

CITY OF SOUTH LAKE TAHOE

Emergency Operations Plan 2014



Table of Contents

Distribution List.....	4
Record of Revisions.....	5
Introduction.....	6
Standard Emergency Management System.....	6
Incident Command System.....	6
Threats facing the City of South Lake Tahoe.....	7
Purpose of the Emergency Operations Plan.....	15
Authority and Promulgation.....	16
Concept of Operations.....	16
Response to Emergencies and Disasters: Four Phases.....	18
How the EOC is Activated: Mobilization Procedures.....	19
Emergency Operations Organization Chart.....	21
Standardized Emergency Management System (SEMS).....	22
Management/Policy Group.....	23
Operations Section.....	24
Planning/Intelligence Section.....	24
Logistics Section.....	25
Finance Section.....	25
Maintaining City Services.....	26
Emergency Operations Facilities: EOCs and DOCs.....	26
Emergency Operations and Mobilization of Employees.....	27
Logistics and Material Acquisition.....	28
Plan Development and Maintenance.....	29
After Action Reviews-Reports-Corrective Actions.....	29
Primary EOC Floor Plan.....	31
Police Building EOC Floor Plan.....	32
EOC Director/Incident Commander Responsibilities.....	33
Public Information Officer (Command Staff) Responsibilities.....	36
Liaison Officer (Command Staff) Responsibilities.....	39
Safety Officer (Command Staff) Responsibilities.....	41
Operations Section Chief (Operations Section) Responsibilities.....	43
Planning/Intelligence Section Chief (Planning Section) Responsibilities.....	47
Logistics Section Chief (Logistics Section) Responsibilities.....	50
Finance/Administration Section Chief (Finance Section) Responsibilities.....	53
Operation Branch Directors (Operations Section) Checklist.....	56
Resource Unit Leader (Planning Section) Responsibilities.....	57
Situation Unit Leader (Planning Section) Responsibilities.....	58

Table of Contents *continued*

Documentation Unit Leader (Planning Section) Responsibilities.....	59
Demobilization Unit Leader (Planning Section) Responsibilities.....	60
Supply Unit Leader (Logistics Section) Responsibilities.....	62
Facilities Unit Leader (Logistics Section) Responsibilities.....	63
Communications Unit Chief (Logistics Section) Responsibilities.....	65
Food Unit Leader (Logistics Section) Responsibilities.....	66
Time Unit Leader (Finance Section) Responsibilities.....	67
Procurement Unit Leader (Finance Section) Responsibilities.....	68
Compensation/Claims Unit Leader (Finance Section) Responsibilities.....	70
Cost Unit Leader (Finance Section) Responsibilities.....	71
Mayor and Council Member Checklist.....	72
Acronyms.....	73
Glossary.....	77
References.....	84
Appendices.....	85
Appendix A Emergency Phone Lines.....	85
Appendix B EOC Staffing & Contact Numbers.....	86
Appendix C EOC Phone Numbers by Responsibility.....	87
Appendix D Dependent Dare Care Plan.....	88
Appendix D (cont) Disaster Personnel Contact Information.....	89
Appendix E EOC Message Form.....	91
Appendix F Roads Status Chart.....	92
Appendix G Casualties and Damage Chart.....	93
Appendix H ICS214 Activity Log.....	94

DISTRIBUTION LIST

	Position	Department / Division / EOC Section
1.	Administrative Services Director	Administrative Services Department
2.	Building Official	Development Services
3.	City Attorney	City Attorney
4.	City Clerk	City Clerk
5.	City Council-5 copies	City Council
6.	City Manager	City Manager
7.	Deputy Public Works Director	Public Works
8.	Development Services Director	Development Services
9.	Engineering	Public Works
10.	Financial Services Manager	Administrative Services Department
11.	Fire Chief	Fire Department
12.	Fire Shift Commander	Fire Department
13.	Management Analyst	City Manager
14.	Operational Area (County) EOC Administrator	Operational Area EOC
15.	Parks Manager	Parks and Recreation
16.	Police Chief	Police Department
17.	Public Information Officer	City Manager
18.	Public Works Director	Public Works Department
19.	Recreation Manager	Parks and Recreation

RECORD OF REVISIONS

Revision Number	Revision Date	Revisions	Revisions Entered by
1	February 2014	Whole document review; update	Jeff Meston
2	July 2014	Safety Office Duty Stmt update	Tina Shannon

INTRODUCTION

The City of South Lake Tahoe Emergency Operations Plan (EOP) describes the roles and operations of the departments and personnel of the City of South Lake Tahoe during a major emergency. The EOP sets forth standard operating procedures for managing public emergencies resulting from floods, storms, earthquakes, tsunami, hazardous material incidents and other natural or man-made disasters.

The EOP further defines and describes the emergency management organization which shall be used during emergencies. The plan addresses integration and coordination with other governmental levels when required utilizing the following mandated organizational structures:

Standardized Emergency Management System

The EOP is based on the functional elements of California's Standardized Emergency Management Systems (SEMS). SEMS is established in state law (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations).

SEMS provides a standardized response to emergencies that involve multiple jurisdictions or multiple agencies. It is intended to be flexible and adaptable to the needs of emergency responders and is required by state law. SEMS is used as the coordination management system at both the Emergency Operations Center (EOC) level and between EOCs within the Operational Area (county).

SEMS requires emergency response agencies to use basic principles and components of emergency management, including the Incident Command System (ICS), interagency coordination, the Operational Area concept, as well as established mutual aid systems.

SEMS is designed to focus resources and efforts in the most efficient manner. While it overlays pre-existing mandates in statute and regulations, it does not redirect or preempt these authorities.

SEMS regulations require that when a local government EOC is activated, communications and coordination shall be established between the Incident Commander(s) in the field, and the Department Operations Center (DOC) to the EOC or between the Incident Commander(s) and the EOC.

Coordination of fire, law enforcement and public works resources are managed through their respective mutual aid systems.

Incident Command System

The EOP outlines and uses the Incident Command System developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE). ICS identifies how the City fits into local, regional, state, and federal emergency response structures. This framework conforms to the requirements of the National Incident Management System (NIMS) as mandated by the Federal Department of Homeland Security (DHS).

The ICS delegates functions (or tasks) to subordinates of an Incident Commander (field response) and/or an Emergency Operations Center (EOC) Director and promotes proper span of control and unity of command, and is implemented in accordance with SEMS mandates and incorporates the National Incident Management System (NIMS).

The purpose of the ICS is to assign employees with reasonable expertise and training to a function critical to emergency management during the course of emergencies without loss of precious time.

When ICS is needed:

When an incident requires response from multiple local emergency management and response agencies, effective cross-jurisdictional coordination using common processes and systems is critical. The Incident Command System provides a flexible, yet standardized core mechanism for coordinated and collaborative incident management, whether for incidents where additional resources are required or are provided from different organizations within a single jurisdiction or outside the jurisdiction, or for complex incidents with national implications. (FEMA)

An important feature of the ICS, noted above, is that only those positions needed to manage a particular incident are activated. As the severity of an incident increases, assignments may change commensurate with that shift.

Realizing that the EOP identifies employees by titles that are different from their usual designations, the EOP includes checklists for each position. Additionally, an organizational transition matrix is provided in the Appendices.

Threats facing the City of South Lake Tahoe

This section of the Emergency Operations Plan consist of a series of threat summaries based upon City of South Lake Tahoe operational area hazards analysis. This hazard analysis was conducted in conjunction with El Dorado County, providing a description of the local area, risk factors and anticipated nature of situations which could threaten or occur in the City of South Lake Tahoe. The following identified threats are discussed:

- Major earthquake
- Lake Tsunami
- Wildland urban/interface fire
- Extreme weather
- Flooding
- Utility failure
- Hazardous material incident
- Landslide/avalanche
- Structure fire/explosion
- Civil unrest or public panic
- Natural security threat
- Terrorism
- Transportation emergencies
- Public health emergency
- School emergency
- Cyber-terrorism

It is important to note that these hazards are not mutually exclusive hazards. One or more of these events may take place simultaneously. Specific actions to be a composition the responses incidents and how to manage those are contained within this plan.

The City of South Lake Tahoe is located at the southern end of the Lake Tahoe basin the city encompasses 16.6 square miles with which 10.2 square miles is land and 6.4 square miles or 38.80%, is water approximately 22,200 residents. Its elevation is about 6,237 feet above sea level. The city's population is data here, and is found within El Dorado County California. City of South Lake Tahoe shares a border with Stateline, Nevada. The City has US Route 50 and state Route 89. The city also has its own airport.

Major earthquakes

A major earthquake occurring in or near the jurisdiction may cause many deaths and casualties, extensive property damage, fires, has material spills and other ensuing hazards. The effects could be aggravated by aftershocks and by secondary effects of fire, has just material/chemical accidents and a possible failure of waterways. Such an earthquake would be catastrophic and its effects upon the population could exceed the report response capabilities of the individual jurisdiction, El Dorado County and the Gov.'s office of emergency services. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, and to and from, the disaster area and by the disruption of public utilities such as power and water.

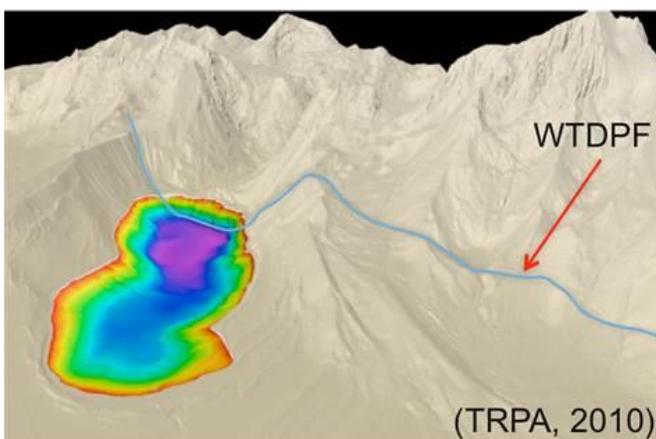
Historic earthquake activity

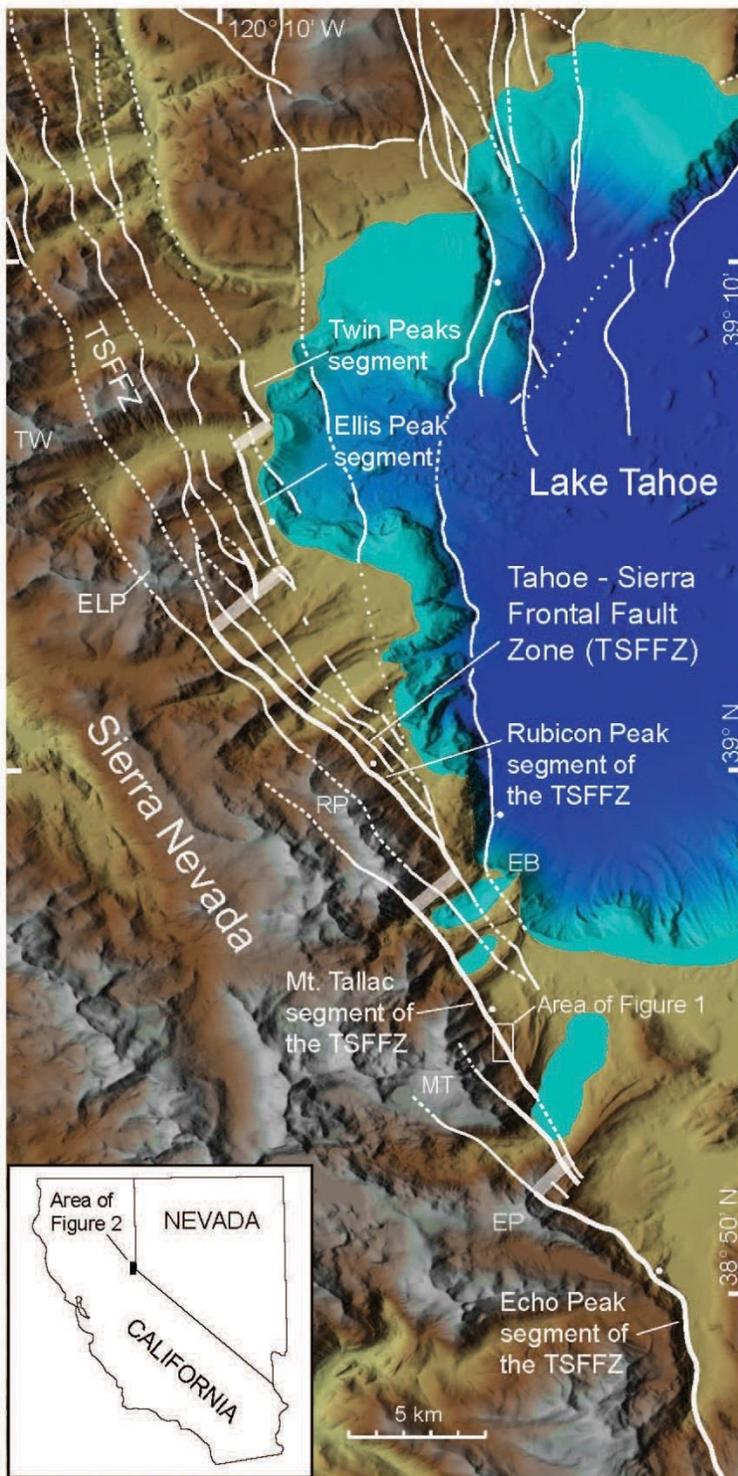
The West Tahoe Fault is capable of producing a magnitude-7.3 earthquake and tsunamis up to 30 feet (10 meters) high. [Earthquakes strike](#) every 3,000 to 4,000 years on the fault, and the most recent shaker was 4,500 years ago, indicating the fault is overdue for another earthquake. The West Tahoe fault defines the west shore of the lake, coming on shore at Baldwin Beach, passing through the southern third of Fallen Leaf Lake, and then descending into Christmas Valley near Echo Summit.

The most significant earthquake action in terms of potential structural damage and loss of life is ground shaking and fire. Ground shaking is the movement of the Earth's surface in response to a seismic event. The magnitude of the earthquake, distance from the epicenter, and the characteristics of surface geology determine the intensity of the ground shaking and the resulting damage.

Damage may include destruction of buildings making some in inhabitable due to the phenomena of liquefaction. Liquefaction is the loss of sheer strength of our soil. The sheer strength loss from results from the increase of water pressure caused by the rearrangement of soil particles induced by shaking or vibrations. Liquefaction has been observed in many earthquakes, usually in soft, poorly graded granule granular materials i.e., (loose sands)., With high water tables. Liquefaction usually occurs in a soil during or shortly after a large earthquake.

The USGS database shows that there is a 93.71% chance of a major earthquake within 50km of South Lake Tahoe, CA within the next 50 years. The largest earthquake within 30 miles of South Lake Tahoe, CA was a 6.10 Magnitude in 1994.





LakeTsunami

Because the fault crosses the lake, scientists worry a future earthquake will cause a tsunami in Lake Tahoe. The [monster waves](#) could form in two ways: by the fault displacing ground under the lake, similar to Japan's Tohoku tsunami, or by causing [landslides that displace the water](#). A combination of both could also create an even bigger wave.

Wildland/Urban interface fire

A wildfire is an uncontrolled fire, often driven by dry winds, which destroys vegetation and the structures in its path. Residential and commercial dwellings that intermix with wildland areas are particularly susceptible to wildfires. Contributing factors to structure destruction include insufficient clearance of vegetation, having combustible roof coverings, inadequate screened attic openings, unenclosed balconies and decks, and inadequate or inaccessible water supplies, and remote and difficult to reach locations. The Lake Tahoe Basin is a good example of the rural/wildland intermix phenomenon. This intermix is where rural development and wildland vegetation meet and intermix with no clearly defined separation. As populations increase in South Lake Tahoe, the threats of intermixes wildland fires will also increase.

