

APPENDICES

A1 – A7



Emergency Operations Plan

APPENDICES A:

EMERGENCY INCIDENT COMMAND SYSTEM ORGANIZATION GUIDES

- A1. Emergency Operations Plan Activation Guide
- A2. Emergency Operations Duty Checklists
- A3. Emergency Management Functional Responsibilities Matrix
- A4. Back-up Emergency Operations Center Floor Plan Layout Guide
- A5. Incident Level Activation Matrix
- A6. Santa Cruz County Emergency Management MOU
- A7. Emergency Operations Center Radio Call Numbers



Appendix A1

Emergency Operations Plan

Activation Guide

Event / Situation	Activation Level	Staffing*	Title														
Severe weather advisory Small incidents involving two or more departments Earthquake advisory Flood watch	Level One	PIO may be activated to alert staff, residents and media.	<table border="1" style="width: 100%;"> <tr><td>Public Information Officer:</td></tr> <tr><td>EOC Director</td></tr> <tr><td>Planning Intelligence</td></tr> <tr><td>EOC Manager</td></tr> </table> <p style="text-align: right;">Sections not activated</p>	Public Information Officer:	EOC Director	Planning Intelligence	EOC Manager										
Public Information Officer:																	
EOC Director																	
Planning Intelligence																	
EOC Manager																	
Moderate earthquake Wildfire Major wind or rainstorm Two or more large incidents involving two or more departments Imminent earthquake alert Major scheduled event	Level Two	<table border="1" style="width: 100%;"> <tr><td>Dir. of Emergency Services</td></tr> <tr><td>Operational Area Liaison</td></tr> <tr><td>EOC Director</td></tr> <tr><td>Planning Section Chief</td></tr> <tr><td>Finance Section Chief</td></tr> <tr><td>Logistics Section Chief</td></tr> <tr><td>Operations Section Chief</td></tr> <tr><td>EOC Manager</td></tr> <tr><td>Fire Chief</td></tr> <tr><td>Police Chief</td></tr> <tr><td>Staging Unit Manager</td></tr> <tr><td>Public Information Officer</td></tr> <tr style="background-color: yellow;"><td>IT Set-up Team Unit Leader</td></tr> <tr><td>Community Information Svcs</td></tr> </table> <p style="text-align: center;">Branches and Units are activated as appropriate to the situation</p>	Dir. of Emergency Services	Operational Area Liaison	EOC Director	Planning Section Chief	Finance Section Chief	Logistics Section Chief	Operations Section Chief	EOC Manager	Fire Chief	Police Chief	Staging Unit Manager	Public Information Officer	IT Set-up Team Unit Leader	Community Information Svcs	
Dir. of Emergency Services																	
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Fire Chief																	
Police Chief																	
Staging Unit Manager																	
Public Information Officer																	
IT Set-up Team Unit Leader																	
Community Information Svcs																	
<ul style="list-style-type: none"> ▪ Major city or regional emergency ▪ Multiple departments with heavy resources involvement ▪ Major earthquake or flood 	Level Three	<p>All EOC positions per <u>Emergency Operations Plan</u> ➔ refer to Appendix A1: Emergency Operations Center Staffing and Contact Numbers</p>															

* DOC and EOC positions are activated as needed based on the severity of the incident.
 At a minimum, Operations is generally activated at Level 2 and Level 3.



Appendix A2

Emergency Management Plan

Emergency Operations Duty Checklists

Emergency Operations Duty Checklists are provided as “mind joggers” to remind the user of critical tasks requiring completion. The checklist is not meant to supplant common sense and good judgment and presupposes that the user is qualified to serve in that particular position.

NOTE: Emergency Operations Center staff are issued photo identification badges with their duty checklist printed on the back. If you do not have an EOC badge and are assigned to the EOC, contact the EOC Manager.



EOC DIRECTOR

Duty Position: Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness, ensuring that appropriate modifications occur as required.

Duty Checklist:

Activation Phase

1. **Read the entire duty checklist before taking action**
2. Determine appropriate level of activation based on situation as known.
3. Mobilize appropriate personnel for the initial activation of the EOC.
4. Respond immediately to EOC site and determine operational status.
5. Obtain briefing from whatever sources are available.
6. Ensure that the EOC is properly set up and ready for operations.
7. Ensure that an EOC check-in procedure is established immediately.
8. Ensure that an EOC organization and staffing chart is posted and completed.
9. Determine which Sections are needed and ensure they are staffing their sections as required.
10. Determine which Management Section positions are required and ensure they are filled as soon as possible.
 - o Liaison Officers (Agency, Business, Jurisdictional)
 - o Public Information Officer
 - o EOC Manager/Safety Officer
 - o City Attorney
11. Ensure that telephone and/or radio communications are established and functioning.
12. Schedule the initial Action Planning meeting.
13. Assign Liaison Officer to coordinate outside agency response to the Operational Area EOC, and to assist as necessary in establishing a Multi-Agency/Inter-Agency Coordination Group.
14. Assign other Liaison Officers as necessary to coordinate jurisdictional or agency coordination.

Operational Phase

1. Monitor EOC staff activities to ensure that all appropriate actions are being taken.
2. In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
3. Ensure that the Liaison Officer is providing for and maintaining effective coordination.
4. In coordination with Management Staff, prepare management function objectives for the initial Action Planning Meeting.
5. Convene the initial Action Planning meeting.
 - o Ensure that all Section Chiefs, Management Staff, and other key agency representatives are in attendance.
 - o Ensure that appropriate Action Planning procedures are followed.
 - o Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section.
6. Once the Action Plan is completed by the Planning/Intelligence Section, review, approve, and authorize its implementation.
7. Conduct periodic briefings with the EOC staff to ensure strategic objectives are current and appropriate.
8. Conduct briefings for the City Council or their representatives, as necessary.
9. Coordinate local government proclamations with other Operational Area emergency response agencies, as appropriate.
10. Ensure that the briefing for Section staff upon arrival includes information on the demands and what they might confront during their shift.
11. Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.



EOC DIRECTOR (continued)

Demobilization Phase

1. Authorize deactivation of Sections, Branches, and Units when they are no longer required.
2. Notify the Operational Area emergency response agency and other appropriate organizations of the planned deactivation time.
3. Ensure that any open actions not yet completed will be handled after deactivation.
4. Ensure that all required forms or reports are completed prior to deactivation.
5. Be prepared to provide input to the after-action report.
6. Deactivate the EOC at the designated time, as appropriate.
7. Proclaim termination of the emergency and proceed with recovery operations.
8. Ensure activation and continuation of the Recovery Team.



