



Town of Apple Valley

Emergency Operations Plan

Part I Basic Plan

NOVEMBER 1, 2014

Town of Apple Valley

CALIFORNIA

OCTOBER 28, 2014

TO: CITIZENS OF THE TOWN OF APPLE VALLEY, TOWN COUNCIL
MEMBERS AND TOWN OF APPLE VALLEY EMPLOYEES

SUBJECT: LETTER OF PROMULGATION

The preservation of life, property and the environment is an inherent responsibility of local, state, and federal government. The Town of Apple Valley has prepared this Emergency Operations Plan (EOP) to ensure the most effective and economical allocation of resources for the maximum benefit and protection of the civilian population in time of emergency.

While no plan can prevent death and destruction, good plans carried out by knowledgeable and well-trained personnel can and will minimize losses. This plan conforms to current State and Federal guidelines for emergency plans and complies with the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) standards.

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

This EOP is an extension of the State of California Emergency Plan and the National Response Plan that will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

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

SIGNED CONCURRENCE

The following Town of Apple Valley Managers and EOC response staff concurs with the Town of Apple Valley Emergency Operations Plan dated November 1, 2014, with an understanding that revisions, as needed, will be processed by the Emergency Services Officer for approval.

Frank Robinson Signed: _____

Town Manager Date: _____

Marc Puckett Signed: _____

Assistant Town Manager Date: _____

Dennis Cron Signed: _____

Assistant Town Manager Date: _____

Lori Lamson Signed: _____

Assistant Town Manager Date: _____

La Vonda Pearson Signed: _____

Town Clerk Date: _____

Kathie Martin Signed: _____

Marketing & Public Affairs Officer Date: _____

John Brown Signed: _____

Town Attorney, Best, Best & Krieger Date: _____

Gina Whiteside Signed: _____

Animal Services Manager Date: _____

Nikki Salas Signed: _____

Director of Human Resources & Risk Management Date: _____

Ralph Wright

Signed: _____

Parks & Recreation Manager

Dated : _____

Lance Miller

Signed: _____

Public Works Director

Date: _____

Joseph Moon

Signed: _____

Environmental & Transit Services

Date: _____

Jim Andersen

Signed: _____

Code Enforcement Manager

Date: _____

Mike Cady

Signed: _____

Public Works Manager

Date: _____

Patrick Carroll

Signed: _____

Interim Building Official

Date: _____

Barbra Cornett

Signed: _____

Animal Services Supervisor

Date: _____

Lana Tomlin

Signed: _____

Police Chief

Dated: _____

San Bernardino County Sheriff's Department

Sid Hultquist

Signed: _____

Fire Chief

Dated: _____

Apple Valley Fire Protection District

Joseph A. Guarrera

Emergency Services Officer

Apple Valley Fire Protection District

Signed: _____

Dated: _____



Town of Apple Valley

Town of Apple Valley

Emergency Operations Plan

1. FOREWORD

This Emergency Operations Plan (EOP) provides guidance for the Town of Apple Valley's response to extraordinary emergency situations associated with natural, human-made and technological disasters. This plan is not intended to be used for normal day-to-day emergencies or the established routine procedures used to cope with such incidents. Rather, this plan concentrates on operational concepts and response procedures relative to large-scale emergencies and disasters.

This plan is a preparedness document designed to be read, understood, and exercise prior to an emergency. The EOP has been developed in accordance with the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). Town departments are responsible to assure the preparation and maintenance of the Town's Standard Operating Procedures (SOPs), resource lists, and checklist that detail how assigned responsibilities are preformed to support the implementation of the EOP. The SOPs include the specific emergency authorities that designated officials and their successors can assume during emergency situations.

This plan in itself cannot guarantee an efficient, effective response to an emergency. It must be utilized as a tool to assist in emergency response and short-term recovery activities. This plan must be flexible enough to adapt to a broad spectrum of disasters and must be supported with:

- Adequate personnel, equipment, and expertise from response agencies/organizations. Well coordinated response activities with interoperable communications.
- Continuous training and exercises.
- Awareness of local resources available through Town departments and by prearranged agreements before looking to assistance from the San Bernardino County Operational Area.
- Reviewing and testing of this plan on a regular basis.



2. TABLE OF CONTENTS

LETTER OF PROMULGATION	i
SIGNED CONCURRENCE BY PRINCIPLE ORGANIZATIONS	iii
2. Table of Contents	iii
3. Introduction	1
3.1 Purpose	1
3.2 Scope	1
3.3 Plan Organization	1
3.4 Relationship to other Plans	2
4. Situation and Assumptions	4
5. Emergency Management Organization	
5.1 Organization, Roles and Responsibilities	8
5.2 Standardized Emergency Management System (SEMS) based Emergency Organization Emergency Functions	13
6. Concept of Operations	21
6.1 Emergency Declarations	25
6.2 Notification and Mobilization	28
6.3 SEMS Coordination Levels	29
6.4 Incident Command System (ICS)	32



Emergency Operations Plan

7.	Emergency Operations Center	34
7.1	EMERGENCY Operations Center Organization	34
7.2	Special districts, private and non-profit agencies	37
7.3	Primary and Alternate EOC	37
7.4	Activation/Deactivation of EOC	37
7.5	Field/EOC Communications and Coordination	40
7.6	Field/EOC Direction and Control Interface	40
8.	Mutual Aid	41
9.	Information Collection, Analysis, and Dissemination	46
10.	Public Information	47
11.	Functional Needs	48
12.	Continuity of Government	50
12.1	Alternate Government Facilities	52
12.2	Vital Record Retention	52
13.	Recovery Overview	53
13.1	Recovery Organization	53
13.2	Recovery Damage Assessment	55
13.3	Recovery Documentation	61



Emergency Operations Plan

13.4 Recovery After-action Reports	62
13.5 Recovery Disaster Assistance	63
14. Administration and Logistics	67
14.1 Administration	67
14.2 Logistics	67
15. Emergency Plan Maintenance and Distribution	68
15.1 Record of Changes	68
15.2 Record of Distribution	68
16. Standard Operating Procedures (SOP) Development	69
17. Training and Exercises	70
APPENDICES	72
Appendix 1 Authorities and References	72
Appendix 2 Glossary of Terms	74
Appendix 3 Acronyms List	90
Appendix 4 Standardized Emergency Management System	92
EOC Position Checklists	96
Appendix 5 Resource List	150
Appendix 6 Contact List	191
Appendix 7 Hazard Mitigation Plan	199



Appendix 8 Disaster Service Worker Program	330
Appendix 9 Animal Emergency Evacuation & Shelter Plan	339



3. INTRODUCTION

3.1 PURPOSE

The purpose of the Town of Apple Valley Emergency Operations Plan (EOP) is to establish a comprehensive, all-hazards approach to natural, human-made and technological disasters. The plan provides an overview of operational concepts and identifies components of the Town's Emergency Management Organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). The plan also describes the overall emergency responsibilities of Town, county, state, and federal entities.

3.2 SCOPE

This plan establishes a system for coordinating the prevention, preparedness, response, recovery and mitigation phases of emergency management in Apple Valley. It is intended to be an overview of emergency management within the Town and not a detailed operational document. Detailed Standard Operating Procedures (SOPs) and checklists are distributed to emergency operations staff separately and are for internal use only.

3.3 PLAN ORGANIZATION

There are five parts to this Emergency Plan: The Basic Plan, Emergency Function Annexes, Support Annexes, Hazard-specific Annexes and Appendices.

Basic Plan: The basic plan describes the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that California will utilize to guide and support emergency management efforts. Essential elements of the basic plan include:

- A description of the emergency services that are provided by governmental agencies and how resources are mobilized,
- An outline of the methods for carrying out emergency operations and the process for rendering mutual aid,
- An overview of the system for providing public information, and
- Emphasis on the need for continuity planning to ensure uninterrupted government operations.

These elements culminate with a comprehensive emergency management concept of operations that outlines the relationships and responsibilities for state government and its political subdivisions.



Emergency Function Annexes: This plan implements Emergency Function working groups, which will develop functional annexes that follow an established format to describe discipline- specific goals, objectives, operational concepts, capabilities, organizational structures and related policies and procedures. The functional annexes will be developed separately from the basic plan and will make reference to existing agency and department plans and procedures. Supporting plans and documents should be listed in an attachment to each functional annex.

Support Annexes: The support annexes describe the framework through which the Town of Apple Valley departments and agencies, the private sector, not-for-profit and voluntary organizations, and other nongovernmental organizations coordinate and execute the common emergency management strategies. The actions described in the support annexes apply to nearly every type of emergency.

Hazard Specific Annexes: The hazard, threat, or incident-specific annexes describe the policies, situation, concept of operations, and responsibilities for particular hazards, threats, or incidents.

Appendices: Subsequent plans and procedures that are developed in support of the Emergency Plan, such as mutual aid plans, hazard-specific plans, catastrophic plans and related procedures will be incorporated by reference and maintained separate from the basic plan.

3.4 RELATIONSHIP TO OTHER PLANS

Emergency Operations Plan (EOP)

The intent of the Town of Apple Valley’s EOP is to provide the concept of operations and strategic activities for responding to any type of emergency incident impacting the Town. Other individual communities may maintain similar plans or procedures for implementation in response to localized incidents or initial activities prior to escalation to San Bernardino County. If the County EOP is activated during an incident or countywide emergency, the Town of Apple Valley will adopt command and control structures and procedures representative of County response operations in accordance with the requirements of SEMS and NIMS.

A number of agency- and organization-specific plans and organizational procedures support the Town EOP and annexes. These plans and procedures are interrelated and have a direct influence on the Town’s preparation prior to a major emergency or disaster, its activities in response to such an emergency or disaster, and its ability to successfully recover from such incidents or events. These plans also provide local, County, regional, and State agencies and



entities with a consolidated framework for coordinating activities and resources, thus promoting efficient use of resources during all phases of emergency management.

Local Hazard Mitigation Plan (HMP)

The Town of Apple Valley, in coordination with San Bernardino County and the surrounding jurisdictions, has developed their Local Hazard Mitigation Plan. The plan identifies hazards, assesses the losses associated with the hazards, and investigates the vulnerability of the community towards different hazards. The plan also identifies alternatives for the future of the community to better prepare, minimize loss and educate the public of the hazards identified.



4. SITUATION AND ASSUMPTIONS

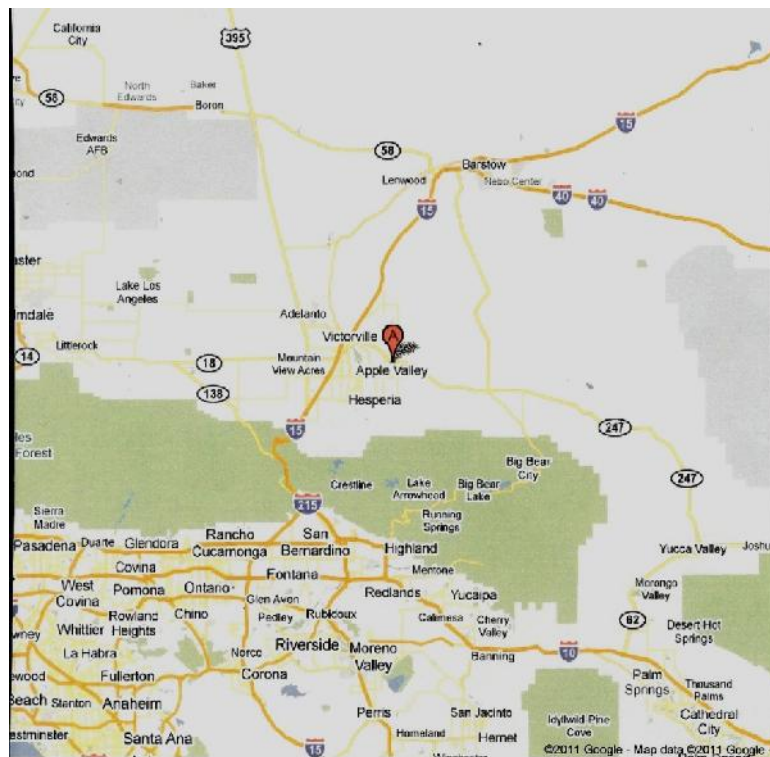
Situation

The Town of Apple Valley is located in the Mojave Desert of the County of San Bernardino, at an elevation of 3,000 feet. Known as the "High Desert", Apple Valley consists of 78 square miles in its incorporated boundaries and a sphere of influence encompassing 200 square miles. The Town borders Interstate 15 to the north, Joshua Road to the east, the foothills of the San Bernardino Mountains to the south, and the Mojave River to the west.

Apple Valley is primarily desert-rural and consists of a typical mountain-and-basin topography with sparse vegetation. The natural geographic vulnerabilities are: Mojave River, San Bernardino Mountains, Dry Lake Bed, and the Desert Knolls area (generally an area with a slope greater than 15%).

The Mojave River rises in the San Bernardino Mountains at the Lake Silverwood and Mojave River Forks Reservoirs. The River runs in a northerly direction the entire length of the Town's western boundary. Due to the porous soil and rapid evaporation, the River is primarily dry in the area adjacent to Apple Valley. A flow of water is present during major rains and upon release of water from Lake Silverwood (contained by the Cedar Springs Dam and Mojave Dam).

The Town of Apple Valley also consists of a dry lake bed area that consists of sparse population. This area and the area along the Mojave River is part of the 100 Year Flood Area.



Apple Valley is vulnerable to the affects of natural hazards such as earthquakes, flood/winter storms, wildfire, drought, high winds, and Dam failure. The Town is also vulnerable to a



variety of human-caused hazards such as epidemics, hazardous materials releases, terrorism, train derailments and utility failure.

Assumptions

A major emergency or disaster can occur any time, any place. It may cause significant degrees of human suffering, property damage and economic hardship to individuals, local government, and the business community. The Town of Apple Valley assumes there will be many emergency situations that may directly produce severe consequences and will impact the affect of the response to the incident. The following assumptions apply to this plan:

1. Due to limited staff and resources, a major emergency or disaster may overwhelm the capabilities of Apple Valley to provide prompt and effective emergency response and recovery. Mutual aid will be requested when disaster relief requirements exceed the Town’s ability to meet them.
2. Transportation infrastructure may be damaged or disrupted. Emergency responders may have difficulty reaching people and evacuation routes may cause traffic backups slowing egress from damaged areas. The movement of emergency supplies may be impeded.
3. Communication infrastructure may be damaged or disrupted, thus slowing dissemination of information and reporting of persons needing help.
4. Homes, businesses, public buildings, antenna sites, and other critical facilities may be damaged or destroyed. Public utilities may be damaged and either completely or partially inoperable
5. Emergency medical services and transport ambulances may be in short supply. Medical and health care facilities that do remain open may be overwhelmed with medical care requests. Additionally, medicines may be in short supply.
6. Damage to facilities that use hazardous or toxic chemicals could result in the release of these hazardous materials into the environment.
7. Businesses in Apple Valley may not be able to supply the public with basic necessities such as food, water, blankets, etc. Additionally, businesses may have difficulty remaining open.
8. Volunteers may come from other areas to help, causing problems with accountability. Donated goods that are not presently needed may be dropped off at various locations.
9. Effective emergency operations require periodic training and exercising.
10. Apple Valley emergency personnel and disaster service workers will utilize the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).