In June of 2007, a wildland fire destroyed 254 homes and consumed approximately 3100 acres of vegetation and timber in the Lake Tahoe area. A Bi-State Fire Commission was convened by the Governors of California and Nevada to conduct a thorough review of how a similar fire could be prevented, and/or mitigated in the future. In summary, the Commission found a greater need existed for fuel reductions, having defensible space around structures and the use of fire resistant building materials.

Severe Weather

Severe weather conditions frequently occur in El Dorado County. These conditions include heavy rain and snowfall, high winds, extended drought conditions, extreme cold and hot temperatures, sizeable hail, and extensive lightning strikes. These extreme conditions have often resulted in extended power outages, wildland and structural fires, public and private structure damage, flooding, multi-casualty incidents, stranded travelers, landslides, avalanches, hazardous material spills, and dangerous road conditions.

It is very important that weather conditions be monitored on a continuous basis and analyzed for those patterns that bring severe conditions. An example of this can be found in what caused the 1997 floods. In December of 1996, several cold storms came through El Dorado County saturating the ground and leaving heavy snowfall in the mountains. Following these cold storms came a series of warm heavy rainstorms. The warm rain melted the snow pack causing record amounts of water to flow down from the mountains.

The impact on El Dorado County included landslides along the American River Canyon, and flooding in South Lake Tahoe, Coloma, Cameron Park, and in several South County locations. Early recognition of the weather patterns that bring about severe conditions can add greatly to increased readiness actions such as alerting/evacuating the public, preparing an appropriate response thereby lessening the probability and severity of disaster damage and/or injuries.

Severe weather conditions in the form of extended periods of extreme hot and cold temperatures can lead some citizens to suffer tremendously causing the need for OES and Public Health to open general population and medically fragile shelters to provide relief. Some citizens have sought medical attention and there have been counties that reported loss of life do to these temperature extremes.

Flooding

Periods of prolonged and intense rain or rapid snowmelt can cause rapid flooding leading to landslides, road washouts, and utility failures. Rapidly moving water coming from higher elevation can cause many areas in El Dorado County to become super-saturated and flood. A dam failure could also cause massive flooding downstream.

Flooding and landslides have resulted in residents and travelers being stranded in place for extended periods of time. For example, in 1997, flooding and two landslides along Highway 50 and the American River Canyon isolated the entire community of Kyburz for several days. Highway 50 was not re-opened to the public for several months. Flooding has also resulted in the evacuation of residents living in sections of South Lake Tahoe, Coloma-Lotus, Gold Beach and others.

Historically, floodwaters will diminish quickly after the sources of water (extreme storms, snowmelt, dam failure, etc.) have passed. Although the floodwaters have dissipated, a danger still exists, and special consideration needs to be given to damaged infrastructure, debris, and contaminants in waterways, rivers, creeks, lakes and reservoirs. Drinking water may have been contaminated, and standing water may give rise to dangerous health concerns.

Utility Failure

Communications: System failure, overloads and loss of electrical power will affect telephone systems. Numerous failures may occur immediately following a disaster event and be compounded by system use overloads. This would include the use of cellular phones and pagers. Electrical Power: El Dorado County is particularly vulnerable to the loss of electrical power because of extreme weather conditions, fires, utility system failures, rotating blackouts and vehicles colliding with power poles.

Repairs to electrical equipment may require the clearing of roadways for the free movement of crews and equipment. Restoration of local electrical power will be coordinated with regional and local utility representatives. Repair of the system may be delayed due to continuance of the hazard that caused the system failure.

Natural Gas – Propane: Underground natural gas lines serve portions of the west end of the County, and many areas in the South Lake Tahoe basin. Other areas of the County use residential/commercially situated propane gas tanks. Propane tanks are generally placed above ground and are vulnerable to many hazards. In the past, extreme weather and road blockages have prevented deliveries of propane to isolated communities.

Potable Water: Water availability and distribution for supporting life and treating the sick and injured is of major concern to the County of El Dorado. It is expected that primary water sources could be compromised due to damage to their treatment plants, pump stations and/or the pipelines that distribute potable water. There will be high potential for contamination in open ditch systems during flooding, landslide, and disease outbreak.

Hazardous Material Incidents

The production and use of hazardous materials has become a normal part of society. A hazardous material is any substance that may be explosive, flammable, poisonous, corrosive, reactive, radioactive, or any combination thereof, because of its quantity, concentration or characteristics. Hazardous materials require special care in handling because of the hazards they pose to public health, safety and the environment.

A hazardous materials incident is the result of an uncontrolled or intentional (terrorist) release of a hazardous substance(s) during storage or use from a fixed facility, residence, and agricultural operation or during transport. Releases of hazardous materials can be especially damaging when they occur in highly populated areas or along transportation routes used simultaneously by commuters and hazardous materials transports.

Because of the numerous hazardous substances being transported, incidents are more likely to occur along highways. Fixed facilities do have occurrences of hazardous materials incidents, too. However, stringent facility safety requirements help to limit these occurrences at fixed facilities. Common fixed facilities include manufacturing, industrial, retail, bulk fuel storage, water and wastewater treatment facilities.

The agricultural businesses in El Dorado County may also be a source of hazardous materials incidents. Accidental releases of pesticides, fertilizers and other agricultural chemicals may be harmful to the public health, safety and environment.

Another source of hazardous materials incidents is the illegal manufacturing of drugs in clandestine laboratories. In many instances, the residue and hazardous waste from these laboratories are illegally dumped, posing a public health and safety hazard and a threat to the environment.

Landslide/Avalanche

Landslides include all movements of soil, rock or debris as a result of falling, sliding or flowing. The triggering cause may be heavy rainfall or seismic activity. An untimely occurrence of a large earthquake during or soon after a sustained period of moderate to heavy rainfall could produce a major landslide. Major landslides may also occur in those areas where a major wildland fire has destroyed hillside vegetation.

Snow avalanches and associated storm-triggered snow/landslides have caused most of the deaths and much of the structural damage attributed to land sliding in California. Such incidents have occurred frequently in the past and as growth and development place more people, structures and roadways in susceptible areas, the potential danger also increases.

During the severe weather events that occurred in January 1997, tens of thousands of cubic feet of soil and rock slid down onto Highway 50. The landslide caused extensive damage to the roadway as well to some homes that were in its path. Debris avalanches and debris flows may be triggered in both rural and urban areas, smashing homes, blocking roads, severing utilities and water supply, and injuring or killing people. Damage control and disaster relief may be required from local agencies, private organizations, and State and Federal Governments.

Closure of major highways and main roads and loss of communications may seriously hamper emergency operations. State and local agencies have identified several locations along Highway 50 and the American River Canyon that are susceptible to landslide, debris flow, and avalanche dangers.

Structural Fire/Explosion

Structures of concern for fire/explosion include large facilities used for light manufacturing, hotels/motels, office complexes, theaters, churches, Ski Resorts, hospitals, public storage, retail stores, restaurants, and other similar type buildings.

These buildings usually consist of multiple floors, housing large numbers of people and quantities of various products and materials. Buildings of this type can be found throughout South Lake Tahoe.

Fires in these structures pose many hazards such as explosions, hot-hazardous gas, and structural collapse. Alerting and evacuating occupants from all sections of the building will pose a significant challenge, especially if there is no facility-wide audible/visual warning system, and no evacuation plan.

Civil Unrest or Public Panic

Civil disturbances include incidents that are intended to disrupt a community to the degree that law enforcement intervention is required to maintain public safety. Civil disturbances are generally associated with controversial political, judicial, or economic issues and/or special events. Panic can be caused by the above and can easily be generated by an act of terrorism, or even the mere threat of one.

The effects of civil disturbances or panic are varied and are usually based upon the type, severity, scope and duration of the disturbance. The effects of civil disturbances include traffic congestion or gridlock, illegal assemblies, disruption of utility service, property damage, injuries and potentially loss of life.

Facilities that are vulnerable include:

- City of South Lake Tahoe Government Offices/Airport
- El Dorado County Government Complex
- El Dorado County Courts
- South Lake Tahoe Community College
- Residential and business areas at, and or near the New Year's Eve celebration at Stateline – South Lake Tahoe

National Security Threat

Although the potential for a nuclear detonation occurring and affecting El Dorado County is low, the consequences of such an event would be catastrophic. The most likely danger to El Dorado County would be radioactive fall-out, and the receiving of thousands of evacuees, some of whom may be contaminated, ill or panicked, from more likely target areas located in the San Francisco Bay Area.

Terrorism

Terrorism threat assessments are conducted regularly to identify potential targets and their vulnerability. The assessments involve an analysis of past terrorism events, and what the current trends are for international and domestic terrorist groups to attack. Although it is difficult to predict what future terrorist activity could occur in and/or near El Dorado County, we believe of greatest concern would be:

- Numerous fires being started throughout our national forests during a “Red Flag” weather period.
- An attack on an existing bulk fuel/chemical storage facility. Many critical facilities have on their premises large quantities of propane, diesel, and in some cases chlorine.
- An attack at a ski resort. In 2002, the Earth Liberation Front took credit for sabotaging the new gondola at Heavenly Valley Ski Resort.
- An attack on a City, County or State government facility.
- A terrorist attack occurring somewhere in our region with mass numbers of potentially contaminated victims coming here to seek refuge.
- An influx of persons panicked by a threat of imminent danger.

Transportation Emergencies

Each year, transportation accidents cause the majority of the mass casualty incidents (MCI's) that occur in the county. MCI accidents have involved many modes of transportation such as vehicles (autos, large commercial trucks, public and private buses), small aircraft, and various size boats.

The California Highway Patrol reports that yearly they will respond to approximately 2000 vehicle accidents in El Dorado County. These accidents will on average result in the deaths of approximately twenty people. The majority of MCI accidents involve multiple vehicle accidents.

The main transportation arteries through City of South Lake Tahoe are State Highways 50 and 89. Hwy 50 is heavily used at most hours of the day and night. Severe weather conditions such as heavy rains, freezes and snowfall often impact the flow and safety of vehicle traffic.

It is not uncommon for transportation arteries to be closed for extended periods of time because of weather conditions and traffic accidents.

Another transportation concern involves aircraft accidents. Each year approximately three small aircraft accidents will occur in the County and they often result in death and/or serious injury to the pilot and passengers. An associated concern is that one of these small planes will crash into an inhabited building and/or at place where a large number of people have gathered for a special event. High elevations, mountainous terrain, and fast changing weather conditions are often contributing factors to small aircraft accidents.

Boating is a very popular recreational activity in the county and another mode of transportation that has resulted in MCI events. Response times to the Lake can often be extended due to determination of where the event is and who was dispatched. Lake Tahoe can experience ocean-like waves. These conditions can develop quickly, without notice, catching boaters off guard and cause them to capsize. Lake Tahoe waters are very cold. People in the water can be quickly overcome by hypothermia.

One particular concern is that one of the two large paddlewheel boats working in Lake Tahoe will have an accident and subsequently sink. Each paddlewheel can carry approximately 500 people. An accident of this size could result in a large-scale MCI.

Public Health Emergencies

Public health emergencies may occur at any time, in populated as well as remote areas of El Dorado County. A large-scale health concern such as a pandemic will require a multiagency, multi-jurisdictional response. For this reason, it is essential that the Incident Command System, and in many cases a unified command, be implemented immediately by responding agencies and expanded as the situation dictates. Public health emergencies and may exhaust local resources very quickly and necessitate mutual aid from jurisdictions that are far removed geographically and not impacted by the illness out-break.

Public health emergencies will generate tremendous media and public interest. The media should be considered an ally and essential means of communicating warnings and response information to the public so as to reduce fear, and in turn reduce the impact on hospitals, and other medical providers.

Large-scale emergencies such as this may pose serious long-term threats to public health, agriculture, the environment, and the local economy. These strategic considerations must be considered in all significant disasters and emergencies. Disasters and emergencies may require an extended commitment of personnel and resources from involved agencies and jurisdictions.

School Emergencies

Potential school emergencies encompass many types of natural, technological, and manmade disaster events. An emergency/disaster involving a school campus will pose many concerns and challenges for school officials and public safety first responders. Many of the school campuses in the City are located in or near heavily forested (heavy fuel load) areas with a limited capability for access and egress. An event threatening this area will require a substantial number of public safety personnel to respond with mutual aid assistance also being summoned from adjoining jurisdictions. The recent increase in school shootings creates the opportunity for incidents to greatly exceed emergency response personnel capabilities.

Cyber-terrorism

The FBI defines terrorism as the unlawful use of force or violence against persons or property to intimidate or coerce a government, the civilian population, or any segment thereof, in furtherance of political or social objectives. Cyber-terrorism could thus be defined as the use of computing resources to intimidate or coerce others. An example of cyber-terrorism could be hacking into a hospital computer system and changing someone's medicine prescription to a lethal dosage as an act of revenge, or blocking computer networks that could disrupt communications, banking or government.

PURPOSE OF THE EMERGENCY OPERATIONS PLAN

This plan identifies the operational concepts and procedures associated with coordinating and supporting field response to emergencies, Emergency Operations Center (EOC) activities, and the recovery process.

The City of South Lake Tahoe plans for, and responds to, emergency events in coordination with El Dorado County Operational Area Emergency Operations Plan February 2009. The City of South Lake Tahoe agrees to follow the SEMS as mandated under California law.

SEMS is comprised of the emergency management organizations of cities (local government), operational areas (counties), OES regions (Inland Region IV), and state agencies. Within this context, local jurisdictions are responsible for directing and coordinating emergency response and recovery operations within their respective jurisdictions, while the other agencies serve primarily as support elements.

The Emergency Operations Plan identifies responsibilities and procedures that may be required to help protect the health and safety of the City of South Lake Tahoe from the effects of natural and other emergencies and disasters. It also identifies the operational concepts and procedures associated with coordinating and supporting field-level response to emergencies, and EOC activities.

Scope

The EOP is a department-level plan which focuses the response of appropriate personnel resources of the City of South Lake Tahoe to a major emergency. The intent of the EOP is to provide guidance for extraordinary emergency situations. Departmental responsibilities are identified where appropriate, based on the type of hazard or threat.

Special Districts serving the City of South Lake Tahoe are responsible for following the plan and developing plans and standard operating procedures to fulfill their responsibilities.

Mission

It shall be the mission of the City of South Lake Tahoe Emergency Management Organization to respond to an emergency situation in a safe and timely manner. The protection of lives, preservation of property, and protection of the environment shall be the principal goals which underscore each activity undertaken in the name of the Emergency Operations Plan.

AUTHORITY AND PROMULGATION

Local Authority

This shall be the official Emergency Operations Plan for the City of South Lake Tahoe and shall supersede previous plans and shall preclude employee actions not in concert with the intent of this plan, or the emergency organization created by it. Nothing in this plan shall be construed in a manner that limits the use of good judgment and common sense in matters not foreseen or covered by the elements of the plan or any appendices hereto.

The plan is promulgated under the authority of the City Council and City Manager and is an official publication and directive of the City of South Lake Tahoe under provisions of applicable law.

Federal Authority

Federal authority is to be found in the Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288) and in Homeland Security Presidential Directive 5, "Management of Domestic Incidents" and Homeland Security Presidential Directive 8, "National Preparedness." The emergency management system used nationally is the National Incident Management System (NIMS).

State Authority

State authority is to be found, in part, in California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code). California state and local jurisdictions use the Standardized Emergency Management System as outlined in Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and the California Government Code §8607 et sec.

Employees as Disaster Service Workers

By State law (Government Code Section 3100-3109), government employees are Disaster Service Workers. When a disaster occurs, each employee will be expected to perform certain duties to assist the community in returning to normal as soon as possible. This plan shall be read by, and its stipulations considered binding upon, all City employees.

CONCEPT OF OPERATIONS

Emergency Proclamations

The Emergency Operations Plan addresses contingencies, ranging from minor incidents to large disasters. Often, incidents will be preceded by a buildup or warning period, such as major storm and flooding advisories. Such situations allow adequate time to alert the public and implement measures to reduce loss of life and damage to property. However, many incidents occur with little or no advance warning, and require immediate activation of emergency procedures, activation and staffing of the Emergency Operations Center, and efficient and coordinated mobilization, mutual aid, and resource management, all of which are key components of ICS. In such cases, emergency proclamations will be needed.