ADVANCE PLANNING UNIT CHIEF

Duty Position: Develop an advanced plan consisting of potential response and recovery related issues likely to occur beyond the next operational period, generally within 36–72 hours. Review all available status reports, action plans and other significant documents. Determine potential future impacts of the event or disaster; particularly issues which might modify the overall strategic EOC objectives.

Duty Checklist:

1. Obtain a situation briefing from the Planning Section Chief.
2. Put on the position identification vest.
3. **Read the entire duty checklist.**
4. Maintain a position log.
5. Monitor current situation report to include recent updates.
6. Meet individually with general staff and determine best estimates of the future direction and outcomes of the event or disaster.
7. Develop an advance plan identifying future policy related issues, social and economic impacts, significant response or recovery resource needs and any other issues likely to affect EOC operations within a 36–72 hour time frame.
8. Submit the advance plan to the Planning Section Chief for review and approval prior to conducting briefings for general staff and the EOC Director.



BUILDING and SAFETY UNIT CHIEF

Duty Position: Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair to public facilities. Survey all infrastructures, such as streets, roads and bridges within the city. Coordinate with utility companies to assure that utility systems are restored.

Duty Checklist:

1. Obtain situation briefing from Operations Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Based on the situation, activate the following units: Utilities, Public Works and Damage/Safety Assessment to assist with utility, public works and building safety related needs.
5. Assist with Operational Area (County EOC) Public Works mutual aid coordinator.
6. Provide initial situation report to Operations Section Chief.
7. Based on the initial EOC strategic objectives, prepare objectives for the Building and Safety Unit and provide them to the Operations Section Chief.
8. Ensure that the branch and position logs and other necessary files are maintained.
9. Maintain a current status on all construction/engineering activities being conducted in the City.
10. Ensure that damage and safety assessments are being carried out for both public and private facilities.
11. Request mutual aid, if necessary, from the Public Works Operational Area Liaison.
12. Determine and document transportation routes into and within affected areas.
13. Coordinate debris removal services.
14. Provide periodic updates to Operations and Planning Section Chief for the Building and Safety Unit.



COMMUNICATIONS UNIT LEADER

Duty Position: Plan for effective use of incident communication equipment.

Duty Checklist:

1. Obtain situation briefing from Logistics Section Chief.
2. Put on position identification vest.
3. **Read the entire duty checklist.**
4. Assess situation.
5. Appoint and brief staff, as needed.
6. Implement incident communications acquisitions; accommodate other communications needs of emergency response team as directed by the Logistics Section Chief.
7. Establish, operate and maintain the incident message and communications center at the City EOC.
8. Coordinate message flow between all Sections and other related Agencies, including:

Other agencies:

- County Communications
 - Ambulances
 - Medical facilities
 - Volunteers
 - Radio and Telecommunications
 - Operational Area
 - Services Coordinators
1. Supervise operation of the incident communications center.
 2. Prepare periodic communications status reports for the Logistics Section Chief.



COST UNIT LEADER

Duty Position: Collect all cost data, perform cost effective analysis and provide cost and saving estimate recommendations for the incident. Reports to the Finance Section

Duty Checklist:

1. Obtain briefing from Finance Section Chief.
2. Collect and record all cost data.
3. Develop incident cost summaries.
4. Prepare cost estimates for the Planning Section.
5. Make cost savings recommendations to the Finance Section Chief.



DEPENDENT CARE UNIT OFFICER

Duty Position. Provides communications between dependents and families of employees who are responding to the emergency.

Duty Checklist:

1. Obtain situation briefing from the Logistics Section Chief.
2. **Read the entire duty checklist.**
3. Provide communication to dependents and families of essential emergency personnel at the earliest stage of the disaster to assure all emergency workers that their dependents are being provided for. Use the Dependent Care Information Sheets.
4. Fill out the Dependent Care Worksheets as necessary.
5. If during school hours, contact local schools for conditions of children of emergency personnel. Arrange for transportation of these children if needed.
6. Coordinate the emergency medical needs of families of emergency workers.
7. Coordinate the shelter needs for families of emergency workers.
8. Arrange for transportation as needed to transport specific dependents and families to designated relocation centers.
9. If required, coordinate transportation, food, and shelter needs with the Logistics Section.
10. Seek assistance from the Red Cross if necessary.
11. Maintain the Dependent Care Log of location and welfare of dependents and families of workers.



DOCUMENTATION UNIT LEADER

Duty Position: Collect, organize and file all completed event or disaster related forms, to include: all EOC position logs, situation status reports, EOC Action Plans or any other related information.

Provide document reproduction services to the EOC staff. Distribute situation status reports, EOC Action Plan and other documents as required. Maintain a permanent electronic archive of all situation status reports and Action Plans.

Duty Checklist:

1. Obtain a situation briefing from the Planning Section Chief.
2. Put on the position identification vest.
3. **Read the entire duty checklist.**
4. Meet with the Planning Section Chief on what materials need to be kept as official records.
5. Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Unit at the end of each shift.
6. Reproduce and distribute the Situation Status Reports and Action Plans.
7. Input RIMS reports and send to County Operational Area. See RIMS binder in the Planning Section supply box.
8. Keep copies of extra reports and plans for special distribution as required.
9. Set up and maintain document reproduction services for the EOC.



EOC MANAGER / SAFETY OFFICER

Duty Position: Protect safety of incident personnel through monitoring hazards and unsafe situations. Manage EOC facility and train EOC staff on SEMS, NIMS, and EOC duties. Conduct periodic exercises.

