

PART TWO

EMERGENCY ORGANIZATION FUNCTIONS

CONTENTS

	Page
MANAGEMENT	
GENERAL SECTION	M-7
Purpose	M-7
Overview	M-7
Objectives	M-7
Concept of Operations	M-7
Level One - Decentralized Coordination and Direction	M-8
Level Two - Centralized Coordination - Decentralized Direction.....	M-8
Level Three - Centralized Coordination and Direction	M-8
Organization and Responsibilities	M-8
City of Pasadena’s Emergency Management Organization	M-8
Los Angeles County Operational Area Emergency Management Organization	M-9
Mutual Aid Region Emergency Management Organization	M-10
State Emergency Management Organization	M-10
Chart 1-City of Pasadena’s Emergency Organization Matrix	M-11
Chart 2-Los Angeles County Operational Area Channel of Coordination	M-12
CONTINUITY OF GOVERNMENT SECTION	M-13
Lines of Succession for Officials Charged with Discharging Emergency Responsibilities	M-14
Emergency Operations Center (EOC).....	M-15
Preservation of Vital Records.....	M-15
Lines of Succession	M-17
STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) SECTION	M-19
General	M-19
Local Government Level in SEMS	M-19
SEMS Requirements for Local Governments.....	M-19
City of Pasadena’s Responsibilities Under SEMS.....	M-20
SEMS EOC Organization	M-21
EOC Action Plans	M-22
Multi-Agency or Inter-Agency Coordination at the Local Government Level	M-23
Coordination with the Field Response Level	M-24
Coordination with Los Angeles County Operational Area Level	M-24

SEMS/NIMS EMERGENCY RESPONSE PLAN

Special District Involvement	M-24
Coordination with Volunteer and Private Agencies	M-26
NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)	M-27
Overview	M-27
NIMS Components	M-27
NIMS Compliance	M-29
EMERGENCY OPERATIONS CENTER SECTION	M-31
EOC Location and Description	M-32
Displays.....	M-32
Communications	M-33
EOC Management.....	M-33
EOC Diagram	M-34
Alternate EOC Location	M-35
EOC Activation Policy	M-36
Local Government EOC Staffing Guide.....	M-38
CITY OF PASADENA’S DAY-TO-DAY ORGANIZATION CHART	M-39
SEMS/NIMS ORGANIZATION CHART	M-40
SEMSNIMS RESPONSIBILITIES CHART	M-41
MANAGEMENT SECTION ORGANIZATION CHART	M-42
MANAGEMENT SECTION STAFF	M-43
MANAGEMENT SECTION POSITION CHECKLISTS	
City Council	M-45
EOC Director	M-49
Policy Group	M-55
Deputy EOC Director	M-59
Public Information Officer	M-67
Liaison Officer.....	M-75
Legal Advisor/Officer	M-81
EOC Coordinator	M-85
Safety Officer	M-91
Security Officer	M-95
MANAGEMENT SECTION SUPPORT DOCUMENTATION	
Legal Documents (Proclamations and Ordinances)	MS-3
California Disaster & Civil Defense Master Mutual Aid Agreement.....	MS-20
Emergency Management Assistance Compact (EMAC)	MS-25
City of Pasadena’s Emergency Organization & Functions Ordinance	MS-29
Authorities and Responsibilities of Health Officers In Disasters	MS-33
Homeland Security Advisory System Guidelines.....	MS-41

SEMS/NIMS EMERGENCY RESPONSE PLAN

Emergency Alert System Activation Procedures	MS-51
Media Phone List- Radio/TV/Print	MS-53
Media Relations - Dos and Don'ts	MS-57
Public Information Status Log.....	MS-59
Activity Log	MS-71

OPERATIONS

GENERAL SECTION	O-3
Purpose.....	O-3
Overview	O-3
Objectives	O-3
Concept of Operations	O-3
Organization and Responsibilities	O-4
Section Activation Procedures	O-4