Local Emergency Proclamations

A local emergency may be proclaimed by the City Council, county, or by an official designated by ordinance adopted by the governing body (see Government Code Sections 8630-8634). If the City of South Lake Tahoe determines that the effects of an emergency are, or may become, beyond the capability of local resources, the next step is to issue to proclaim a Local Emergency. Notification is made to the Operational Area (county) as soon as possible.

Such a proclamation of local emergency is invalid after seven (7) days unless ratified by the City Council. Proclamations must be made within ten (10) days of an incident to qualify for assistance under the State Natural Disaster Assistance Act and must be renewed every 14 days.

A local proclamation of emergency allows the City Manager/Director of Emergency Services to establish curfews, take measures necessary to protect and preserve the public health and safety, and to exercise all authority granted by local ordinance. It is a prerequisite for requesting a Governor's Proclamation of a State of Emergency and/or a Presidential Declaration of an Emergency or Major Disaster.

Local Emergency:

The local governing body or a duly authorized local official, as specified by the appropriate local emergency ordinance may proclaim a Local Emergency. Proclamations are normally made when there are actual or threatened disaster conditions posing extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, or earthquake, war, act of terrorism, or other conditions. The proclamation of a Local Emergency provides legal authority to:

- a. If necessary, request that the Governor proclaim a State of Emergency.
- b. Promulgate orders and regulations necessary to provide for the protection of life and property, including orders or regulations imposing a curfew within designated boundaries.
- c. Exercise full power to provide mutual aid to any affected area in accordance with Local Ordinances, Resolutions, Emergency Plans, or agreements thereto.
- d. Requests that State Agencies provide mutual aid.
- e. Require the emergency services of any local official or employee.
- f. Obtain vital supplies and equipment and, if required immediately, to commandeer the same for public use.
- g. Impose penalties for violation of lawful orders.
- h. Conduct emergency operations without facing liabilities for performance, or failure of performance.

State: Governor's Proclamation of a State of Emergency

After the Proclamation of a Local Emergency for the City of South Lake Tahoe the City Council may request that the Governor proclaim a State of Emergency. Such a request is sent to the Director of CalEMA within ten (10) days of the incident, with a copy of the Local Emergency Proclamation and the damage assessment summary.

Governor's Proclamation without a Local Request

A request from the City of South Lake Tahoe is not necessary for the Governor to proclaim a State of Emergency. The Governor can proclaim a State of Emergency if the safety of persons and property are threatened by conditions of extreme peril or if the emergency conditions are beyond the capacity and capabilities of the City of South Lake Tahoe.

RESPONSE TO EMERGENCIES AND DISASTERS: FOUR PHASES

Generally, activation involves opening up, setting up and staffing of the Emergency Operations Center and/or the EOC. The need to activate will be determined by the requirements of the emergency. There are at least five general criteria to indicate when the EOC should be activated:

- Resources beyond local capabilities are, or may be, required
- The emergency is of long duration
- Major policy decisions will be, or may be, needed
- A local or state emergency is declared
- Activation will be advantageous to the successful management of the emergency

Response Levels

The City of South Lake Tahoe response to disasters is based on four phases explained in detail below. Each essential function in the EOC — Operations, Logistics, Planning/Intelligence, and Finance — should prepare Standard Operating Procedures that incorporate all of these four levels of preparedness, response and recovery. Those SOPs become part of this overall plan by reference. SOPs should contain detailed information related to those actions needed to fulfill SEMS functional responsibilities. And, they should be consistent with the EOP's Concept of Operations.

Four Phases of Disaster Response

- Level 1Increased Readiness
- Levels 2 and 3..... Initial Response Operations
- Levels 2 and 3.....Extended Response Operations
- Levels 3 and 4..... Recovery Operations

Increased Readiness

Alert: Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon, the City initiates actions to increase its readiness. A **Level 1** alert may be issued to Emergency Management staff and EOC field crews.

During this phase, the following actions should be accomplished: Standard Operating Procedures and the EOP are reviewed; emergency public information is disseminated; critical facilities are inspected and readied; resources are mobilized. At this level local response capabilities are considered adequate to handle the response. A Local Emergency may or may not be proclaimed.

Initial Response Operations

Moderate or severe emergencies: Activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency or disaster. At this level the EOC may be activated if additional coordination of resources and information is needed.

Communication channels are established between Incident Command (field response, typically Police, Fire, Public Works), other related departments, and through the Emergency Operations Center (EOC).

Other actions at this level may include:

- Evacuations and road closures, if necessary
- Notifications to the Operational Area (County) and state
- Identification of the need for mutual aid
- Mutual aid requests through appropriate channels
- Proclamation of a local emergency if warranted

Extended Response Operations

Major disaster: The City's extended response activities are conducted in the field and in the EOC, if activated. At this level it is assumed that local resources are, or will be, depleted.

Extended operations involve the coordination of personnel and resources to mitigate the emergency and facilitate the transition to recovery operations. Field response personnel continue to use ICS to manage field operations. EOC staff organize based on the SEMS functions.

Mutual aid and extensive state and federal assistance will be required. Generally, a Local Emergency is proclaimed as well as a Governor's Proclamation of a State of Emergency.

Communications and coordination will be established between the EOC, Incident Command, and the Operational Area EOC. Multi-agency or inter-agency coordination will be used by EOC staff to facilitate decisions for overall local government level emergency response activities.

Recovery Operations

As the immediate threat to life, property and the environment subsides, recovery activities involving the restoration of services to the public and rebuilding the affected areas are initiated or extended. Recovery activities may be both short-term and long-term, ranging from restoration of essential utilities such as water and power, to mitigation measures designed to prevent future occurrences of a given threat facing the City.

HOW THE EOC IS ACTIVATED: MOBILIZATION PROCEDURES

The EOC is activated when field response agencies need support during any significant incident. At the discretion of the Director of Emergency Services or his/her designee, the EOC may be partially or fully staffed to meet the demands of the incident. When the City's EOC is activated the EOC Manager will contact the County Operational Area and City Manager/Policy Group and inform them of where they will be convening.

Level 1 — Standby/Alert

Level 1 is characterized as a minor incident or alert. Local resources are considered adequate to resolve the situation. The City Manager and/or designee initiates the Emergency Operations Plan for impending problems such as storms, National Weather Service (NWS) alerts or other potential emergency.

Level 1 activation initiates ICS and necessary briefings of key departments, EOC Section Chiefs, confirms employee and City operational status and readiness; and, authorizes the Public Information Officer to begin preparations for internal and external communications.

Level 2 — Partial Activation

Level 2 indicates a moderate-to-severe emergency situation that may require mutual aid. A local emergency may be declared at this level.

Positions on the EOC staffing roster are filled by the EOC Director under the general direction of the City Manager/Director of Emergency Services; the EOC is activated at the direction of the EOC Director; liaison is established with the Operational Area Coordinator (County); certain EOC Section level activities are commenced in accordance with this EOP and SEMS. This may include Operations, Planning/Intelligence, Finance/Administration, and/or Logistics.

At the direction of the EOC Manager, personnel perform the following:

1. Mobilize for activation of EOC if so ordered.
 - Level 2 EOC Manager takes command of EOC.
2. Begin recall of EOC staff – see Emergency Operations Center Staffing and Contact Numbers (Appendix B) and make necessary notifications.
3. EOC Manager obtains status briefing from Operations, Planning, Logistics, Finance, the Public Information Officer, and lead personnel, and reviews the EOC Manager's checklist.
4. Operations Section leads personnel assembly and reports to EOC Manager.
5. EOC Manager periodically advises the City Manager and Director of Public Works of incident status. Ongoing communications between the City Manager/Director of Emergency Services and the EOC Manager will be maintained and facilitated by the EOC Manager.

Level 3 — Full Activation

Level 3 signifies a major disaster requiring area-wide mutual aid, state and/or federal assistance. The EOC is automatically activated and the EOC Director fills positions as needed. A Local Emergency Proclamation is issued.

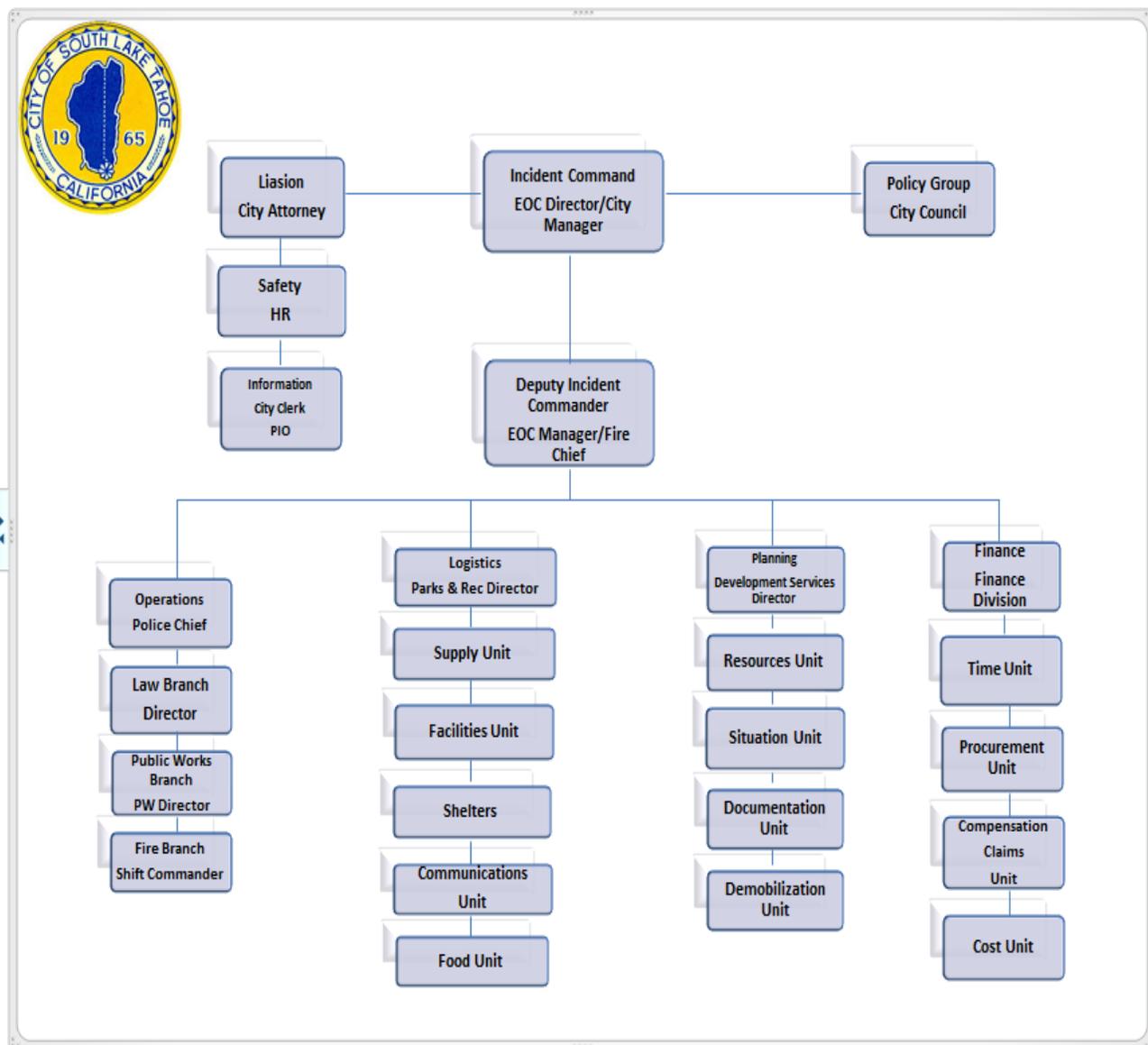
Escalating incident criteria will indicate a declaration of a Level 3 response as determined by the EOC Director. The EOC Director advises the Operational Area Coordinator.

Personnel perform the following:

1. Mobilize for automatic activation of EOC (disregard if EOC is already active).
2. Begin additional recall of EOC staff using mobilization list — see Emergency Operations Center Staffing and Contact Numbers (Appendix B) and make necessary notifications.
3. EOC Director obtains status briefing from Operations, Planning, Logistics, Finance Sections, Public Information Officer, and lead personnel, and reviews the EOC Director's checklist.
4. Operations Section personnel assemble and reports to EOC Manager.
5. Planning, Finance and Logistics Sections meet to develop a system for communication and information exchange.
6. EOC Manager periodically advises the City Manager/Director of Emergency Services and County Disaster Coordinator of incident status.

EMERGENCY OPERATIONS ORGANIZATION CHART

The Emergency Operations Center organization chart is further detailed on the following pages which describe the various SEMS functions and the roles and responsibilities under each function. The table (*below*), outlines the roles under ICS (for field level response) and in the Emergency Operations Center.



STANDARDIZED EMERGENCY MANAGEMENT SYSTEM [SEMS]

Under the Standardized Emergency Management System, the Incident Command System (ICS) response modes are divided into functions within the following Sections. General tasks are identified for the field response level and the EOC level as follows:

SEMS Function	Response Priorities/Tasks	
SECTION	FIELD RESPONSE	EMERGENCY OPERATIONS CENTER
COMMAND / MANAGEMENT	Command: Responsible for the directing, ordering, and/or controlling of resources.	Management (POLICY GROUP): Responsible for overall emergency policy and coordination through joint efforts of governmental agencies and private organizations.
OPERATIONS	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all jurisdictional operations in support of the response to the emergency in accordance with EOC Incident Action Plan.
PLANNING / INTELLIGENCE	Collecting, evaluating, documenting, and using information related to the incident.	Collecting, evaluating, disseminating accurate information on the extent of the disaster; maintaining documentation relative to jurisdictional activities and the status of resources. Directs the formation of the Incident Action Plan.
LOGISTICS	Providing facilities, services, personnel, equipment and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials in support of all jurisdictional activities as required.
FINANCE/ADMINISTRATION	Financial and cost analysis and administrative aspects not handled by the other functions.	Collection of cost data; broad fiscal and recovery responsibility as well as overall fiscal accountability.
PUBLIC INFORMATION	Coordination for all media releases; represent the city as lead Public Information Officer; coordinate with other PIOs from affected emergency response agencies	Gathering, formulating and disseminating information about the incident to news media, the public, and other appropriate agencies as approved by the EOC Director. Participate in Joint Information Center as city representative.

SEMS FUNCTIONS: DUTY STATEMENTS

The following Duty Statements briefly describe the key personnel in the Emergency Management Organization. Each position will be directed to report to the EOC as they are called to service under the Incident Command System. Upon reporting, each person will be assigned a duty position and will proceed to a duty station as directed and commence duties until demobilized by the EOC Director.

Management/ Policy Group

Overall authority and responsibility for the emergency response effort and operation and of city services not related to the emergency response. Advises and coordinates with elected leaders and heads of local, state and federal assistance providers.

The Management/Policy Group is responsible for advising the EOC Director on matters where no policy exists. They assist the EOC Director in the development of overall strategy and tactics to mitigate the incident and formulate rules, regulations, proclamations and orders.

Government Operations Assistant / Emergency Services Assistant

During large scale emergencies it may be necessary to curtail certain City operations. The Emergency Services Manager is responsible for maintaining City services and activities at such level of effort as is deemed appropriate by the City Manager.

Incident Commander (Field Response)

Overall management of incident activities in the field, including development, implementation and review of strategic decisions. Approve Incident Action Plan. Incident Commanders generally retain the flexibility to modify procedures or organizational structures to align as necessary with the operating characteristics of their specific jurisdictions or to accomplish the mission in the context of a particular scenario. Provide advice, direction and guidance to Command and General Staff in directing the tactical aspects of the incident response.