4.1 HAZARD AND THREAT ANALYSIS SUMMARY

Hazard Analysis

The Town of Apple Valley has identified hazard risks of various natural and human-cause emergencies and disasters. The matrix below identifies these hazards, the likelihood to occur, and the impact to the Town:

Hazard Analysis Matrix

		Impact		
		High	Medium	Low
Probability	High	Earthquake Flooding Wildfires		
	Medium	Drought and Water shortage	Extreme heat High Winds Straight line Winds	
	Low	Active Shooter Workplace violence		Dam Failure

Probability

Impact

High- Highly Likely/Likely

Medium- Possible

Low- Unlikely

High- Catastrophic/Critical

Medium- Limited

Low- Negligible

Threat Analysis Summary

This section of the plan consists of a series of threat assessments. The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The Town of Apple Valley encompasses over 78 square miles and is located in the northwest portion of San Bernardino County. The Town is bordered on the west by Victorville the east by the county unincorporated area, the south by Hesperia, and on the north by the county unincorporated area. It has a population of 69,135 (U.S. 2010 Census Report). Apple Valley is located within the Southern Administrative Region VI of the California Office of Emergency Services (CalOES).

The Town of Apple Valley is vulnerable to a wide range of threats. In the past, Apple Valley has experienced major emergencies such as earthquakes, flood / winter storms, and wildfires. These and other emergency incidents could occur at any time. Some things to consider based upon the Hazard Analysis:



- A major earthquake occurring in Apple Valley could have a catastrophic effect on the population.
- The Town has experienced several flooding emergencies from flash flooding.
- Many major highways (and rail lines) traverse or pass near the Town and transportation incidents (including hazardous material incidents) as well as pipeline ruptures or illegal dumping could affect the Town of Apple Valley.
- Severe wind surges pose a significant risk to life and property in Apple Valley by creating conditions that disrupt essential systems such as public utilities, telecommunications, and transportation routes.
- Wind driven wild fire event could require significant impact on the population.

Any single incident as well as a combination of events could require evacuation and/or sheltering of the population. The Police Department is the lead agency in evacuations. The Town currently contracts for its fire and ambulance services. The American Red Cross (ARC) will be notified and work with Town staff if a shelter site is needed. The Town also relies on local volunteer groups such as, the Community Emergency Response Team (CERT), (FAD) and Emergency Communications Services (ECS) for assistance during emergencies.

See ***Apple Valley's Local Hazard Mitigation Plan*** for detailed information and maps on the hazards that could affect the Town.



5. EMERGENCY MANAGEMENT ORGANIZATION

5.1 ORGANIZATION, ROLES AND RESPONSIBILITIES

General

All participating agencies and response organizations will have various roles and responsibilities throughout an emergency. Therefore, it is critical the local command structure be established to support response and recovery efforts and maintain a significant amount of flexibility to expand and/or contract as the situation evolves. Typical duties may also change depending on the severity and size of the incident(s) and the availability of local resources. Because of this, it is also important to develop and maintain depth within the command structure and response organizations.

The Town of Apple Valley conducts all emergency management functions in accordance with SEMS and NIMS. During an emergency, the Town has the responsibility to manage and coordinate the overall emergency response and recovery activities. The Emergency Services Coordinator along with each Department is responsible for ensuring critical staff are identified and trained at a level enabling effective execution of existing response policies, plans, and procedures.

Most Town Departments have emergency functions in addition to their normal daily duties. Each Department is responsible for developing and maintaining its own Emergency Standard Operating Procedures (SOPs). Specific responsibilities are outlined and follow:

Emergency Management Organization

The Town of Apple Valley's Emergency Management Organization (including emergency response and recovery) will be directed by the Town Manager who serves as the Director of Emergency Services/EOC Director. The Director of Emergency Services is responsible to the Town Council and Disaster Council per Chapter No. 8 of the Town of Apple Valley's Municipal Code. The Director of Emergency Services has the overall responsibility for implementation of the Emergency Operations Plan (EOP).

The Director of Emergency Services/EOC Director is supported by the Emergency Management Organization and has overall responsibility for:

- Organizing, staffing, and operating the Emergency Operations Center (EOC);
- Operating communications and warning systems;
- Providing information and guidance to the public;



- Maintaining information on the status of resources, services, and operations;
- Directing overall operations;
- Obtaining support for the Town of Apple Valley and providing support to other jurisdictions as required;
- Identifying and analyzing potential hazards and recommending appropriate countermeasures;
- Collecting, evaluating, and disseminating damage assessment and other essential information; and
- Providing status and other reports to the San Bernardino County Operational Area via the Emergency Services Coordinator.

Roles and responsibilities of individual Town Departments, other levels of government, private sector, nongovernmental organizations and Individuals and households are described below to further clarify the Town's emergency management structure:

Town Departments

Town Council

Responsibilities include:

- Communicate with other Elected Officials;
- Consult with and assist in making important decisions with the Director of Emergency Services that might affect overall policy direction;
- Assist with the dissemination of public information; and
- Proclaim the existence of a local emergency.

Town Clerk's Office

Responsibilities include:

- Provide for a secure and safe place for all vital records of the Town;
- Must be present at Town Council meetings and is responsible for recording the minutes; and
- Assist with the Local Emergency Proclamation and Resolution process.

Economic/Community Development

Responsibilities include:

- Inspect and post as necessary all damaged buildings, both public and private, and determine if they are safe or if they should be evacuated;
- Estimate the extent of damage / cost of repair of structures;
- Assist in the Preliminary Damage Assessment (PDA) with local, state, and federal organizations to determine losses and recovery needs;



- Assist with the review and permit process of the repair or replacement of damaged structures, both public and private.

Parks & Recreation

Responsibilities include:

- Employees assist in the opening and operation of the Apple Valley shelter(s) – congruent upon the arrival of the ARC for operation relief;
- Provide any necessary resources (e.g. personnel, equipment, and facilities);
- Assist in any transportation needs (e.g. buses, vans, sedans, and trucks)

Engineering

Responsibilities include:

- Conduct a damage assessment of Town signal system;
- Assist in determining safe evacuation routes;
- Assist with inspections and/or liaison with utility companies; and
- Assist with damage surveys within the Town.

Fire Protection District

Responsibilities include:

- Respond to all types of fires, including structure, vegetation, and those involving vehicles or aircraft;
- Assist with medical aids from injuries or medical conditions;
- Respond to all types of hazardous materials spills, exposures, and releases; and
- Assist with rescues such as swift water, steep terrain, vehicle collisions, confined spaces, and structural collapses.
- Coordinate emergency response with all departments and agencies involved with the event;
- Advise San Bernardino County Operational Area (OA) aka San Bernardino County Fire – Office of Emergency Services (County OES) of the emergency and maintain contact throughout the event; and
- Identify the need and request mutual aid.
- Coordinate the Disaster Service Workers (DSWs) volunteers.
- Process unaffiliated volunteers as Disaster Service Workers (DSWs).

Human Resources

Responsibilities include:

- Maintain current addresses and telephone numbers of all Town employees;
- Assist with the Employee Message Center where employees or their families may call in or receive status reports;
- Handle questions and problem solve in the areas of health benefits;



- Collect paperwork on damaged Town facilities;
- Process claims for injuries to emergency responders who are Town employees; and
- Act as liaison with contracted third party administrator for workers compensation and risk liability for Town employees.

Management Services

Responsibilities include:

- Activate and support all activities in the Emergency Operations Center (EOC);
- Dissemination of accurate and timely emergency public information and warning to the public;
- Financial support, response, and recovery for the emergency/disaster;
- Support the response effort and the acquisition, transportation and mobilization of resources;
- Oversee the procurement and allocation of supplies and materials not normally provided through mutual aid channels;
- Ensure the payroll, accounts payables, and revenue collection process continues; and
- Collection, sorting, tracking, and distribution of donations.

Police Department

Responsibilities include:

- Protect lives, property, and the environment;
- Access and perimeter control;
- Evacuation of threatened populations to safe areas;
- Dissemination of accurate and timely emergency public information and warning to the public;

Public Works

Responsibilities include:

- Coordinate emergency response with all departments and agencies involved with the event;
- Provide assistance with barricades, sandbags, road closures, debris removal, emergency road repair, traffic control, and damage surveys and assessments of roadways and facilities;
- Eliminate an immediate threat to lives or public health and safety;
- Take protective measures to minimize damage to private and public facilities;
- Demolition and removal of public and private buildings and structures that pose an immediate threat to the safety of the general public;
- Tracking through documentation of all emergency activities; and



- Provide technical assistance and/or equipment within their capability for the Town and other jurisdictions within the State in accordance with the Public Works Mutual Aid Agreement.

County Government / Operational Area

The California Emergency Services Act designates each county as an Operational Area (OA) to coordinate emergency activities and resources of its political subdivisions. The governing bodies of political subdivisions within each county coordinate to establish the lead agency for the OA. The operational area lead agency serves as a coordinating link between the local government level and the region level of state government. OA responsibilities involve coordinating with the jurisdictions and organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

State Government

During a state of war emergency, a state of emergency, or a local emergency, the CalOES Secretary coordinates the emergency activities of all state agencies in connection with such emergency and has the authority to use any state government resource to fulfill mutual aid requests or to support emergency operations. CalOES operates the California State Warning Center (CSWC) 24-hours a day to receive and disseminate emergency alerts and warnings. When needed the State Operations Center (SOC) and Regional Emergency Operations Centers (REOCs) are activated to coordinate emergency management information and resources. CalOES also coordinates the delivery of federal grant programs under Presidential declarations of emergency and major disaster.

Federal Government

The federal government supports emergency management throughout the nation and in California by providing tools, resources, and guidance to support California's emergency management system. When an emergency occurs that exceeds, or is anticipated to exceed resources located within the state, or when federal departments or agencies acting under their own authorities are partners in the unified command for an emergency, the federal government will implement the National Response Framework (NRF) to access federal department and agency capabilities, organized the federal response and ensure coordination with all response partners.

Private Sector

Private sector organizations play a key role before, during, and after an emergency. First, they must provide for the welfare and protection of their employees in the workplace. In addition, the Town must work seamlessly with businesses that provide water, power,



communication networks, transportation, medical care, security, and numerous other services upon which both response and recovery are particularly dependent.

Nongovernmental Organizations

Nongovernmental organizations (NGOs) play extremely important roles before, during, and after an emergency. For the Town of Apple Valley, NGOs such as the American Red Cross (ARC) provide sheltering, emergency food supplies, counseling services, and other vital services to support response and promote the recovery of disaster victims. NGOs collaborate with responders, governments at all levels, and other agencies and organizations.

Individuals and Households

Although not formally a part of the Town's emergency operations, individuals and households play an important role in the overall emergency management strategy. Community members can contribute by:

- Reducing hazards in their homes;
- Preparing emergency supply kits and household emergency plans;
- Monitoring emergency communications carefully;
- Volunteering with established organizations, like CERT (Community Emergency Response Team), ECS (Emergency Communications Services), and FADD (Friends of Animals During Disasters); and
- Enrolling in emergency response training courses.

5.2 STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) BASED EMERGENCY ORGANIZATION

SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five functions identified below. These functions must be applied at each level of the SEMS organization.

1. **Command/Management:** Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels. Command and Management are further discussed below:
 - a. **Command:** A key concept in all emergency planning is to establish command and tactical control at the lowest level that can perform that role effectively in the organization. In the Incident Command System (ICS), the Incident Commander (IC), with appropriate policy direction and authority from the responding agency, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet

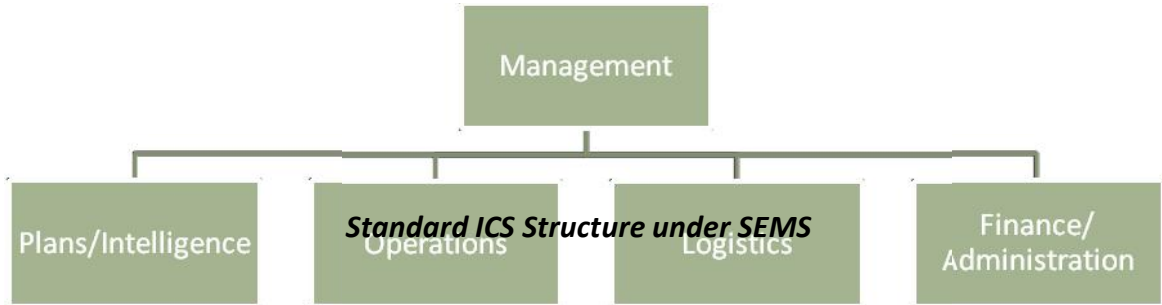


those objectives. The IC must respond to higher authority. Depending upon the incident's size and scope, the higher authority could be the next ranking level in the organization up to the agency or department executive. This relationship provides an operational link with policy executives who customarily reside in the Department Operations Center (DOC) or EOC, when activated.

- b. **Management:** The EOC serves as a central location from which multiple agencies or organizations coordinate information collection and evaluation, priority setting and resource management. Within the EOC, the Management function:
 - i. Facilitates multiagency coordination and executive decision making in support of the incident response,
 - ii. Implements the policies established by the governing bodies,
 - iii. Facilitate the activities of the Multiagency (MAC) Group
2. **Operations:** Responsible for coordinating and supporting all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's Action Plans (AP). At the Field Level, the Operations Section is responsible for the coordinated tactical response directly applicable to, or in support of the objectives in accordance with the Incident Action Plan (IAP). In the EOC, the Operations Section Coordinator manages functional coordinators who share information and decisions about discipline-specific operations.
3. **Logistics:** Responsible for providing facilities, services, personnel, equipment and materials in support of the emergency. Unified ordering takes place through the Logistics Section Ordering Managers to ensure controls and accountability over resource requests. As needed, Unit Coordinators are appointed to address the needs for communications, food, medical, supplies, facilities and ground support.
4. **Planning/Intelligence:** Responsible for the collection, evaluation and dissemination of operational information related to the incident for the preparation and documentation of the IAP at the Field Level or the AP at an EOC. Planning/Intelligence also maintains information on the current and forecasted situation and on the status of resources assigned to the emergency or the EOC. As needed, Unit Coordinators are appointed to collect and analyze data, prepare situation reports, develop action plans, set Geographic Information Systems (GIS) priorities, compile and maintain documentation, conduct advance planning, manage technical specialists and coordinate demobilization.



- 5. **Finance/Administration:** Responsible for all financial and cost analysis aspects of the emergency and for any administrative aspects not handled by the other functions. As needed, Unit Leaders are appointed to record time for incident or EOC personnel and hired equipment, coordinate procurement activities, process claims and track costs.



5.3 EMERGENCY FUNCTIONS

The California State Emergency Plan establishes the California Emergency Functions (CA-EFs), which consist of seventeen primary activities deemed essential to addressing the emergency management needs of communities in all phases of emergency management. The California Emergency Functions were designed to bring together discipline-specific stakeholders at all levels of government to collaborate and function within the four phases of emergency management. The EFs consist of an alliance of agencies, departments and other stakeholders with similar functional responsibilities. This grouping allows each EF to collaboratively mitigate, prepare for, cohesively respond to and effectively recover from an emergency.