SEMS/NIMS ORGANIZATION CHART	O-5
---	-----

SEMS/NIMS RESPONSIBILITIES CHART	O-6
---	-----

OPERATIONS SECTION ORGANIZATION CHART	O-7
--	-----

OPERATIONS SECTION STAFF	O-9
---------------------------------------	-----

OPERATION SECTION POSITION CHECKLISTS

Operations Section Coordinator	O-11
Fire Branch	O-19
Law Branch.....	O-27
Coroner Unit	O-39
Medical/Health Branch	O-45
Care and Shelter Branch	O-53
Public Works Branch	O-61
Building & Safety Branch.....	O-65
Water and Power Branch	O-67

OPERATIONS SECTION SUPPORT DOCUMENTATION	OS-1
---	------

Pre-Identified Shelter Sites.....	OS-3
Daily Shelter Activity Report	OS-5
Residential Care and Skilled Nursing Facilities	OS-7
Shelter-In-Place.....	OS-9
Alerting & Warning	OS-11
National Weather Service	OS-13
Casualty Collection Points.....	OS-15
Activity Log	OS-17
Operations School Status Log	OS-19
Homeland Security Advisory System Departmental Guidelines	OS-31
Disability and Aging Specific Considerations.....	OS-39

PLANNING/INTELLIGENCE

GENERAL SECTION	P-3
Purpose.....	P-3
Overview.....	P-3
Objectives.....	P-3
Concept of Operations.....	P-4
Section Activation Procedures.....	P-4
Action Planning.....	P-5
Action Planning at SEMS/NIMS EOC Level.....	P-5
After Action Reports.....	P-6
Coordination.....	P-7
SEMS/NIMS ORGANIZATION CHART	P-8
SEMS/NIMS RESPONSIBILITIES CHART	P-9
PLANNING/INTELLIGENCE SECTION ORGANIZATION CHART	P-10
PLANNING/INTELLIGENCE SECTION STAFF	P-11
PLANNING/INTELLIGENCE SECTION POSITION CHECKLISTS	
Planning/Intelligence Section Coordinator.....	P-13
Resources Unit.....	P-21
Situation Status Unit.....	P-27
Documentation Unit.....	P-35
Damage Assessment Unit.....	P-41
Advance Planning Unit.....	P-47
Recovery Planning Unit.....	P-53
Demobilization Unit.....	P-59
PLANNING SECTION SUPPORT DOCUMENTATION	PS-1
Action Planning.....	PS-3
EOC Action Plan Template.....	PS-7
Documentation Unit AAR/CAR Checklist.....	PS-13
After Action/Corrective Action Reporting.....	PS-17
Activity Log.....	PS-23
Los Angeles County Operational Area EMIS Reports.....	PS - 25
Watch Commander's Report.....	PS-25
Reconnaissance Report.....	PS-26
Incident Report.....	PS-27
City and County Unincorporated Area Status Report.....	PS-29
General Area Survey Summary Report.....	PS-33
Resource Request.....	PS-37
Message.....	PS-38
Duty Position List.....	PS-39

LOGISTICS

GENERAL SECTION	L-3
Overview	L-3
Objectives	L-3
Concept of Operations	L-4
Section Activation Procedures	L-4
SEMS/NIMS ORGANIZATION CHART	L-5
SEMS/NIMS RESPONSIBILITIES CHART	L-6
LOGISTICS SECTION ORGANIZATION CHART	L-7
LOGISTICS SECTION STAFF	L-9
LOGISTICS SECTION POSITION CHECKLISTS	
Logistics Section Coordinator	L-11
Information Systems Branch.....	L-17
Computer Unit	L-21
Communications Unit	L-25
Transportation Unit	L-29
Personnel Unit	L-35
Procurement/Contracting Unit	L-41
Facilities Unit	L-49
LOGISTICS SECTION SUPPORT DOCUMENTATION	LS-1
Critical Incident Stress Debriefing	LS-3
Activity Log	LS-5
Mission Request Form.....	LS-7
Sample Procurement Form	LS-9
EOC Radio Communications Plan.....	LS-11