EOC Director- Incident Commander

Overall management of incident activities in the EOC, including development, implementation and review of strategic decisions. Ensures the EOC is appropriately staffed and, conducts regular briefings. The EOC Director is supported by Management Staff.

EOC Manager- Deputy Incident Commander

Responsible for effective and efficient Emergency Operations Center activities. Advisor to the EOC Director and General Staff as needed. Assist the Liaison Officer in ensuring proper procedures are in place for directing agency representatives from outside the City jurisdiction.

Public Information Officer

In accordance with the principles of the SEMS and NIMS, the Public Information Officer support Incident Command and Director of Emergency Service on all public information matters relating to the management of the incident. Coordinate public information at or near the incident site and EOC, and serve as a link to the Joint Information System (JIS).

In a large-scale operation, the on-scene PIO serves as a field PIO with links to a Joint Information Center (JIC). Coordinate and integrate all public information functions across jurisdictions and across functional agencies; among federal, state, tribal partners and local and; with private-sector and nongovernmental organizations.

Serve as the coordination point for all media releases; ensure that the public receives accurate and consistent information about the incident; develop the format for press conferences and releases; formulate and release information about the incident to news media, the public, and other appropriate agencies as approved by the EOC Director.

Liaison Officer

Coordinate the City's emergency response priorities with the County Operational Area; typically located at the County EOC site.

Provide a primary point of contact for all incoming agency representatives assigned to the EOC.

Ensure that (outside) agency representatives are provided necessary workspace, communications, information and internal points of contact necessary to perform their responsibilities.

Ensure that the EOC Director and Section Chiefs are informed as to what agencies are represented in the EOC, and their contact information.

Safety Officer

Assure safety of all emergency personnel through monitoring and assessing hazardous and unsafe situations within the facility. The Safety Officer will be responsible for setting up the EOC with assistance of personnel assigned to the airport. Keep the EOC Director advised of unsafe conditions; take action to stop unsafe activities when necessary; observes staff and group interactions to ensure that work-related stress does not adversely affect staff performance.

Operations Section**Operations Section Chief**

Management of all tactical incident operations consistent with the Incident Action Plan.

Law Enforcement Branch Leader

Mobilize and deploy law enforcement and traffic control operations. Alerts and warns the public and conducts evacuations.

Fire and Rescue Branch Leader

Mobilize and deploy fire resources for the protection of life, property and the environment. Prevent and suppress fires, mitigate hazardous materials incidents, conduct rescue operations and provide medical aid.

Public Works Branch Leader

Coordinate all infrastructure related activities during an emergency. Report to the Operations Section Chief; includes coordination of utility services, public works, engineering, and damage and safety inspections and assessments; provides immediate, preliminary and long range damage/safety assessment information. Maintain detailed records on damaged areas and structures. Initiate requests for engineers to inspect structures and facilities.

Planning/Intelligence Section**Planning Section Chief**

Collect, evaluate, and disseminate information about the incident situation and status of resources; understand the current situation; predict possible course of incident events; and prepare primary and alternative strategies in Action Plan for EOC Director review, ratification, dissemination and implementation. Predict possible course of incident events and primary and alternative strategies in the Action Plan for review, ratification, dissemination and implementation.

Documentation Unit Leader

Capture and organize information relating to the emergency such as message forms, ICS forms, journals, logs, status boards and any other critical information relating to the disaster.

Resources Unit Leader

Collect and display status of resources, including personnel, equipment, apparatus, etc.

Situation Unit Leader

Collect, evaluate and display current situation status information regarding the emergency.

Demobilization Unit Leader

Collect, evaluate and develop of a plan to demobilize event resources in a coordinated manner.

Logistics Section**Logistics Section Chief**

Contact, communication and coordination with assisting and cooperating agencies and jurisdictions. Direct the acquisition of material resources and personnel to the EOC. Coordinate and manage volunteers and shelter for evacuees. Support field requests — purchase goods and services in support of the emergency response.

Communication Unit Leader

Install, test, distribute, maintain, repair and plan for effective use of incident communication equipment. Establish and supervise a Communications Center (switchboard). Assess communications systems/frequencies in use; advise on communications capabilities/limitations. Ensure messages are delivered between EOC staff and to the Documentation Unit.

Mobilize all equipment utilized in the EOC including; tables, partitions, chairs, desks, computers, faxes, copy machines, telephones and any other equipment deemed necessary for the efficient functioning of the EOC.

Supply Unit Leader

Provides for all supplies needed for the incident, both at the Emergency Operations Center but at all operational sites. Arranges for receiving ordered supplies, orders, receives, distributes and stores supplies and equipment and coordinates contracts and resources orders with Finance Section.

Facilities Unit Leader

Sets up the EOC, Provides for incident facilities. Provide temporary relief and support to displaced evacuees, including relocation shelters, food, bedding, first-aid, registration service and counseling assistance.

Food Unit Manager

Responsible for determining feeding requirements at all incident facilities; menu planning; providing potable water; and general maintenance of the food services areas.

Finance Section**Finance Section Chief**

Manage resources which provide support for personnel, equipment, facilities, services and supplies in pursuance of incident activities.

Procurement Unit Leader

Order contract personnel, equipment and supplies; receive and store all supplies for the incident; maintain an inventory of supplies; and service non-expandable supplies and equipment. Responsible for supplying the food needs for the entire incident, including all remote locations, as well as for personnel unable to leave tactical field assignments. Responsible for ordering, receiving, processing and storing all incident related resources.

Cost Analysis Unit Leader

Collect all cost data, performing cost effectiveness analyses and provide cost estimates and cost-saving recommendations for the incident.

Compensation/Claims Unit Leader

Establishes contact with safety officer to determine the need for compensation for injury and claims for personnel. Develops procedures for handling claims.

Time Unit Leader

Equipment and personnel time recording; manage commissary operations.

MAINTAINING CITY SERVICES

During the course of an emergency response the City Manager/Director of Emergency Services, having assumed management of the City's disaster response effort, may delegate responsibility of maintaining city services and activities at such level of effort as is deemed appropriate.

Department Heads (or their designees, should the Department Heads be mobilized in the emergency response), will be responsible for providing status reports and for communicating information about the status of departmental service levels. Every effort shall be made to provide high levels of service to the citizens of the City of South Lake Tahoe insofar as there remains a practical inventory of resources to do so.

Upon **Level 2** or **Level 3** mobilization, the City Manager/Director of Emergency Services, shall meet with the Department Heads (or their designees), to identify City and department needs during the response including, but not limited to:

1. Incident status reporting
2. Determining operational work periods
3. Release of non-essential employees/alternate assignments
4. Public notification of facility closures

EMERGENCY OPERATIONS FACILITIES: EOCs AND DOCs

Emergency Operations Center (EOC)

Location: The EOC for all emergency management incidents will be located at the Airport

The backup EOC is at the Police Department./ Fire Station 1 will serve as the secondary backup to the Police Department.

Function: The EOC is the centralized location where Management activities will occur. It will be continuously maintained in a state of readiness. Upon being activated by the Incident Commander, City Manager/ EOC Director, the EOC becomes the central command facility for emergency management activities.

Primary management and control of EOC systems is the responsibility of the EOC Manager before and during mobilization events. **During the declaration of an emergency all responsible key administration personnel shall report to the EOC** rather than their home department until the EOC is demobilized.

EMERGENCY OPERATIONS AND MOBILIZATION OF EMPLOYEES

The success of the Incident Command System in meeting the needs of emergency management situations is a direct consequence of the speed and efficiency with which the City shifts from its regular organizational structure to its Incident Command structure.

Mobilization of Identified Employees

Upon declaration of a **Level 2** or **Level 3** emergency and the activation of the EOC, the EOC Director shall direct and oversee activities that call Section Chiefs into action. Each Section Chief in turn calls their branch, division leaders, units, or deputies, who in turn direct and oversee mobilization of their respective staff by a systematic calling of personnel listed in the mobilization roster.

Employees called to respond will be given the name of the staff person and the location where they are to report. Upon arrival at their assigned place of assembly, employees will check-in and be given assignments as prescribed within the scope of the duty statements.

Each ICS position has an identification vest. The vests shall be kept at the EOC. Applicable Emergency Operations Checklist(s) shall be kept in the lockers that are assigned to, and maintained by each section.

Mobilization of Non-Identified Employees

Once the Incident Command System/EOC staff are mobilized, unit leaders will begin to identify and mobilize support employees as distinct operational needs are identified. These operational needs may dictate the immediate recall of support employees for flood control activities, street repairs or water line repairs only as dictated by the nature of the emergency. The Incident Command System provides that only those employees needed to handle operational problems be called to duty.

Employees not named as key personnel in this plan, but mobilized for duty, are directed to report to the airport lobby or other identified area. They will be advised to whom they must report and will be given additional instructions as deemed necessary. Upon reporting to the staging area the employee checks-in and is assigned to an operational team by the unit manager.

Demobilization

At the direction of the EOC Director, employees may be demobilized and returned to routine duty. Typically, demobilization will occur when a level of control has been restored and the conditions of the emergency are at a level where property and lives are not significantly at risk.

Demobilization is managed by the Planning/Intelligence Section under the guidance of the Demobilization Unit.

Demobilization will generally occur in reverse order of mobilization and may continue until all operations are routine and normal. Selective demobilization may be pursued if found necessary to restore the day-to-day operational needs of the City while at the same time maintaining a standby capability for emergency management.

At the close of the operations of the emergency management system, the EOC Director will officially deactivate the EOC and be demobilized by the City Manager.

LOGISTICS AND MATERIAL ACQUISITION

During the course of emergency management situations the need for coordination of non-typical activities will arise. Among these activities may be the need to establish contact with family members, establishing emergency meals for staff called to duty after-hours, or coordination of volunteer labor. The following sets forth information related to these logistical and material questions. The EOC Director will be called upon for guidance in matters not addressed here and will utilize existing City policy, common sense and good judgment in formulating procedures to address those situations not covered.

Emergency Response Purchases

The Finance Section Chief will utilize current City vendor lists to the maximum extent possible to secure resources for emergency management purposes. In order to account for emergency-related expenses, an employee making an Emergency Management-related purchase will mark "Emergency Response" on the invoice or receipt. The employee preparing the pay voucher or petty cash reimbursement will indicate "Emergency Response" prominently on the face of the voucher or reimbursement slip.

The Planning Section's Resources Unit shall monitor existing City resources in order to prepare for impending needs.

The Logistics Section is responsible for the development of resources and needs for procurement.

The Finance Section is responsible for procurement and financial purchase of resources. All incoming

resources shall be received at the City Corporation Yard unless directed elsewhere.

Meals

The EOC Director will authorize provision of meals for employees after working hours. The Finance Section Chief will direct the Food Unit manager to provide meals and refreshments as needed.

The Incident Commander, or Finance Section staff, will determine the most appropriate way for employees to receive meals. During a **Level 2** or **Level 3** emergency, concern for situation and command coverage must be followed when personnel are rotated for meals.

Coordination of Volunteers

All volunteer workers will be assigned to a Volunteer Reception Center for assignments. Volunteers shall be coordinated and managed by the Volunteers Unit Leader who shall be subordinate to the Logistics Section Chief.

The Volunteers Unit Leader shall direct volunteers to a Volunteer Staging Area to await work assignments. The Volunteers Unit Leader shall keep the Logistics Section Chief and the EOC Manager(s) advised at all times of the number, availability, and significant skills and specialties of members of the volunteer work force.

Loyalty Oath: Volunteers who will be working as Disaster Service Workers (DSW) must be registered per state laws, and shall have taken the appropriate loyalty oath as prescribed by law. (Reference: Title

19. Public Safety Division 2. Office of Emergency Services. Chapter 2. Emergencies and Major Disasters. Subchapter 3. Disaster Service Worker Volunteer Program.). Volunteers not sworn as DSWs shall not be assigned.

PLAN DEVELOPMENT AND MAINTENANCE

Training: Understanding the Emergency Operations Plan

Training will be provided annually, or as needed, on the utilization of the Emergency Operations Plan and the duties and responsibilities of persons eligible for mobilization under the provisions of the Plan. The EOC Manager, in consultation with Section Chiefs, will determine which type of training is needed by each of the various levels of EOC respondents and may elect to combine classroom with field instruction or simulations.

Training will include familiarization with the EOC, individual staff training based upon the staff member's potential assignment during an emergency response including specialized training essential to the effective use of the Standardized Emergency Management System, the Incident Command System and the National Incident Management System.

Emergency Operations Plan: Maintenance • Updates • Revisions

The EOP as a whole is reviewed and updated once per year by the Deputy IC. In the intervening months, Section Chiefs and Team Leaders (IT; EOC Facility Set-Up) are tasked with providing updates to the Deputy IC regarding reorganization of their staffing. This task includes notifying the Deputy IC with staff additions, deletions and/or other changes to the call out roster (see Appendix A1). Contact information changes including new cell phone, home phone numbers shall be provided for the confidential call out roster of key employees.

Updates of Standard Operating Procedures from emergency response departments and divisions shall be provided to the EOC Manager to assess their compliance with the EOP Concept of Operations.

AFTER ACTION REVIEWS • REPORTS • CORRECTIVE ACTIONS

“Hotwashes”

At the conclusion of declared emergency response activations and related training exercises, there will be a “hotwash” — which shall consist of a discussion to identify critical issues and problems resulting from or occurring during participation in the incident-related operations, exercises or training events.

The EOC Director or Incident Commander (or designees) are responsible for conducting hotwashes, which shall be as inclusive as practicable. The goal of the hotwash is to capture critical issues that may be addressed and resolved.

After Action Reviews

After Action Reviews (AARs) are to be conducted following any significant incident and/or emergency in which this Emergency Operations Plan is employed. The AAR shall identify those areas requiring attention, corrective action, or plan revisions. After Action Review should be held as soon as possible following an incident and demobilization from that incident or emergency. Outside agencies that were involved in the emergency response to the incident shall be invited to participate in the review process. An After Action Report will be distributed to all agencies involved in the response effort.

Completion of an After Action Report is part of the required SEMS reporting process. The Emergency Services Act, [Section 8607 (f)] mandates that the Office of Emergency Services in cooperation with involved state and local agencies, complete an After Action Report within 120 days after each declared disaster.

Section 2450 (a) of the SEMS Regulations states:

“Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after action report to OES within ninety (90) days of the close of the incident period...”

The After Action Report shall document the City of South Lake Tahoe’ emergency response actions and will identify areas of concern as well as successes. The AAR will be used to develop a work plan for enhancing emergency response capabilities. Responsibility for initiating the After Action Report process is assigned to the Documentation Unit within the Planning Section.