Duty Checklist:

1. Obtain situation briefing from the Incident Commander and/or EOC Director.
2. Put on position identification vest.
3. **Read the entire duty checklist.**
4. Assess situation and determine additional resources.
5. Appoint and brief staff as necessary.
6. Identify hazardous and unsafe situations associated with the incident.
7. Participate in planning meetings.
8. Review Incident Action Plan.
9. In hazardous materials situations, require compliance with the following hazardous material safety orders as appropriate:
 - Treat all materials as hazardous until identified as otherwise.
 - Stay upwind/upslope of incident whenever possible.
 - Avoid contact with material.
 - Control unauthorized entry into Hot and Warm Zones.
 - Wear appropriate protective clothing, including SCBA at all times while in an active Hot Zone.
 - Eliminate ignition sources in Hot and Warm Zones, i.e. flares.
 - No eating or smoking in Hot and Warm Zones.
 - Do not leave scene without clearance of the Incident Commander and/or EOC Director.
 - Never commit personnel to action where resources are not adequate to favorably mitigate emergency or where the risks far exceed resulting benefits.
10. Exercise emergency authority to stop and prevent unsafe acts.
11. Post danger signs where applicable.
12. Investigate accidents that have occurred within incident areas.
13. Maintain log of activities.
14. When ordered, secure operations, decontaminate as needed and forward records/reports to the Incident Commander and/or EOC Director.



EOC SET-UP TEAM LEADER

Duty Position: Ensure that adequate essential facilities are provided for the Emergency Operation Center for staff. Including furniture, supplies and materials necessary to configure the EOC in a manner adequate to accomplish the mission.

Duty Checklist:

1. Obtain briefing from the Logistics Section Chief.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Set up EOC facility during activation for disaster response. See the EOC map for configuration of tables and chairs ([Appendix A5](#)).
5. Establish and maintain a position log and other necessary files.
6. Work closely with EOC Manager to determine facility needs.
7. Maintain all facility needs during an activation of the EOC.
8. As facilities are vacated, coordinate with the EOC Manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services and locking the facility.



EVACUEE SHELTER UNIT LEADER

Duty Position: Provide temporary shelter and shelter related support for evacuees.

Duty Checklist:

1. Obtain situation briefing from Logistics Section Chief.
2. Put on position identification vest.
3. **Read the entire duty checklist.**
4. Meet with (or establish contact with) Red Cross liaison at EOC.
5. Mobilize and brief staff, as needed.
6. Determine relocation needs, develop written evacuee shelter plan.
7. Set up evacuee shelter office with signage and pre-assembled supplies.
8. Activate shelter sites.
9. Provide information to Logistics Section Chief to be forwarded to Public Information Officer regarding shelter openings. Public Information Officer to distribute information to EOC Sections as well as the media.
10. Implement 24-hour evacuee shelter information hotline(s).
11. Maintain communications with evacuee shelters. Coordinate opening and closing of shelters.
12. Keep Public Information Officer advised of updates.
13. Monitor records and prepare reports for documentation.
14. Order and replenish supplies for evacuee shelter sites.
15. Forward reports to Logistics Section Chief.



FINANCE / ADMINISTRATION SECTION CHIEF

Duty Position: Provide for resources needed to support the emergency response forces.

Duty Checklist:

1. Obtain situation briefing from the Incident Commander and/or EOC Director.
2. Put on position identification checklist.
3. **Read the entire duty checklist.**
4. Plan organization of the Finance section.
5. Activate unit leaders for the various Finance activities needed; brief unit leaders.
6. Notify resources unit (Logistics) of names of personnel mobilized to work as unit leaders in Finance.
7. Participate in the development of an Incident Action Plan.
8. Identify service and support requirements for planned and expected operations.
9. Coordinate and process requests for additional resources.
10. Advise on current service and support capabilities.
11. Amend service and support sections of the Incident Action Plan, as necessary.
12. Estimate future service and support needs.



FIRE and RESCUE UNIT LEADER

Duty Position: Assists Incident Commanders in the field by providing coordination for mutual aid requests to and from the Operational Area Fire and Rescue Mutual Aid Coordinator. Respond to requests for fire resources from the field in a timely manner, following established priorities — life safety, protection of the environment, and protection of property. Monitor and track resources used for the event. Provide general support to field personnel as required.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Provide an initial situation report to the Operations Chief.
5. Based on the initial EOC strategic objectives, prepare objectives for the Fire and Rescue Branch.
6. If the fire mutual aid system is activated, coordinate use of City Fire resources with the County Operational Area Fire and Rescue Mutual Aid Coordinator.
7. Provide periodic updates for Operations Chief and Planning Chief.
8. Refer all media contacts to the Public Information Branch.
9. On a regular basis, complete and maintain the Fire Rescue Branch status report.
10. Ensure that all fiscal and administrative requirements are coordinated through the Finance Section Chief (i.e., emergency expenditures and time sheets)
11. Prepare objectives for the subsequent Operational period.
12. Provide these objectives to the Operations Section Chief and Law Enforcement Branch Coordinator.



FOOD UNIT LEADER

Duty Position: Provide for feeding needs at all incident facilities.

Duty Checklist:

1. Obtain situation briefing from Logistics Section Chief.
2. Put on position identification vest.
3. **Read the entire duty checklist.**
4. Assess situation.
5. Appoint and brief staff, as needed.
6. Participate in Logistics Section planning.
7. Determine procedures to efficiently provide meals, including menu planning, potable water needs, transportation of meals to worksite(s) and general maintenance of the food service areas.
8. Order food through the Supply Unit Leader and pick up food from approved vendors.
9. Ensure that all appropriate health and safety measures are taken.
10. Keep inventory of food on hand, check in food orders.
11. Maintain a log of activities and prepare periodic reports for review by the Logistics Section Chief.



FUTURE PLANNING / RECOVERY UNIT LEADER

Duty Position: Responsible for facilitating recovery operations and community planning issues after a major disaster.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Work with business and Government Officials to facilitate recovery operations.
5. Assist business with cost recovery from State OES and FEMA declared disasters.
6. Act as the liaison between the City Planning Department and the community for disaster recovery related issues.
7. Maintain all documentation relating to recovery operations.
8. Provide periodic updates on recovery status.
9. Provide timelines on the projected completion of disaster recovery operations.



GOVERNMENT OPERATIONS MANAGER (Emergency Services Assistant)

Duty Position: In consultation with the City Manager, determines what day-to-day government functions will continue to be provided during a state of emergency.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Consult with the City Manager to determine what day-to-day city operations will continue to function.
5. Work with Department Heads or their designee to communicate what essential city functions will be provided during the state of emergency.



HOUSING UNIT LEADER

Duty Position: Provide temporary housing and related support for emergency response workers, as directed.

