the incident, and monitors how the plan is working. Adjustments to the plan can be made to meet the realities of the situation. In addition, the Director makes sure that the response is being fully documented for legal and financial reasons. The Director of Emergency Services coordinates all response activities through the EOC Section Chiefs, and keeps the City Council informed of the progress and strategies being implemented during the response.

Action Checklist

- Identify yourself as the Director of Emergency Services.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency and recommended initial objectives from your Management (Operations, Planning and Intelligence, Logistics and Finance Chiefs.)
- Depending on the type of the incident and the information available, order partial or full activation of the EOC.
- Determine if all key personnel or alternates are in the EOC or have been notified.
- Brief Section Chiefs; appoint alternates as necessary.
- Ensure Section Chiefs and their staff members possess and utilize Checklists.
- Assess the situation, develop an overall strategy with the Management Staff and establish emergency response objectives and priorities.
- Determine the need for evacuation. If evacuation is required, ensure PIO utilizes news media to pass specific evacuation instructions.
- Consider declaring a local emergency. Distribute declaration(s) to the County Administrator and the Office of Emergency Services.
- Establish the frequency of briefing sessions for EOC staff.
- Establish operational work periods for all Emergency Operations Center and field personnel. Advise Section Chiefs to plan for relief personnel.
- Direct Section Chiefs to maintain appropriate Unit Logs, charts, and records.
- Direct Section Chiefs to provide section situation reports prior to the end of each operational period or as needed for the completion of the EOC Action Plan by the Planning Section Chief.

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- Review and approve the EOC Action Plan developed by the Planning and Intelligence Chief with the assistance of the Command Staff. Ensure proper distribution of the Action Plan.
- Ensure that proper warning has been given to affected areas, agencies or facilities.
- Ensure that assessments are made for mutual aid requirements and that requests for such aid are made promptly to the County.
- If there is little or no damage to the city, prepare to provide mutual aid to neighboring cities and the County.
- Complete a Management Section Situation Report at the end of operational period or prior to shift change. Provide copy to your relief and to the Planning and Intelligence Documentation Unit.
- Keep the Mayor, City Council and the County informed of all major problems and decisions.
- Maintain a Management Section Log noting messages received; decisions made and actions taken.
- Ensure that an After Action Report is completed by the Documentation Unit at the deactivation of the EOC, and that Corrective Actions are noted, including who is responsible for the actions and when they are to be completed. The Director is to ensure that the Corrective Actions are completed by whom they were assigned, and that they are completed in the time allocated in the report.

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Public Information Officer

The PIO is 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. The PIO is authorized to speak for the City as directed by the Director of Emergency Services.

(Assigned to: City Clerk, Assist. CM/CDD, PIO Trained Staff)

Action Checklist

- Identify yourself as the Public Information Officer.
- Read this entire Checklist.
- Obtain a briefing from the Management Staff.
- Assess the situation.
- Prepare an initial information summary as soon as possible after arrival.
- Observe constraints on the release of all information imposed by the Director of Emergency Services.
- Establish contacts with the media and provide whatever assistance is required.
- Establish an Information Center for the media. Schedule regular briefings. Post briefing schedule.
- Establish separate voice mail telephone hotlines for media and public use. Update regularly.
- Establish field PIO teams, contact existing teams, including those of other jurisdictions.
- Gather and disseminate instructions, warnings, and announcements.
- Release news and information. Post the information in the EOC and Media Center. Ensure that field units receive copies of all releases.
- In the case of a multi-jurisdictional event, coordinate the release of public information through a Joint Information Center (JIC).
- Arrange for escort and briefing service for the media and VIPs.
- Attend all EOC briefings and Management Staff meetings. Update information releases.
- Schedule expert speakers for media briefings.
- Monitor television and radio transmissions.
- Issue warnings about unsafe areas, structures, and facilities.
- Utilize the State of California Emergency Digital Information Service (EDIS), the Federal Emergency Alert System (EAS), or other communications systems to issue warnings.

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- Issue special information releases addressing rumors. Identify them as such, and provide correct information, if available.
- Provide information to the public on available transportation routes, closures, etc.
- Release an official list of assistance centers and shelter sites.
- Ensure that announcements and information are translated for special populations.
- Maintain a log noting messages received; releases published; interviews granted; and other activities. Maintain record of personnel on duty.
- Complete an After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion

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Legal Officer

The Legal Officer is the City Attorney or their designate. As required, the Legal Officer provides advice to the Director of Emergency Services in all legal matters relating to the emergency. The Legal Officer assists the Director of Emergency Services in declaring a local emergency and the implementation of emergency powers.

(Assigned to: City Attorney)

Action Checklist

- Identify yourself as the Legal Officer.
- Read this entire Checklist.
- Obtain a situation briefing on the extent of the emergency from the Director of Emergency Services.
- Advise Director of Emergency Services on declaring an emergency and/or issuing special orders.
- Monitor response effort and advise Director of Emergency Services regarding liability exposures and protection against such exposures.
- Prepare proclamations, emergency ordinances, and other legal documents as required by the Director of Emergency Services.
- Develop rules and regulations required for acquisition and/or control of critical resources.
- Provide advice and prepare draft documents regarding the demolition of hazardous structures or abatement of hazardous conditions.
- Brief relieving staff upon arrival.
- Maintain a log noting messages received; decisions made; actions taken; and personnel on duty.
- Complete an After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion

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Liaison Officer

Direct representative of the Director of Emergency Services, the Liaison Officer is the conduit for information flow between the City and other jurisdictions. They act as point of contact for personnel who have been assigned to the event response from assisting or cooperating agencies. This may include, but is not limited to law enforcement agencies, the Fire Service, Public Works, Water Districts, Red Cross, hospitals, schools, etc. The Liaison Officer ensures that these organizations are informed and involved in the event response.