FINANCE/ADMINISTRATION

GENERAL SECTION	F-3
Overview	F-3
Objectives	F-3
Concept of Operations	F-5
Section Activation Procedures	F-5
SEMS/NIMS ORGANIZATION CHART	F-7
SEMS/NIMS RESPONSIBILITIES CHART	F-8
FINANCE/ADMINISTRATION SECTION ORGANIZATION CHART	F-9
FINANCE/ADMINISTRATION SECTION STAFF	F-11
FINANCE/ADMINISTRATION SECTION POSITION CHECKLISTS	
Finance/Administration Section Coordinator	F-13
Cost Recovery Documentation Unit.....	F-19
Time Unit	F-25

Compensation/Claims Unit F-31
Cost Analysis Unit F-37

FINANCE/ADMINISTRATION SECTION SUPPORT DOCUMENTATION FS-1
Disaster/Emergency Accounting Records FS - 3
Dos and Don'ts Of Using The Disaster Accounting System FS - 5
Procedures For Applying For Financial Assistance FS - 7
FEMA Categories of WorkFS - 11
Designation Of Applicants Agent Resolution – OES Form 130FS - 13
Project Application For Federal AssistanceFS - 15
Project WorksheetFS - 17
Hazard MitigationFS - 19
EOC Check-In List.....FS - 23
Activity LogFS - 25
Disaster Labor Record (Sample)FS - 27
Disaster Materials Record (Sample).....FS - 28
Disaster Force Account Equipment Record (Sample)FS - 29
Disaster Rented Equipment Record (Sample).....FS - 30

MANAGEMENT SECTION

GENERAL

PURPOSE

This section establishes policies and procedures and assigns responsibilities to ensure the effective management of emergency operations under the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It provides information on the City of Pasadena's emergency management structure and how the emergency management team is activated.

OVERVIEW

Management is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.

OBJECTIVES

The overall objective of emergency management is to ensure the effective management of response forces and resources in preparing for and responding to situations associated with natural disasters, technological incidents and national security emergencies. To carry out its responsibilities, Management Section will accomplish the following objectives during a disaster/emergency:

- Overall management and coordination of emergency response and recovery operations, including on-scene incident management as required.
- Coordinate and liaison with appropriate federal, state and other local government agencies, as well as applicable segments of private sector entities and volunteer agencies.
- Establish priorities and resolve any conflicting demands for support.
- Prepare and disseminate emergency public information to inform, alert and warn the public.
- Disseminate damage information and other essential data.

CONCEPT OF OPERATIONS

Management Section will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System will be followed.
- All city and departmental operating procedures will be adhered to unless modified by the Policy Group or EOC Director.
- All on-duty personnel are expected to remain on duty until properly relieved of duty. Off-duty personnel will be expected to return to work. Off-duty personnel will be expected to return to work in accordance with the city's policies.
- While in a disaster mode, operational periods will be 12 hours for the duration of the event. Operational periods will normally change at 7:00 a.m. and 7:00 p.m. Operational periods should be event driven.

City emergency/disaster response and recovery operations will be managed in one of three modes, depending on the magnitude of the emergency/disaster.

Level One - Decentralized Coordination and Direction

Level One activation may be a minor to moderate incident wherein local resources are adequate and available. A Local Emergency may or may not be proclaimed. The City EOC may or may not be activated. Off-duty personnel may be recalled.

Level Two - Centralized Coordination and Decentralized Direction

Level Two activation may be a moderate to severe emergency/disaster wherein local resources are not adequate and mutual aid may be required on a regional or even statewide basis. Key management level personnel from the principal involved agencies will co-locate in a central location to provide jurisdictional or multi-jurisdictional coordination. The EOC should be activated. Off-duty personnel may be recalled. A Local Emergency will be proclaimed and a State of Emergency may be proclaimed.

Level Three - Centralized Coordination and Direction

Level Three activation may be a major local or regional disaster wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency and a State of Emergency will be proclaimed and a Presidential Declaration of an Emergency or Major Disaster will be requested. All response and early recovery activities will be conducted from the EOC. Most off-duty personnel will be recalled.