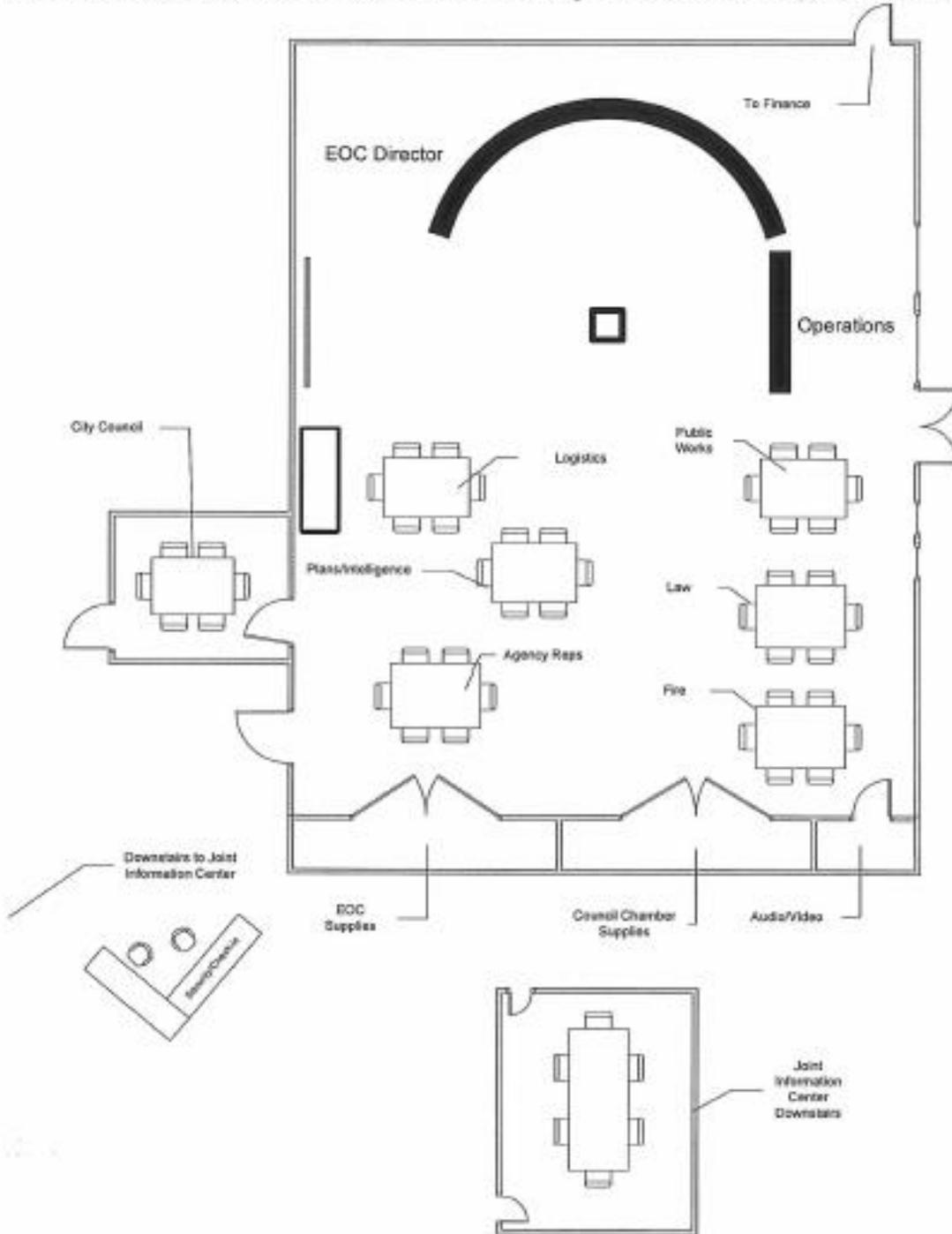
Remedial Action Issues

Issues identified during an incident or exercise that could not be resolved and, that may require higher level remediation, may be forwarded directly to the EOC Manager. Those remedial actions should describe, for each recommendation:

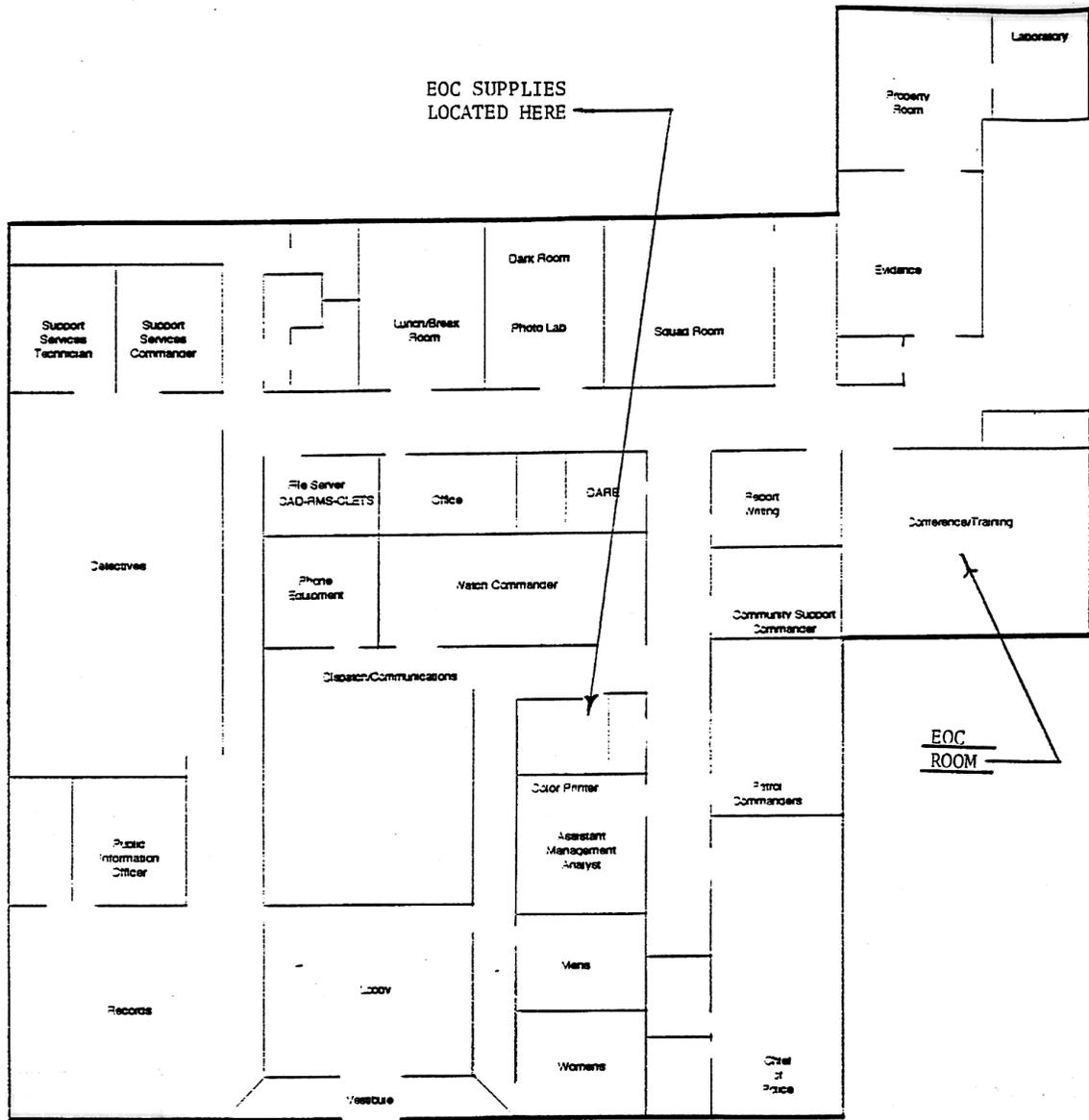
- Description of actions to be taken
- Assignments
- Associated costs and budget
- Timeline for completion
- Follow up responsibility

Primary Emergency Operations Center

Located at 1901 Airport Road Lake Tahoe Blvd., City Council Chambers, South Lake Tahoe



Police Building EOC Locations



EOC Director/ Incident Commander

Responsibilities:

1. Establish the appropriate level of organization, and continuously monitor the effectiveness of that organization. Make changes as required.
2. Exercise overall management responsibility for the coordination of the response efforts within the affected area. In conjunction with the General Staff, set priorities for response efforts, and ensure that all agency actions are accomplished within the priorities established.
3. Keep the agency/jurisdiction administrator informed on all matters regarding the allocation of resources from outside of the jurisdictional area.
4. Ensure that multi-agency or inter-agency coordination is accomplished effectively within the EOC.

Activation

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for initial activation of EOC.
- Respond immediately to EOC site and determine operational status.
- If EOC is activated, direct dispatch to notify El Dorado County OES.
- Obtain briefing from whatever sources are available.

Start up Actions

- Declare a state of emergency if needed
- Assign staff to initiate check-in procedures.
- Ensure that the EOC organization and Staffing chart is posted and that arriving team members are assigned by name.
- Ensure that EOC is properly set up and ready for operations.
- Confirm El Dorado County OES has been notified.

- Ensure that Section Chiefs (General Staff) are in place as soon as possible and are staffing their respective sections.
 - Operations Chiefs _____
 - Planning/Intelligence Chief _____
 - Logistics Chief _____
 - Financial/Administration Chief _____
- Ensure that the management function is staffed as soon as possible at the level needed. (Information, Liaison, etc.)
 - Information Officer _____
 - Liaison Officer _____
 - Safety Officer _____
- Ensure that field agency representatives have been assigned to other facilities as necessary.
- Ensure that telephone and/or radio communications with other facilities are established and tested.
- Open and maintain a position log.(ICS 214)
- Confirm the delegation of authority as required from the agency administrator.
- Obtain any guidance or direction as necessary.
- Schedule the first planning meeting.
- Confer with Operations Section Chief and other general staff to determine what representation is needed at the EOC from other agencies.
- Request additional personnel support as needed for the organization.

Operational Duties

- Establish and maintain contacts with adjacent jurisdictions/agencies and with other organizational levels as appropriate
- Monitor section level activities to assure that all appropriate actions are being taken.
- In conjunction with the Public Information Officer, conduct news conferences and review media releases as required. Establish procedure for information releases and press briefings.
- Ensure that the Liaison Officer is providing for and maintaining positive and effective interagency coordination.
- Hold planning meeting of section and branch coordinators, agency representatives (as required) and key staff.
- Thoroughly brief relief upon shift change.

Deactivation

- Authorize deactivation of sections, branches or units when they are no longer required.
- Deactivate the EOC and close out logs when emergency situation no longer requires activation.
- Notify adjacent facilities and other EOCs as necessary of planned time for deactivation.
- Ensure that any open actions not yet completed will be taken care of after deactivation.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the after action report.

Public Information Officer (Command Staff)

The Public Information Officer (PIO) ensures that information support is provided on request; that information releases are consistent, accurate, and timely; that appropriate information is being provided to all required agencies.

Responsibilities:

1. Serve as the dissemination point for all media releases within the affected area!
Other agencies wishing to release information to the public should coordinate through the Public Information function.
2. Coordinate as necessary to ensure that the public within the affected area receives complete, accurate, and consistent information about lifesaving procedures, health preservation instructions, emergency status and other information, and relief programs and services.
3. Review and coordinate all related information releases.

Start-up Actions

- Start ICS Form 214
- Check-in upon arrival at the EOC.
- Report to EOC Director/Incident Commander.
- Obtain a briefing on the situation.
- Review position responsibilities.
- Determine operating location and set-up as necessary.
- Secure lap top and fax capability.
- Clarify any issues regarding your authority and assignment and what others in the organization do.
- Meet with Communications Unit Leader (Logistics)
- Obtain briefing on on-site and external communications capabilities and restrictions.
- Establish operating procedure with Communications Unit for use of telephone and radio systems. Make any priorities or special requests known.
- Determine 24-hour staffing requirements and request additional support as required.

Operational Duties

- Declare EOC closed to the press.
- Secure guidance from the IC regarding the information available and proper for release under the initial conditions.
- Interact with other branches to provide and obtain information relative to public information operations.
- Coordinate with the Situation Status Unit (Planning) and define areas of special interest for public information action. Identify means for securing the information as it is developed.
- Record information message on X6048. Provide recorded message number to Dispatch.
- Develop a news-briefing schedule. Arrange briefing within 20 minutes. Arrange for preparation of briefing materials as required.
- Determine need for Emergency Broadcast/Alert System
- Develop an information release program.
- Contact other public information officers by whatever communications are available and determine which radio and TV stations are operational.
- Maintain an up-to-date picture of the situation for presentation to media.
- Determine requirements for support to the emergency public information function at other EOC levels.
- Determine overall staffing requirements (including support to local jurisdictions) and request additional support as required.
- Obtain, process, and summarize information received in a form usable in presentations.
- Provide periodic briefings and press releases about the disaster situation throughout the affected areas. Refer media representatives to incident level IOs for specific information.
- Arrange for Web site update. Add information to press releases and recorded message.
- Assist in making arrangements with adjacent jurisdictions etc. for media visits.

- Establish content for state Emergency Broadcast/Alert System (EBS/EAS) releases. Provide this information through appropriate EBS/EAS links. Monitor EBS/EAS releases.
- As required, periodically prepare briefings for the jurisdiction executives or elected officials.
- Ensure that a rumor control function is established as necessary, and has the means for identifying false or erroneous information. Develop procedure to be used to squelch such information.
- Monitor broadcast media. Use to develop follow-on news releases and rumor control.
- Ensure that file copies are maintained of all information released.
- Provide copies of all releases to the EOC Director.
- Keep the EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Provide an estimate of the impact and severity and make recommendations as appropriate.
- Conduct shift change briefings in detail. Ensure that in-progress activities are identified and follow-on requirements are known.
- Prepare final news releases and advise media representatives of points-of-contact for follow-on stories.

Deactivation

- Deactivate the Public Information position and close out logs when authorized by the EOC Director.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the after action report.
- Determine what follow up to your assignment might be required before you leave.
- Leave forwarding phone number where you can be reached.

Liaison Officer (Command Staff)

Responsibilities:

1. The Liaison Officer is responsible for overseeing all liaison activities. These include coordinating Agency Representatives assigned to the EOC as well as handling requests from other agencies for sending liaison personnel to other EOCs.
2. The Liaison Officer will function as a central location for incoming Agency Representatives, and will provide workspace and arrange for support as necessary.
3. The Liaison Officer will interact with other Sections and Branches within the EOC to obtain information, assist in coordination, and to ensure the proper flow of information.
4. The Liaison Officer ensures that all developed guidelines, directives, action plans and appropriate situation information is disseminated to Agency Representatives.
5. The Liaison Officer will ensure that deactivation is done when called for by the EOC Director.

Start-up Actions

- Check-in upon arrival at EOC.
- Report to EOC IC.
- Obtain a briefing on the situation.
- Start ICS Form 214
- Review position responsibilities.
- Determine operating location and set-up as necessary.
- Clarify any issues regarding your authority and assignment and what others in the organization do.
- Obtain briefing on on-site and external communications capabilities and restrictions.

Operational Duties

- Contact all on-site Agency Representatives. Make sure:
 - They have signed into the EOC.
 - Understand their assigned function.
 - Know their work location.

- Understand EOC organization and floor plan (provide both).
- Determine if outside liaison is required with other agencies such as:
 - Other agencies.
 - Volunteer organizations.
 - Private sector organizations.
 - Utilities not already represented.
- Request additional personnel to fill these needs as required
- Brief Agency Representatives on current situation, priorities and action plan.
- Request Agency Representatives contact their agency, determine level of activation of agency facilities, and obtain any intelligence or situational information that may be useful to the EOC.
- Respond to requests for liaison personnel from other agencies.
- Determine if there are any communication problems in contacting external agencies. Provide information to the Communications Unit within Logistics.
- Know the working location for any Agency Representative assigned directly to a Branch.
- Compile list of Agency Representatives and make available (Agency, Name, EOC phone) to all Section and Branch Coordinators.
- Respond to requests from Sections/Branches for Agency information. Direct requesters to appropriate Agency Representatives.
- Provide periodic update briefings to Agency Representatives as necessary.

Deactivation

- Release Agency Representatives no longer required in the EOC after coordination with the EOC Director and rest of the General Staff.
- Deactivate the Liaison position and close out logs when authorized by the Director.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Determine what follow up to your assignment might be required before you leave.
- Leave forwarding phone number where you can be reached.

Safety Officer (Command Staff)

Responsibilities:

1. Ensure that all facilities used in support of EOC operations have safe operating conditions.
2. Monitor all EOC and related facility activities to ensure that they are being conducted in as safe a manner as possible under the circumstances which exist.
3. Stop or modify all unsafe operations.

Start-up Actions

- Check-in upon arrival at the EOC.
- Start ICS Form 214
- Report to the EOC IC.
- Obtain a briefing on the situation.
- Review position responsibilities.
- Determine operating location and set-up as necessary.
- Clarify any issues regarding your authority and assignment and what others in the organization do.