(Assigned to: City Staff as Required by Event)

Action Checklist

- Identify yourself as the Liaison Officer.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency and recommended initial objectives from the Director of Emergency Services.
- Maintain a Unit Log noting messages received; decisions made and actions taken.
- Be a point of contact for other Agency Representatives.
- Maintain a list of assisting and cooperating agencies and Agency Representatives.
- Assist in establishing and coordinating interagency contacts.
- Keep agencies supporting the incident aware of event status.
- Monitor incident operations to identify current or potential inter-organizational problems.
- Participate in planning meetings, providing current resource status, including limitations and capability of assisting agency resources.
- Assign assistants as needed.
- Complete an After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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EOC Coordinator

Responsible for maintaining the EOC in operational order by procuring and repairing equipment, as well as obtaining supplies as needed. Also, the Coordinator identifies and anticipates EOC hazards or unsafe conditions. This includes situations created as a result of, or directly influenced by, the event. Develops and recommends measures to ensure the safety of EOC personnel.

(Assigned to: City Staff, Trained Volunteer)

Action Checklist

- Identify yourself as EOC Facility Manager / Safety Officer.
- Read this entire Checklist.
- Contact the Director of Emergency Services to determine status of EOC needs.
- Assist in setting up EOC if required.
- Contact the EOC Section Chiefs for each Section's specific needs.
- Obtain assistance from City staff as needed.
- Procure EOC supplies as needed.
- Repair EOC equipment as needed.
- Insure EOC security through the Law Unit, making sure all personnel have proper identification.
- Assist Section Chiefs as required.
- Establish contact with all EOC sections, advising personnel to notify you of unsafe working conditions.
- Work with Logistics Section to obtain needed safety equipment for EOC personnel.
- Record and advise Director of Emergency Services of unsafe working conditions that cannot be resolved.
- At the conclusion of the event, insure that the EOC is re-stocked and all equipment is in proper working order.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Operations Section

Operations Section Chief

The Operations Chief is responsible for activating the operational element of the EOC Action Plan. They manage the strategic operation that directs the primary mission. They are responsible for coordinating the Section's branches: Law, Fire / Medical, Public Works, and Care and Shelter in accordance with the Action Plan.

(Assigned to: Police Lieutenant, Police Sergeant, Public Works Supervisory Staff)

Action Checklist

- Identify yourself as the Operations Section Chief.
- Read this entire Checklist.
- Obtain a briefing from the Management Staff.
- Evaluate the field conditions associated with the emergency. Determine the resources committed and coordinate with Situation Analysis. Develop a briefing with the Director of Emergency Services.
- Direct Operations Unit Leaders to maintain up-to-date Incident Charts, Incident Reports, and Branch specific maps.
- Ensure that Unit Leaders complete a Situation Report at end of each operational period.
- Assist the Planning and Intelligence Chief in the development of the Action Plan.
- Assign and brief Operations personnel on the Action Plan.
- Supervise Operations related response.
- Coordinate the activities of all departments and agencies involved in the operations.
- Determine needs and request more resources when necessary.
- Establish communications with affected areas.
- Assign specific work tasks to various units of the Section as required. Ensure Operations Unit Leaders and personnel possess and utilize Checklists.
- Ascertain what resources are committed. Coordinate further needs with the Logistics Section Chief.
- Receive, evaluate, and disseminate emergency operational information.
- Determine the need for additional resources; make a recommendation to the Director of Emergency Services.
- Establish and maintain staging areas for operations related equipment and personnel.

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- Establish field communications with affected areas, using interoperable systems as available.
- Coordinate resource needs with the Logistics Section Chief.
- Receive, evaluate, and disseminate information relative to the operation of the emergency.
- Provide all relevant emergency information to the Public Information Officer.
- Maintain an Operations Section Log noting messages received, decisions made, actions taken, and other activities. Maintain a record of personnel on duty.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Law Branch

The mission of the Law Branch is to provide warning information, evacuate affected areas of the community as needed, control traffic, and provide general law enforcement services to the City. The Law Branch also enforces temporary rules and laws related to the emergency. In severe situations, the Branch may also assist the Coroner in the identification of remains and in the operation of a temporary morgue.