EMERGENCY MANAGEMENT ORGANIZATION AND RESPONSIBILITIES

City of Pasadena's Emergency/Disaster Management Organization

The City of Pasadena operates under the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) which are discussed in detail under **SEMS** and **NIMS** in this Section. The City of Pasadena's

Disaster Emergency Management Organization (including emergency/disaster response and recovery) will be directed by the City Manager who serves as the Director of Disaster Emergency Services. The Director of Disaster Emergency Services is responsible to the City Council and Disaster Emergency Services Council per Chapter No. 2.370 of the City of Pasadena's Municipal Code. The Director of Disaster Emergency Services is responsible for implementing the SEMS/NIMS Emergency Response Plan (ERP). While serving as the Director of Disaster Emergency Services during an actual emergency/disaster, this position will be referred to as the EOC Director.

The Director of Disaster Emergency Services/EOC Director is supported by the Emergency/Disaster 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 City of Pasadena 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.
- Providing status and other reports to the Los Angeles County Operational Area.

The City of Pasadena's Emergency/Disaster Organization Matrix is contained in **Chart 1**.

Los Angeles County Operational Area Emergency Management

If the Los Angeles County Operational Area is activated, the Sheriff of Los Angeles County, designated by County Ordinance, will function as the Operational Area Coordinator and will have the overall responsibility for coordinating and supporting disaster/emergency operations within the County. The Operational Area will also be the focal point for information transfer and support requests by cities within the County. The Operational Area Coordinator and supporting staff will constitute the Operational Area Emergency Management Staff. The Operational Area Staff will submit all requests for

support that cannot be obtained within the county, and other relevant information, to OES Mutual Aid Region I.

The City of Pasadena requests all mutual aid (except fire and law) through the Los Angeles County Operational Area. The Los Angeles County Operational Area then requests public works, emergency managers or other mutual aid through its regular channels. **(See Chart 2.)** Fire and law mutual aid is coordinated through the designated Regional Fire and Law Coordinators

Mutual Aid Region Emergency Management

The City of Pasadena is within OES Mutual Aid Region I and the OES Southern Administrative Region. The primary mission of Southern Region's emergency management organization is to support Operational Area response and recovery operations and to coordinate non-law and non-fire Mutual Aid Regional response and recovery operations through the Regional EOC (REOC). The OES Region Office may also serve as a Disaster Support Area (DSA) when necessary.

State Emergency Management

The Governor, through State OES and its Mutual Aid Regions, will coordinate statewide operations to include the provision of mutual aid and other support to local jurisdictions and the redirection of essential supplies and other resources as required. The OES Director, assisted by State agency directors and their staffs and identified volunteer agency staff, will constitute the State emergency management staff.