Table 1.1 California Emergency Functions

CA-EF Title		Definition	Lead Agency
1.	Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents.	Town of Apple Valley – Public Works Department
2.	Communications	Provides resources, support and restoration of government emergency telecommunications, including voice and data.	Town of Apple Valley – Information Technology Department
3.	Construction & Engineering	Organizes capabilities and resources to facilitate the delivery of services, technical assistance, engineering expertise, construction management and other support.	Town of Apple Valley – Engineering Department/Building and Safety Department
4.	Fire & Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural and wildland fires and emergency incident scene rescue activities and provides personnel, equipment and supplies to support local jurisdictions.	Apple Valley Fire Protection District
5.	Management	Coordinates and resolves issues among the CA-EFs in the four phases of emergency management to ensure consistency in the development and maintenance of the EOP annexes. During emergencies, serves in an advisory capacity for the Town to the EOC Director.	Town of Apple Valley /Apple Valley Fire Protection District Emergency Services Department
6.	Care & Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification and victim recovery.	Town of Apple Valley /Apple Valley Fire Protection District Emergency Services Department and American Red Cross
7.	Resources	Coordinates plans and activities to locate, procure and pre-position resources to support emergency operations.	Town of Apple Valley – EOC Management Section Purchasing Division
8.	Public Health & Medical	Coordinates Public Health and Medical activities and services in support resource needs for preparedness, response, and recovery from emergencies and disasters.	San Bernardino County – Public Health Department

CA-EF Title		Definition	Lead Agency
9.	Search and Rescue	Supports and coordinates response of personnel and equipment to search for and rescue missing or trapped persons that may involve criminal acts and water rescues.	San Bernardino County Sheriff's Department – Apple Valley Fire Protection District
10.	Hazardous Materials	Coordinates resources and supports the responsible agencies to prepare for, prevent, minimize, assess, mitigate, respond to and recover from a threat to the public or environment by actual or potential hazardous materials releases.	Apple Valley Fire Protection District
11.	Food & Agriculture	Coordinates activities during emergencies impacting the agriculture and food industry and supports the recovery of impacted industries and resources after incidents.	San Bernardino County – Agriculture Weights & Measures
12.	Utilities	Provides resources and support to responsible jurisdictions and in partnership with private sector to restore gas, electric, water, wastewater and telecommunications.	Town of Apple Valley – Public Works Department
13.	Law Enforcement	Coordinates law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	Apple Valley Police Department
14.	Long-Term Recovery	Supports and enables economic recovery from the long-term consequences of extraordinary emergencies and disasters.	Town of Apple Valley – Town Manager's Office
15.	Public Information	Supports the accurate, coordinated, timely and accessible information to affected audiences, including governments, media, the private sector, the local populace, and the special needs population.	Town of Apple Valley – Public Information Department
16.	Evacuation	Supports the safe evacuation of persons, domestic animals and livestock from hazardous areas.	Apple Valley Police Department
17.	Volunteer & Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a state response.	Town of Apple Valley/Apple Valley Fire Protection District Emergency Services Department and Desert Communities United Way and COAD.

California Emergency Functions		Town Council	Town Manager's Office	Town Clerk's Office	Community Development	Community Services	Engineering	Fire Protection District	Human Resources	Information Technology	Management Services	Police Department	Public Works	San Bernardino County – Public Health	San Bernardino County – Sherriff's	San Bernardino County – Agriculture Weights & Measures	American Red Cross	Apple Valley Unified School District	Victor Valley transit Authority	Utilities	Water Districts
1.	Transportation					S		S				S	P		S			S	S		
2.	Communications							P		S		S	S		S					S	
3.	Construction & Engineering				P		S						S							S	
4.	Fire & Rescue							P				S	S	S	S		S	S	S	S	S
5.	Management	S	P	S	S	P	S	S	S	S	S	S	S	S	S	S	S	S	S	S	S
6.	Care & Shelter					S		S	S			S	S	S	S		S	S	S		
7.	Resources		S					S	S		P	S	S		S						
8.	Public Health & Medical							S				S		P	S		S				
9.	Search & Rescue							S				S	S		P		S				
10.	Hazardous Materials							P				S	S	S	S		S				
11.	Food & Agriculture				S			S				S		S	S	P					S
12.	Utilities						S			S			P							S	
13.	Law Enforcement											P	S		S						
14.	Long Term Recovery	S	P	S	S	S	S	S	S	S	S	S	S							S	S
15.	Public Information	S	S	S		S		S	S	S		P	S		S						
16.	Evacuation							S				P	S	S	S		S	S	S		
17.	Volunteers & Donations Management					S		S			P	S			S		S				

P= Primary S=Support

California Emergency Function Matrix



6. CONCEPT OF OPERATIONS

General

The Emergency Operation Plan addresses major emergencies as well as large-scale disasters, such as an earthquake. Some emergencies will be preceded by a warning period, providing sufficient time to warn the public and reduce the loss of life, property damage, and effects on the environment. Other emergencies occur with little or no warning, thus requiring immediate activation of the Emergency Operations Plan. All Town departments and Emergency Operations staff must be prepared to promptly and effectively respond to any foreseeable emergency, taking all appropriate actions.

The process of emergency management involves **five phases**:

- Prevention
- Preparedness
- Response
- Recovery
- Mitigation

Prevention Phase

The prevention phase includes actions taken to avoid an incident or to intervene and stop an incident from occurring. This involves actions taken to protect lives and property. It also involves applying intelligence and other information to a range of activities that may include such countermeasures as:

- Deterrence operations;
- Heightened inspections;
- Improved surveillance; and
- Interconnections of health and disease prevention among people, domestic animals and wildlife.

Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency. These activities develop the Town of Apple Valley's capabilities and effective response to a disaster. To assist with preparedness, emphasis is on emergency planning, training, exercises, and public awareness programs.

Emergency planning includes the development of Standard Operating Procedures (SOP's) detailing departmental personnel assignments, notification rosters, and resource lists. EOC Position Notebooks with EOC responsibilities and action check lists have also been developed. In the event of an emergency, the SOP's and the EOC Position Notebooks are designed to be



used as a checklist by those who are trained to work a designated position as well as those who are not familiar with a particular emergency function. All emergency operations staff should become acquainted with the SOPs, EOC Position Notebooks, Town emergency policies, notification rosters, and resource lists which are distribute to employees.

Events that may trigger increased readiness are:

- Issuance of a credible long-term earthquake prediction; A flood or severe winter storm advisory;
- Conditions conducive to wildfires, such as the combination of high heat, strong winds, and low humidity;
- Wind surge;
- An expansive hazardous materials incident; An outbreak of disease activity;
- A rapidly-deteriorating International situation that could lead to an attack upon the United States; or
- Information or circumstances indicating the potential for acts of violence, terrorism, or civil unrest.

Response Phase

The response phase includes initial response and extended response activities. Upon the acknowledgement of a warning or the observation an emergency is imminent or likely to occur, the Town of Apple Valley will initiate actions to increase its readiness. During this phase, the priority is to save lives and to minimize the effects of the emergency or disaster.

The Town's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the affects of the emergency or disaster. Field responders will use the Incident Command System (ICS). Some examples of initial response activities include:

- Brief the Town Manager and key officials or employees on the situation;
- Disseminate warnings, emergency public information, and instructions to the citizens of Apple Valley;
- Conduct evacuations and/or rescue operations: Care for displaced persons and treat the injured;
- Conduct initial damage assessments and surveys;
- Assess the need for mutual aid assistance;
- Restrict movement of traffic and people;
- Establish Unified Command(s);
- Coordinate with state and federal agencies working in the field; and
- Develop and implement incident Action Plans.



The Town's extended response activities are primarily conducted in the field and at the Town of Apple Valley Emergency Operations Center (EOC). Extended emergency operations involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations. Examples of extended response activities include:

- Preparation of detailed damage assessments; Operation of mass care facilities;
- Conduct coroner operations;
- Procure required resources to sustain operations;
- Document situation status;
- Protect, control, and allocate resources;
- Restore vital utility services;
- Document expenditures;
- Develop and implement Action Plans for extended operations;
- Disseminate emergency public information;
- Declare a local emergency;
- Request a gubernatorial and federal declaration, if required;
- Prioritize resource allocations; and
- Inter/multiagency coordination.

Recovery Phase

Recovery comprises of steps the Town will take during and after an emergency to restore government function and community services to levels existing prior to the emergency. Recovery is both a short- and long-term process. Short-term operations seek to restore vital services to the community and provide for the basic needs of the public, such as bringing necessary lifeline systems (e.g., power, communications, water and sewage, disposal of solid and hazardous wastes, or removal of debris) to an acceptable standard while providing for basic human need (e.g., food, clothing, and shelter).

Once stability is achieved, the Town can concentrate on long-term recovery efforts, which focus on restoring the community to a normal or improved state of affairs. The recovery period is also an opportune time to institute mitigation measures, particularly those related to the recent emergency. This is also the phase of reassessing procedures and functions of all annexes of this disaster plan for deficiencies. Resources to restore or upgrade damaged areas may be available if it can be shown extra repairs will mitigate or lessen the chances of, or damages caused by, another similar disaster in the future.

Mitigation Phase

Mitigation phase occurs both before and after emergencies or disasters. Post-disaster mitigation is actually part of the recovery process. This includes eliminating or reducing the



impact of hazards that exist within the Town of Apple Valley. Mitigation efforts include, but are not limited to:

- Amend local ordinances and statues, such as zoning ordinances, building codes, and other enforcement codes;
- Initiate structural retrofitting measures; Assess tax levies or abatements;
- Emphasize public education and awareness;
- Undertake flood control project;
- Remove fuel in areas having a high potential for wildfires; and
- Assess and alter land use planning.

6.1 EMERGENCY DECLARATIONS

As necessary, the Emergency Operations Center (EOC) will be activated and EOC staff will convene to evaluate the situation and make recommendations for a possible Local Declaration. There are four types of emergency declarations possible. They are:

Local Declaration

A Local Declaration will usually be proclaimed for large-scale emergencies or disasters threatening the safety of the persons and property within the Town of Apple Valley. Typically, EOC staff will discuss the emergency situation. If warranted, Town Code – Chapter 8 authorizes the Director of Emergency Services to issue a Local Declaration. The Town Council must formally ratify the declaration within seven days. The Proclamation of a Local Declaration provides the Town of Apple Valley with legal authority to:

- Request the governor proclaim a State of Emergency;
- Issue or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew;
- Exercise full power to request mutual aid from state agencies and other jurisdictions;
- Require the emergency services of any Apple Valley official or employee;
- Obtain vital supplies and equipment and, if required, immediately commander the same for public use;
- Impose penalties for violation of lawful orders, and
- Conduct emergency operations without incurring legal liability for performance, or failure of performance per Article 17 of the Emergency Services Act.

State of Emergency

A State of Emergency may be proclaimed by the Governor when a Town or County declares an emergency. The Governor may also declare a State of Emergency when conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state. Whenever the Governor declares a State of Emergency the following will apply:



- Mutual aid shall be rendered as needed;
- The Governor shall have the right to exercise all police powers vested in the State by the Constitution and the laws of the State of California within the designated area;
- The Governor may suspend orders, rules, or regulations of any state agency and any regulatory statute or statute prescribing the procedure for conducting state business;
- The Governor may commandeer or make use of any private property or personnel (other than media) in carrying out the responsibilities of his office; and
- The Governor may promulgate issue and enforce orders and regulations deemed necessary.

State of War Emergency

Whenever the Governor proclaims a State of War Emergency, or if a State of War Emergency exists, all provisions associated with a State of Emergency apply, plus:

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

Presidential Declaration

If an emergency is beyond the ability of local and state government to manage effectively, the Governor will request federal assistance. The Federal Emergency Management Agency (FEMA) evaluates the request and recommends an action to the White House based on the disaster, the local community, and the state's ability to recover.

The President approves the request for federal disaster funding or FEMA informs the governor it has been denied. This decision process could take a few hours or several weeks depending on the nature of the disaster. Following a Presidential Declaration, federal assistance is available to supplement the efforts and resources of state and local governments to alleviate public and private sector damage and loss.



SAMPLE PROCLAMATION

RESOLUTION NO. 201X-__

A RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF APPLE VALLEY, CALIFORNIA, PROCLAIMING THE EXISTENCE OF A LOCAL EMERGENCY

WHEREAS, California Government Code Section 8630 empowers the Town Council of the Town of Apple Valley to proclaim the existence or threatened existence of a local emergency when the Town of Apple Valley is affected or likely to be affected by a public calamity; and

WHEREAS, conditions of extreme peril to the safety of persons and/or property have arisen within the Town of Apple Valley caused by _____(a)_____ commencing on or about ___(b)___ on the ___(c)___ day of ___(c)___, 201X; and

WHEREAS, the initial estimated costs to repair the damages are greater than the Town’s fiscal ability to recover; and

WHEREAS, existing conditions of extreme peril warrant and necessitate the proclamation of a local emergency.

NOW, THEREFORE, BE IT PROCLAIMED that a local emergency now exists in the Town of Apple Valley; and

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency, the powers and duties of the Town Council and the emergency organization of the Town of Apple Valley shall be those prescribed by State law and Town of Apple Valley Municipal Code, Chapter 2.40.

IT IS FURTHER PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Town Council of the Town of Apple Valley.

Adopted by the Town Council and signed by the Mayor and attested by the Town Clerk this _____ day of _____, 201X.

MAYOR

Attest:

TOWN CLERK

(a) Enter disaster type, i.e., fire, flood, earthquake, epidemic, hazardous materials incident, etc.;

(b) Enter the time including AM or PM; and

(c) Enter date, month, and year the incident first struck.



6.2 NOTIFICATION AND MOBILIZATION

In the event of a major emergency or disaster, Notification System will be put into effect. It is important all employees and supervisors are aware of their position, especially in the case of assignment changes. Emergency notification and mobilization is based upon regular position assignment, not individuals. These assignments may be changed as an incident develops, or as needs are assessed. Emergency assignments allow employees to know when to respond during disaster operations and minimize the amount of phone calls necessary. This system does not affect the handling of smaller, local emergencies. These will be handled by on-duty units, mutual aid, and/or limited call-out of off-duty officers.

If employees are unable to report to their regular facility or alternate staging area, they are encouraged to report to the closest local jurisdiction to register as a Disaster Services Worker. All employees are declared to be Disaster Services Workers by Section 3100-3109 of the California Government Code.

Notification

The Fire District duty officer is the 24-hour point of contact for warnings and emergency notification of Town staff. However, initial contact may come through CONFIRE Dispatch, Chief of Police, Town Manager, Emergency Medical Services Manager, Department Heads, etc. Trained Town staff will be notified and fill the sections, as needed, to assist with the EOC activation.

Shift Change

Shifts are changed at 12 hour intervals until deactivation. The shift change allows for ½ hour overlap to brief incoming personnel.

Activation and Deactivation

Activation and Deactivation of the EOC is called by the EOC Director.

6.3 SEMS COORDINATION LEVELS

SEMS is the system required by California Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area Concept, and multi-agency or inter agency coordination. SEMS is an integrated management system, providing for **five Emergency Response Levels**. These levels as they relate to Apple Valley are:

There are five SEMS organization levels:

1. Field – The Field Level is where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.



2. Local Government – The Local Government level includes cities, counties and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their Emergency Operations Center (EOC) is activated or a local emergency is declared or proclaimed in order to be eligible for state reimbursement of response-related costs.
3. Operational Area (OA) – An OA is the intermediate level of the state's emergency management organization which encompasses a county's boundaries and all political subdivisions located within that county, including special districts. The OA facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the OA. The OA serves as the coordination and communication link between the Local Government Level and Regional Level. State, federal and tribal jurisdictions in the OA may have statutory authorities for response similar to that at the local level.
4. Region – The Regional Level manages and coordinates information and resources among OAs within the mutual aid region and also between the OA and the state level. The Regional Level also coordinates overall state agency support for emergency response activities within the region. California is divided into three California Emergency Management Agency (CalOES) Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The Regional Level operates out of the Regional Emergency Operations Center (REOC).
5. State – The state level of SEMS prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The state level also serves as the coordination and communication link between the state and the federal emergency response system. The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the State Operations Center (SOC).