Operational Duties

- Coordinate site security
- Tour the entire facility area and determine the scope of on-going operations.
- Evaluate conditions and advise the EOC IC of any conditions and actions which might result in liability - e.g. oversights, improper response actions. etc.
- Study the facility to learn the location of all fire extinguishers, fire hoses, and emergency manual pull stations.
- Be familiar with particularly hazardous conditions in the facility.
- If the event which caused activation is an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.
- Coordinate with Security to obtain assistance for any special safety requirements.
- Keep the Director advised of safety conditions.
- Coordinate with Finance/Administration on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.

Deactivation

- Deactivate the Safety Officer position and close out logs when authorized by the Director.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.
- Determine what follow up to your assignment might be required before you leave.
- Leave forwarding phone number where you can be reached.

Operations Section Chief (Operations Section)

Responsibilities:

1. Ensure that the operations function is carried out including the coordination of response for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC action plan are carried out effectively.
3. Establish the appropriate level of branch organization within the section and continuously monitor the effectiveness of that organization. Make changes as required.
4. Exercise overall responsibility for the coordination of branch activities within the section. Ensure that all state agency actions within the branches under the section are accomplished within the priorities established.
5. Report to the EOC IC on all matters pertaining to section activities.
6. Because cost recovery becomes an important part of an emergency, you are responsible to insure that each person working under your supervision, in the EOC or the field, maintains and completes the appropriate Emergency Time Card and other cost control reports. Such items should be obtained and returned to the Finance/Administration Section.

Start-up Actions

- Check-in upon arrival at the EOC.
- Report to the EOC IC.
- Start ICS Form 214
- Obtain a briefing on the situation.
- Review your position responsibilities.
- Determine if other section staff are at the EOCs.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment and supplies are in place. Set-up your work station, including maps and status boards. Use your kit materials and on-site supplies.
- Review organization in place at the EOC. Know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment, and what others in the organization do.

- Open and maintain section logs.
- Meet with Logistics Section Chief.
 - Obtain briefing on on-site and external communications capabilities and restrictions.
 - Establish operating procedure with Communications Unit for use of telephone and radio systems. Make any priorities or special requests known. (Police Mobile Command?)
- Attempt to determine estimated times of arrival of requested staff who are not yet on sight.
- Establish contact with adjacent EOCs. Determine status of Operations section at other EOCs. Determine status of any requests for assistance.
- Meet with Planning Section Chief. Obtain and review any major incident reports. Obtain from the Planning Section additional field operational information that may pertain to or affect Section operation.
- Establish communications with Liaison Officer as soon as possible.
- Based on the situation as known or forecast, determine likely future Operations Section needs.
- Review responsibilities of branches in section. Develop plan for carrying out all responsibilities.
- Make a list of key issues currently facing your Section. Clearly establish with assembled personnel action items to be accomplished within the next hour period.
- Activate organizational elements within section as needed and designate coordinators for each element.
- Determine need for representation or participation of outside mutual aid system resource representatives.
- Request additional personnel for the section as necessary for maintaining a two-shift EOC operation.
- Advise IC of Section status.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Duties

- Ensure that section EOC logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks, in all section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- Keep up to date on situation and resources associated with your section. Maintain current status at all times.
- Maintain current displays associated with your area. Make sure that information reports or displays you prepare are clear and understandable.
- Provide situation and resources information to the Planning Section on a periodic basis or as the situation requires.
- Make sure that all contacts with the media are fully coordinated first with the Emergency Public Information Officer.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forth-coming operational periods.
- Attend and participate in EOC IC planning meetings.
- Work closely with the Planning/intelligence Section Chief in the development of action plans.
- Work closely with each Branch Director to ensure Operations objectives as defined in the current action plan are being addressed.
- Ensure that Branches coordinate all resource needs through the Logistics Section.
- Ensure that intelligence information from Branch Director and Liaison Officer is made available to the Planning/Intelligence Section.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- Notification of any emergency expenditures.
- Complete Daily Time-Sheets for all personnel in this section.
- Brief EOC IC on major problem areas that now need or will require solutions.
- Brief Branch Directors periodically on any updated information you may have received.

- Share status information with other sections as appropriate.
- Brief your relief at shift change time.
- Deactivate Branches when no longer required. Ensure that all paper work is complete and logs are closed.

Deactivation

- Authorize deactivation of organizational elements within the section when they are no longer required. Ensure that any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by EOC Director.
- Ensure that any open actions are assigned to the appropriate agency or element for follow-on support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

Planning/Intelligence Section Chief (Planning Section)

Responsibilities:

1. Ensure that responsibilities of section are carried out, including:
 - A. Collecting, analyzing, and displaying situation information.
 - B. Preparing periodic situation reports.
 - C. Documenting regional action plan.
 - D. Advance planning.
 - E. Planning for demobilization.
 - F. Providing Geographic Information Services and other technical support services to the various organizational elements within the EOC.
2. Establish the appropriate level of organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
3. Exercise overall responsibility for the coordination of branch/unit activities within the Section
4. Report to the EOC IC on all matters pertaining to Section activities.
5. Because cost recovery becomes an important part of an emergency, you are responsible to insure that each person working under your supervision, in the EOC or the field, maintains and completes the appropriate Emergency Time Card and other cost control reports. Such items should be obtained and returned to the Finance/Administration Section.

Start-up Actions:

- Check-In upon arrival at the EOC.
- Report to the EOC Director.
- Start ICS Form 214

- Obtain a briefing on the situation.
- Review your position responsibilities.
- Set-up section work station, including maps and status boards. Use your kit materials and on-site supplies.

- Determine if other section staff are at the EOC.
- Review organization in place at the EOC Know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment, and what others in the organization do.
- Open and maintain section logs.
- Obtain briefing on on-site and external communications capabilities and restrictions.
- Contact your agency headquarters and advise them of your arrival.
- Obtain and review status and major incident reports and other reports from adjacent areas that have arrived at the EOC
- Meet with Operations Section and Logistics Section Chiefs and exchange available situation information.
- Based on the situation as known or forecast, determine likely future information and personnel support needs.
- Review responsibilities of units in section. Develop plan for carrying out all responsibilities.
- Activate organizational elements within section as needed and designate coordinators for each element.
- Make a list of key issues currently facing your Section. Clearly establish with assembled personnel action items to be accomplished within the next hour period.
- Request additional personnel for the section as necessary for maintaining a two-shift operation.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Duties

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks, in all section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- Keep up to date on situation. Maintain current status at all times.

- Maintain current displays associated with your area. Make sure that information reports or displays you prepare are clear and understandable.
- Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- Conduct periodic briefings for section. Ensure that all organizational elements are aware of priorities.
- Facilitate IC's Planning Meetings in conjunction with branch directors. Provide situation briefings in conjunction with branch directors.
- Brief IC on major problem areas that now need or will require solutions.
- Share status information with other sections as appropriate.
- Monitor the establishment of branches/units within your Section.
- Brief your relief at shift change time.

Deactivation

- Authorize deactivation of organizational elements within the section when they are no longer required. Ensure that any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC Director.
- Ensure that any open actions are assigned to the appropriate agency or element for follow-on support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

Logistics Section Chief (Logistics Section)

Responsibilities:

1. Ensure that logistics function is carried out including the provision of communications to support the response effort, and the acquisition of transportation and other support resources.
2. Establish the appropriate level of Unit and/or Branch organization within the Section, and continuously monitor the effectiveness of that organization. Make changes as required.
3. Exercise overall responsibility for the coordination of Unit/Branch activities within the Section. Ensure that all actions within the Section are accomplished within the priorities established.
4. Coordinate the provision of logistical support for the EOC.
5. Report to the EOC IC on all matters pertaining to Section activities
6. Because cost recovery becomes an important part of an emergency, you are responsible to insure that each person working under your supervision, in the EOC or the field, maintains and completes the appropriate Emergency Time Card and other cost control reports. Such items should be obtained and returned to the Finance/Administration Section.

Start-up Actions:

- Check-In upon arrival at the EOC.
- Report to the EOC Director.
- Start ICS Form 214
- Obtain a briefing on the situation. Review your position responsibilities.
- Set-up section work station, including maps and status boards. Use your kit materials and on-site supplies.
- Determine if other Logistics section staff are at the EOC, and meet with them.
- Review organization in place at the EOC. Know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment, and what others in the organization do.
- Open and maintain section logs.
- Obtain briefing on EOC on-site and external communications capabilities - and restrictions.

- Contact your agency headquarters and advise them of your arrival.
- Determine status of any requests for assistance.
- Meet with Planning Section Chief. Obtain best information available on situation.
- Meet with Operations Section Chief. Review resource needs and procedures for coordinating requests between sections.
- Meet with Finance/Administration Chief. Review financial and administrative support needs and procedures. Determine level of purchasing authority to be delegated to Logistics Section.
- Based on the situation as known or forecast, determine likely future Logistics needs for resources and personnel.
- Review responsibilities of units in section. Develop plan for carrying out all responsibilities.
- Activate organizational elements within section as needed and designated coordinators for each element.
- Make a list of key issues currently facing your Section. Clearly establish with assembled personnel, action items to be accomplished within the next operational period.
- Request additional personnel for the section as necessary for maintaining a two-shift operation.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Duties

- Ensure that section logs and files are maintained.
- Anticipate potential situation changes, such as severe aftershocks, in all section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- Keep up to date on situation and resources associated with your section. Maintain current status at all times.
- Maintain current displays associated with your area. Make sure that information reports or displays you prepare are clear and understandable.
- Attend Action Planning Meetings in conjunction with Branch Directors.
- Ensure that orders for additional resources necessary to meet known or expected demands have been placed, and are being coordinated

- Provide situation and resources information to the Planning Section on a periodic basis or as the situation requires.
- Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- Conduct periodic briefings for section. Ensure that all organizational elements are aware of priorities. Determine if there are unmet needs or problems.
- Brief EOC IC on major problem areas that now need or will require solutions.
- Share status information with other sections as appropriate.
- Brief your relief at shift change time.

Deactivation

- Authorize deactivation of organizational elements within the section when they are no longer required. Ensure that any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC IC.
- Ensure that any open actions are assigned to the appropriate agency or element for follow-on support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

Finance/Administration Section Chief (Finance Section)

Responsibilities:

1. Ensure that the finance/administration function is performed consistent with SEMS Guidelines.
2. Maintaining financial records of the emergency.
3. Tracking and recording of all agency staff time.
4. Processing purchase orders & contracts in coordination with Logistics Section.
5. Processing worker's compensation claims received at the EOC.
6. Handling travel and expense claims.
7. Providing administrative support to the EOC.
8. Supervise Finance/Administration staff.
9. Activate units within the section as required. Continuously monitor section activities and modify organization of section as needed.
10. Report to the EOC IC on all matters pertaining to section functions.
11. Ensure that the section is supporting other elements consistent with priorities established in the action plan.
12. Because cost recovery becomes an important part of an emergency, you are responsible to insure that each person working under your supervision, in the EOC or the field, maintains and completes the appropriate Emergency Time Card and other cost control reports. Such items should be obtained and returned to the Finance/Administration Section.

Start-up Actions

- Check-in upon arrival at the EOC.
- Report to the EOC IC
- Start ICS Form 214
- Obtain a briefing on the situation.
- Review your position responsibilities.
- Set up section work station, including maps and status boards. Use your kit's materials and on-site supplies

- Determine if other section staff are at the EOC.
- Review organization in place at the EOC. Know where to go for information or support.
- Clarify any issues you may have regarding your authority and assignment, and what others in the organization do.
- Open and maintain section logs.
- Contact your agency headquarters and advise them of your arrival.
- Confer with EOC IC on delegation of purchasing authority to section. Determine appropriate purchasing limits to delegate to Logistics Section.
- Meet with Operations and Logistics Chiefs. Determine financial and administrative support needs. Review procedures for on-going support from section. Establish purchasing limits for Logistics Section.
- Based on the situation as known for forecast, determine likely future Finance/Administration section personnel and support needs.
- Review responsibilities of units in section. Develop plan for carrying out all responsibilities.
- Activate organizational elements within section as needed and designate coordinators for each element.
- Request additional personnel for the section as necessary for maintaining a two-shift operation.
- Adopt a proactive attitude. Think ahead and anticipate situations and problems before they occur.

Operational Duties

- Ensure that section logs and files are maintained; ensure all time sheets are completed and signed.
- Carry out responsibilities of Finance/Administrative Section units that are not currently activated.
- Anticipate potential situation changes, such as severe aftershocks, in all section planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- Keep up to date on situation and resources associated with your section. Maintain current status at all time.

- Maintain current displays associated with your area. Make sure that information reports or displays you prepare are clear and understandable.
- Provide situation and resources information to the Planning Section on a periodic basis or as the situation requires.
- Make sure that all contacts with the media are fully coordinated first with the Public Information Officer.
- Participate in IC action planning meetings.
- Conduct periodic briefings for section. Ensure that all organizational elements are aware of priorities.
- Monitor section activities and adjust section organization as appropriate.
- Resolve problems that arise in conduct of section responsibilities.
- Brief EOC director on major problem areas that now need or will require solutions.
- Share status information with other sections as appropriate.
- Keep agency administrators apprised of overall financial situation.
- Brief your relief at shift change time.

Deactivation

- Authorize deactivation of organizational elements within the section when they are no longer required. Ensure that any open actions are handled by section or transferred to other EOC elements as appropriate.
- Deactivate the Section and close out logs when authorized by the EOC IC.
- Ensure that any open actions are assigned to the appropriate agency or element for follow-on support.
- Ensure that any required forms or reports are completed prior to your release and departure.
- Be prepared to provide input to the After-Action Report.

All Operation Branch Directors (Operations Section):

- Fire Department
- Police Department
- Public Works

Checklist:

- Obtain Briefing from the Operations Section Chief.
- Be prepared to attend status meetings at the request of the Operations Chief.
- Review incident assignments and report status to the Operations Chief.
- Monitor requests for resources and coordinate with other Operation Branch Directors then make report to Operations Section Chief.
- Maintain Unit Log of requests, reports and actions taken.
- Be prepared to attend and provide input to an after action report task force.

Resource Unit Leader (Planning Section):

Responsible for coordination of all assigned resources (primary and support) at the various incidents under control of the EOC.

Responsibilities:

1. Obtain Briefing from Plans Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Establish a status-keeping system indicating current location and status of all incident sites.
- Maintain a master list of all resources released from specific sites and available for reallocation. Post the current status of available resources.
- Thoroughly brief relief upon shift change.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the Plans Chief for the after action report.

Situation Unit Leader (Planning Section):

Collects, processes and organizes information on each incident under the control of the EOC. May prepare future projects of each incident's growth, maps and intelligence information.

Responsibilities:

1. Obtain Briefing from Plans Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.

- Begin collection of information on each incident site.
- Prepare, post, or disseminate collected information as required, including special requests.
- Prepare periodic predictions or as requested.
- Coordinate the provision of photographic services and maps if required.
- Thoroughly brief relief upon shift change.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the Plans Chief for the after action report.

Documentation Unit Leader (Planning Section):

Maintains accurate, up-to-date files on all incident sites. Provides duplication services. Files will be stored for legal, analytical and historical purposes.

Responsibilities:

1. Obtain Briefing from Section Coordinator.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Provide Supply Unit Chief with a list of supplies to be replenished.
- Set up work area; begin organization of incident files.
- Establish duplication service; respond to requests.
- File all official forms and reports.
- Review records for accuracy and completeness; inform appropriate units of errors or omissions.
- Provide incident documentation as requested.
- Store files for after action report.
- Thoroughly brief relief upon shift change.
- Ensure that all required forms or reports are complete prior to deactivation.
- Be prepared to provide input to the Section Coordinator for the after action report.

Demobilization Unit Leader (Planning Section):

Develops the overall Demobilization Plan including both field and EOC parts. (Note: not all agencies require specific demobilization instructions.)