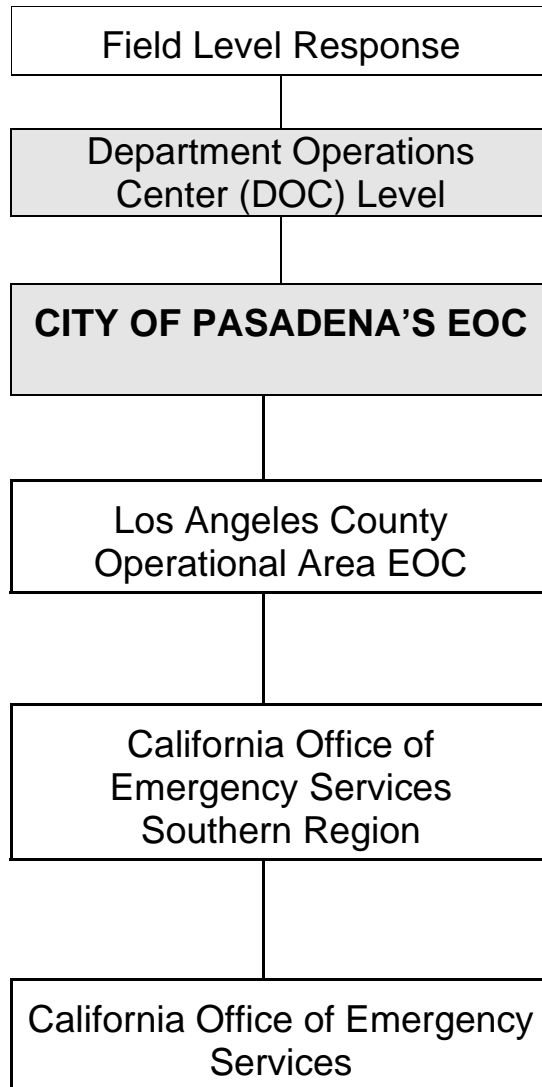
CHART 1

P=Primary S=Support

City of Pasadena EOC Organization Matrix		City Attorney	City Clerk	City Manager	Finance	Fire	Health	Human Resources	Human Svcs. Recreation	Information Services	Planning/ Dev.	Police	Public Works	Trans.	Water and Power	City Council
MANAGEMENT	Policy Group	P	S	P	S	P	P	S	S	S	S	P	P	S	P	S
	EOC. Dir			P		S						S	S			
	Deputy EOC Dir.					P						P	P			
	Liaison Officer			P						P						
	EOC Coordinator					P										
	Safety Officer				P	S										
	Security Officer											P				
	P.I.O.			P		S	S					S		S	S	
	Legal Advisor	P														
OPERATIONS	Ops. Chief					P							P			
	Fire/Haz Mat/Rescue Branch					P										
	Law Enforcement Branch											P				
	Public Works Branch												P	S		
	Care and Shelter Branch						S		P				S	S		
	Medical/Public Health Branch					P	P									
	Water and Power Branch														P	
	Building and Safety Branch					S					P					
PLANNING	Plans Chief				P							P				
	Resources Unit					S					P	S	S		S	
	Situation Status Unit					S				S	P	S	S	S	S	
	Damage Assessment Unit										P					
	Documentation Unit		S							P						
	Advance Planning Unit						S				P			P		
	Recovery Planning Unit										P					
	Geographic Information Systems Unit									P						
	Demobilization					P						P	P	S		
LOGISTICS	Logistics Chief				P							P				
	Procurement				P	S					S	S	S			
	Personnel					S		P	S			S	S	S		
	Facilities												P			
	Transportation					S						S	P	P		
	Information Systems				P											
FINANCE	Finance Chief				P										P	
	Comp./Claims				P			S								
	Cost Recovery				P	S										
	Time Unit				P											
	Cost Analysis				P											

Chart 2

LOS ANGELES COUNTY OPERATIONAL AREA CHANNEL OF COORDINATION



CONTINUITY OF GOVERNMENT

PURPOSE

A major disaster or an enemy attack could result in great loss of life and property, including the death or injury of key government officials. At the same time, there could be partial or complete destruction of established seats of government, and the destruction of public and private records essential to continued operations of government and industry.

In the aftermath of a major disaster, law and order must be preserved and essential government services must be maintained. This preservation is best accomplished by civil government. To this end, it is particularly essential that local units of government continue to function.

Applicable portions of the California Government Code and the State Constitution (cited in the next paragraphs) provide authority for the continuity and preservation of state and local government.

RESPONSIBILITIES

Government at all levels is responsible for providing continuous, effective leadership and authority under all aspects of emergency services operations (preparedness, response, recovery, and mitigation). Under California's concept of mutual aid, local officials remain in control of their jurisdiction's emergency operations while other jurisdictions may provide additional resources upon request. A key aspect of this control is to be able to communicate official requests, situation reports, and emergency information during any disaster a community might face.

PRESERVATION OF LOCAL GOVERNMENT

Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code) provides the authority, as well as the procedures to be employed, to ensure continued functioning of political subdivisions within the State of California. Generally, Article 15 permits the appointment of up to three standby officers for each member of the governing body, and up to three standby officers for the chief executive, if not a member of the governing body. Article 15 provides for the succession of officers who head departments responsible for maintaining law and order, or in furnishing public services relating to health and safety.

Article 15 also outlines procedures to assure continued functioning of political subdivisions in the event the governing body, including standby officers, are unavailable to serve.

The Emergency Services Act provides for the preservation of city government in the event of a peacetime or national security emergency.

LINES OF SUCCESSION FOR OFFICIALS CHARGED WITH DISCHARGING EMERGENCY RESPONSIBILITIES

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 natural, technological, or national security disaster.

Article 15, Section 8638 of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each member of the governing body and for the chief executive, if not a member of the governing body. Standby officers may be residents or officers of a political subdivision other than that to which they are appointed. Standby officers take the same oath as regular officers and are designated Number 1, 2, or 3 as the case may be.