Multi-agency or Inter-agency Coordination

Multi-agency or inter-agency coordination is important for:

- Establishing priorities for response;
- Allocating critical resources;
- Developing strategies for handling multi-agency response problems;
- Sharing information; and
- Facilitating communications.



Multi-agency or Inter-agency Coordination in the EOC

Emergency response by multi-agency or inter-agency is coordinated at the EOC through:

- Representatives from the Town of Apple Valley’s departments and agencies;
- Representatives from outside agencies including special districts, volunteer agencies, and private organizations;
- Coordination with agencies not represented in the EOC may be accomplished through other methods of communications; and
- Involvement by all departments and agencies in the EOC action planning process is essential for effective emergency management within the Town.

Coordination with the Field Response

Communication and coordination among SEMS levels is clearly necessary for effective emergency response. In a major emergency, the Apple Valley’s EOC may be activated to coordinate the overall response. Incident Commanders (ICs), in the field, may communicate with the Department Operations Centers (DOCs) which in turn will communicate and coordinate with the EOC. Depending on the incident, the ICs may communicate directly with the EOC, usually to their counterpart in the Operations Section. When the EOC is directly overseeing the incident command teams, the EOC is operating in a centralized coordination and direction mode.

During multiple-incident situations within the Town, an Area Command may be established to provide for the ICs at separate locations. Generally, an Area Commander will be assigned and receive policy direction from the EOC.

Another scenario for the EOC / Area Command interaction would be the occurrence of several similar type incidents located in close proximity but in different jurisdictions. A Unified Area Command may be established to oversee Incident Commands operating in general proximity to each other. The Unified Area Command would coordinate with the activated local government EOCs.

Coordination with San Bernardino County Operational Area

Coordination and communications should be established between activated local government EOCs and the Operational Area (OA). For the Town of Apple Valley, this channel is through the Emergency Services Coordinator or designee by phone, radio, or computer. The Emergency Services Coordinator will notify and communicate with San Bernardino County Fire Office of Emergency Services who serves as the County/Operational Area EOC. The OA responsibilities involve coordinating with the Town and other organizations to deploy field-level emergency response personnel, activate emergency operations centers, and issue orders to protect the public.

The multi-agency coordination system (MACS) is the decision-making system used by member jurisdictions of the San Bernardino County Operational Area. Agencies and disciplines involved



at any level of the SEMS organization working together to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Coordination with Special Districts

Special districts are formed under various laws that provide the necessary authority to operate. Special districts often have unique resources, capabilities, and vulnerabilities. Coordination and communications with the EOC should be established among special districts who are involved in emergency response. This may be accomplished in various ways depending on the local situation. Special districts will work with the local government in their service areas to determine how best to establish coordination and communications in an emergency. If possible, the special district will have a liaison representative at the Town EOC and direct communications should be established between the special district DOC and the Town EOC.

Coordination with Private and Non-profit Agencies

Town EOCs will generally be a focal point for coordination of response activities with many non- governmental agencies. During an emergency, the Town of Apple Valley's will establish communication with private and volunteer agencies that provide services within the Town.

Agencies that play key role(s) in the response should have representative(s) in the EOC. Agencies that have county-wide response roles and cannot respond to numerous Town EOCs should be represented at the OA level.

If Apple Valley's EOC is unable to accommodate representatives from assisting agencies or agencies are unable to send representatives to the EOC, alternate means of communication and coordination will be established based on the emergency.

6.4 INCIDENT COMMAND SYSTEM (ICS)

The Incident Command System (ICS) is a nationally recognized on-scene emergency management system specifically designed to allow its user(s) adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS uses a common organizational structure to effectively accomplish management of the incident by objectives.

The **five functions** of the ICS organization are command, operations, planning, logistics, and finance:

Command is responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority. It includes the incident commander (IC) who is responsible for the overall management of the incident. The command function also includes the Information Officer, Liaison Officer, and Safety Officer.



Operations is responsible for the coordinated tactical response of all field operations directly applicable to or in support of the mission(s) in accordance with the Incident Action Plan. Operations develops the operations portion of the Incident Action Plan, requests resources to support tactical operations, maintains close communication with the Incident Commander, and ensures safer tactical operations. The operations function includes branches, divisions, groups, and air operations personnel.

Planning/ Intelligence is responsible for the analysis, collection, evaluation, documentation, validation and use of information about the development of the incident. The planning function includes the resource unit, situation unit, documentation unit, and demobilization unit.

Logistics is responsible for providing facilities, services, personnel, equipment, and tracking the status of resources and materials in support of the incident. The logistics function includes the supply unit, facilities unit, ground support unit, communications unit, food unit, and medical unit.

Finance is responsible for all financial and cost analysis aspects of the incident, and/or any administrative aspects not handled by the other functions. The finance function includes the time unit, procurement unit, compensation/claims unit, and the cost unit.

Principles of ICS

The system's organizational structure adapts to any emergency or incident to which emergency response agencies would expect to respond. Components of ICS are:

- Common terminology;
- Modular organization;
- Unified command and structure;
- Consolidated action plans;
- Manageable span-of-control;
- Pre-designed incident facilities;
- Comprehensive resource management; and
- Integrated communications.

Common titles for organizational functions, resources, and facilities within ICS are utilized. The organizational structure is developed based upon the type and size of an incident. Staff builds from the top down as the incident grows, with responsibility and performance placed initially with the Incident Commander (IC).

At all incidents there will be five functions. Initially, the IC may be performing all five functions. Then, as the incident grows, each function may be established as a section with several units under each section.



Unified Command

Unified command structure is a unified team effort that allows all agencies with responsibility for the incident to manage an incident by establishing a common set of incident objectives and strategies.



7. EMERGENCY OPERATIONS CENTER

7.1 EMERGENCY OPERATIONS CENTER ORGANIZATION

The Town of Apple Valley Emergency Operations Center (EOC) is a centralized location for decision making regarding the jurisdiction's emergency response. The EOC is where the emergency response actions can be managed and resource allocations and responses can be tracked and coordinated with the field, Operational Area (OA), and State. The Town's Emergency Services Coordinator is responsible for the operational readiness of the EOC. When an emergency or disaster occurs, or has the potential to occur, the jurisdiction will activate the EOC. The EOC will organize according to the SEMS functions of Management, Operations, Planning/Intelligence, Logistics and Finance/Administration and will activate those functions necessary for the emergency.

Potential SEMS EOC functions are shown below:

1. **Management Section:** The following activities and responsibilities are part of the Management function:
 - a. Overall EOC management
 - b. Facilitation of Multiagency Coordination System (MACS) and MAC Groups
 - c. Public information coordination and Joint Information Center (JIC) management
 - d. Provision for public safety and risk communications and policy

2. **Operations Section:** The following activities and responsibilities are part of the Operations function:
 - a. Transportation
 - b. Construction and Engineering
 - c. Fire and Rescue
 - d. Care and Shelter
 - e. Resources
 - f. Public Health and Medical
 - g. Hazardous Materials
 - h. Utilities
 - i. Law Enforcement
 - j. Long-Term Recovery
 - k. Evacuation
 - l. Volunteer and Donations Management
 - m. Functional needs support services
 - n. Others as needed.

3. **Planning/Intelligence Section:** The following activities and responsibilities are part of the Planning function:
 - a. Situation Status



- b. Resource Status
- c. Situation Analysis
- d. Information Display
- e. Documentation
- f. Advance Planning
- g. Technical Services
- h. Action Planning
- i. Demobilization

4. **Logistics Section:** The following activities and responsibilities are part of the Logistics function:

- a. Field Incident Support
- b. Communications Support
- c. Transportation Support
- d. Personnel
- e. Supply and Procurement
- f. Resource Tracking
- g. Sanitation Services
- h. Computer Support

5. **Finance/Administration:** The following activities and responsibilities are part of the Finance function:

- a. Fiscal Management
- b. Time-Keeping
- c. Purchasing
- d. Compensation and Claims
- e. Cost Recovery
- f. Travel Request, Forms and Claims

Department / Agency	Management	Operations	Planning/Intel	Logistics	Finance/Admin
Town Council	X	X	X	X	X
Town Manager's Office	P	X	X	X	X
Town Clerk's Office	X	X	X	X	X
Community Development	X	X	P	X	X
Community Services	X	X	X	X	X
Engineering	X	X	X	X	X
Fire Protection District	X	P	X	X	X
Human Resources	X	X	X	X	X
Information Technology	X	X	X	X	X
Management Services	X	X	X	X	P
Police Department	X	P	X	X	X
Public Works	X	X	X	P	X

Key: P – Primary Responsibility X – Support Role

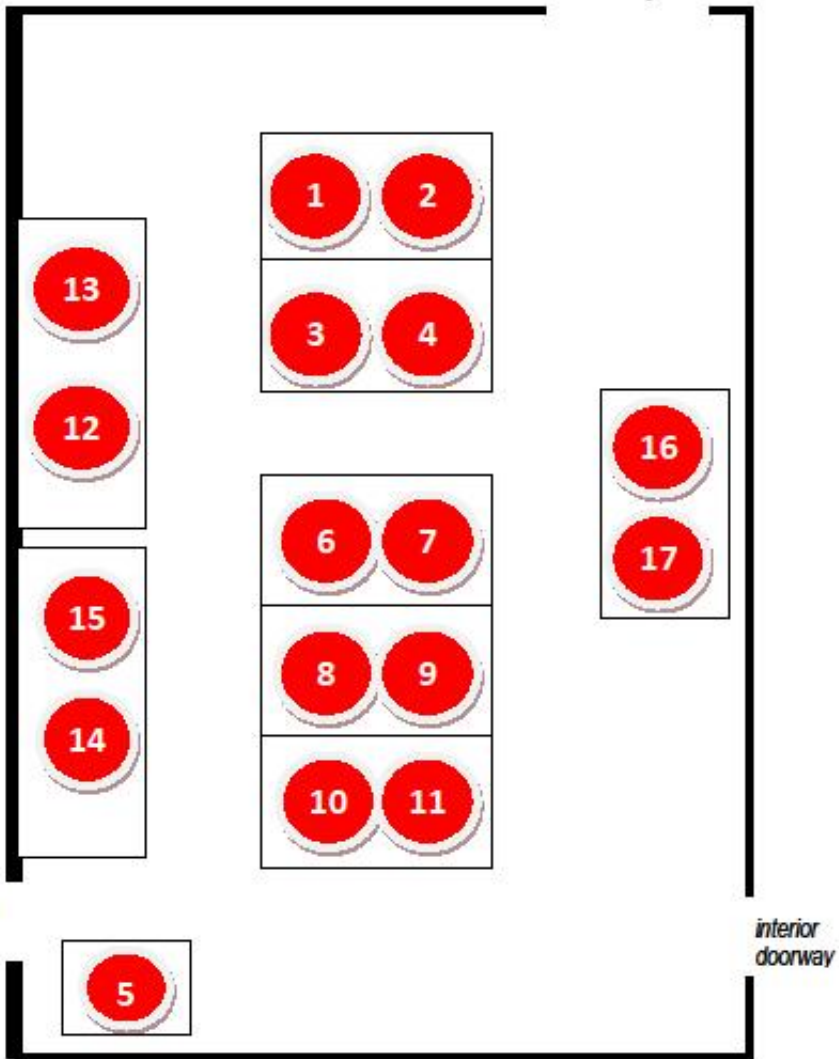


Apple Valley Primary EOC Design

- 1-EOC Manager
- 2-EOC Coordinator
- 3-Liaison Officer
- 4-PIO
- 5-Safety/Security
- 6-Operations Coordinator
- 7-Operations Fire/Law Rep
- 8-Agency Rep
- 9-Agency Rep
- 10-Agency Rep
- 11-Agency Rep
- 12-Planning/Intel Coordinator
- 13-Planning/Intel Assistant
- 14-Logistics Coord.
- 15-Logistics Asst.
- 16-Finance/Admin Coordinator
- 17-Finance/Admin Assistant
- 18-Dispatch/Msg Center
- 19-Policy Group



Exit





7.2 SPECIAL DISTRICTS, PRIVATE AND NON-PROFIT AGENCIES

Depending on the size and kind of incident, involvement from special districts, utilities, volunteer organizations and/or private organizations may be necessary in Apple Valley's EOC. During EOC activations, these agencies respond to Apple Valley-focused emergencies and will coordinate and communicate directly with staff in the EOC. Ideally, the agency will provide a representative to the EOC and will serve in the Management Section to better facilitate coordination.

7.3 PRIMARY EOC AND ALTERNATE EOC

The Town of Apple Valley's primary and alternate EOCs are:

Primary

Apple Valley Unified School District
Educational Support Center Multipurpose Room
12555 Navajo Road

Alternate

Apple Valley Fire Protection District Station #336
19235 Yucca Loma Road

The alternate EOC will be activated only when the primary EOC is damaged, inaccessible, and/or evacuation of EOC responders becomes necessary. When the use of the alternate EOC becomes necessary, those occupying the primary EOC will be asked to relocate to the alternate EOC site. If the primary EOC is unusable before its activation, EOC responders will be asked to report to the alternate EOC site. The Logistics Section will arrange for relocation of EOC staff members to the alternate EOC. Direction and control authority will be transferred from the primary EOC to the alternate EOC when necessary by the EOC Director. All Section Chiefs will advise appropriate emergency response personnel of the transition.

7.4 ACTIVATION/DEACTIVATION OF EOC

Level One EOC Activation: Level One is a minimum activation. This level may be used for situations which initially only require a few people, e.g., a short term earthquake prediction at condition one or two level; alerts of storms, red flag warnings ; or monitoring of a low risk planned event. At a minimum, Level One staffing consists of the EOC Director. Section Coordinators and a situation assessment activity in the Planning and Intelligence Section may be included in this level. Other members of the organization could also be part of this level of activation e.g., the Communications Unit, from the Logistics Section, or an Information Officer.

Level Two EOC Activation: Level Two activation is normally achieved as an increase from Level One or a decrease from Level Three. This activation level is used for emergencies or planned



events that would require more than a minimum staff but would not call for a full activation of all organization elements, or less than full staffing. One person may fulfill more than one SEMS function. The EOC Director, in conjunction with the General Staff, will determine the required level of continued activation under Level Two, and demobilize functions or add additional staff to functions as necessary based upon event considerations. Representatives to the EOC from other agencies or jurisdictions may be required under Level Two to support functional area activations.

Level Three EOC Activation: Level Three activation involves a complete and full activation with all organizational elements at full staffing. Level Three would normally be the initial activation during any major emergency.

The numbering sequence of EOC staffing progression is established in the SEMS guidelines and is opposite of the NIMS numbering sequence. Given that the SEMS guideline has been in place since the inception of SEMS, State Emergency Plan recommends continuing the sequence as established in the SEMS guidance documents.

Depending on the nature of the emergency, the Director of Emergency Services or designee may activate the Town of Apple Valley's EOC.

How to activate the EOC

1. Contact the Town Manager. Identify yourself and provide the nature and magnitude of the emergency/disaster. Provide a call-back confirmation phone number if requested.
2. Designate and contact personnel using the various call-out systems in place to set up and staff the EOC.
3. Begin documenting information on the incident.
4. Notify San Bernardino County OES that Apple Valley's EOC has been activated.