Duty Checklist:

1. Obtain briefing from Logistics Section Chief.
2. Put on position identification checklist.
3. **Read the entire duty checklist.**
4. Assess needs for housing and housing-related support and supplies for first response personnel who may already be on the job.
5. Appoint and brief staff, as needed.
6. Determine mid- or long-term temporary housing and housing support needs and report findings to the Logistics Section Chief. Periodically update the report.
7. Identify available housing sources and costs; consider proximity to the worksite.
8. Prepare written housing plan.
9. Keep accurate records of housing provided, costs, purchase authorizations, persons housed and similar information.



INFORMATION TECHNOLOGY SET-UP TEAM LEADER

Duty Position: Provide information technology support for the City Emergency Operation Center. Set-up computers, faxes, printers and telephones for EOC exercises and activations pursuant to the attached implementation diagram (Appendix A5) and remain on standby for assistance as needed.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Set-up all computers, faxes, printers, plotters, and telephones.
5. Assure that all IT equipment is fully functional.
6. Provide IT assistance to EOC staff as needed.
7. Report to the Incident Commander and/or EOC Director that all IT equipment is operational.
8. Remain available during the EOC activation for potential IT support requests.
9. Break down all IT equipment upon termination of the EOC activation and return it to the EOC storage room.



LAW ENFORCEMENT UNIT LEADER

Duty Position: Coordinate evacuation operations. Alert the public of the impending or existing emergency within the City. Coordinate Law Enforcement and Traffic Control Operations during the disaster. Coordinate Site Security at incidents. Coordinate Law Enforcement Mutual Aid through the County EOC. Supervise the Law Enforcement branch.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Provide an initial situation report to the Operations Chief.
5. Based on the initial EOC strategic objectives, prepare objectives for the Law Enforcement Branch.
6. Maintain current status of law enforcement missions being conducted in the City.
7. Provide periodic updates for Operations Chief and Planning Chief.
8. Refer all media contacts to the Public Information Section.
9. Determine the need for law enforcement mutual aid.
10. Ensure that all fiscal and administrative requirements are coordinated through the Finance Section Chief, specifically for emergency expenditures and time sheets.
11. Prepare objectives for the subsequent Operational period. Provide them to the Operations Section Chief and Law Enforcement Branch coordinator.



LOGISTICS SECTION CHIEF

Duty Position: Coordinate with assisting agencies; coordinate evacuee shelter and volunteers.

Duty Checklist:

1. Obtain situation briefing from Incident Commander and/or EOC Director.
2. Put on position identification checklist.
3. **Read entire duty checklist.**
4. Activate Units Leaders as needed, including Volunteers, Evacuee Shelter, Transportation, Communications, Procurement, Housing, and Dependent Care.

Volunteers

1. Utilize and maximize the use of volunteers.
2. Pre-plan the recruitment, selection, and placement of volunteers.
3. Coordinate with other agencies to avoid duplication of efforts in the use of volunteers.
4. Monitor and evaluate the work of volunteers.
5. Assign and utilize Liaison Assistants, as needed.
6. Act as counterpoint for assisting and cooperating agencies.
7. Establish and maintain contact with Logistics counterparts of each assisting and cooperating agency, Incident Commander and/or EOC Director and Section Chiefs of Planning, Operations and Finance.
8. Respond to complaints and requests from incident personnel regarding inter-organizational problems.
9. Maintain a log of activities and recommendations.

Evacuee Shelter

1. Coordinate with other agencies, primarily the Red Cross, to provide evacuee shelter and related evacuee support including food, bedding, first aid, registration service and counseling assistance.
2. Ensure that the Evacuee Shelter Unit assigns shelter specialists to each evacuee shelter site.
3. Inform the Incident Commander and/or EOC Director of the locations and operations of shelter sites.
4. Monitor and evaluate evacuee shelter operations.



OPERATIONAL AREA LIAISON

Duty Position: Attend County EOC briefings during activation of the County EOC. Facilitate communications between the City and County EOC.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Contact the County EOC at 471-1190.
5. Work with County of Santa Cruz EOC coordinators to track City of Santa Cruz mutual aid requests and facilitate communications between City and County emergency operations.
6. Attend City and County EOC briefings and update EOC staff on the status of emergency operations.
7. Maintain a detailed log of County EOC briefings and outstanding issues.



OPERATIONS SECTION CHIEF

Duty Position: Manage all *tactical* incident operations, as directed by the Incident Commander (field) or EOC Director.

Duty Checklist:

1. Obtain situation briefing from the Incident Commander and/or EOC Director.
2. Put on position Identification vest.
3. **Read entire duty checklist.**
4. Develop Operations Section's portion of the Incident Action Plan.
5. Brief and assign Operation's personnel in accordance with the Incident Action Plan.
6. Supervise Operations as directed by the Incident Commander.
7. Determine needs and request additional resources.
8. Assemble and disassemble strike teams assigned to the Operations Section.
9. Report information about special activities, events, and occurrences to the Incident Commander.



PLANNING / INTELLIGENCE SECTION CHIEF

Duty Position: Collect and manage information about the development of the situation and resources.

Duty Checklist:

1. Obtain situation briefing from the Incident Commander and/or EOC Director.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Activate Planning Section units.
5. Reassign initial personnel, if necessary after consultation with Incident Commander and/or EOC Director and Operations Section Chief.
6. Establish information requirements and reporting schedules.
7. Notify Resources Unit of Planning Section about the units activated, including names and locations of assigned personnel.
8. Establish a weather data collection system, if needed.
9. Supervise preparation of an Incident Action Plan, if so directed by the Incident Commander and/or EOC Director.
10. Assemble information on alternative strategies.
11. Assemble and disassemble strike teams not assigned to Operations.
12. Identify any needs for specialized resources.
13. Perform operational planning for the Planning Section.
14. Provide periodic predictions of incident potential.
15. Compile and display incident status summary information.
16. Advise Incident Commander immediately of any significant changes in incident status.
17. Provide incident traffic plan, if needed.
18. Supervise Planning Section units.
19. Prepare and distribute Incident Commander's and/or EOC Director orders.
20. Instruct Planning Section units in proper distribution of incident information.
21. Ensure that normal agency information collection and reporting requirements are being met.
22. Prepare recommendations for release of resources for the review of the Incident Commander and/or EOC Director.