A successor to the position of Director of Emergency Services is appointed by the City Council. The succession occurs:

- Should the director be unavailable or unable to serve, the positions listed below, in order, shall act as the Director of Emergency Services.
- Should these positions be unavailable or unable to serve, the individuals who hold permanent appointments to the following positions in the city will automatically serve as acting director in the order shown. 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 the City Council.

First Alternate: Assistant City Manager

Second Alternate: Fire Chief

Third Alternate: Police Chief

Notification of any successor changes shall be made through the established chain of command.

Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety. **(See Lines of Succession list for city departments at the end of this Section.)**

Article 15, Section 8644 of the Emergency Services Act establishes a method for reconstituting the governing body. It authorizes that, should all members, including all standbys be unavailable, temporary officers shall be appointed as follows:

- By the chairman of the board of the county in which the political subdivision is located, or
- By the mayor of any city within 150 miles (nearest and most populated down to farthest and least populated).

Article 15, Section 8642 of the Emergency Services Act authorizes local governing bodies to convene as soon as possible whenever a State of War Emergency, State of Emergency, or Local Emergency exists, and at a place not necessarily within the political subdivision.

Article 15, Section 8643 Emergency Services Act describes the duties of a governing body during emergencies as follows:

- Ascertain the damage to the jurisdiction and its personnel and property.
- Reconstitute itself and any subdivisions.
- Perform functions in preserving law and order and furnishing local services.

EMERGENCY OPERATIONS CENTER (EOC)

For information on the City EOC please refer to the EOC section in the Appendix of this Plan. The Appendix contains confidential and sensitive information. To maintain the safety and security of the citizens of Pasadena the Appendix Section of this Plan is not a public document.

PRESERVATION OF VITAL RECORDS

In the City of Pasadena, the following individuals are responsible for the preservation of vital records:

- 1) City Clerk
- 2) Assistant City Clerk
- 3) Health Department Vital Records Administrator

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. Examples include contracts, legislative actions, land and tax records, license registers, birth and death records, and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.

- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Please refer to the Appendix Section of this Plan (a restricted use document) to see where vital records of the City of Pasadena are routinely stored.

Each department within the city should identify, maintain and protect its own essential records.

REFERENCES

Judicial System, Article VI, Section 1, 4, 5, and 10, of the Constitution of California.

Local Government, Article XI, of the Constitution of California

Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

CONTINUITY OF GOVERNMENT

LINES OF SUCCESSION

SERVICE/DEPARTMENT	TITLE/POSITION
City Manager (EOC Director)	<ol style="list-style-type: none">1. City Manager2. Asst. City Manger3. Fire Chief4. Police Chief
City Attorney/Prosecutor	<ol style="list-style-type: none">1. City Attorney2. Senior Assistant City Attorney3. Chief City Prosecutor
City Clerk	<ol style="list-style-type: none">1. City Clerk2. Senior Assistant City Clerk3. Assistant City Clerk
Finance	<ol style="list-style-type: none">1. Director Finance2. Deputy Director of Finance3. City Auditor
Fire	<ol style="list-style-type: none">1. Fire Chief2. Bureau Chief – Operations3. Assistant Bureau Chief - Prevention
Health	<ol style="list-style-type: none">1. Public Health Director2. Health Officer3. Public Health Administrator
Housing and Development	<ol style="list-style-type: none">1. Director, Planning & Development2. Bldg & Neighborhood Revitalization Mgr3. Deputy Director
Human Resources	<ol style="list-style-type: none">1. Director of Human Resources2. Human Rsrcs Mgr – Employee Relations3. Human Rsrcs Mgr – Employee Services
Transportation	<ol style="list-style-type: none">1. Director of Transportation2. Transportation Administrator3. Division Manager