WHEN TO ACTIVATE THE EOC AND LEVELS OF ACTIVATION

Town of Apple Valley – EOC Activation Guideline		
Event/Situation	Activation Level	Minimum Staffing
<ul style="list-style-type: none"> - Severe weather advisory - Minor earthquake 4.0 – 4.9 magnitude - Flood watch - Planned event (such as parade, sports event, political events, concert) 	Monitoring	<ul style="list-style-type: none"> - Emergency Services Coordinator (remotely or EOC) - Department Staffing
<ul style="list-style-type: none"> - Severe weather - Small incidents involving two or more departments - Localized flooding 	One	<ul style="list-style-type: none"> - Emergency Services Coordinator (remotely or EOC) - Department Staffing - DOC (maybe)
<ul style="list-style-type: none"> - Moderate earthquake (5.0 – 5.9) - Wildfire affecting developed area - Major wind or rain storm - Two or more large incidents involving two or more departments / agencies 	Two	<ul style="list-style-type: none"> - EOC Director - Emergency Services Coordinator - Section Chiefs - Branch & Units as needed - Liaison Representatives as appropriate - DOC
<ul style="list-style-type: none"> - Major Town or regional emergency, multiple departments with heavy resource involvement - Major earthquake (6.0 +) 	Three	<ul style="list-style-type: none"> - All EOC Positions

The numbering sequence of EOC staffing progression is established in the SEMS guidelines and is opposite of the NIMS numbering sequence. Given that the SEMS guideline has been in place since the inception of SEMS, State Emergency Plan recommends continuing the sequence as established in the SEMS guidance documents.

Who can activate the EOC

- Town Manager
- Assistant Town Manager
- Police Chief
- Fire Chief



Deactivation

Deactivation occurs based on incident status and may occur through a gradual decrease in staffing or all at once. EOC Responders must follow deactivation procedures. Notification of deactivation must be communicated to San Bernardino County OES.

7.5 FIELD/EOC COMMUNICATIONS AND COORDINATION

Responsibility for emergency response is based on statutory authority. The emergency response is coordinated under SEMS/ICS, which provides a flexible, adaptable and expandable response organization to address all-hazards of varying magnitude and complexity.

An EOC is activated to support field operations when an emergency requires additional resources, or when requested resources exceed that which is available from within the jurisdiction. Field Incident Commanders and EOCs will establish communications when the EOC is activated. Local government EOCs will establish communications with the Operational Area EOC (OAEOC). The OAEOC will communicate with the Regional Emergency Operations Center (REOC) and the REOC will communicate with the State Operations Center (SOC)

7.6 FIELD/EOC DIRECTION AND CONTROL INTERFACE

During response to minor or moderate events, jurisdictions may manage the emergency with existing resources and may or may not activate their local EOC. Personnel that are part of a field level emergency response will utilize the Incident Command System (ICS) to manage and direct on-scene operations.

The EOC Director will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. IC(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the city level by the EOC Director.

It is the responsibility of the IC to communicate critical information the EOC Director in a timely manner.



8. MUTUAL AID

Overview

California's emergency assistance is based on a statewide mutual aid system designed to ensure that adequate support and/or additional resources are provided to a jurisdiction whenever their own resources are overwhelmed or inadequate. The basis for this system is the **California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)**, which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions (San Bernardino County), municipal corporations and public agencies to assist each other by providing resources during an emergency. This plan promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels.

The agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, federal and state monies may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memoranda and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available.

Formal mutual aid requests will follow specified procedures and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (i.e. fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

Mutual Aid Regions

To facilitate the coordination and flow of mutual aid, the State is divided into six Mutual Aid Regions. The Town of Apple Valley is located in region VI.





Mutual Aid Agreements

The California Disaster and Civil Defense MMAA creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the State. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of local jurisdictions to negotiate, coordinate and prepare mutual aid agreements. Mutual aid agreements exist for law enforcement, fire, public works, medical services and emergency managers.

Mutual aid assistance may be provided under one or more of the following plans:

- Law Enforcement
- Coroner
- Urban Search and Rescue
- Emergency Managers
- Public Works
- California Medical

Mutual Aid Coordination

Formal mutual aid requests will follow specified procedures and are processed through pre-identified mutual aid coordinators. Mutual aid requests will follow discipline-specific chains (e.g., fire, law enforcement, emergency manager, etc.) from one level of government to the next. The mutual aid coordinator receives the mutual aid request and coordinates the provision of resources from within the coordinator's geographic area of responsibility. In the event resources are unavailable at one level of government, the request is forwarded to the next higher level of government to be filled.

Field Level Requests: Requests for MMAA resources originate from the Field Level and are managed by the Incident Commander (IC). If the IC is unable to obtain the resource through existing local channels, the request is elevated to the next successive government level until obtained or cancelled.

Local Government Request: Local jurisdictions are responsible for the protection of life and property within the municipal geographic boundaries. The local jurisdiction where the incident occurred should assess its resource inventory and existing local agreements to determine if the requested resource is available. When locally committed resources are exhausted and mutual aid is needed, the local official will request assistance from the OA Mutual Aid Coordinator.



Operational Area Requests: The OA is a composite of its political subdivisions, (i.e. municipalities, contract cities, special districts and county agencies). The OA Mutual Aid Coordinator assesses the availability of resources within the OA and fulfills the resource request based upon that assessment. In the event resources are unavailable at the OA level, the request is forwarded to the responsible Region Mutual Aid Coordinator to be filled.

Region Level Requests: The state is geographically divided into six Mutual Aid Regions. For Law Enforcement Mutual Aid, Region I is divided into two sub-regions. Each Mutual Aid Region is comprised of multiple Operational Areas and has a Regional Mutual Aid Coordinator. The Region Mutual Aid Coordinator is granted the authority to coordinate the mutual aid response of discipline-specific resources within the Region to support a mutual aid request by a jurisdiction also within the Region. In the event resources are unavailable at the Region level, the request is forwarded to the State Mutual Aid Coordinator to be filled.

State Level Requests: On behalf of the Governor, the Secretary of CalOES has the responsibility for coordination of state mutual aid resources in support of local jurisdictions during times of emergency. The Secretary will analyze and coordinate the request by forwarding the request to an unaffected REOC or tasking an appropriate state agency to fill the need.

Interstate Mutual Aid

Mutual aid may also be obtained from other states. California is a member of the interstate Emergency Management Assistance Compact (EMAC), a congressionally ratified organization that provides form, structure and procedures for rendering emergency assistance between states. After a state of emergency declaration, California can request and receive reimbursable assistance through EMAC for other member states quickly and efficiently without issues of liability. The Secretary of CalOES and the states' EMAC Coordinator are responsible for facilitating requests for assistance pursuant to EMAC.

Volunteer and Private Mutual Aid

A significant component of our mutual aid system is through volunteer and private agencies. These include agencies such as the American Red Cross (ARC) and Salvation Army who mobilize to provide assistance with mass care and sheltering. During these large-scale incidents, these agencies will typically provide a representative to the Apple Valley EOC.

Many private agencies, churches, non-profits and other organizations offer to provide their assistance during emergencies. If needed, the Town may request the agency to provide a liaison to the EOC to help facilitate and coordinate mutual aid.

Mutual Aid Resource Management



It is the policy of the state that contracts and agreements for emergency response and disaster repair and restoration should be entered into by the lowest level of government. When local resources are exhausted and additional resources are required, resource requests (mission tasking) will follow an established process for ordering, tracking, mobilizing and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled.

Resource ordering: All resource requests, at each level, must include the following:

- Clearly describe the current situation;
- Describe the requested resources;
- Specify the type or nature of the service the resource(s) will provide;
- Provide delivery location with a common map reference;
- Provide local contact at delivery location with primary and secondary means of contact; Provide the name of the requesting agency and/or OA Coordinator contact person; Indicate time frame needed and an estimate of duration; and
- Resource request involving personnel and/or equipment with operators will need to indicate if logistical support is required, (e.g., food, shelter, fuel and reasonable maintenance).

Resource directories: Each state agency and local government entity should identify sources for materials and supplies internally and externally.

Daily updates: The requesting agencies are responsible to report to CalOES the number and status of resources deployed on a mission on a daily basis.

Federal assistance: When resources are not available within the state or through existing agreements with other states, California may request assistance from the federal government. Requests for federal assistance during an emergency will be coordinated through the State Operations Center (SOC).



9. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Emergency Operations Centers (EOCs) are responsible for gathering timely, accurate, accessible and consistent intelligence during an Emergency. Situation reports should create a common operating picture and be used to adjust the operational goals, priorities and strategies.

To ensure effective intelligence flow, emergency response agencies at all levels must establish communications systems and protocols to organize, integrate and coordinate intelligence among the affected agencies. The flow of **situation reports** among the levels of government should occur as:

Field: Field situation reports should be disseminated to local EOC.

Local EOC: Local EOC will summarize reports received from the field, Department Operation Centers (DOCs) and other reporting disciplines, and send to the Operational Area (OA) EOC.

OA EOC: The OA EOC will summarize reports received from responsible local EOCs, county field units, county DOCs and other reporting disciplines, and forward to the CalOES Regional Emergency Operations Center (REOC).

REOC: The REOC will summarize situation reports received from the OA EOC, state field units, state DOCs and other reporting disciplines, and forward to the State Operations Center (SOC).

SOC: The SOC will summarize situation reports received from the REOC, state DOCs, state agencies and other reporting disciplines, and distribute to state officials and others on the distribution list.

Joint Field Office (JFO): When the state-federal JFO is activated, the REOC and SOC situation reports will be assimilated into the JFO situation report. The REOC organization may be collocated with the federal organization at the JFO.

WebEOC

The Town of Apple Valley utilizes WebEOC; a crisis information management system for sharing elements of the crisis. This allows the Town to have a common operating picture, situational awareness and information coordination throughout San Bernardino County during an emergency. Apple Valley's EOC responders are able to share real time information with other agencies within the County which allows for a coordinated deployment of resources available to emergency managers.



10. PUBLIC INFORMATION

Public information consists of the processes, procedures and systems to communicate timely and accurate information by accessible means and in accessible formats on the incident's cause, size and current situation to the public, responders and additional stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated as part of the Multiagency Coordination System across jurisdictions, agencies and organization; among federal, state, tribal and local governments; and with the private sector and Non-Government Organizations (NGOs). Public information includes processes, procedures and organizational structures required to gather, verify, coordinate and disseminate information.

Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups with and without access and functional needs should do to increase their chances of survival and recovery.

Pre-disaster awareness and education programs are viewed as equal in importance to all other preparation for emergencies. The Town of Apple Valley places a high priority in public disaster education by providing citizens emergency training such as Federal Emergency Management Agency (FEMA) Community Emergency Response Team (CERT) training, emergency preparedness workshops, disaster preparedness presentations and amateur radio classes. In addition to the public awareness and training programs offered, the Town provides preparedness outreach through the public safety fair yearly.

Emergency Public Information

During an emergency, the Town of Apple Valley is responsible for the dissemination of information about the emergency to keep the public informed about what has happened, the actions of the emergency response agencies and to summarize the expected outcomes of the emergency actions. The EOC's Public Information Officer's (PIO) primary role is to disseminate emergency instructions and critical information to the media and the public.

Joint Information Center

To facilitate multi-agency public information communications and coordination, Apple Valley's PIO may activate a Joint Information Center (JIC). A JIC is activated when multiple agencies need to collaborate to provide timely, useful and accurate information to the public.



11. FUNCTIONAL NEEDS

Populations with access and functional needs include those members of the community that may have additional needs before, during, and after an incident in functional areas, including but not limited to maintaining, independence, communication, transportation, supervision, and medical care.

Individuals in need of additional response assistance may include those who:

- Have disabilities;
- Live in institutionalized settings;
- Are elderly;
- Are children;
- Are from diverse cultures;
- Have limited English proficiency or are non-English speaking; or
- Are transportation disadvantaged.

Lessons learned from recent emergencies concerning people with disabilities and older adults have shown that the existing paradigm of emergency planning, implementation and response must change to meet the needs of these groups during an emergency. These lessons show four areas that are repeatedly identified as most important to people with disabilities and older adults:

1. **Communications and Public Information** – Emergency notification systems must be accessible to ensure effective communication for people who are deaf/hard of hearing, blind/low vision, or deaf/blind.
2. **Evacuation and Transportation** – Evacuation plans must incorporate disability and older adult transportation providers for identifying and the movement of people with mobility impairments and those with transportation disadvantages.
3. **Sheltering** – Care and shelter plans must address the access and functional needs of people with disabilities and older adults to allow for sheltering in general population shelters.
4. **Americans with Disabilities Act** - When shelter facilities are activated, the (jurisdiction) will ensure they accommodate the provisions of the Americans with Disabilities Act (ADA).



Town of Apple Valley

Town of Apple Valley

Emergency Operations Plan

Section 11 Functional Needs

The Town of Apple Valley will do everything reasonable possible to educate and coordinate with people with access and functional needs. The Town has an active Community Emergency Response Team (CERT) Program that assists with public education. Some of the target groups include schools, churches, mobile home parks and other community groups. Booths are set up at community events to educate the community as a whole; emergency preparedness and response information for people with access and functional needs is always included. Functional needs support services will be provided by FEMA guidance FNSS shelter manual.



12. CONTINUITY OF GOVERNMENT

Introduction

A major disaster could destroy the ability of local government to carry out executive functions by causing death or injury to key government officials, destroying established seats of government, destroying the ability of local government to carry out executive functions, and cause the destruction of vital records. Government is responsible for providing continuity of effective leadership and authority, direction of emergency operations and management of recovery operations. The California Government Code and the Constitution of California provide the authority of state and local government to reconstitute itself in the event incumbents are unable to serve. It is particularly essential the Town of Apple Valley continue to function as a government entity.

Lines of Succession

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for government in the event of a disaster.

Article 15, Section 8638 of the California Government Code authorizes the governing body to appoint the following standby officers:

- Three for each member of the governing body.
 - Three for the chief executive, if he/she is not a member of the governing body.
- (In case a standby office becomes vacant because of removal, death, resignation, or other cause, the governing body shall have the power to appoint another person to fill said office. Standby officers shall be designated Nos. 1, 2, and 3 as the case may be.

Article 15, Section 8644 of the California Government Code establishes a method for reconstituting the governing body. It authorizes, should all members of the governing body, including all standby members, be unavailable, temporary officers shall be appointed to serve until a regular member or a standby member becomes available or until the election or appointment of a new regular or standby member. Temporary officers shall be appointed as follows:

- By the chairman of the board of supervisors of the county in which the political subdivision is located, and if he/she is unavailable;
- By the chairman of the board of supervisors of any other county within 150 miles of the political subdivision, beginning with the nearest and most populated county and going to the farthest and least populated, and if he/she is unavailable;
- By the mayor of any Town within 150 miles of the political subdivision, beginning with the nearest and most populated Town and going to the farthest and least populated.