Responsibilities:

1. Obtain Briefing from Plans Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Review incident resource records to determine the likely size and extend of demobilization efforts.
- Based upon above analysis, request additional personnel, work space and supplies as needed.
- Monitor ongoing Operations Section resource needs.
- Identify surplus resources and probable release time.
- Develop incident check-out function for all units.
- Evaluate logistics and transportation capabilities to support demobilization.
- Establish communications with off-incident facilities, as necessary.
- Develop an incident demobilization plan detailing specific responsibilities and release priorities and procedures.
- Prepare appropriate directories (e.g., maps, instructions, etc.) for inclusion in the demobilization plan.
- Distribute demobilization plan (on and off-site).
- Ensure that all sections/units understand their specific demobilization responsibilities.

- Supervise execution of the incident demobilization plan.
- Brief Planning/Intelligence Section Chief on demobilization progress.
- Thoroughly brief relief upon shift change.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the Plans Chief for the after action report.

Supply Unit Leader (Logistics Section) :

Responsible for ordering, receiving, processing and storing all incident-related resources.

Responsibilities:

1. Obtain Briefing from Logistics Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Provide input to Logistics Section planning activities.
- Provide supplies to Planning/Intelligence, Logistics and Finance/Administration Section.
- Order, receive, distribute and store supplies and equipment.
- Respond to requests for personnel, equipment and supplies.
- Maintain an inventory of supplies and equipment.
- Service reusable equipment, as needed.
- Ensure that all required forms or reports are completed prior to deactivation.
- Be prepared to provide input to the Section Coordinator for the after action report.

Facilities Unit Leader (Logistics Section):

Responsible for set up, maintenance and demobilization of all incident support facilities except Staging Areas. Will also provide security services to the incident as needed.

Responsibilities:

1. Obtain Briefing from Section Coordinator.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.
5. Select and Supervise these manager(s):
 - Shelter Manager

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Determine requirements for each incident facility.
- Prepare layouts of facilities; inform appropriate unit leaders.
- Activate incident facilities.
- Obtain and supervise personnel to operate facilities, including Base and Shelter Managers.
- Provide security services.
- Provide facility maintenance services, e.g., sanitation, lighting, etc.
- Demobilize base and Shelter facilities in coordination with demobilization plan.
- Ensure that all required forms or reports are complete prior to deactivation.
- Determine or establish number of personnel assigned to shelter.
- Determine any special requirements or restrictions on facilities or operations.
- Obtain necessary equipment and supplies.

- Ensure that all sanitation, shower and sleeping facilities are set up and properly functioning.
- Make sleeping arrangements and assignments.
- Provide direct supervision for all facility maintenance and security services.
- Ensure strict compliance with safety regulations.
- Ensure that all shelter communications are centrally coordinated.
- Ensure that all shelter transportation scheduling is centrally coordinated.
- Provide overall coordination of shelter activities to ensure that all assigned units operate effectively and cooperatively in meeting incident objectives.
- Demobilize the shelter in accordance with the Incident Action Plan.
- Be prepared to provide input to the Logistics Chief for the after action report.

Communications Unit Chief (Logistics Section):

Responsible for developing plans for the use of incident communications equipment and facilities; installing and testing communications equipment; supervision of the Communications Center; and the distribution and maintenance of communications equipment.

Responsibilities:

1. Obtain Briefing from Logistics Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Advise on communications capabilities/limitations.
- Prepare and implement the Radio Communication Plan.
- Establish and supervise the Communications Center and Message Center.
- Establish telephone, computer links and public address systems.
- Establish communications equipment distribution and maintenance locations.
- Install and test all communications equipment.
- Consider the use and placement of Mobile Command
- Oversee distribution, maintenance and recovery of communications equipment, e.g., portable radios and FAX machines.
- Develop and activate an equipment accountability system.
- Provide technical advice on:
 - Adequacy of communication system.
 - Geographical limitations.
 - Equipment capabilities.
 - Amount and types of equipment available.
 - Potential problems with equipment.

Food Unit Leader (Logistics Section):

Responsible for supplying the food needs for the entire operation, including all remote locations (e.g., Shelters, Staging Areas, EOC), as well as providing food for personnel unable to leave tactical field assignments.

Responsibilities:

1. Obtain Briefing from Logistics Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Determine food and water requirements.
- Determine method of feeding to best fit each facility or situation.
- Obtain necessary equipment and supplies and establish cooking facilities.
- Ensure that well-balanced menus are provided.
- Order sufficient food and potable water from the Supply Unit.
- Maintain an inventory of food and water.
- Maintain food service areas, ensuring that all appropriate health and safety measures are being followed.
- Supervise caterers, cooks and other Food Unit personnel as appropriate.

Time Unit Leader (Finance Section):

Responsible for ensuring the accurate recording of daily personnel time, compliance with specific agency(s) time recording policies and managing commissary operations if established.

Responsibilities:

1. Obtain Briefing from Finance Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Determine incident requirements for time recording function.
- As soon as practical, establish a time card distribution function in coordination with the EOC check-in procedure person.
- Contact appropriate agency personnel/representatives.
- Ensure that daily personnel time recording documents are prepared and in compliance with agency(s) policy.
- Maintain separate logs for overtime hours.
- Submit cost estimate data to Cost Unit as required.
- Maintain records security.
- Ensure that all records are current and complete prior to demobilization.
- Release time reports from assisting agency personnel to the respective Agency Representative prior to demobilization.
- Establish and supervise following positions as needed:
- Personnel Time Recorder.

Procurement Unit Leader (Finance Section):

Manage all financial matters pertaining to vendor contracts, leases, and fiscal agreements. Also responsible for maintaining equipment time records.

Establishes local sources for equipment and supplies; manages all equipment rental agreements; and processes all rental and supply fiscal document billing invoices. The unit works closely with local fiscal authorities to ensure efficiency.

Responsibilities:

1. Obtain Briefing from Finance Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Review incident needs and any special procedures with Unit Leaders, as needed.
- Coordinate with local supply sources.
- Develop Incident Procurement Plan.
- Prepare and authorize contracts and land use agreements, as needed.
- Draft memoranda of understandings, as needed.
- Establish contracts and agreements with supply vendors.
- Provide for coordination between the Ordering Manager, agency dispatch and all other procurement organizations supporting the incident.
- Ensure that a system is in place which meets agency property management requirements.
- Ensure proper accounting for all new property.
- Interpret contracts and agreements; resolve disputes.

- Coordinate with Compensation/Claims Unit for processing claims.
- Complete final processing of contracts and send documents for payment.
- Coordinate cost data in contracts with Cost Unit Leader.

Compensation/Claims Unit Leader (Finance Section) :

Compensation-for-Injury oversees the completion of all forms required by workers' compensation and local agencies. A file of injuries and illnesses associated with the incident will also be maintained, and all witness statements will be obtained in writing. Close coordination with the Safety Officer is essential.

Claims is responsible for investigating all claims involving property associated with or involved in the incident.

Responsibilities:

1. Obtain Briefing from Finance Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Establish contact with incident Safety Officer and Liaison Officer.
- Determine the need for Compensation-for-Injury and Claims Specialists and order personnel as needed.

- Review procedures for handling claims with Procurement Unit.
- Periodically review logs and forms produced by Compensation/Claims Leader to ensure compliance with agency requirements and policies.
- Ensure that all Compensation-for-Injury and Claims logs and forms are complete and routed to the appropriate agency for post-incident processing prior to demobilization.

Cost Unit Leader (Finance Section):

Provides all incident cost analysis. It ensures the proper identification of all equipment and personnel requiring payment; records all cost data; analyzes and prepares estimates of incident costs; and maintains accurate records of incident costs.

Responsibilities:

1. Obtain Briefing from Finance Chief.
2. Participate in section meetings, as required.
3. Maintain a unit log or request received, actions taken, etc.
4. Participate in after action reporting process.

Checklist:

- Check-in upon arrival at EOC.
- Determine current status of unit activities.
- Confirm dispatch and estimated time of arrival of staff and supplies.
- Thoroughly brief relief upon shift change.
- Coordinate with agency headquarters on cost reporting procedures.
- Collect and record all cost data.
- Develop incident cost summaries.
- Prepare resource-use cost estimates for the Planning/Intelligence Section.
- Make cost-saving recommendations to the Finance/Administration Coordinator.

Mayor and Council Member Checklist

- Secure the safety and critical needs of your family first.
- Start and maintain a log of requests received, actions taken, reports made. NOTE: Direct all requests for action to the appropriate EOC phone number. Do not authorize or take any actions or make any report without receiving direct authorization by the EOC IC.
- Notify the EOC IC of your location and availability for any needed meetings.
- Notify the EOC IC of your availability for a special City Council Meeting to ratify the EOC IC proclamation of an emergency. This meeting must take place within seven (7) days of the declaration of an emergency.
- Be available, at the request of the EOC IC, to assist in the dissemination of public information and incident updates.
- Leave a forwarding phone number with the EOC if you leave the area.

ACRONYMS

List of commonly used acronyms found in federal, state and local emergency operations plans.

A

AC.....Area Command
ADA.....Americans with Disabilities Act
ARC.....American Red Cross
ARES.....Amateur Radio Emergency Services

C

CALTRANS.....California Department of Transportation
CALWAS.....California Warning System
CAO.....Chief Administrative Officer
CBO.....Community Based Organization
CBRNE.....Chemical, Biological, Radiological, Nuclear and Explosive
CCC.....California Conservation Corps
CD.....Civil Defense
CDC.....Centers for Disease Control
CDF.....California Department of Forestry
CERT.....Community Emergency Response Team
CESA.....California Emergency Services Association
CESFRS.....California Emergency Service Fire Radio
System CESRS.....California Emergency Services Radio
System CFR.....Code of Federal Regulations
CHP.....California Highway Patrol
CLEMARS.....California Law Enforcement Mutual Aid Radio System
CLERS.....California Law Enforcement Radio System
CLETS.....California Law Enforcement Telecommunications System
COE.....Corps of Engineers / US Army

D

DA.....Damage Assessment
DAC.....Disaster Application Center
DAP.....Disaster Assistance Programs
DCS.....Disaster Communications Service
DEST.....Disaster Emergency Support Team
DFCO.....Deputy Federal Coordinating Officer
DFO.....Disaster Field Office
DHA.....Disaster Housing Assistance
DHS.....Department of Homeland Security
DMAT.....Disaster Medical Assistance Team
DMORT.....Disaster Mortuary Operational Response Team
DMIS.....Disaster Management Information System
DOC.....Department Operations Center
DRC.....Disaster Recovery Center
DRM.....Disaster Recovery Manager
DRO.....Disaster Recovery Operations
DSA.....Disaster Support Area
DSR.....Damage Survey Report
DWR.....Department of Water Resources / California

E

EAS Emergency Alert System
EDIS Emergency Digital Information System
EMAC Emergency Management Assistance Compact
EMIS Emergency Management Information System
EMMA Emergency Managers Mutual Aid
EMSA Emergency Medical Services Authority
EMS Emergency Medical Services
EMT Emergency Medical Technician
EOC Emergency Operations Center
EOP Emergency Operations Plan
EPA Environmental Protection Agency
EPI Emergency Public Information
ERT Emergency Response Team
ESA Emergency Services Act / California
ESC Emergency Services Coordinator
ESF Emergency Support Functions
EST Emergency Support Team

F

FAA Federal Aviation Administration
FCO Federal Coordinating Officer
FEMA Federal Emergency Management Agency
FIRESCOPE Firefighting Resources of California Organized for Potential Emergencies

G

GAR Governor's Authorized Representative
GIS Geographic Information System
GSA General Services Administration

H

HAZMAT Hazardous Materials
HSPD Homeland Security Presidential Directive

I

IACG Inter Agency Coordinating Group
IAP Incident Action Plan
IC Incident Commander
ICP Incident Command Post
ICS Incident Command System
IDE Initial Damage Estimate
IIMG Interagency Incident Management Group
IMT Incident Management Team
IRMS Information Resources Management Service

J

JIC Joint Information Center
JIS Joint Information System
JFO Joint Field Office
JOC Joint Operations Center
JPIC Joint Public Information Center

L

LFA Lead Federal Agency

M

MACS.....Multi-Agency Coordination System
MARAC.....Mutual Aid Regional Advisory Committee
MHFP.....Multi-hazard Functional Planning
MSA.....Multi-Purpose Staging Area

N

NAWAS.....National Warning System
NCS.....National Communications System
NDAA.....California Natural Disaster Assistance Act
NDMS.....National Disaster Medical System
NEP.....National Exercise Program
NFIP.....National Flood Insurance Program
NGO.....Non-Government Organization
NIMS.....National Incident Management System
NMRT.....National Medical Response Team
NOAA.....National Oceanic and Atmospheric Administration
NOC.....National Operations Center
NRCS.....Natural Resources Conservation Service
NRP.....National Response Plan
NRT.....National Response Team
NWS.....National Weather Service

O

OA.....Operational Area
OASIS.....Operational Area Satellite Information System
OEM.....Office of Emergency Management
OES.....Office of Emergency Services
OMB.....Office of Management and Budget (Federal)
OSC.....On-Scene Coordinator
OSHA.....Occupational Safety and Health Administration

P

PA.....Public Affairs
PA.....Public Assistance
PAO.....Public Affairs Officer
PA/O.....Public Assistance Officer
PA#.....Project Application Number
PBX.....Private Branch Exchange
PDA.....Preliminary Damage Assessment
PDD.....Presidential Decision Directive
PFO.....Principal Federal Officer
PIO.....Public Information Officer
PL.....Public Law - U.S. Public Law 93-288, Federal Disaster Relief Act of 1974
POC.....Point of Contact
PNP.....Private Nonprofit Organization
PUC.....Public Utilities Commission / California
PW.....Project Worksheet

R

RACES.....Radio Amateur Civil Emergency Services
RAP.....Radiological Assistance Program
RCP.....Regional Oil and Hazardous Substances Pollution Contingency Plan
RD.....Regional Director (FEMA)
REACT.....Radio Emergency Associated Communication Team

REC.....Regional Emergency Coordinator
REOC.....Regional Emergency Operations Center
RIMS.....Response Information Management System
ROC.....Regional Operations Center
RRCC.....Regional Response Coordinating Center
RRT.....Regional Response Team

S

SA.....Salvation Army
SAC.....Special Agent in Charge
SAP.....State Assistance Program
SAR.....Search and Rescue
SAST.....State Agency Support Team / California
SCO.....State Coordinating Officer
SEMO.....State Emergency Management Office
SEMS.....Standardized Emergency Management System
SFLEO.....Senior Federal Law Enforcement Officer
SFO.....Senior Federal Officer
SHMO.....State Hazard Mitigation Officer
SHPO.....State Historic Preservation Officer
SIOC.....Strategic Information and Operations Center
SITREP.....Situation Report
SLPS.....State and Local Programs and Support Directorate (FEMA)
SOC.....State Operations Center
SOP.....Standard Operating Procedure
STO.....State Training Officer

T

TEWG.....Terrorism Early Warning Group
TH.....Temporary Housing
TSCA.....Toxic Substances Control Act
TWG.....Terrorism Working Group

U

UASI.....Urban Areas Security Initiative
USACE.....United States Army Corps of Engineers
USAR.....Urban Search and Rescue
USDA.....United States Department of Agriculture
USFA.....United States Fire Administration
USGS.....United States Geological Survey

V

VA.....Veterans Administration
VOAD.....Volunteer Organizations Active in Disaster

W

WMD.....Weapons of Mass Destruction

GLOSSARY OF KEY TERMS

For the purposes of the National Incident Management System (NIMS), the following terms and definitions apply:

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating state, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in incident management activities following appropriate consultation with the leadership of that agency.

Area Command (Unified Area Command): An organization established to: (1) oversee the management of multiple incidents that are each being handled by an ICS organization or, (2) oversee the management of large or multiple incidents to which several Incident Management Teams (IMTs) have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

Assistant: Title for subordinates of principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. *See also* Supporting Agency.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A Branch is organizationally situated between the Section and the Division or Group in the Operations Section, and between the Section and Units in the Logistics Section.

Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established as a separate section).

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

Command Staff: In an incident management organization, the Command Staff consists of the Incident Commander and the special staff positions of Public Information Officer, Safety Officer, Liaison Officer, and other positions as required, who report directly to the Incident Commander. They may have an assistant or assistants, as needed.