SERVICE/DEPARTMENT**TITLE/POSITION**

Information Services

1. Director of Information Services
2. Information Systems, Technology Mgr
3. Principal Librarian, Information Access

Housing and Community Development

1. Housing & Community Dev. Admin.
2. Senior Housing Project Manager
3. Housing Assistant Officer

Police

1. Police Chief
2. Deputy Police Chief
3. Senior Commander

Public Works and Parks

1. Public Works Director
2. City Engineer
3. Assistant City Engineer

Human Services and Parks

1. Human Services & Recreation Director
2. Neighborhood and Svcs Administrator
3. Recreation & Human Svcs Administrator

Water and Power

1. General Manager
2. Assistant General Manager
3. Business Unit Director

Rose Bowl

1. General Manager
2. Chief Operating Officer

Pasadena Convention Center

1. Chief Executive Officer

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)

GENERAL

The Standardized Emergency Management System (SEMS) is the system required by Government Code Section 8607(a) for managing response to multi-agency and multi-jurisdiction emergencies in California. SEMS consists of five organizational levels that are activated as necessary: field response, local government, operational area, regional and state.

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. Local governments must use SEMS to be eligible for funding of their personnel-related costs under state disaster assistance programs.

LOCAL GOVERNMENT LEVEL IN SEMS

Local government is one of the five levels of SEMS. The basic role of a local government is to manage and coordinate the overall disaster/emergency response and recovery activities within its jurisdiction.

A local government under SEMS is a city, county, city and county, school district, or special district. Special districts under SEMS are units of local government (other than a city, county, or city and county) with authority or responsibility to own, operate or maintain a project (as defined in California Code of Regulations 2900(s) for purposes of natural disaster assistance). This may include a joint powers authority established under Section 6500 et seq. of the Code.

Cities are responsible for disaster/emergency response within their boundaries, although some cities contract for some municipal services from other agencies.

Special districts are primarily responsible in emergencies for restoration of services that they normally provide. They may also be responsible for safety of people at their facilities or on their property and for warning of hazards from their facilities or operations. Some special districts may assist other local governments in the disaster/emergency response.

All local governments are responsible for coordinating with other local governments, the field response level and the operational area. Local governments are also responsible for providing mutual aid within their capabilities.

SEMS REQUIREMENTS FOR LOCAL GOVERNMENTS

The City of Pasadena will comply with SEMS regulations in order to be eligible for state funding of response-related personnel costs and will:

- 1) Use SEMS when
 - A local emergency is declared or proclaimed, or
 - The local government EOC is activated.
- 2) Establish coordination and communications with Incident Commanders either
 - Through departmental operating centers (DOCs) to the EOC, when activated, or
 - Directly to the EOC, when activated.
- 3) Use existing mutual aid systems for coordinating fire and law enforcement resources.
- 4) Establish coordination and communications between the City of Pasadena's EOC when activated, and any state or local emergency response agency having jurisdiction at an incident within the city's boundaries.
- 5) Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level disaster/emergency response activities.

The requirement to use SEMS includes:

- Fulfilling Management and coordination role of local government, and
- Providing for the five essential SEMS functions of management, operations, planning/intelligence, logistics and finance/administration.

CITY OF PASADENA'S RESPONSIBILITIES UNDER SEMS

The development of SEMS will be a cooperative effort of all departments and agencies within the City of Pasadena with a disaster/emergency response role. The City Emergency Management Coordinator with the Fire Department has the lead staff responsibility for SEMS development and planning with responsibilities for:

- Communicating information within the City of Pasadena on SEMS requirements and guidelines.
- Coordinating SEMS development among departments and agencies.
- Identification of all departments and agencies involved in field level response.
- Identification of departments and agencies with department operations center (DOCs).
- Coordinating with other local governments, the operational area and volunteer and private agencies on development of SEMS.

- Incorporating SEMS into the City of Pasadena's and procedures.
- Incorporating SEMS into the City of Pasadena's emergency ordinances, agreements, memorandum of understandings, etc.
- Identification of special districts that operate or provide services within the boundaries of the City of Pasadena. The disaster/emergency role of these special districts should be determined and provisions made for coordination during emergencies.
- Identification of local volunteer and private agencies that have a disaster/emergency response role. Contacts should be made to develop arrangements for coordination in emergencies.

The City of Pasadena will participate in the Los Angeles County Operational Area organization and system for coordination and communication within the operational area.