Town Manager	<ol style="list-style-type: none">1. Town Manager2. Deputy Town Manager3. Director of Finance
Director of Emergency Services	<ol style="list-style-type: none">1. Town Manager2. Fire Chief3. Police Chief
Assistant Director of Emergency Services	<ol style="list-style-type: none">1. Emergency Services Officer2. Fire Division Chief3. (To be appointed by Director of Emergency Services)
Fire Chief	<ol style="list-style-type: none">1. Fire Chief2. Fire Division Chief3. Fire Duty Officer
Police Chief	<ol style="list-style-type: none">1. Police Chief2. Police Lieutenant3. Police Sergeant
Town Clerk	<ol style="list-style-type: none">1. Town Clerk2. Administrative Secretary3. (To be appointed by Director of Emergency Services)
Building and Safety/Engineering	<ol style="list-style-type: none">1. Building Official2. Town Engineer3. Assistant Town Engineer
Community Development	<ol style="list-style-type: none">1. Community Development Director2. Senior Analyst 13. Senior Analyst 2
Administrative Services	<ol style="list-style-type: none">1. Administrative Services Manager2. Administrative Analyst3. Administrative Secretary
Public Information	<ol style="list-style-type: none">1. Public Relations Officer2. Events Coordinator3. Police Public Information Officer
Finance	<ol style="list-style-type: none">1. Finance Director2. Finance Manager3. (To be appointed by Director of Emergency Services)
Public Works	<ol style="list-style-type: none">1. Public Works Director2. Public Works Supervisor3. (To be appointed by Director or Emergency Services)

Emergency Services Director Lines of Succession

In cases where the Town Manager cannot be contacted, an alternate Director of Emergency Services should be contacted. The alternate Directors of Emergency Services are:



First Alternate: Deputy Town Manager
Second Alternate: Fire Chief
Third Alternate: Police Chief

(The individual who serves as Acting Director shall have the authority and powers of the Director, and will serve until the Director is again able to serve, or until a successor has been appointed by Town Council.)

12.1 ALTERNATE GOVERNMENT FACILITIES

When government offices are not operable because of emergency conditions, the temporary seat of government will be selected from public buildings remaining that offer maximum security and safety. The primary and alternate locations are listed below:

Primary Seat of Government

Town Council Chambers
14955 Dale Evans Parkway
Apple Valley, CA. 92307

Alternate Seat of Government

Mojave Water Agency
13846 Conference Center Drive
Apple Valley, CA. 92307

12.2 VITAL RECORD RETENTION

For the Town of Apple Valley, the Town Clerk's Office is responsible for the preservation and protection of the Town's vital records. Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Records of this type would include authorizing legislation, land use, infrastructure engineering drawings, payroll, accounts receivable, and licenses.
- Conduct emergency response and recovery operations. Records of this type would include utility system maps, locations of emergency supplies, and equipment, emergency operations plans and procedures, and personnel rosters.
- Reestablish normal governmental functions and protect the rights and interests of government. Records of this type would include the municipal code, minutes, resolutions, official proceedings, and financial records of the Town.



Vital records for the Town of Apple Valley are printed on acid free paper and stored in a vault within the Town.



13. RECOVERY OVERVIEW

Recovery involves the restoration of services to the public and returning the affected area(s) to pre-emergency conditions. As the immediate threat to life, property, and the environment subsides, the rebuilding of Apple Valley will begin through various recovery activities. Typically, recovery activities will 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 Town. Examples of recovery activities include:

- Restoration of utilities;
- Apply for state and federal assistance programs;
- Provide public assistance information for disaster assistance;
- Conduct hazard mitigation analyses;
- Identify residual hazards; and
- Determine and recover costs associated with response and recovery.

Short-term Recovery

Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid and orderly debris removal and coordinated restoration of essential services (electric, water and sanitary systems). Short-term recovery operations will include all the agencies participating in the Town's disaster response. Structures that present public safety threats will be demolished and abated during short-term recovery operations.

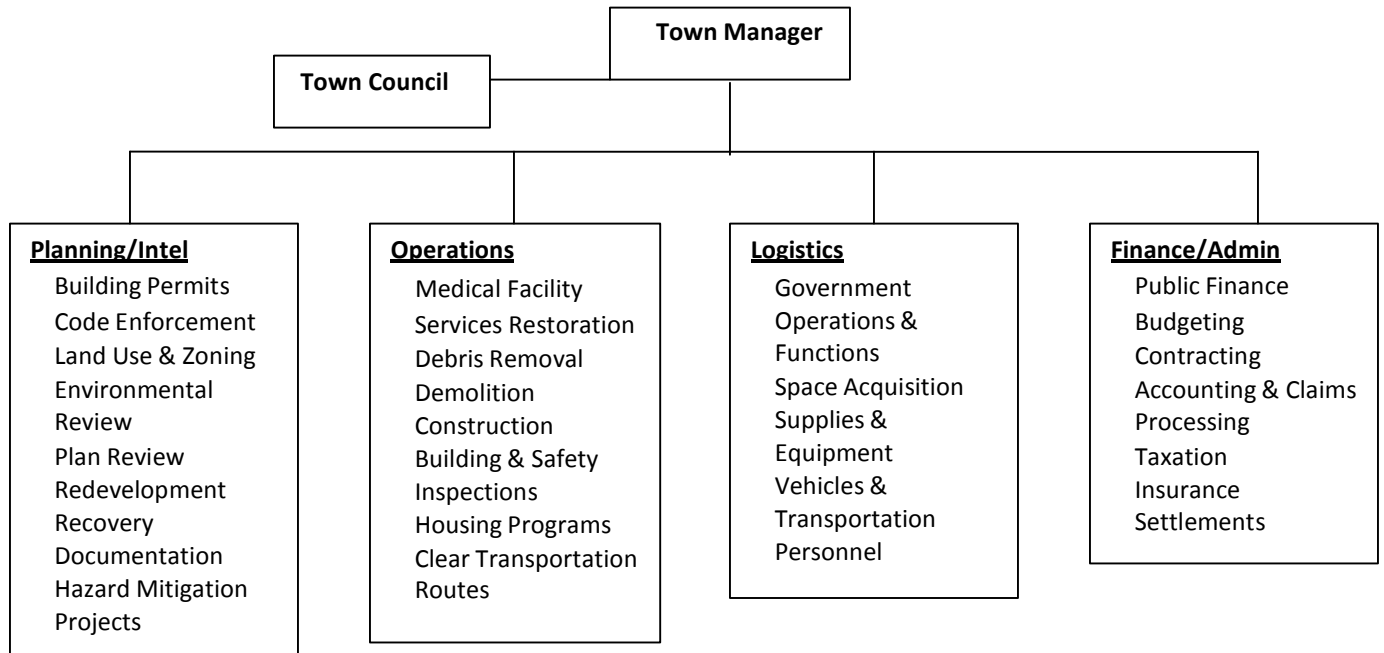
Long-term Recovery

Long-term recovery continues the short-term recovery actions, but focuses on community restoration. Long-term recovery may continue for a number of months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the changes that result from a major disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate risks after a major incident.

13.1 RECOVERY ORGANIZATION

Town of Apple Valley

For the Town of Apple Valley, recovery operations will be directed through the Town Manager's Office. Recovery activities will be coordinated and managed by the Town Manager and the Emergency Services Coordinator with the assistance of other designated Town representatives. Below is a basic organizational diagram of recovery activities and the responsible EOC Sections:



Individuals and Households

Individuals and households will try to stabilize their circumstances by seeking adequate shelter, assessing damage to their property, resuming work and other regular activities, applying for federal assistance and obtaining insurance proceeds.

Private Sector

The private sector engages in activities necessary to resume business operation, including assessing damage, implementing continuity of business plans, caring for employees, shifting operations to temporary facilities or other locations, applying for federal assistance and obtaining insurance proceeds. In coordination with CalOES and local governments, businesses also play a key role in donating goods and services for the community to recover.

Non-government Organizations

Non-government (NGO) and community-based organizations, such as the American Red Cross, will provide support to individuals and households who are displaced by a disaster and work with governmental organizations to support the transition from care and shelter operations to interim housing arrangements. Community organizations active before a disaster may expand their services to meet increased needs. Such groups include churches, neighborhood health clinics and food distribution agencies. NGO and community based organizations may provide a range of services such as donations management, emergency food, clothing and shelter, as



well as support of housing reconstruction. They provide these services independently or in coordination with federal, state and local efforts.

State

When a State of Emergency is proclaimed in the impacted counties, CalOES will lead California’s recovery operations and coordinate assistance provided by other state agencies and the federal government. When federal assistance is required, CalOES will work together with FEMA and other federal agencies to ensure effective delivery of services.

13.2 RECOVERY DAMAGE ASSESSMENT

The Town of Apple Valley and the special districts will record a detailed assessment of damage during the recovery phase. This detailed assessment provides the base for determining the type and amount of state and/or federal financial assistance available for recovery. Apple Valley’s Damage Assessment Response Team(s) (DART) is responsible for the collection and submission of the detailed assessment of damage for the Town.

Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

- Roads;
- Water control facilities;
- Public buildings and related equipment;
- Public utilities;
- Facilities under construction;
- Recreational and park facilities;
- Educational institutions, and
- Certain private non-profit facilities.

13.3 RECOVERY DOCUMENTATION

The damage assessment documentation information should include the location and extent of damage and estimate of costs for debris removal, emergency work, and repairs to damaged facilities to pre-disaster condition. The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under federal mitigation programs.

FORMS (Windshield Survey)



AFTER ACTION/CORRECTIVE ACTION (AA/CA) REPORT SURVEY TEMPLATE

For responses to
TITLE OF EVENT

(This AA/CA Report template can be used for a declared, un-declared, or pre-planned event, an exercise, and/or training for SEMS/NIMS compliance).

Federally funded exercises: Completed AA/CA reports completed in this Word template can be attached to the Department of Homeland Security, Grants and Training, ODP Secure Portal.

GENERAL INFORMATION

Information Needed	Text goes in text boxes below.
Name of Agency:	
Type of Agency:* (Select one) * City, County, Operational Area (OA), State agency (State), Federal agency (Fed), special district, Tribal Nation Government, UASI City, non-governmental or volunteer organization, other.	
OES Admin Region: (Coastal, Inland, or Southern)	
Completed by:	
Date report completed:	
Position: (Use SEMS/NIMS positions)	
Phone number:	
Email address:	
Dates and Duration of event: (Beginning and ending date of response or exercise activities - using mm/dd /yyyy)	
Type of event, training, or exercise:* * Actual event, table top, functional or full scale exercise, pre-identified planned event, training, seminar, workshop, drill, game.	
Hazard or Exercise Scenario:* *, Civil Disorder, Dam Failure, Drought, Earthquake, Fire (structural), Fire (Woodland), Flood, Landslide, Mudslide, Terrorism, Wild Fire, Winter Storm, chemical, biological release/threat, radiological release/threat, nuclear release/threat, explosive release/threat, cyber, or other/specify.	



SEMS/NIMS FUNCTION EVALUATION

MANAGEMENT (Public Information, Safety, Liaison, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:

Planning	
Training	
Personnel	
Equipment	
Facilities	

FIELD COMMAND (Use for assessment of field operations, i.e., Fire, Law Enforcement, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:

Planning	
Training	
Personnel	
Equipment	
Facilities	

OPERATIONS (Law enforcement, fire/rescue, medical/health, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:

Planning	
----------	--



Training	
Personnel	
Equipment	
Facilities	

PLANNING/INTELLIGENCE (Situation analysis, documentation, GIS, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:

Planning	
Training	
Personnel	
Equipment	
Facilities	

LOGISTICS (Services, support, facilities, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:

Planning	
Training	
Personnel	
Equipment	



Facilities	
------------	--

FINANCE/ADMINISTRATION (Purchasing, cost unit, etc.)

	Satisfactory	Needs Improvement
Overall Assessment of Function (check one)		

If “needs improvement” please briefly describe improvements needed:	
Planning	
Training	
Personnel	
Equipment	
Facilities	

AFTER ACTION REPORT QUESTIONNAIRE

(The responses to these questions can be used for additional SEMS/NIMS evaluation)

Response/Performance Assessment Questions	yes	no	COMMENTS
1. Were procedures established and in place for responding to the disaster?			
2. Were procedures used to organize initial and ongoing response activities?			
3. Was the ICS used to manage field response?			
4. Was Unified Command considered or used?			
5. Was the EOC and/or DOC activated?			
6. Was the EOC and/or DOC organized according to SEMS?			
7. Were sub-functions in the EOC/DOC assigned around the five SEMS functions?			
8. Were response personnel in the EOC/DOC trained for their assigned position?			
9. Were action plans used in the EOC/DOC?			
10. Were action planning processes used at the field response level?			



11. Was there coordination with volunteer agencies such as the Red Cross?			
12. Was an Operational Area EOC activated?			
13. Was Mutual Aid requested?			
14. Was Mutual Aid received?			
15. Was Mutual Aid coordinated from the EOC/DOC?			
16. Was an inter-agency group established at the EOC/DOC level? Were they involved with the shift briefings?			
17. Were communications established and maintained between agencies?			
18. Was the public alert and warning conducted according to procedure?			
19. Was public safety and disaster information coordinated with the media through the JIC?			
20. Were risk and safety concern addressed?			
21. Did event use Emergency Support Function (ESFs) effectively and did ESF have clear understanding of local capability?			
22. Was communications inter-operability an issue?			

Additional Questions

23. What response actions were taken by your agency? Include such things as mutual aid, number of personnel, equipment and other resources. **Note: Provide statistics on number of personnel and number/type of equipment used during this event. Describe response activities in some detail.**

24. As you responded, was there any part of SEMS/NIMS that did not work for your agency? If so, how would (did) you change the system to meet your needs?

25. As a result of your response, did you identify changes needed in your plans or procedures? Please provide a brief explanation.

26. As a result of your response, please identify any specific areas needing training and guidance that are not covered in the current SEMS Approved Course of Instruction or SEMS Guidelines.



27. If applicable, what recovery activities have you conducted to date? Include such things as damage assessment surveys, hazard mitigation efforts, reconstruction activities, and claims filed.

NARRATIVE

Use this section for additional comments.

POTENTIAL CORRECTIVE ACTIONS

Identify issues, recommended solutions to those issues, and agencies that might be involved in implementing these recommendations. Address any problems noted in the SEMS/NIMS Function Evaluation.

Indicate whether issues are an internal agency specific or have broader implications for emergency management.

(Code: I= Internal; R =Regional, for example, OES Mutual Aid Region, Administrative Regions, geographic regions, S=Statewide implications)

Code	Issue or Problem Statement	Corrective Action / Improvement Plan	Agency(s)/ Depts. To Be Involved	Point of Contact Name / Phone	Estimated Date of Completion

13.3 RECOVERY DOCUMENTATION

THE RECOVERY DOCUMENTING INFORMATION SHOULD INCLUDE THE LOCATION AND EXTENT OF DAMAGE, AND ESTIMATES OF COSTS FOR:



- Debris removal,
- Emergency work, and
- Repairing or replacing damaged facilities to a non-vulnerable and mitigated condition.
- The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be provided under federal mitigation programs.

Documentation is essential to recovering expenditures related to emergency response and recovery operations. Documentation must begin at the field response level and continue throughout the operation of the EOC as the disaster unfolds.

Included in the EOC Planning/Intelligence Section is the Documentation Branch that will coordinate the collection of all incident documentation for dissemination and filing.

13.4 RECOVERY AFTER-ACTION REPORTS

Local officials or the EOC Director may request a formal AAR on all EOC requests. The Homeland Security exercise evaluation program (HSEEP) will be followed. Findings will be presented at the Apple Valley Disaster Meeting. Corrected action reports and improvement plans will be initiated after the AAR process is completed and approved.