(Assigned to: Police Lieutenant, Police Sergeant)

Action Checklist

- Identify yourself as Law Branch.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- Check telephones and radios.
- Establish Law Branch and staff for extended operations. Mobilize Reserves and volunteers.
- Request that all City facilities are being checked for damage and problems.
- If appropriate, move emergency vehicles to open areas to avoid damage from aftershocks.
- Check to see if aerial reconnaissance has been launched by Santa Cruz County.
- Contact County OES for status on other law enforcement agencies, special problems, and availability of response. Advise Operations Chief and Planning and Intelligence Section of major problems.
- Maintain a Law Branch Incident Chart and Map record of all major law enforcement incidents and commitments.
- Complete a Law Branch Situation Report at the end of each Operational Period or upon request of the Planning and Intelligence Section Chief. This report will be utilized to pass to your relief at the end of the work shift and in preparation of the Action Plan.
- Coordinate provision of in-county law enforcement mutual aid for priority problems.
- Check with the other Operations Section units for a briefing on the status of the emergency.
- Estimate need for both in-county and out-of-county mutual aid.
- Report to Santa Cruz County Law Enforcement Mutual Aid Coordinator on major problems, actions taken, and resources available or needed.
- Establish emergency traffic routes in coordination with Public Works, CHP, and other agencies. Initiate traffic control if needed.
- Provide security for evacuated areas, shelters, casualty collection points, temporary morgues, emergency medical treatment facilities, first aid stations, and fire stations.

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- Keep the Santa Cruz County EOC Law Enforcement Coordinator advised of overall situation.
- In the case of a mass fatality incident, refer to **ANNEX D** - Santa Cruz County Mass Fatality Plan
- Keep field forces advised of shelter locations, first aid facilities, casualty collection points, and other facilities which may be established.
- Advise the Director of Emergency Services of the current situation as required.
- Assist in the preparation of the Action Plan.
- Arrange for feeding and sheltering of mutual aid police personnel as necessary with the Logistics Section.
- Maintain a Law Branch Log noting messages received, decisions made, actions taken, and other activities. Maintain record of personnel on duty.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Fire / Medical Branch

The primary mission of the Fire / Medical Branch is for coordinating the suppression and control of fires, as well as the performance of rescue operations (with assistance of Public Works and other outside agencies if needed) within the City. In addition, the Branch will determine the medical needs of the City and coordinate with the County for the appropriate medical response. As the availability of personnel permits, it may also support medical treatment at designated locations.

(Assigned to: Fire District Battalion Chief, Fire District Captain, Other Fire District Staff)

Action Checklist

- Identify yourself as the Fire / Medical Branch.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- Check telephones and radios. Request repair or augmentation from the Logistics Section.
- Establish Fire / Medical Unit for extended operations.
- Contact the Santa Cruz County Fire Coordinator for the status of local fire departments, special problems, and availability to respond. Advise Operations Chief and Planning and Intelligence Section of major problems and general fire situation.
- Get hospitals status through the County OES Medical Section. Report results to Section Chiefs and the Planning and Intelligence Situation Status Unit.
- Establish contact with County medical Chief and report on status and special problems.
- Maintain a Fire / Medical Incident Chart and Map record of all major Fire, Medical, and Rescue incidents.
- Complete a Fire / Medical Situation Report at the end of each Operational Period or upon request of the Planning and Intelligence Section Chief. This report will be utilized to pass to your relief at the end of the work shift and in preparation of the Action Plan. Maintain a map record of all major fires, hazardous materials spills, rescue operations, and other fire incidents.
- Coordinate provision of in-county mutual aid for priority problems.
- Check with the other Operations Section units for a briefing on the status of the emergency.
- Check the status, availability, and deployment of strike teams and other mutual aid forces.
- Estimate need for fire and medical mutual aid.
- Report to the County Fire Coordinator on major problems, actions taken, and resources available or needed.

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- Advise the Director of Emergency Services of the current situation as required.
- Assist in the preparation of the Action Plan.
- Arrange for feeding and sheltering of fire personnel as necessary with the Logistics Section.
- Determine if current and forecasted weather conditions will complicate large and intense fires, rescues, hazardous material releases, major medical incidents, and/or other potential problems.
- Maintain a log noting messages received, decisions made, actions taken, and other activities. Maintain record of personnel on duty.
- Keep field forces advised of shelter locations, first aid facilities, casualty collection points, and other facilities which may be established.
- Check all nursing facilities for damage and status.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
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Public Works Branch

The Public Works Branch is responsible for maintaining the City's infrastructure and providing municipal services, as well as repairing and restoring those damaged or destroyed. The Branch will ensure that the safety of buildings, roadways, bridges and other public areas are evaluated. The Public Works Branch will also coordinate with other Operations Section branches for traffic control, search and rescue, and transportation and public utilities as needed.

(Assigned to: Public Works Supervisor, Other Public Works Staff)

Action Checklist

- Identify yourself as Public Works Branch.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency from the Operations Section Chief.
- Check the status, availability, and deployment of City Public Works equipment.
- Check on the status of the Wastewater Treatment Plant and collection system.
- Check telephones and radios. Request repair or augmentation from the Logistics Section.
- Establish Public Works Unit for extended operations. Prepare to organize and use volunteers.
- Insure that all key City roads and facilities are being checked for damage and problems.
- If appropriate, move public works vehicles to open areas to avoid damage from aftershocks after earthquakes.
- Contact all field units and utilities for status, special problems, and availability to respond. Advise Operations Chief and Planning and Intelligence Section of major problems and general situation.
- Contact utilities and other local agencies for status, special problems, and availability to respond.
- Advise PIO in the Management Section of road, building, and bridge closures.
- Maintain a map record of all major public works incidents and commitments.
- Coordinate provision of in-county public works mutual aid for priority problems.
- Check with the other Operations Section branches for a briefing on the status of the emergency.
- Assess the situation and determine the following:
 - Location and nature of major road problems
 - Response already underway

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- Best response routes and the availability of other resources
- Update and brief the Operations Chief on Public Works Issues.
- Arrange for the feeding and sheltering of Public Works personnel through the Logistics Section.
- Maintain a log noting messages received, decisions made, actions taken, and other activities.
- Maintain a record of personnel on duty.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Damage Assessment Unit

The Damage Assessment Unit is responsible for inspecting the City's infrastructure. The Unit also collates damage information and provides an assessment of the event to other branches within the Section, as well as the Planning and Intelligence Section.