Common Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communication services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

- Cooperating Agency:** An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.
- Coordinate:** To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.
- Deputy:** A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operation or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.
- Dispatch:** The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.
- Division:** The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A Division is located within the ICS organization between the Branch and Resources in the Operations Section.
- Emergency:** Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.
- Emergency Operations Centers (EOCs):** The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.
- Emergency Operations Plan (EOP):** The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.
- Emergency Public Information:** Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.
- Emergency Response Provider:** Includes state, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including hospital emergency facilities), and related personnel, agencies, and authorities. See Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002). Also known as Emergency Responder.
- Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.
- Event:** A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.
- Function:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics, and Finance/Administration. The term “function” is also used when describing the activity involved, e.g., the planning function. A sixth function, Intelligence, may be established, if required, to meet incident management needs.
- General Staff:** A group of incident management personnel organized according to function and reporting to the Incident Commander. The General Staff normally consists of the Operations Section Chief, Planning Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.
- Group:** Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between Branches and Resources in the Operations Section. (see Division.)

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wild land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan: An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level, on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green rotating or flashing light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to an incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The intelligence officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include information security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, law enforcement sensitive information, proprietary information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need access to it to perform their missions effectively and safely.

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

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity.

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a “major disaster” is any natural catastrophe (including any hurricane, tornado, storm, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or, regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts and available resources of States, tribes, local governments, and disaster relief organizations in alleviating the damage, loss, hardship, or suffering caused thereby.

Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure to, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations — state, local, and tribal — for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multiagency Coordination Entity: A multiagency coordination entity functions within a broader multiagency coordination system. It may establish the priorities among incidents and associated resource allocations, deconflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination Systems: Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The components of multiagency coordination systems include facilities, equipment, emergency operation centers, specific multiagency coordination entities, personnel, procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under Unified Command.

Mutual-Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

National: Of a nationwide character, including the state, local, and tribal aspects of governance and policy.

National Disaster Medical System: A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System: A system mandated by HSPD-5 that provides a consistent nationwide approach for state, local, and tribal governments; the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide for interoperability and compatibility among state, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multiagency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Nongovernmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Such organizations serve a public purpose, not a private benefit. Examples of NGOs include faith-based charity organizations and the American Red Cross.

Operational Period: The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The Section responsible for all tactical incident operations. In ICS, it normally includes subordinate Branches, Divisions, and/or Groups.

Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working within established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This Section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Preparedness: The range of deliberate, critical tasks and activities necessary to build, sustain, and improve the operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and between government and private-sector and nongovernmental organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role in incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bringing them to justice.

Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVO).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resource ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements.

Publications Management: The publications management subsystem includes materials development, publication control, publication supply, and distribution. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and medical fitness.

Reception Area: This refers to a location separate from staging areas, where resources report in for processing and out-processing. Reception Areas provide accountability, security, situational awareness briefings, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of the incident to identify lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by a State, local, or tribal jurisdiction with assistance from responding Federal agencies to restore the affected area.

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

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

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bringing them to justice.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and for developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning, Logistics, Finance/Administration, and Intelligence (if established). The Section is organizationally situated between the Branch and the Incident Command.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ratio of supervisors to individuals. An appropriate span of control is between 1:3 and 1:7.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States.

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed by elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishment of budgets and other fiscal decisions, policy development, and the application of measures of performance or effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the Incident Commander.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force: Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping.

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, in the case of incident management teams, experience and qualifications.

Unified Area Command: A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command: An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single Incident Action Plan.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed.

REFERENCES

This Plan is promulgated under the authority of the Mayor and City Council of the City of South Lake Tahoe. The City of South Lake Tahoe Emergency Operations Plan fulfills the City's responsibilities to adhere to the:

- **Standardized Emergency Management System (SEMS)**, as described by California [Government Code 8607\(a\)](#), for managing response to multi-agency and multi-jurisdictional emergencies in California. SEMS, adopted by the state of California in 1995, incorporates —
 - Incident Command System (ICS)** to facilitate the flow of information and coordination between responding agencies. ICS provides an organizational structure capable of responding to various levels of emergencies ranging in complexity. It provides the flexibility to respond to an incident as it escalates in severity. After each major emergency, the plan calls for an analysis of actions taken during the emergency incident and suggestions for corrective actions, if any.
 - National Incident Management System (NIMS)**, as prescribed by [Homeland Security Presidential Directive 5](#) – Management of Domestic Incidents.

NIMS establishes a uniform set of procedures that emergency responders at all levels of government use to conduct response operations. It also utilizes the Incident Command System, as described above, to coordinate response activities on a national level.
 - Master Mutual Aid Agreement (MMAA)**, which provides that all of the resources and facilities of the State, its various departments and agencies, and all its political subdivisions, municipal corporations, and other public agencies be made available voluntarily to aid and assist each other, including, but not limited to, fire, police, medical and health, communication, and transportation services and facilities.

Under the terms of the MMAA, Mutual Aid emergency response is provided at no cost to a requesting jurisdiction. Under specific conditions federal and State monies may be appropriated to reimburse public agencies who aid other jurisdictions.

<http://www.calema.ca.gov/PlanningandPreparedness/Documents/CAMasterMutAid.pdf>
- [California Governor's Executive Order S -2-05](#)

APPENDICES

APPENDIX A

City of South Lake Tahoe Emergency Phone Lines

<p>In the closet directly to the right of the main entrance you will find the telephone line and attachment devise. It is a large coil of telephone line hanging up in the closet.</p>		
<p>Remove the tape and extend this main line out into the center of the room.</p>		
<p>In the closet you will find a box of long telephone cords. The phones are in the small closet behind where the City Clerk sets during the Council Meetings.</p>		
<p>The 10 Emergency Phone Numbers are assigned thus:</p> <ul style="list-style-type: none"> • Director Of Emergency Services • Public Information Officer (PIO) • PIO Fax Number • Planning/Intelligence • Operations • Logistics/Finance • Outside Agencies • Not Assigned • Not Assigned • Not Assigned 		<p>542-6509 542-6500 542-6501 542-6502 542-6503 542-6504 542-6505 542-6506 542-6507 542-6508</p>

EOC Staffing & Contact Numbers

Name	Cellular Phone	Home Phone
Airport Manager – Sherry Miller	530-545-9468	
Airport Maintenance Supervisor – Lee Brown	530-208-8484	
Building Inspector - Gene Chiarella	530-721-1272	
Building Official – Dave Walker	530-721-1274	530-577-8340
CIP Projects Manager – Jim Marino	530-721-1250	
City Attorney – Tom Watson	530-307-9379	
City Attorney - Nira Feeley (Assistant)	530-307-1276	
City Clerk - Susan Alessi	530-721-0083	530-544-0812
City Manager – Nancy Kerry	530-307-3237	530-318-8708
Community Service Officer – Danelle Spaeth	530-545-9081	
Development Services Director – Hilary Roverud	805-305-0744	
Engineering – Sarah Hussong-Johnson	510-912-8549	
Facilities Manager - Alan Johnson	530-721-1269	530-577-4456
Finance (Accounting Manager) - Debbie McIntyre	530-318-2682	530-577-3433
Finance (Accounting Manager) – MaryAnne Brand	530-545-0795	530-544-1801
Fire Chief – Jeff Meston	530-307-9532	775-636-3439
Fire Shift Commander – Karl Koeppen	530-318-1075	
Fire Shift Commander – Rob Hembree	530-318-2363	
Fire Shift Commander – Kenin Fairley	530-318-1197	
Fire Command Vehicle	530-208-6330	
Fleet Manager – Kevin Bauwens	530-721-1267	
Fleet Maintenance Van	530-721-0386	
Human Resources Manager – Janet Emmett	530-416-0593	530-577-0571
IT Manager – Anthony Della Ripa	530-208-6423	
IT Network Systems Administrator – Sebastian Knapp	530-307-1397	
Parks Manager – Greg Ross	530-307-2071	
Police Chief – Brian Uhler	530-318-6275	
Police Lieutenant – Brian Williams	530-208-6250	
Police Lieutenant – David Stevenson	530-545-2765	775-783-9359
Police Watch Commanders - Shannon Laney 530-721-0078	Josh Adler 530-208-6243	Brad Williams 530-208-6246
Public Works Director – Ray Jarvis	530-208-8304	
Recreation Manager – Lauren Thomaselli	530-545-3581	
Streets Supervisor – Az Kalik	530-721-1265	530-541-0885

EOC Phone Numbers by Responsibility

INCIDENT COMMAND.....	542-6500 (PHONE #10)
PUBLIC INFORMATION.....	542-6507 (PHONE #17)
LIASION.....	542-6505 (PHONE #16)
OPERATIONS.....	542-6501 (PHONE #11)
	542-6502 (PHONE #12)
PLANS.....	542-6503 (PHONE #13)
LOGISTICS.....	542-6504 (PHONE #14)
EVENT HOTLINE (RECORDED MESSAGE)	542-6006

Dependent Care Plan: Contacting City Employees' Family in Emergencies

The Dependent Care Plan provides for locating City employees and their immediate family during major emergencies and catastrophes. Dependent Care procedures should provide a reasonable level of assurance on the part of employees as well as their family members that their personal welfare is being looked after. For personnel on duty at the time of such an occurrence, all possible efforts will be exercised to determine the whereabouts and condition of family members.

Employee Responsibilities: Each employee will have the responsibility of (optionally) completing the Dependent Care Form — a confidential emergency contact information document. Employees should check with ASD if they have not completed this form. Employees are responsible to update this information on an as-needed basis by informing ASD of changes.

Additionally, it is the employee's responsibility to establish a pre-plan with their respective family members to educate them as to the procedures to follow as may be dictated by their particular situation and emergency response tasks. As a guideline, plan elements should at least contain the following:

1. It will be the responsibility of the employee and their family members to make every effort to contact ASD using the identified telephone number. Employees should discuss with their families a pre-plan for reaching the employee based upon their own situation and disaster responsibilities.
2. In the event of a major emergency or catastrophe, City services will be overloaded for a period of time. Family members should not phone the EOC. They should be instructed to phone the identified telephone line provided for dependent contact. They should leave the following information: name, employee's name, their location and phone number(s) where they can be reached.
3. Once the employee has completed a Dependent Care Form, it will be filed in two (2) locations:
 - One copy will be filed in the Dependent Care Officer Emergency Preparedness Plan
 - One copy will be filed in the Logistics Section files
4. This procedure is the same for off-duty personnel as well as on-duty personnel. Off-duty personnel will automatically communicate with their respective supervisors in the event of a major emergency.
5. The first individuals contacted should be the family of those employees who are on duty, with the remainder contacted thereafter.
6. A log of those people contacted, showing the time of contact and the location of the individuals, and a re-contact point, if possible, shall be kept.

**CONFIDENTIAL INFORMATION
FOR USE IN EMERGENCIES ONLY**

**DISASTER PERSONNEL CONTACT INFORMATION
RETURN COMPLETED FORM TO THE HUMAN RESOURCES DEPARTMENT**

Employee Name _____ Date _____

Job Title _____

Department _____ Supervisor _____

Home Street Address _____

City/State/Zip _____

Home Phone _____ Work Phone _____ Cell Phone _____

Usual Work Schedule and Location _____

Name and Contact Information for Dependents: *fill out for all dependents so they may be contacted in the event you are called upon to work during emergencies.*

1. Name _____ Child's Age _____

Relationship to Employee _____

Name of Work or School Site _____

Address of Work or School Site _____

Usual Days/Hours (Schedule) _____

Contact Phone Numbers _____

DISASTER PERSONNEL CONTACT INFORMATION, Continued

2. Name _____ Child's Age _____
Relationship to Employee _____
Name of Work or School Site _____
Address of Work or School Site _____
Usual Days/Hours (Schedule) _____
Contact Phone Numbers _____

3. Name _____ Child's Age _____
Relationship to Employee _____
Name of Work or School Site _____
Address of Work or School Site _____
Usual Days/Hours (Schedule) _____
Contact Phone Numbers _____

4. Name _____ Child's Age _____
Relationship to Employee _____
Name of Work or School Site _____
Address of Work or School Site _____
Usual Days/Hours (Schedule) _____
Contact Phone Numbers _____

5. Name _____ Child's Age _____
Relationship to Employee _____
Name of Work or School Site _____
Address of Work or School Site _____
Usual Days/Hours (Schedule) _____
Contact Phone Numbers _____

7. **NOTES:** Use this space to add any additional dependent information, special circumstances, etc.

EOC Message Form (this form for viewing only, please use NCR forms located with EOC supplies)

Priority

- 1—Critical action or response required immediately.
- 2—Action or response required as soon as reasonably possible.
- 3—Action or response may wait until emergency has subsided.

Date	
Time	
To	
From	

Message:
<input type="checkbox"/> Please reply to message.
Message By

Report or Reply
Reply By

Casualties & Damage Chart

Category		City-Wide Totals
Persons As of:	Killed	
	Injured	
	Missing	
Homes As of:	Destroyed	
	Major Damage	
	Minor Damage	
	Loss Estimate	
Businesses As of:	Destroyed	
	Major Damage	
	Minor Damage	
	Loss Estimate	
Public Property As of:	Destroyed	
	Major Damage	
	Minor Damage	
	Loss Estimate	
Utilities As of:	Electricity	
	Gas	
	Sewer	
	Telephone	
	Water	

ICS 214 Activity Log

Purpose. The Activity Log (ICS 214) records details of notable activities at any ICS level, including single resources, equipment, Task Forces, etc. These logs provide basic incident activity documentation, and a reference for any after-action report.

Preparation. An ICS 214 can be initiated and maintained by personnel in various ICS positions as it is needed or appropriate. Personnel should document how relevant incident activities are occurring and progressing, or any notable events or communications.

Distribution. Completed ICS 214s are submitted to supervisors, who forward them to the Documentation Unit. All completed original forms must be given to the Documentation Unit, which maintains a file of all ICS 214s. It is recommended that individuals retain a copy for their own records.

Notes:

- The ICS 214 can be printed as a two-sided form.
- Use additional copies as continuation sheets as needed, and indicate pagination as used.

Block Number	Block Title	Instructions
1	Incident Name	Enter the name assigned to the incident.
2	Operational Period <ul style="list-style-type: none"> • Date and Time From • Date and Time To 	Enter the start date (month/day/year) and time (using the 24-hour clock) and end date and time for the operational period to which the form applies.
3	Name	Enter the title of the organizational unit or resource designator (e.g., Facilities Unit, Safety Officer, Strike Team).
4	ICS Position	Enter the name and ICS position of the individual in charge of the Unit.
5	Home Agency (and Unit)	Enter the home agency of the individual completing the ICS 214. Enter a unit designator if utilized by the jurisdiction or discipline.
6	Resources Assigned	Enter the following information for resources assigned:
	<ul style="list-style-type: none"> • Name 	Use this section to enter the resource's name. For all individuals, use at least the first initial and last name. Cell phone number for the individual can be added as an option.
	<ul style="list-style-type: none"> • ICS Position 	Use this section to enter the resource's ICS position (e.g., Finance Section Chief).
	<ul style="list-style-type: none"> • Home Agency (and Unit) 	Use this section to enter the resource's home agency and/or unit (e.g., Des Moines Public Works Department, Water Management Unit).
7	Activity Log <ul style="list-style-type: none"> • Date/Time • Notable Activities 	<ul style="list-style-type: none"> • Enter the time (24-hour clock) and briefly describe individual notable activities. Note the date as well if the operational period covers more than one day. • Activities described may include notable occurrences or events such as task assignments, task completions, injuries, difficulties encountered, etc. • This block can also be used to track personal work habits by adding columns such as "Action Required," "Delegated To," "Status," etc.
8	Prepared by <ul style="list-style-type: none"> • Name • Position/Title • Signature • Date/Time 	Enter the name, ICS position/title, and signature of the person preparing the form. Enter date (month/day/year) and time prepared (24-hour clock).