SEMS regulations under Title IX, Division 2, Chapter 1, Section 2450(a) require any federal, state, or local jurisdiction proclaiming or responding to a Local Emergency for which the governor has declared a *State of Emergency* or *State of War Emergency* shall complete and transmit an AAR to CalOES within 90 days of the close of the emergency period. Upon completion of the AAR, corrective actions are identified to make recommendations for correcting problems noted in the response/recovery effort, or during exercises and training. Depending on the level of the AAR, corrective action may encompass anything from detailed recommendations for improving individual agency plans and procedures to broader system-wide improvements. Priority corrective actions are assigned to relevant stakeholders and tracked to ensure the identified problem has been addressed.



13.5 RECOVERY DISASTER ASSISTANCE

Local Assistance Center

The Town of Apple Valley will assist individuals affected by the disaster. This may include offering disaster assistance phone numbers or provide a location for a Local Assistance Center (LAC) where affected citizens can access disaster assistance directly from various agencies. LACs are staffed with representatives of local and state agencies and NGOs and provide a convenient “one-stop shop” for disaster survivors who can access recovery assistance and referrals to other programs and assistance that may not be represented. The Town’s objective is to provide citizens with the necessary information to help themselves recover from the disaster.

Individual Assistance (IA) Programs

Non-Governmental Organizations Assistance: Many NGOs, such as the American Red Cross, the Mennonite Disaster Services and the Salvation Army, provide recovery assistance to individuals, families and community organizations. This may include assistance for shelter, food, clothing, and housing reconstruction.

State Assistance: The state does not have authority to offer financial assistance to private sector disaster victims under the California Disaster Assistance Act (CDAA). However, CalOES actively coordinates with federal, state, local and NGOs to provide other types of recovery assistance to individuals, households, businesses and the agricultural community. Under the Welfare and Institutions Code, the California Department of Social Services (CDSS) is authorized to assist those who receive the maximum grant under the Federal Individuals and Households Program (IHP) and still have eligible losses as identified by the FEMA inspector.

The State also has a variety of other programs and services to assist individuals, businesses, and farmers in recovering from a disaster.

FEMA Assistance: Under the Stafford Act, FEMA provides a wide range of programs for individuals and households. This assistance includes:

- ❖ **Housing Assistance:** The IHP provides financial and direct assistance to eligible homeowners and renters displaced from their pre-disaster primary residence.
- ❖ **Other Needs Assistance:** The IHP provides financial assistance for uninsured disaster related necessary expenses and serious needs, including personal property, medical, dental, and transportation expenses.
- ❖ **Additional Programs:** Other Stafford Act Programs that may be made available as a result of a major disaster declaration includes: crisis counseling, disaster unemployment assistance, and legal services.



Low-Interest Loans: The U.S. Small Business Administration (SBA) provides low-interest disaster loans to homeowners, renters, businesses and private non-profit organizations in declared disaster areas. Loans may be made for uninsured physical damage to homes, businesses and other properties, or for economic losses. Following Presidential disaster declarations, SBA implements its program in conjunction with FEMA's IA Stafford Act programs. When a Presidential disaster declaration is not viable or warranted or does not include IA due to the scope of the disaster, it may be appropriate for CalOES to coordinate requests for SBA assistance, since this can be done independently of a FEMA declaration. In order to pursue SBA assistance, the damage incurred by the community must meet certain minimum thresholds.

Agricultural Assistance: The U.S. Department of Agriculture (USDA) provides low-interest loans to farmers, ranchers, and aqua culturists for physical and/or crop production losses in areas designated a disaster by the Secretary of Agriculture. This designation may also follow a Presidential disaster declaration. As a result, the SBA may also provide economic injury disaster loans to small non-farm businesses, small agricultural cooperatives, and most private non-profit organizations of any size.

Public Assistance (PA) Programs

State Assistance: The California Disaster Assistance Act (CDAA) authorizes the state to provide financial assistance for costs incurred by local governments as a result of a disaster. CDAA assistance may be implemented in circumstances when local resources are exceeded but the President does not declare an emergency or major disaster under the Stafford Act. In general, the state's share of work that is eligible under CDAA is no more than 75 percent of total state eligible costs. However, funding may vary with the type of disaster at the discretion of the Legislature. There are two levels of CDAA assistance:

- ✧ **Secretary's Concurrence:** Under CDAA, the CalOES Secretary may concur with a local government request for state assistance independently of a Governor's Proclamation of a State of Emergency. A Secretary's Concurrence is limited to eligible permanent repair work. There is generally a 75%-25% cost share between state and local governments.
- ✧ **During a State of Emergency:** When the Governor proclaims a State of Emergency, both emergency and permanent work is eligible for assistance. Again there is generally a 75%-25% cost share between state and local governments.

Federal Assistance: Under a declaration of emergency or major disaster, the President may designate certain counties in the affected areas as eligible for the Public Assistance (PA). Major assistance programs available under the Stafford Act are managed by FEMA:



- ✧ **FEMA Public Assistance Grant Program:** FEMA provides state agencies, local governments, tribal governments and certain private non-profit entities with federal grants to cover eligible disaster recovery work on a cost-share basis. In accordance with the Stafford Act, the federal cost share is a minimum of 75 percent. The State of California shares the remaining cost with the applicant. Eligible costs must be associated with:
 - Debris removal;
 - Emergency work necessary to save lives, protect public health and safety and protect property;
 - Restoration of damaged facilities, including buildings, equipment and infrastructure and also to pre-disaster design and function; and/or
 - Implementation of cost-effective hazard mitigation measures during repairs to damaged facilities to reduce the risk of future damage to those facilities.
- ✧ **Assistance to Tribal Governments:** In accordance with the National Response Framework, the state coordinates with impacted tribal governments within the State and initiates requests for a Stafford Act Presidential declaration of an emergency or major disaster on behalf of an impacted tribe when appropriate. Within California, tribal governments may submit Requests for Public Assistance to CalOES, which reviews the requests and submits them to FEMA. FEMA may then work directly with the tribal governments as grantees.

Non-Stafford Act Programs: The federal government provides recovery assistance through authorities and programs outside of the Stafford Act. These programs may be implemented in conjunction with Stafford Act programs under a disaster declaration or separately. Depending on the program, the agencies may provide assistance directly to recipients or through another state agency besides CalOES. Examples include:

- ✧ **Federal Highway Administration:** Under the Emergency Relief Program, the Federal Highway Administration (FHWA) provides assistance to the Department of Transportation (Caltrans) and local governments for damage to roads, bridges and other facilities on the federal-aid system. Caltrans implements this program on behalf of FHWA.
- ✧ **Natural Resources Conservation Service:** Under the Emergency Watershed Protection Program, the Natural Resources Conservation Service (NRCS) provides assistance to state agencies and local governments for emergency work necessary to protect life, property and public health and safety in watersheds that have been damaged by a disaster, such as a wildfire or flood.
- ✧ **U.S. Army Corps of Engineers:** Under the Rehabilitation and Inspection Program, the United State Army Corps of Engineers (USACE) provides assistance for flood



fighting, emergency repair and repairs to damaged facilities. The USACE provides this assistance for levees and other flood control works that meet pre-disaster criteria for participation in the program.

- ✧ **U.S. Department of Housing and Urban Development:** The United States Department of Housing and Urban Development's (HUD) Community Development Block Grants may be requested by state, local and tribal governments for a wide range of recovery purposes.
- ✧ **Congressional Appropriations:** The U.S. Congress may make disaster-specific appropriations that allow federal agencies to provide assistance beyond existing authorities and programs. State coordination of this assistance depends on the nature of the appropriation and the federal agency that is charged with its implementation.

Hazard Mitigation Grant Program

The Hazard Mitigation Grant Program (HMGP) provides grants to states and local governments to implement long-term hazard mitigation measures after a major disaster declaration. The purpose of the HMGP is to reduce the loss of life and property due to natural disasters and to enable mitigation measures to be implemented during the immediate recovery from a disaster. The HMGP is authorized under Section 404 of the Robert T. Stafford Disaster Relief and Emergency Assistance Act.

The HMGP is only available to applicants that reside within a federally declared disaster area. Eligible applicants are:

- State and local governments;
- Indian tribes or other tribal organizations; and
- Certain non-profit organizations.

Although individuals may not apply directly to the state for assistance, local governments may sponsor an application on their behalf.

The amount of funding available for the HMGP under a particular disaster declaration is limited. The program may provide a state with up to 7.5 percent of the total disaster grants awarded by the Federal Emergency Management Agency (FEMA). States that meet higher mitigation planning criteria may qualify for a higher percentage under the Disaster Mitigation Act of 2000. FEMA can fund up to 75 percent of the eligible costs of each project. The grantee must provide a 25 percent match.



14. ADMINISTRATION AND LOGISTICS

14.1 ADMINISTRATION

For the Town of Apple Valley, the administrative actions prior to an emergency include:

- An established written Emergency Operations Plan (EOP) and Standard Operating Procedures (SOPs);
- Track emergency services training records;
- Document drills and exercises to include the critiques; and
- Include non-government organizations in the Town's emergency planning activities.

The administrative actions during and after an emergency include:

- Maintenance of written log-type records;
- Issuance of press releases;
- Submission of status reports, requests for assistance and initial damage assessment requests to the OA EOC;
- Utilize pre-established bookkeeping and accounting methods to track and maintain records of expenditures and obligations; and
- Document recovery operations.

14.2 LOGISTICS

For the Town of Apple Valley, logistics before an emergency include:

- Acquiring and typing Town equipment;
- Stockpiling supplies;
- Designating emergency facilities, such as shelter sites;
- Establish mutual aid agreements, such as with American Red Cross; and
- Prepare a resource contact list.

Logistics during an emergency include:

- Move emergency equipment into place;
- Arrange for food and transportation;
- Arrange for shelter facilities;
- If needed, call on mutual aid; and



Town of Apple Valley

Emergency Operations Plan

Section 14 Administration & Logistics

- If needed, provide backup power and communications.

The Town of Apple valley will maintain a list of current contracts for equipment and supplies that might be needed during an event.



15. EMERGENCY PLAN MAINTENANCE AND DISTRIBUTION

The Town’s Emergency Services Coordinator is responsible for regular reviews and maintenance of the Town of Apple Valley Emergency Operations Plan (EOP). Modifications may occur as a result of post-incident critiques and/or changes to responsibilities, procedures, laws or regulations. The Emergency Services Coordinator will also be responsible for soliciting and incorporating input from persons with access and functional needs and those who serve them into the EOP revision. The EOP shall be ADA compliant. Revisions will be prepared, coordinated, published and distributed to all Town departments and other agencies as shown on the distribution list.

15. 1 RECORD OF CHANGES

Upon final approval of the Plan, individuals will be documented on the “Record of Distribution” form and will be inserted into the Plan.

Record of Changes			
Change #	Date	Person Making Change	Summary of Change

15.2 RECORD OF DISTRIBUTION

Record of Plan Distribution			
Name & Title	Agency	Date of Delivery	Number of Copies



16. STANDARD OPERATING PROCEDURES (SOP) DEVELOPMENT

The Standard Operating Procedures (SOPs) for the Town of Apple Valley are published separately to support the Emergency Operations Plan (EOP). The SOPs detail how a particular function or task will be carried out during an emergency. They include:

- Guidance information;
- Responsibilities of responding employees/agencies; Procedures;
- Personnel Assignments;
- Contact Lists;
- Equipment Lists;
- and Forms.

It is the responsibility of the Town's Emergency Services Coordinator working with the various Town Departments and other agencies to update the SOPs on an as needed basis.



17. TRAINING AND EXERCISES

Training

Training and testing are essential to ensure emergency response personnel of all levels of government and the public are operationally ready. As part of the emergency management training curriculum, it is recommended that personnel with emergency responsibilities complete emergency management courses as described in the SEMS Approved Course of Instruction (ACI) and the NIMS integration criteria. In addition to SEMS and NIMS courses, Town of Apple Valley employees are provided EOP orientation, Disaster Service Worker training, EOC Section Specific training and other additional specialized training as available. The Town's Emergency Services Coordinator is responsible to provide and maintain the training and testing records to demonstrate the compliance with SEMS and NIMS requirements.

Exercises

Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will actually be used in emergency situations. The Town of Apple Valley participates in all-hazard exercises that involve emergency management/response personnel from multiple disciplines and/or multiple jurisdictions. The Exercises:

- Are realistic as possible;
- Stress the application of standardized emergency management;
- Are based on risk assessments (credible threats, vulnerabilities and consequences); Include non-governmental organizations and the private sector, when appropriate; Incorporate the concepts and principles of SEMS and NIMS;
- Demonstrate continuity of operations issues;
- and
- Incorporate issues related to access and functional needs

populations. Exercises range from seminars/workshops to full-scale demonstrations:



Seminars/Workshops are low-stress, informal discussions in a group setting with little or no simulation. It is used to provide information and introduce people to policies, plans and procedures.

Drills/Tests are conducted on a regular basis to maintain the readiness of operational procedures, personnel and equipment. Examples include tests of outdoor warning systems and the Emergency Alert System.

Tabletop Exercises provide a convenient and low-cost method designed to evaluate policy, plans and procedures and resolve coordination and responsibilities. Such exercises are a good way to see if policies and procedures exist to handle certain issues.

Functional Exercises are designed to test and evaluate the capability of an individual function such as communications, public evacuation, or medical.

Full-Scale Exercises simulate an actual emergency. They typically involve complete emergency management staff and are designed to evaluate the operational capability of the emergency management system.

The federal government, through FEMA, promulgates the Homeland Security Exercise and Evaluation Program (HSEEP), which is a standardized methodology for exercise design, development, conduct, evaluation and improvement to ensure homeland security and terrorist response capabilities are adequately tested and exercised. On a yearly basis, a HSEEP-compliant training and exercising plan is developed for the Town of Apple Valley. The Town's Emergency Services Coordinator is responsible for the creation of this plan and conducting and/or participating in various exercises throughout the year.



APPENDICES

APPENDIX 1 AUTHORITIES AND REFERENCES

Authorities

Local Authorities

Apple Valley Ordinance:

No. 1664 Emergency Preparedness and Functions

Apple Valley Resolution:

No. 229 California Master Mutual Aid Agreement

No. 83-50 Registered Volunteer Disaster Service Workers

No. 95-48 Adoption of Standardized Emergency Management System (SEMS)

No. 2006-204 Adoption of National Incident Management System (NIMS)

No. 2011-098 Establish Citizen Corps Council

No. 2012-034 Adoption of Local Hazard Mitigation Plan

State Authorities

California Emergency Services Act

California Disaster Assistance Act

California Code of Regulations,

Title 19

California Civil Code, Chapter 9, Section 1799.102 – Good Samaritan Liability

California Disaster and Civil Defense Master Mutual Aid Agreement

Federal Authorities

Robert T. Stafford Disaster Relief and Emergency Assistance Act, as amended

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

References

Title 44 Code of Federal

Regulations National Incident

Management System National

Response Framework



Town of Apple Valley

Emergency Operations Plan

Appendix 1 Authorities and References

Homeland Security Presidential Directive (HSPD-5) Standardized Emergency Management System Guidelines California Catastrophic Incident Base Plan: Concept of Operations California Emergency Plan
California Hazardous Materials Incident Contingency Plan
California Law Enforcement Mutual Aid Plan
California Fire Service and Rescue Emergency Mutual Aid Plan
Town of Apple Valley General Plan, Safety Element
Town of Apple Valley Hazard Mitigation Plan



APPENDIX 2 GLOSSARY OF TERMS

Action Plan (AP): See EOC Action Plan and Incident Action Plan.