PROCUREMENT UNIT LEADER

Duty Position: Order contract personnel, equipment and supplies; receive and store all supplies for the incident; maintain an inventory of supplies for the incident; and service non-expendable supplies and equipment.

Duty Checklist:

1. Obtain a briefing from the Logistics Section Chief.
2. Review incident needs and any special procedures with unit leaders, as needed.
3. **Read the entire duty checklist.**
4. Coordinate with local jurisdiction on plans and supply sources.
5. Prepare and authorize contracts with land use agreements as needed.
6. Establish contracts and agreements with supply vendors.
7. Interpret contracts and agreements; resolve disputes.
8. Coordinate with Compensation/Claims Unit to process claims.
9. Complete final processing of contracts and send documents for payment
10. Coordinate cost data in contracts with Cost Unit Leader.



PUBLIC INFORMATION OFFICER

Duty Position: Develop and release incident information to the media, the public and others as directed by the Incident Commander.

Duty Checklist:

1. Obtain situation briefing from the Incident Commander and/or EOC Director.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Assess situation.
5. Coordinate activities with the Incident Commander and/or EOC Director and check restrictions to be set upon news release information.
6. Mobilize Internal Communications, Community Information Service and Assistant Information Officer from mobilization roster, if needed.
7. Implement Employee Notification Program, through the Dependent Care Unit, which advises the families of city workers of the workers' status and gathers information to determine if the workers family has needs at home requiring the workers release.
8. Set up areas for the news media.
9. Equip Media Center with phones and control access to the area.
10. Make checklist of news media personnel and news services.
11. Establish liaison with other agencies (in Joint Information Center, if established), to assure continuity in releases.
12. Assemble and prepare information for releases.
13. Observe established constraints on releases of information.
14. Obtain prior approval for news releases from IC and/or EOC Director
15. Post news releases in the EOC 15 minutes in advance of release to the media.
16. Attend necessary meetings to update information.
17. Arrange meetings with incident personnel and the news media, if requested.
18. Prepare post-incident releases and/or summary information for use by the news media, city departments and volunteers.
19. Maintain log of press releases and other pertinent information acquired.



RECOVERY PLANNING UNIT LEADER

Duty Position: Responsible for facilitating recovery operations and community planning issues after a major disaster.

Duty Checklist:

1. Obtain briefing from the Incident Commander and/or EOC Director.
2. Put on identification vest.
3. **Read the entire duty checklist.**
4. Work with business and government officials to facilitate recovery operations.
5. Assist business with cost recovery from State OES and FEMA-declared disasters.
6. Act as the liaison between the City Planning Department and the community for disaster recovery related issues.
7. Maintain all documentation relating to recovery operations.
8. Provide periodic updates on recovery status.
9. Provide timelines on the projected completion of disaster recovery operations.



RESOURCES UNIT LEADER

Duty Position: Collect and manage status of resources, including personnel and equipment.

Duty Checklist:

1. Obtain situation briefing from Planning Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Establish check-in function for arriving resources (personnel, equipment, etc.), at incident locations.
5. Prepare and maintain organization chart and resource allocation and deployment display.
6. Assign duties to Resources Unit personnel.
7. Confirm dispatch and estimated time of arrival of mobilized personnel.
8. Request additional personnel or release excess personnel.
9. Establish contacts with incident facilities by telephone or through communications center and begin maintenance of resource status.
10. Participate in Planning Section meetings as required.
11. Gather, post, and maintain resource status of transportation and support vehicles.
12. Gather, post, and maintain incident resource status.
13. Maintain master roster of all resources checked in at the incident.
14. Prepare organizational assignment list and organization chart.
15. Provide resource summary information to situation unit as requested.
16. List expendable supplies that need replenishing and file with Supply Unit Leader.
17. Maintain unit log.



SITUATION STATUS UNIT LEADER

Duty Position: Collect and manage current situation status regarding the emergency.

Duty Checklist:

1. Obtain situation briefing from the Planning/Intelligence Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Prepare and maintain EOC Situation Status display.
5. Activate Situation Unit personnel, as needed.
6. Assign duties to Situation Unit personnel.
7. Collect incident data at earliest possible opportunity.
8. Obtain and analyze data as directed by the Planning Section Chief.
9. Prepare projections regarding incident status at periodic intervals or upon the request of the Planning Section Chief.
10. Post data on unit work displays and EOC displays at periodic intervals.
11. Participate in incident planning as required by the Incident Commander and/or EOC Director.
12. Prepare incident status summary reports.
13. Prepare traffic plan, if needed.
14. Provide photographic materials and maps.
15. Maintain situation unit records.
16. Maintain unit logs.



STAGING MANAGER

Duty Position: Establish and maintain a Staging Area to assemble resources to be assigned by the Incident Commander.

Duty Checklist:

1. Obtain situation briefing from the Operations Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Proceed to staging area and establish staging area layout.
5. Determine any support needs for equipment, feeding, sanitation and security.
6. Activate Staging Unit personnel as needed.
7. Establish check-in function for reporters.
8. Post areas for identification and traffic control on the Staging site.
9. Request maintenance service for equipment at Staging Area as appropriate.
10. Respond to requests for resource assignments. Requests will come from the Incident Commander and/or EOC Director and/or the Operations Section Chief.
11. Maintain Staging Area in an orderly condition.
12. Report resource status changes to Operations Section Chief.
13. Maintain unit log.



SUPPLY UNIT LEADER

Duty Position: Procure and store resources for the incident response. Inventory and service supplies as needed.

Duty Checklist:

1. Obtain situation briefing from the Logistics Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Appoint and brief staff as needed.
5. Participate in logistics section planning meetings.
6. Determine supplies needed to support present and planned incident operations.
7. Order supplies, equipment and vehicles as directed by the Logistics Section Chief.
8. Arrange for receiving and storage of supplies ordered.
9. Maintain up-to-date inventory of supplies.
10. Upon request, issue supplies to personnel.
11. Arrange for service of reusable equipment.
12. Maintain log of activities
13. Submit periodic reports to the Logistics Section Chief.



TECHNICAL SPECIALIST UNIT LEADER

Duty Position: Collect and manage technical information pertaining to the emergency.