(Assigned to: Building Official, Contract Inspection Personnel, Other City Staff)

Action Checklist

- Identify yourself as Damage Assessment Unit.
- Read entire Checklist.
- Obtain a briefing on the extent of the emergency from Public Works Branch staff or the Operations Section Chief.
- Recall Building Inspectors as required.
- Prepare to provide City damage information to the Planning and Intelligence Section.
- 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 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).
- Initiate request for mutual aid building inspectors and structural engineers through the Logistics Section.
- Prepare the initial damage estimate for the city.
- Collect, record, and total the type and estimated value of damage.
- Alert and activate structural inspection personnel.
- Request volunteer Structural Engineers to assist in the inspection of structures. Provide personnel to act as guides for the engineers.
- Provide, as required, damage assessment teams to survey structures and potential shelter sites after the emergency.
- Provide as required, damage assessment teams to inspect and mark hazardous structures and record damage. City damage records are utilized by State and federal agencies as a basis for federal assistance money.
- Coordinate with all departments for possible information on damage to structures.

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- Coordinate with the following groups for field information and Damage Assessment reports:
 - Amateur Radio
 - CALTRANS
 - County Public Works
 - School District
 - PG&E
 - Water District
 - Media Sources

- Maintain log of all messages received and sent and all significant actions taken. Maintain record of all personnel participating and their hours on duty.

- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Transportation and Utilities Unit

The Transportation and Utilities Unit, under the direction of the Public Works Branch, is responsible for the allocation of transportation resources required to move people, equipment and essential supplies, as well as coordinating the maintenance of all City owned equipment and Mutual Aid agencies assisting in the response. In addition, the Unit coordinates emergency power, natural gas, water, and waste management for the City and the EOC during the disaster. As required, the Unit will coordinate utilities needs with County OES and appropriate utility agencies as required.

(Assigned to: Public Works Staff)

Action Checklist

- Identify yourself as the Transportation and Utilities Unit.
- Read this entire Action Checklist.
- Obtain a briefing on the extent of the emergency, existing transportation requirements and priorities from the Public Works Branch or the Operations Chief.
- Analyze existing transportation capabilities of the City and surrounding communities.
- Prioritize transportation requirements required to support immediate and extended operations.
- Make a prioritized list of equipment and personnel shortfalls.
- With the approval of the Operations Chief, place a request with the Logistics Section for additional vehicles, drivers and support personnel, purpose for which they will be used, estimated duration of assignment and locations.
- Establish procedures to control transportation assets.
- Requests for evacuations of schools or other groups of civilians and driver safety are paramount and should receive priority over movement of crews, supplies or material.
- Provide transportation for the Director of Emergency Services, VIPs, and academic research teams to on-site inspections as required.
- Coordinate transportation needs with volunteer organizations.
- Analyze existing power and water capabilities of EOC and all essential City needs.
- Set priorities for utility requirements to support immediate and extended operations. Coordinate with utility agencies (PG&E and Water District) and County OES to correct deficiencies.
- Make a prioritized list of City specific equipment and personnel shortfalls required to meet operational requirements with the approval of the Logistics Chief.

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- Maintain accounting records of expenditures to facilitate payment of vendors, and completion of After Action Reports.
- Obtain a Demobilization Plan from the Planning and Intelligence Section. Recommend release of unit resources in conformity with demobilization plan.
- Prepare a Transportation Deactivation Plan to return of non-expendable property, inventory and disposition of remaining expendable property, payment of vouchers and control of documentation.
- Upon completion of operation complete an After Action Report. The report should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Care and Shelter Branch

The Care and Shelter Branch coordinates the sheltering, feeding, potable water, and clothing for evacuated or displaced people at the time of the emergency. The coordination of these services may include the utilization of the American Red Cross (ARC), County agencies, private agencies, non-profit agencies, faith-based organizations, and other organizations as necessary.

(Assigned to: Recreation Manager, Other Recreation Staff)

Action Checklist

- Read entire Action Checklist.
- Obtain a briefing from the Logistics Section Chief.
- Based on information provided from the Operations Section, determine shelter site requirements for civilian evacuees, City personnel and/or their families requiring shelter, food and water. Request necessary food supplies, equipment and other supplies to operate shelter sites with the coordination of the American Red Cross.
- Ensure shelter managers complete shelter registration, a welfare inquiry system and a message board. Ensure shelters report the health and welfare status of all sheltered persons to central registration.
- Obtain and maintain an updated list of victims and their locations from City Shelter Managers and the American Red Cross Chapter.
- Record and evaluate information regarding requests, activities, expenditures, damage and casualties.
- Report all statistical information to the Situation Status Unit:
 - Displaced persons
 - Shelter sites
 - Type of shelter
 - Number of people in shelters
 - Number of people that can be accommodated
- Assist in the evacuation of institutionalized persons in threatened areas.
- Periodically update shelter related information to the Public Information Officer.
- Using available safe public structures, provide shelter for mutual aid workers, volunteers, and others as required.
- Plan and provide for the feeding of mutual aid workers, volunteers, field personnel, and others as required.