Activation: 1) Initial activation of an EOC may be accomplished by a designated official of the emergency response agency that implements SEMS as appropriate to accomplish the agency's role in response to the emergency. 2) An event in the sequence of events normally experienced during most emergencies.

After-Action Report (AAR): A report that examines response actions, application of SEMS, modifications to plans and procedures, training needs and recovery activities. After action reports are required under SEMS after any emergency that requires a declaration of an emergency. Reports must be submitted within 90 days to CalOES.

Agency: A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

All-Hazards: Any incident, natural or manmade, that warrants action to protect life, property, environment, public health or safety and minimize disruptions of government, social, or economic activities.

California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA): An agreement entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies of the State of California to assist each other by providing resources during an emergency. Mutual Aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other in response to any type of disaster or emergency.

California Emergency Functions (CA-EF): The California Emergency Functions are a grouping of state agencies, departments and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency. California Emergency Functions unify a broad-spectrum of stakeholders with various capabilities, resources and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support



regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.

California Emergency Services Act (ESA): An Act within the California Government Code to insure that preparations within the state will be adequate to deal with natural, manmade, or war-caused emergencies which result in conditions of disaster or in extreme peril to life, property and the natural resources of the state and generally to protect the health and safety and preserve the lives and property of the people of the state.

Catastrophe: Any natural or manmade incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

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

Command/Management: Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

Command Post: See Incident Command Post.

Command Staff: The Command Staff at the SEMS Field Level consists of the Information Officer, Safety Officer and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed. These officers are also found at the EOC levels in SEMS and they report directly to the EOC Director and comprise the Management Staff. They may have an assistant or assistants, as needed.

Common Terminology: Normally used words and phrases-avoids the use of different words/phrases for same concepts, consistency, to allow diverse incident management and support organizations to work together across a wide variety of incident management functions and hazard scenarios.

Communications: Process of transmission of information through verbal, written, or symbolic means.

Continuity of Government (COG): Activities that address the continuance of constitutional governance. COG planning aims to preserve and/or reconstitute the institution of government and ensure that a department or agency's constitutional, legislative, and/or administrative responsibilities are maintained. This is accomplished through succession of leadership, the pre-



delegation of emergency authority and active command and control during response and recovery operations.

Continuity of Operations (COOP): Planning should be instituted (including all levels of government) across the private sector and non-governmental organizations as appropriate, to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

Coordination: The process of systematically analyzing a situation, developing relevant information and informing appropriate command authority of viable alternatives for selection of the most effective combination of available resources to meet specific objectives. The coordination process (which can be either intra-or inter-agency) does not involve dispatch actions. However, personnel responsible for coordination may perform command or dispatch functions within the limits established by specific agency delegations, procedures, legal authority, etc. Multiagency or Interagency coordination is found at all SEMS levels.

Coordination Center: Term used to describe any facility that is used for the coordination of agency or jurisdictional resources in support of one or more incidents.

Corrective Actions: Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

Cost Unit: Functional unit within the Finance/Administration Section responsible for tracking costs, analyzing cost data, making cost estimates and recommending cost-saving measures.

Critical Infrastructure: Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

Cyber Threat: An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and Internet connectivity

Cyber Security: The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email and internet connectivity.

Demobilization: The orderly, safe and efficient return of an incident resource to its original location and status.



Department Operations Center (DOC): An Emergency Operations Center (EOC), specific to a single department or agency. Their focus is on internal agency incident management and response. They are often linked to and, in most cases, are physically represented in a combined agency EOC by authorized agent(s) for the department or agency.

Disaster: A sudden calamitous emergency event bringing great damage loss or destruction.

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 Section Chief. A Division is located within the ICS organization between the Branch and resources in the Operations Section.

Documentation Unit: Functional unit within the Planning/Intelligence Section responsible for collecting, distributing, recording and safeguarding all documents relevant to an incident or within an EOC.

Emergency: Any incident(s), whether natural or manmade, 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 Management Assistance Compact (EMAC): A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

Emergency Management Community: The stakeholders in emergency response in California including the residents of California, the private sector and federal, state, local and tribal governments.

Emergency Operations Center (EOC): The physical location at which the coordination of information and resources to support incident management (on-scene operations) 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. EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, regional, tribal, Town, county), or some combination thereof.



Emergency Operations Plan: The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Resource Directory (ERD): A directory containing information on agency or organization personnel emergency certifications and qualifications and vendor and support organization supplies, equipment, etc. that may be needed during an emergency. Supplies and equipment can include such items potable water tenders, portable toilets, heavy equipment, prepared meals, bulk foodstuffs, cots, rental office trailers, etc. To the extent possible and when appropriate, equipment should be typed by capability according to a common and accepted typing schematic. Emergency resource directories should only include those items likely to be needed by the preparing agency or organization in the performance of their duties and should not attempt to include everything that may be needed in any emergency.

Emergency Response Agency: Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

Emergency Response Personnel: Personnel affiliated with or sponsored by emergency response agencies.

EOC Action Plan: The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments and supporting information for the next operational period.

Essential Facilities: Police, fire, emergency operations centers, schools, medical facilities and other resources that have a role in an effective and coordinated emergency response.

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.

Federal: Of or pertaining to the federal government of the United States of America.

Finance/Administration Section: The section responsible for all administrative and financial considerations surrounding an incident or EOC activation.

Function: Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also found at all SEMS EOC Levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, (e.g. the planning function). A sixth function, Intelligence/Investigations, may be established, if required, to meet emergency management needs.



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 manmade that requires a response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, civil unrest, wild-land and urban fires, floods, hazardous materials spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical storms, tsunamis, war-related disasters, public health and medical emergencies and other occurrences requiring an emergency response.

Incident Action Plan (IAP): 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. At the SEMS EOC level it is called the EOC Action Plan.

Incident Base: The location at which primary Logistics functions for an incident are coordinated and administered. There is only one base per incident. (Incident name or other designator will be added to the term base.) The Incident Command Post may be co-located with the Base.

Incident Command: Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command or any assigned supporting staff.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the 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 Command Post (ICP): The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

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, both public and private, to organize field-level incident management operations.

Information: Pieces of raw, unanalyzed data that identifies persons, evidence, events; or illustrates processes that specify the occurrence of an event. May be objective or subjective and is intended for both internal analysis and external (news media) application. Information is the “currency” that produces intelligence.

Intelligence: Product of an analytical process that evaluates information collected from diverse sources, integrates the relevant information into a cohesive package and produces a conclusion or estimate. Information must be real, accurate and verified before it becomes intelligence for planning purposes. Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

Intelligence/Investigations: Intelligence gathered within the Intelligence/Investigations function is information that either leads to the detection, prevention, apprehension and prosecution of criminal activities (or the individual(s) involved) including terrorist incidents or information that leads to determination of the cause of a given incident (regardless of the source) such as public health events or fires with unknown origins. This is different from the normal operational and situational intelligence gathered and reported by the Planning Section.

Interoperability: Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed and when authorized.

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. Public information officials from all participating agencies should co-locate at the JIC.

Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely and complete 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., federal, state, tribal and local boundary lines) or functional (e.g., law enforcement, public health).

Key Resources: Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

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

Liaison Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for coordinating with representatives from cooperating and assisting agencies or organizations. At SEMS EOC Levels, reports directly to the EOC Director and coordinates the initial entry of Agency Representatives into the Operations Center and also provides guidance and support for them as required.

Local Government: According to federal code³⁰ a county, municipality, Town, 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 entity, 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 an incident or EOC activation.

Management Staff: See Command Staff.

Mitigation: Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or manmade disasters by avoiding or lessening the impact of a disaster and



providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

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

Mobilization Center: An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, release, or reassignment.

Multiagency or Inter-Agency Coordination: The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

Multiagency Coordination Group (MAC Group): Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multiagency committees, emergency management committees, or as otherwise defined by the System. It can provide coordinated decision making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies and provide strategic guidance and direction to support incident management activities.

Multiagency Coordination System(s) (MACS): Multiagency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. The elements of multiagency coordination systems include facilities, equipment, personnel, procedures and communications. Two of the most commonly used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

Mutual Aid Agreements and/or Assistance Agreements: Written or oral agreements between and among agencies/organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.



Mutual Aid Coordinator: An individual at local government, Operational Area, Region or State Level that is responsible to coordinate the process of requesting, obtaining, processing and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

Mutual Aid Region: A mutual aid region is a subdivision of CalOES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more Operational Areas.

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

National Incident Management System (NIMS): Provides a systematic, proactive approach guiding government agencies at all levels, the private sector and non-governmental organizations to work seamlessly to prevent, protect against, respond to, recover from and mitigate the effects of incidents, regardless of cause, size, location, or complexity, in order to reduce the loss of life or property and harm to the environment.

National Response Framework (NRF): A guide to how the nation conducts all-hazards incident management.

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

Officer: 1) The ICS title for the personnel responsible for the Command Staff (Management Staff at EOC) positions of Safety, Liaison and Public Information. 2) One who holds an office or post; especially one elected or appointed to a position of authority or trust in a corporation, government, institution, etc.

Operational Area (OA): An intermediate level of the state emergency organization, consisting of a county and all other political subdivisions within the geographical boundaries of the county.

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 they last 12-24 hours.



Operations Section: The section responsible for all tactical incident operations and implementation of the Incident Action Plan. In ICS, it normally includes subordinate branches, divisions, and/or groups. At the SEMS EOC levels the section is responsible for the coordination of operational activities. The Operations Section at an EOC contains branches, groups or units necessary to maintain appropriate span of control.

Organization: Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or non-governmental organizations.

Planning Section: The section responsible for the collection, evaluation and dissemination of operational information related to the incident or EOC activities and for the preparation and documentation of the IAP or EOC action plan respectively. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident or EOC activation.

Political Subdivisions: Includes any Town, Town and county, county, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

Preparedness: A continuous cycle of planning, organizing, training, equipping, exercising, evaluating and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification and equipment certification.

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. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry.



Protocols: Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

Public Information: Processes, procedures and systems for communicating timely, accurate and accessible information on the incident's cause, size and current situation; resources committed; and other matters of general interest to the public, responders and additional stakeholders (both directly affected and indirectly affected).

Public Information Officer (PIO): A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

Recovery: The development, coordination and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, non-governmental 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 to restore the affected area or community.

Region Emergency Operations Center (REOC): Facilities found at CalEMA Administrative Regions. REOC provide centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

Reimbursement: Provides a mechanism to recoup funds expended for incident-specific activities.

Resource Management: Efficient emergency management and incident response 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 NIMS includes mutual aid agreements and assistance agreements; the use of special federal, state, tribal and local teams; and resource mobilization protocols.

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.

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 EOP 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.

Response Personnel: Includes federal, state, territorial, tribal, sub-state regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

Safety Officer: A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for monitoring incident operations and advising the IC on all matters relating to operational safety, including the health and safety of emergency responder personnel. The Safety Officer may have assistants.

Section: 1) The organizational level having responsibility for a major functional area of incident or EOC Management, (e.g. Operations, Planning, Logistics, Finance/Administration) and Intelligence/ Investigations (if established). The section is organizationally situated between the branch and the Incident Command. 2) A separate part or division as: a. A portion of a book, treatise, or writing. b. A subdivision of a chapter. c. A division of law.

Situation Report: Often contain confirmed or verified information regarding the specific details relating to the incident.

Span of Control: The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.)

Special District: A unit of local government (other than a Town, county, or Town and county) with authority or responsibility to own, operate and maintain systems, programs, services, or



projects (as defined in California Code of Regulations (CCR) Section 2900(s) for purposes of natural disaster assistance. This may include a joint power authority established under Section 6500 et. seq. of the Code.

Stafford Act: The Robert T. Stafford Disaster Relief and Emergency Assistance Act establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals and qualified private nonprofit organizations. The provisions of the Stafford Act cover all-hazards including natural disasters and terrorist events. Relevant provisions of the Stafford Act include a process for Governors to request federal disaster and emergency assistance from the President. The President may declare a major disaster or emergency.

Staging Area: Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies and equipment can be temporarily housed or parked while awaiting operational assignment.

Standard Operating Procedure (SOP): Complete reference document or an operations manual that provides the purpose, authorities, duration and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

Standardized Emergency Management System (SEMS): A system required by California Government Code and established by regulations for managing response to multiagency and multijurisdictional emergencies in California. SEMS consists of five organizational levels, which are activated as necessary: Field response, Local Government, Operational Area, Region and State.

Standardized Emergency Management System (SEMS) Guidelines: The SEMS guidelines are intended to assist those responsible for planning, implementing and participating in SEMS.

Standardized Emergency Management System (SEMS) Regulations: Regulations establishing the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems. Regulations are found at TITLE 19. DIVISION 2. Chapter 1, ∞ 2400 et. Seq.



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. See Section 2 (14), Homeland Security Act of 2002, Public Law 107–296, 116 Stat. 2135 (2002).

State Operations Center (SOC): The SOC is operated by the California Emergency Management Agency at the State Level in SEMS. It is responsible for centralized coordination of state resources in support of the three CalOES Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

Strategy: The general plan or direction selected to accomplish incident objectives.

System: An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

Technical Assistance: Support provided to state, tribal and local 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 or hazardous material assessments).

Technical Specialists: Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs and they are typically certified in their fields or professions.

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; 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 or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Public Law 107–296, 116 Stat. 2135 (2002).

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.



Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 stat. 688) [43 U.S.C.A. and 1601 et seq.].

Type: 1) An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capability, or (in the case of incident management teams) experience and qualifications. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

Unified Command: An ICS application used when more than one agency has 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 IAP.

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

Vital Records: The essential agency records that are needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records), or to protect the legal and financial rights of the Government and those affected by Government activities (legal and financial rights records).

Volunteer: For purposes of 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. See 16 U.S.C. 742f(c) and 29 CFR 553.101.



APPENDIX 3 ACRONYMS LIST

AAR	After Action Report
ADA	Americans with Disabilities Act
AP	Action Plan
ARC	American Red Cross
CA-EF	California Emergency Function
CalOES	California Office of Emergency Services
CAL FIRE	California Fire
Caltrans	California Department of Transportation
CALWAS	California Warning System
CAP	Corrective Action Planning
CARES	California Animal Response in Emergency System
CCC	California Citizen Corp
CCR	California Code of Regulations
CDC	Center for Disease Control
CDAAC	California Disaster Assistance Act
CERT	Community Emergency Response Team
CHP	California Highway Patrol
CISD	Critical Incident Stress Debriefing
CLERS	California Law Enforcement Radio System
COG	Continuity of Government
COOP	Continuity of Operations
CSWC	California State Warning Center
DHS	Department of Homeland Security
DOC	Department Operating Center
DOJ	Department of Justice
DSW	Disaster Service Worker
EAS	Emergency Alert System
ECS	Emergency Communications Services
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Managers Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FEMA	Federal Emergency Management Agency
FIRM	Flood Insurance Rate Map



HazMat	Hazardous Materials
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise and Evaluation
IA	Individual Assistance
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
MAC	Multi-Agency Coordination
MHz	Megahertz
MMAA	California Disaster and Civil Defense Master
NAWAS	National Warning System
NDAA	Natural Disaster Assistance Act
NGO	Non-Government Organization
NIMS	National Incident Management System
NRF	National Response Framework
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
REOC	Regional Emergency Operations Center
RIMS	Response Information Management System
SEMS	Standardized Emergency Management System
SOC	State Operation Center
SOP	Standard Operating Procedure
VOAD	Voluntary Organizations Active in Disaster