Duty Checklist:

1. Obtain situation briefing from Planning Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Assess situation and activate additional staff as needed.
5. Organize, coordinate, brief, and direct the operations of all Technical Specialist staff responding to emergency.
6. Recommend hot, warm, and if necessary, evacuation zones and perimeters.
7. Assist Planning Section Chief in assessment of emergency situation.
8. Assist Planning Section Chief in developing appropriate protective actions.
9. Assist Planning Section Chief in identifying agencies requiring mandatory notification of emergency operations.
10. Notify Planning Section Chief with any and all pertinent technical information from staff as it develops.
11. Maintain log of activities.
12. Forward all reports and records to the Planning Section Chief.



TIME UNIT LEADER

Duty Position: Responsible for accurate recording of daily time, compliance with specific agency's time recording policies.

Duty Checklist:

1. Obtain situation briefing from the Finance Section Chief.
2. Determine incident requirements for time recording function.
3. **Read the entire duty checklist.**
4. Contact appropriate agency/representatives.
5. Ensure that daily time recording documents are prepared and in compliance with agency's policies.
6. Maintain separate logs for overtime hours.
7. Submit cost estimate data forms to Cost Unit as needed.
8. Maintain records security.
9. Ensure all records are complete prior to demobilization.



TRANSPORTATION UNIT LEADER

Duty Position: Procure and manage transportation equipment needed to support emergency response personnel.

Duty Checklist:

1. Obtain situation briefing from Logistics Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Appoint and brief staff as needed.
5. Participate in Logistics Section planning meetings.
6. Determine transportation and vehicles needed to support the present and planned incident operations.
7. Order transportation and vehicles needed as directed by the Logistics Section Chief.
8. Arrange for receiving and storage of rental vehicles ordered.
9. Coordinate with public transit providers to address special needs, which they may accommodate.
10. Track changes in operations of public transit schedules.
11. Maintain adequate inventory of vehicles.
12. Check out vehicles to authorized persons.
13. Arrange for service of vehicles as needed.
14. Maintain log of activities and submit periodic reports to Logistics Section Chief.



VOLUNTEERS UNIT LEADER

Duty Position: Coordinate volunteer services utilized to respond to the incident.

Duty Checklist:

1. Obtain situation briefing from Logistics Section Chief.
2. Put on position identification vest.
3. **Read entire duty checklist.**
4. Appoint and brief staff as needed.
5. Update or confirm volunteer needs and develop an inventory of volunteer resources presently responding to emergency.
6. Set up volunteer unit office at EOC with clear signage.
7. Develop and provide Logistics Section Chief with information for media releases about volunteer needs.
8. Implement 24-hour information hotline for volunteers.
9. Refer housing requests from volunteers to the Housing Unit Leader.
10. Have all volunteers sign waiver, complete information requests and receive assignments.
11. Maintain contact with Logistics Section Chief to update requests for volunteers, assignments, and volunteer food and housing requests.
12. Order additional supplies and food for volunteer unit through the Logistics Section.
13. Log all Volunteer Unit activities.
14. Use "Volunteer Log" to check volunteers in and out.
15. Use "Volunteer Order Record" to log requests and placement of volunteers.
16. Use "Volunteer Request Form" for written requests for volunteers.
17. Use "Volunteer Assignment Form" to assign volunteer duties.

City Volunteer Coordinator and aides maintain a contact master file of volunteers for assignments to the EOC Volunteer Bureau and aides contact master file of volunteers for assignment to non-city emergency operations.



Appendix A3

Emergency Operations Plan

Departmental Functional Responsibilities Matrix

Department	Alerting and Warning	Communications	Situation Analysis	Management	Public Information	Fire and Rescue	Law Enforcement / Traffic	Medical	Public Health	Coroner	Care and Shelter	Evacuation	Construction / Engineering	Supply / Procurement	Personnel	Transportation	Utilities	Radiological	Recovery
City Council				S															
City Manager				P	S														
City Attorney				S	S														
Finance			S											P					S
Fire	S	P	P	S	S	P		P	S									P	
Parks & Recreation	S	S		S	S						P	S		P		P			
Human Resources				S	S						S		S	S	P				
Planning			S	S	S														S
Police	P	S	S	S	P	S	P		S	P	S	P							
Public Works	S	S	S	S	S	S	S		P		S	S	P			P	P		
Economic Dev.																			P
City Clerk	S				P														
Library	S								S										
Water			P														S		

KEY

P – Denotes primary responsibility

S – Denotes support role



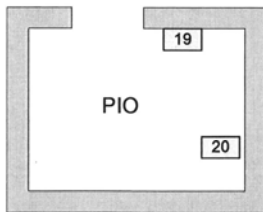
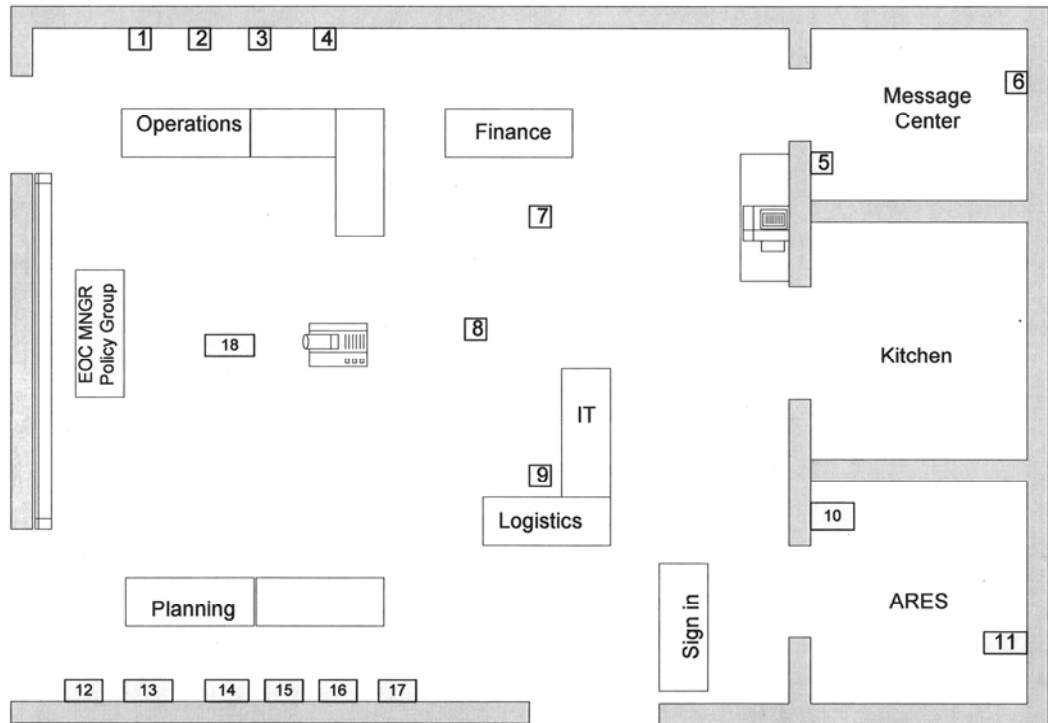
Appendix A4