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- Consider the needs (as required) for the care of unattended children, senior citizens, and people with disabilities. Coordinate with the Red Cross and other non-profit agencies where assistance is needed with these vulnerable populations and other special needs residents.
- Coordinate with the County Health Officer to determine public health hazards and establish standards for control of public health issues.
- Coordinate with the Transportation Unit to transport evacuees to and from shelters.
- Relocate any mass care facilities which become endangered by any hazardous conditions.
- Maintain log of all messages received and sent and all significant actions taken. Maintain record of all care and shelter personnel participating and their hours on duty.
 - Shelter Information
 - Victim Rosters
 - Messages received and transmitted
 - Action Pending
 - Action Completed
 - EOC personnel and time on duty
- Upon completion of operation complete a Care and Shelter After Action Report to be included in the City's After Action Report.
- The After Action Report should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Planning and Intelligence Section

Planning & Intelligence Section Chief

The Planning and Intelligence Section is managed by the Section Chief, who is responsible for the collection, evaluation, documentation, and dissemination of incident information and intelligence within the EOC. Also, the Planning and Intelligence Section Chief is responsible for preparation of the Action Plan and the After Action Report, as well as other reports that may be required.

(Assigned to: Senior Planner, Community Development Staff, Other City Staff)

Action Checklist

- Identify yourself as the Planning and Intelligence Section Chief.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency from communications or other members of the Management Staff and coordinate any specific requirements from the Director of Emergency Services.
- Confirm that all key Planning and Intelligence Section personnel or alternates are in the EOC or have been notified. Request additional staff from Logistics Section as needed.
- Activate, and direct Planning and Intelligence Section Units and ensure Section log is maintained.
- Direct Situation Status Unit Leader to initiate collection and display of significant disaster events to include a weather collection system when necessary.
- Direct Documentation Unit Leader to initiate collection and display of disaster information and to activate the EOC Message Center.
- Insure internal coordination between Unit Leaders.
- Direct Situation Status Unit Leader to prepare a briefing on the disaster, resources applied and resources available, or enroute for application.
- Insure that situation maps and related charts are available and posted with current information.
- Assess the impact of the emergency on the City including the initial damage assessment by the building inspectors and other field units.
- Assemble information on alternative strategies. Assign assistants, as needed, to advance planning and demobilization tasks.
- Advise Management Staff of any significant changes in incident status.
- Establish information requirements and reporting schedules for all SEMS organizational elements for use in preparing the Action Plan.

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- Direct the coordination of periodic disaster and strategy plan briefings to the Director of Emergency Services, the Chiefs of other Sections, to include predictions on incident potential.
- Confirm that Situation Status Unit is compiling and displaying status and resource summary information.
- Prepare summary situation reports of the emergency for distribution at least every eight to twelve hours.
- Begin planning for recovery in the emergency area(s).
- Identify need for use of specialized resources.
- Cooperate with Police, Fire, and Public Works to prepare and provide a Traffic Plan.
- Prepare and distribute Director of Emergency Service's orders.
- Prepare recommendations for release of resources by developing a Demobilization Plan.
- Maintain log of all messages received and sent and all significant actions taken. Maintain record of all personnel participating and their hours on duty.
- Ensure that the Documentation Unit completes an After Action Report, which should indicate what Corrective Actions are needed, including who is responsible for the actions and when they are to be completed.

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Situation Status Unit

The Unit gathers information and intelligence about the disaster and displays it in the EOC. It collects damage information and prepares a damage assessment report for other EOC Sections, including other outside agencies who also require the information. It makes predictions and provides other information and intelligence as necessary. The Unit works with the other EOC Sections to set priorities and plan strategy.

(Assigned to: Senior Planner, Community Development Staff, Other City Staff)

Action Checklist

- Obtain briefing and special instructions from the Planning and Intelligence Section Chief or person in charge of planning activities when you arrive.
- Read this entire Checklist.
- Prepare and maintain the EOC display boards.
- Activate elements of the Unit, establish work area, assign duties, and ensure Unit Log is maintained.
- Ensure that the position has all required support items for displays.
- Direct collection, organization, and display status of disaster events.
- Insure radio communications is established with Field Observer(s), CERT members, and that a log is maintained.
- Based on the nature of the emergency, direct Field Observers and or CERT members to report on high priority areas, (densely populated and critical service areas) first.
- Ensure "human" communications pathways with information sources in other Sections are initiated, particularly the Operations Staff, and direct and maintain individual logs.
- Provide for an authentication process in case of conflicting status reports on events.
- Prepare and present an overview Situation Report, an evaluation of the disaster situation, and predictions on the course of the disaster event(s) before each planning meeting or upon request of the Planning and Intelligence Section Chief.
- Assist in strategy planning based on the evaluation of the disaster situation and predictions of the probable course of the event(s).
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Documentation Unit Leader

The Documentation Unit maintains and stores all documents relating to the emergency and maintains copies of all EOC messages. It also maintains the official history of the emergency and assists in the preparation of the Action Plan, Situation Reports, Damage Assessment Reports, and other reports and intelligence summaries as required. The Unit provides duplication services and prepares an After Action Report at the deactivation of the EOC.