Emergency Operations Center

Floor Plan Layout and Telecommunications Guide

Area	Extension
ARES	5923
Message Ctr.	5802
Message Ctr.	5803
Finance	5924
Finance	5925
Logistics	5926
Logistics	5927
Logistics	5928
Logistics	5929
Operations	5932
Operations	5933
Operations	5934
Operations	5935
Operations	5936
Operations	5937
Planning	5938
Planning	5939
EOC Mngr.	5930
Policy Group	5931
PIO	5916
PIO	5922

Area	Fax #
ARES	5942
Message Cntr.	5940
Finance	5898
PIO	5943



Jack #	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20
Net Port	3096	3097	3098	3099	3101	3102	3165	3166	3167	3100	3103	3090	3091	3092	3093	3094	3095	3168	3089	3088
Analog Port						1102			1167	1100									1089	

**Appendix A5
Emergency Operations Plan
Incident Level Activation Matrix**

Incident Level	Classification	Incident Criteria	Incident Command Transition	Incident Commander	City EOC Status	Notification
Level 3	<u>Emergency Advisory</u>	<ul style="list-style-type: none"> ▪ Impending Storms ▪ Weather Alerts ▪ Possible Disasters 	Day-to-day operations	City Manager Department Heads	Not active	<ul style="list-style-type: none"> ▪ Department Heads ▪ Affected divisions ▪ PIO
Level 2	<u>Escalating Emergency</u> <ul style="list-style-type: none"> ▪ Increased number of incidents due to heavy rains, some flooding ▪ On-duty crews cannot handle calls ▪ Can be handed by calling out all City crews 	<u>Problems Occurring (examples)</u> <ol style="list-style-type: none"> 1. River is rising; storm continues 2. Local flooding has occurred 3. Debris building up at bridges 4. Possible mudslides 5. Regarding earthquake — people find it difficult to stand, ocean waves form, many windows and furniture break, plaster and stucco walls fall 6. High winds, trees/wires down 	Level 2 Incident Command System activated	Director of Public Works — EOC Director	Activated	<ul style="list-style-type: none"> ▪ All Department Heads ▪ Mobilization per Level 2 staff rosters ▪ PIO function(s) begin(s)
Level 1	<u>Severe Emergency</u>	<u>Problems Occurring (examples)</u> <ol style="list-style-type: none"> 1. River threatening full flood 2. Bridges blocked by debris 3. Levee damaged or breached 4. Earthquake: Ground cracks, damage to masonry is great and some collapse 5. Reservoirs are seriously damaged and underground pipes break 6. Widespread power failure 7. Transportation disaster 8. Wharf damaged by debris or surf 9. Evacuations required 10. Fire related disasters 	Level 1 Incident Command System activated	Director of Public Works — EOC Director	Activated	<ul style="list-style-type: none"> ▪ Full mobilization per rosters and Incident Commander and/or EOC Director



Appendix A6
Emergency Operations Plan
County of Santa Cruz
SEMS Memorandum of Understanding



RESOLUTION NO. NS-21,833

RESOLUTION OF THE CITY COUNCIL OF THE CITY OF SANTA CRUZ AUTHORIZING THE CITY MANAGER TO EXECUTE THE SEMS MEMORANDUM OF UNDERSTANDING ESTABLISHING A COUNTY-WIDE EMERGENCY MANAGEMENT SYSTEM

WHEREAS, the California Office of Emergency Services is authorized under Government Code section 8607(a) to establish by regulation a standardized emergency management system (SEMS) for use by all emergency response agencies; and

WHEREAS, the SEMS regulations are intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies utilizing incidental command systems, multi-agency or inter-agency coordination and the operational concept and established mutual aids systems; and

WHEREAS, local governments are required to follow the SEMS regulations in order to be eligible for State funding of response-related personnel costs for activities identified in California Code of Regulations, Title 19, Sections 2920, 2925 and 2930;

WHEREAS, the County of Santa Cruz and the Cities of Capitola, Santa Cruz, Scotts Valley and Watsonville desire to enter into this Memorandum of Understanding to establish the procedures by which the local agencies within the County of Santa Cruz shall satisfy the requirements for the SEMS regulations.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Santa Cruz that the city manager be, and is hereby authorized to execute that certain SEMS MOU, in a form acceptable to the city attorney, upon the terms and conditions as presented to Council this date.

PASSED AND ADOPTED this 27th day of September, 1994, by the following vote:

AYES: Councilmembers: Beiers, Rotkin, Yokoyama, Rittenhouse, Mathews, Mayor Kennedy.

NOES: Councilmembers: None.

ABSENT: Councilmembers: Coonerty.

DISQUALIFIED: Councilmembers: None.

APPROVED 
Mayor

ATTEST 
City Clerk



MEMORANDUM OF UNDERSTANDING REGARDING THE
STANDARDIZED EMERGENCY MANAGEMENT SYSTEMS (SEMS) REGULATIONS

WHEREAS, The California Office of Emergency Services is authorized under Government Code section 8607(a) to establish by regulation a standardized emergency management system (SEMS) for use by all emergency response agencies; and

WHEREAS, the SEMS regulations have been adopted as California Code of Regulations, Title 19, section 2400, et.seq.; and

WHEREAS, the SEMS regulations are intended to standardize response to emergencies involving multiple jurisdictions or multiple agencies utilizing incident command systems, multi-agency or inter-agency coordination, the operational concept and established mutual aids systems; and

WHEREAS, local governments are required to follow the SEMS regulations in order to be eligible for state funding of response-related personnel costs for activities identified in California Code of Regulations, Title 19, sections 2920, 2925 and 2930;

WHEREAS, the County of Santa Cruz and the Cities of Capitola, Santa Cruz, Scotts Valley and Watsonville desire to enter into this Memorandum of Understanding to establish the procedures by which the local agencies within the County of Santa Cruz shall satisfy the requirements of the SEMS regulations,

NOW THEREFORE, THE PARTIES AGREE AS FOLLOWS:

1. All local governments within the geographic area of the County of Santa Cruz are hereby established as a single operational area for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the state's emergency operation centers and the operation centers of all the local governments within the County of Santa Cruz.