(Assigned to: Community Development Staff, Other City Staff)

Action Checklist

- Identify yourself as the Documentation Unit Leader.
- Read the entire Checklist.
- Obtain a briefing on the extent of the emergency from the Planning and Intelligence Section Chief.
- Establish incident files relating to the emergency.
- Check the accuracy and completeness of records submitted for file.
- Maintain a file on all EOC messages.
- Establish duplication services and provide as required (duplicate official forms, etc.)
- Correct any errors by checking with the appropriate EOC personnel.
- File, store and maintain files for legal, analytical and historical purposes.
- Coordinate with the units of the Planning and Intelligence Section.
- Maintain log of all messages received and sent and all significant actions taken. Maintain record of all personnel participating and their hours on duty.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
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Advance Planning Unit

Responsible for the development of an Advance Plan that includes potential response and recovery likely to occur beyond the next operational period, generally within 36 to 72 hours. In addition, the Advance Planning Unit may aid the other EOC Sections by developing a Demobilization Plan.

(Assigned to: Community Development Staff, Other City Staff)

Action Checklist

- Obtain briefing and special instructions from the Planning and Intelligence Section Chief or person in charge of planning activities when you arrive.
- Read this entire Checklist.
- Prepare and maintain the EOC display boards.
- Establish work area, assign duties, and ensure Unit Log is maintained.
- Ensure that the position has all required support items for displays.
- Meet individually with the general staff and determine best estimates of the future direction and outcomes of the emergency.
- Develop an Advance Plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs, and any other key issues likely to affect EOC operations within a 36 to 72 hour time frame.
- Submit the Advance Plan to the Planning/Intelligence Chief for review and approval prior to conducting briefings for the General Staff and Director of Emergency Services.
- Review all available status reports, Action Plans, and other significant documents. Determine potential future impacts of the emergency; particularly issues which might modify the overall strategic EOC objectives.
- Provide periodic briefings for the Director of Emergency Services and General Staff addressing Advance Planning issues.
- If a Demobilization Plan is required, develop the plan using detailed specific responsibilities, release priorities and procedures.
- Establish time tables for deactivating or downsizing units.
- Submit a formalized Demobilization Plan to the Planning and Intelligence Section Chief for approval.
- Monitor the implementation of the Demobilization Plan and be prepared to handle any demobilization issues as they occur.
- Maintain Unit records to include Unit Log.

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- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
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Logistics Section

Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, equipment and supplies.

(Assigned to: Recreation Manager, Other Recreation Staff, Other City Staff)

Action Checklist

- Identify yourself as the Logistics Section Chief.
- Read this entire Action Checklist.
- Obtain a briefing on the extent of the emergency from the Management Staff.
- Obtain initial instructions concerning Logistics work activities/priorities.
- Based on severity of emergency, and guidance on initial work activities, determine logistics unit personnel requirements. For extended operations, consideration should be given to relief personnel. Shifts should not exceed 12 hour periods. Establish personnel schedule and rosters.
- Confirm that all Logistics Section members or alternates are in the EOC or have been notified.
- Assemble and brief Logistics Section staff.
- Assign work locations and preliminary work tasks to section personnel
- Present procedures and limitations on purchasing or expenditures
- Provide administrative and personnel reporting guidance
- Notify the Situation Status Unit of the names and locations of all assigned personnel.
- Review with other Section Chiefs of existing logistics resources and logistics requirements for planned and expected operations.
- Identify and coordinate for the procurement of additional service and support requirements of personnel, supplies and equipment to support planned and expected operations.
- Brief and update the Director of Emergency Services of all logistics resources and support concerns. Information that should be provided includes:
 - Priority logistics requirements filled/completed
 - Logistics shortfalls/unresolved problems
 - Major new problems since previous briefing
 - Assistance needed from other agencies and status of mutual aid

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- Information developed by the logistics section that should be passed to other EOC sections or to the public
- Assist in the initial development and review of the Action Plan.
- Prepare Logistics statements for inclusion in the Action Plan.
- Ensure that Logistics staff have copies of Action Plan.
- Continually coordinate with the Operations Section Chief and Planning and Intelligence Section Chief to ensure timely and efficient logistical support.
- Ensure that Logistics Section staff maintain a Unit Log. All documents prepared by the Logistics Section should be passes to the documentation unit in the planning section at the conclusion of the emergency. At a minimum the following records should be maintained:
 - Messages received and transmitted
 - Action Pending
 - Action Completed
 - Logistics EOC personnel and time on duty
 - Active Vendor Records
 - Non-Expendable Property Records
 - Expendable Property Purchase Records
 - Facility Records
 - Facility Rental Contracts/Inspection Reports
 - Vehicle Records
 - Vehicle Accident Reports
 - After Action Report
- Maintain accountability of all logistics personnel assigned, both in the EOC and in the field. Work schedules, time sheets and casualty reports will be submitted to the human resources unit on a timely basis, but no less than once a day.
- Ensure for the general welfare and safety of all logistics section personnel.
- Establish turnover procedures and conduct shift change briefs at the end of each shift.
- Prior to the end of the operation obtain a demobilization plan from the Planning and Intelligence Section.
- Prepare a Logistics Demobilization Plan to ensure the efficient return of non-expendable property, the inventory and disposition of remaining expendable property, payment of vouchers and control of documentation.
- Prior to the end of the operation collect the logistics unit documentation and After Action Reports. Prepare and submit a consolidated Logistics After Action Report to the Director of the Emergency Services.
- The After Action Report should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue

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- Corrective Action
- Assigned to and due date for completion

Supplies & Services Unit

The Supplies & Services Unit is under the direction of the Logistics Section Chief and is primarily responsible for ordering, receiving, inventory, storage and distribution of supplies needed for the City's disaster operations. The Unit is also responsible for providing procurement support for the City during the disaster. In addition, the Unit is responsible for appropriating additional janitorial services, food and catering services, building maintenance services, and equipment repair services during the EOC activation.

(Assigned to: Recreation Staff, Other City Staff)

Action Checklist

- Identify yourself as the Supplies & Services Unit Leader.
- Read this entire Action Checklist.
- Obtain a briefing on the extent of the disaster from the Logistics Section Chief and priorities of supplies and services required to support emergency operations.
- Participate in the Logistics Section planning.
- Assign personnel as required to adequately staff the Supplies & Services position.
- Provides office supplies and support as required to the EOC Sections.
- As needed, prepare inventory of all City supplies on-hand.
- Research the availability of obtaining outside services and prepare a report for the Logistics Chief. Areas should include food, catering, janitorial, equipment repair and maintenance, temporary employment, and any other service needed during disaster operations.
- Coordinate with the Finance Section for the administration of all financial matters pertaining to vendor contracts, open purchase orders, and service contracts.
- Stockpile, maintain, deploy and reserve critical supplies and equipment needed for City operations. Maintain an inventory of all supplies expended during the disaster operation.
- Maintain a list of all service vendors used during the disaster operation.
- Coordinate with outside companies and agencies about sources of services, equipment, and supplies.
- Alert personnel, contractors, and established vendors of any possible needs.
- Provide a forecast of the City's ability to survive on current inventories and procured items.
- Process all administrative paperwork associated with equipment rental (Copy and FAX machines) and supply & service contracts. Forward all this information to the Finance Section.

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- Open and maintain a Unit Log. Insure that all documents prepared by the Logistics Section are given to the Documentation Unit in the Planning and Intelligence Section at the conclusion of the emergency. This will include:
 - Documented messages received/transmitted
 - Action taken.
 - Requests filled.
 - DOC personnel and time on duty.
 - Active Vendor Records
 - Non-Expendable Property Records
 - Expendable Property Purchase Records
 - Short-Term Service Contracts
 - Long-Term Service Contracts
- Prepare a deactivation plan to ensure return of non-expendable property, inventory and disposition of remaining expendable property, payment of vouchers and control of documentation.
- Upon completion of the operation, complete a Supplies & Services After Action Report.
- The After Action Report should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion

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Personnel & Volunteer Unit

The Personnel Unit supports human resource needs of the emergency, coordinates the use of volunteers, document names, assignments, and duty hours of all personnel committed to the operation, and provides staff support as needed.

(Assigned to: City Staff)

Action Checklist

- Identify yourself as the Personnel Unit Leader.
- Read this entire Checklist.
- Obtain a briefing from the Logistics Section Chief.
- If the Logistics Section Chief is not available, assume the position of Logistics Section Chief.
- Canvas the Operations and Plans and Intelligence Sections to determine immediate needs for volunteer or other support. Determine what types of skills are needed, where, and for how long.
- Identify the number of "On Duty" personnel available for assignment.
- Determine the status of personnel in each department and request employees that can be utilized for more urgent assignments.
- If volunteers are needed, contact the Volunteer Center of Santa Cruz County for assistance.
- Ensure that volunteers are registered as Disaster Service Volunteer Workers. Refer to the State Disaster Service Worker Volunteer Program Guidance handbook.
- Determine the number and location of City personnel assigned to field activities.
- Develop a relief plan and coordinate with all sections.
- Fill requests for personnel needs.
- Maintain a personnel resource pool.
- Forward all personnel time records and documentation to the Cost & Time Unit of the Finance Section. If this unit has not been established, maintain time and assignment records for all volunteers.
- Open and maintain a Unit Log.
- Insure that all documents prepared by the Logistics Section are given to the Documentation Unit in the Planning and Intelligence Section at the conclusion of the emergency:
 - Messages received and transmitted
 - Action Pending
 - Action Completed
 - Logistics EOC personnel and time on duty

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- Obtain Demobilization Plan from the Logistics Section Chief.
- Supervise the demobilization of the personnel unit to include return of non-expendable property, inventory and disposition of remaining expendable property, payment of vouchers and control of documentation.
- Upon completion of operation, compile and prepare the Personnel Unit After Action Report.
- The After Action Report should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion

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Resource Status Unit

The Resource Status Unit receives, records, and passes on information relating to resources already in place, resources requested but not yet on scene, and estimates of future resource needs. The Unit cooperates closely with the Operations Section to determine resources currently in place and what resources may be needed. The Unit also posts and keeps current all information on display boards and maps in the EOC.