2. The County of Santa Cruz, through its Emergency Operations Center shall serve as the lead agency for the County of Santa Cruz operational area. As lead agency, the County of Santa Cruz is responsible for:

- a) Coordination of information, resources and priorities among the local governments within the County of Santa Cruz;
- b) Coordination of information, resources and priorities between the regional level and the local government level. Coordination of fire and law enforcement resources shall be accomplished through their respective mutual aid systems.



- c) Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities.

3. The Santa Cruz County operational area EOC shall be activated and the SEMS regulations shall be followed when any one of the following conditions exist:

- a) A local government within Santa Cruz County has activated its EOC and requested activation of the Santa Cruz County operational area EOC to support their emergency operations.
- b) Two or more cities within the County of Santa Cruz have declared or proclaimed a local emergency.
- c) The County and one or more of the cities have proclaimed a local emergency.
- d) A city or the County has requested a governor's proclamation of a state of emergency for their jurisdiction, as defined in Government Code section 8558(b);
- e) A state of emergency is proclaimed by the governor for the County or two or more of the cities within the County of Santa Cruz;
- f) Local agencies within Santa Cruz County are requesting resources from outside Santa Cruz County, except those resources used in normal day-to-day operations which are obtained through existing agreement providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement;
- g) Local Agencies within Santa Cruz County have received resource requests from outside Santa Cruz County, except those resources used in normal day-to-day operations which are obtained through existing agreements providing for the exchange or furnishing of certain types of facilities and services on a reimbursable, exchange, or other basis as provided for under the Master Mutual Aid Agreement;



Appendix A7

Emergency Operations Plan

Radio Call Numbers

(except Police, Fire, Lifeguards)

PUBLIC WORKS FREQUENCY - 154.1 Mhz.

ADMINISTRATION, CITY

CM-1 City Manager
CM-2 Assistant City Manager
A-10 Human Resources Director
A-11 Risk Manager
A-12-A-18 Administration as assigned

ADMINISTRATION, DEPARTMENT HEADS

101 Public Works Director
300 Parks & Recreation Director
400 Planning Director

BUILDING INSPECTION

200 Chief Building Official
201 Building Inspector
202 Building Inspector

ENGINEERING

101 Public Works Director
110 Assistant Public Works Director
111 Survey Crew
112 Public Works Inspector
113 Assistant Civil Engineer
116 Associate Civil Engineer
120 Operations Manager
128 Principal Administration Analyst

GARAGE/BUILDING MAINTENANCE

280 Supt. of Mechanical Maintenance
281 Building Maintenance Supervisor
282 Building Maintenance Worker II
283 Building Maintenance Worker II
284 Garage

PARKS AND RECREATION

300 Parks & Recreation Dir.
301 Superintendent of Parks
303 Field Supervisor
309 Construction Specialist
310 Field Supervisor
312 Turf Crew Leader
314 Tree Crew
314 (A) Tree Crew
315 Eastside Route
316 Westside Route
317 Field Crew Leader
318 Central Route
321 Irrigation
322 Median Crew
323 Median Crew Sr.
Turf Crew
Sanitation Route

LIFEGUARD SERVICE(Gold)

5200 Base Station
5210 Lifeguard Blazer 4 x 4
5211 Lifeguard Blazer 4 x 4
5260 Rescue Boat

SANITATION

39 Supt. of Solid Waste
40 Sanitation Supervisor I
41 Sanitation Supervisor II
55 Shop Pick-up
42 Pull-on Truck
50 Pull-on Truck
51 Pull-on Truck
52 Pull-on Truck
43 Garbage Truck
44 Garbage Truck
45 Garbage Truck
46 Garbage Truck
47 Garbage Truck
48 Garbage Truck
49 Garbage Truck
53 Garbage Truck
54 Garbage Truck
56 Garbage Truck
66 Garbage Truck - Sat.
67 Garbage Truck - Sat.
77 Garbage Truck - Sun.

WATER DEPARTMENT

Administration

60 Principal Admin Analyst
84 Deputy Director/ Operations
50 Deputy Director/ Engineering
95 Director
KMK 835 Office Staff

Customer Service

71 Meter Repair
80 Customer Service Manager
9 Field Rep.
98 Field Rep.
99 Meter. Shop Coordinator

Water Distribution

61 Superintendent
65 Dump Truck #607
70 Leak Detection
72 Breakout Truck #612
73 Leak Truck #417
75 Hydrant Maintenance
78 Specialty Crew
81 Hyd. Maintenance
83 Valve Crew
87 After Hours Duty Staff
91 Maintenance Crew
92 Field Supervisor
94 Service Crew
96 Leak Crew
KME 45 Yard Staff

Engineering

54 Backflow Pre. Technology.
59 Field Technician
64 Office Engineer
76 Field Technician
77 Office Technician
50 Deputy Director/ Engineering
89 Inspection
65 Associate Engineer

Appendix A9 • EOP Radio Call Numbers

Water Production

62	Landscape Gardener
63	Prod. Fld. Supv.
74	Chief Operator
79	Elect. Technology.
85	Prod. Maintenance
86	Prod. Supt.
90	P/L Patrol
93	Elect. Technology.
KDG41	GHWTP Base Duty Operator

Water Recreation

55	Concession Staff
56	Concession Manager
57	Seasonal Ranger
58	Maintenance Staff
67	Park Ranger
68	Park Ranger
69	Patrol Boat
82	Chief Ranger W. Cacace
KUL 976	Base Station HQ/KIOSK

Water Quality Control

51	WQC Supv.
52	Chemist
53	Lab Technology

Wharf

	Wharf Headquarters
	Wharf Supervisor
	Wharf Const Crew Leader
	Wharf Maint Crew Leader
	Wharf Day Maint
	Wharf Const Spec
226 & 227	Wharf Const Crew
	Wharf Evening Maint
	Wharf Night Maint
427	Wharf CSO