(Assigned to: City Staff)

Action Checklist

- Identify yourself as the Resource Status Unit.
- Obtain a briefing and special instructions from the Planning and Intelligence Section Chief.
- Read the entire Checklist.
- Direct collection, organization, and display status of incident resources to include allocation, deployment and staging areas.
- Activate elements of the Unit, establish work areas, and ensure Unit Log is maintained.
- Obtain necessary equipment, and supplies (status board, marking pens, cards, reporting forms, etc.).
- Establish a check-in procedure of resources at specified incident locations.
- Maintain master list of all resources checked in at the incident.
- Ensure "human" communications pathways are identified and established within the Planning and Intelligence Section, with other Sections, and direct the maintenance of individual logs.
- Provide for an authentication system in case of conflicting status reports on resources.
- Provide a resources overview and summary information to Situation Unit as requested; and written status reports on resources allocations as directed by the Logistics Section Chief.
- Assist in strategy planning based on the evaluation of the resources allocations, resources enroute, and projected resources shortfalls.
- Ensure that available resources are not overlooked by the Operations Staff.
- Make recommendations to the Logistics Section Chief of resources that are not deployed or should be de-activated. Assists with the development of a Demobilization Plan.
- Complete an After Action Report to include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
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Finance and Administration Section

Finance and Administration Section Chief

The Finance and Administration Chief provides advice and support to Director of Emergency Services regarding financial issues, and insures that adequate records are maintained to support requests for State and federal assistance. They also insure that personnel and volunteer time worked by all those involved in the incident is also tracked, while providing cost analysis and projections.

(Assigned to: City Staff)

Action Checklist

- Identify yourself as the Finance Section Chief.
- Read this entire Checklist.
- Obtain a briefing on the extent of the emergency from the Logistic Section Chief.
- Obtain initial instructions concerning work activities and priorities.
- Establish sub-units as required: Cost & Time Unit and Compensation & Claims Unit.
- Obtain inputs from the various units to determine projected cost of supplies and materials to support the emergency.
- Collect cost data, complete cost effectiveness analysis and determine cost estimates and make recommendations for cost savings.
- Insure that the Cost & Time Unit maintains records of all personnel time worked at the emergency which includes all volunteers that may or may not be previously registered as Disaster Service Workers.
- Insure that Compensation & Claims Unit manages all legal claims for compensation filed against the City.
- Insure that a Finance Section log is maintained, noting messages received, decisions made and actions taken, and personnel on duty.
- Complete a Finance After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion

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Cost and Time Unit

The Cost & Time Unit is responsible for collecting all cost data, performing cost effectiveness analyses, providing cost estimates, and cost saving recommendations during the emergency or disaster. The Unit also maintains records of all personnel time worked during the emergency.

(Assigned to: City Staff)

Action Checklist

- Identify yourself as the Cost & Time Unit.
- Read this entire Checklist.
- Obtain briefing from Finance Section Chief.
- Coordinate with Finance Section on cost reporting procedures.
- Establish contact with appropriate agency supervisors to obtain data as needed.
- Obtain and record all cost data.
- Prepare incident cost summaries.
- Prepare resources-use cost estimates for planning.
- Determine incident requirements for time recording function.
- Insure that daily personnel time recording documents are prepared.
- If used, ensure that daily volunteer time is recorded and documented.
- Make recommendations for cost savings to Finance Section Chief.
- Maintain cumulative incident cost records.
- Insure that all cost documents are accurately prepared.
- Insure that all records are current or complete prior to demobilization.
- Provide for records security.
- Maintain Unit Log.
- Complete an After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
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Compensation and Claims Unit

The Compensation / Claims Unit manages all legal claims for compensation filed against the City. It advises the Director of Emergency Services in areas of claims for bodily injury and property damage compensation presented to the City.

(Assigned to: City Staff)

Action Checklist

- Identify yourself as the Compensation / Claims Unit Leader.
- Read this entire Checklist.
- Obtain briefing from Finance Section Chief.
- Establish contact with incident Safety Officers (field) and Liaison Officer or agency representatives if no Liaison Officer is assigned.
- Determine the need for Compensation for Injury and Claims Specialist positions, assign Injury and Claims Specialists, and obtain other personnel if needed.
- Establish compensation for injury work area with the medical unit whenever feasible.
- Obtain a copy of the Medical Plan if one is required.
- Insure that compensation for injury and claims specialists have adequate work space and supplies.
- Brief compensation/claims specialists on incident activity.
- Coordinate with Logistics Supply Unit on procedures for handling claims.
- Periodically review all logs and forms produced by compensation/claims specialists to insure:
 - Work is complete.
 - Entries are accurate and timely.
 - Work is in compliance with agency requirements and policies.
- Keep Finance Section Chief briefed on unit status and activity.
- Obtain Demobilization Plan, and insure that compensation for injury and claims specialists are adequately briefed on Demobilization Plan.
- Insure that all Compensation for Injury and Claims Logs and forms are up-to-date, and routed to the proper agency for post-incident processing prior to demobilization.
- Demobilize Unit in accordance with Demobilization Plan.
- Maintain Unit Log.

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- Complete an After Action Report that should include a brief overview of support provided during the operation and suggested Corrective Actions to improve operations. Use the following format:
 - Issue
 - Corrective Action
 - Assigned to and due date for completion