All local government staff who may participate in emergencies in the EOC, in department operations centers (DOCs) or at the field level must receive appropriate SEMS training as required by SEMS regulations. New personnel should be trained as they are hired. The City Emergency Management Coordinator with the Fire Department is responsible for documenting SEMS training in the City of Pasadena.

The City of Pasadena has developed an exercise program that provides periodic exercises for EOC and DOC personnel under SEMS.

SEMS EOC ORGANIZATION

SEMS regulations require local governments to provide for five functions: management, operations, planning/intelligence, logistics and finance/administration. These functions are the basis for structuring the EOC organization.

- **Management** Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
- **Operations** Responsible for coordinating all jurisdictional operations in support of the disaster/emergency response through implementation of the local government's EOC Action Plan.
- **Planning/Intelligence** Responsible for collecting, evaluating and disseminating information; developing the City of Pasadena's EOC Action Plan and After-Action Report in coordination with other functions; and maintaining documentation.
- **Logistics** Responsible for providing facilities, services, personnel, equipment and materials.

- **Finance/ Administration** Responsible for financial activities and other administrative aspects.

The EOC organization should include representatives from special districts, volunteer agencies, and private agencies with significant response roles.

Organization Flexibility - Modular Organization

The five essential SEMS functions will be established as “sections” within the EOC and all other functions will be organized as branches, groups or units within sections. The types of activated functions and their relationship to one another will depend upon the size and nature of the incident. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

Management of Personnel - Hierarchy of Command and Span-of-Control

The position title "coordinator" refers to the lead person of each organizational element in the EOC. The term coordinator is used because the role of EOC elements is to coordinate. Each activated function will have a person in charge of it, but a supervisor may be in charge of more than one functional element. Every individual will have a supervisor and each supervisor will generally be responsible for no more than seven employees, with the ideal span-of-control being three to five persons.

Coordinators for Operations, Planning/Intelligence, Logistics and Finance/Administration constitute the EOC General Staff. Management and General Staff function as the EOC management team. The General Staff are responsible for:

- Overseeing the internal functioning of their section, and
- Interacting with each other, Management, and other entities within the EOC ensure the effective functioning of the EOC organization.

EOC ACTION PLANS

At local, operational area, regional and state levels, the use of EOC action plans provide designated personnel with knowledge of the objectives to be achieved and the steps required for achievement. Action plans not only provide direction, but they also serve to provide a basis for measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves:

- A process for identifying priorities and objectives for emergency response or recovery efforts,
- Documentation of the priorities and objectives, the tasks and personnel assignments associated with meeting them.

The action planning process should involve Management and General Staff along with other EOC elements, special district representatives and other agency representatives, as needed. The Planning/Intelligence Section is responsible for coordinating the development of the action plan and for facilitation of action planning meetings.

Action plans are developed for a specified operational period which may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions. Guidelines for developing action plans and example action plan formats are contained in **Part Two-Planning/Intelligence Support Documentation --Action Planning**.

MULTI-AGENCY OR INTER-AGENCY COORDINATION AT THE LOCAL GOVERNMENT LEVEL

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.
- Facilitating communications.

Multi-agency or Inter-agency Coordination in the EOC

- Emergency response is coordinated at the EOC through:
 - Representatives from the City of Pasadena'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 various methods of communications.
- Involvement in the EOC action planning process is essential for effective emergency management.

Multi-agency or Inter-agency Coordination Group

- May be established formally.

- Should develop consensus on priorities, resource allocation and response strategies.
- May function within the EOC, at another location or through conference calls-but should remain in contact with the EOC.
- EOC Action Plan should incorporate group priorities and objectives.
- Group objectives should be implemented through the EOC.
- City of Pasadena may participate with other local governments and agencies in a multi-agency coordination group organized by another local government, operational area or regional level.

COORDINATION WITH THE FIELD RESPONSE LEVEL

Coordination among SEMS levels is clearly necessary for effective emergency response. In a major disaster/emergency, the City of Pasadena's EOC may be activated to coordinate the overall response while the Incident Command System is used by field responders. Incident Commanders may report to department operations centers (DOCs) which in turn will coordinate with the EOC. In some jurisdictions Incident Commanders may report directly to the EOC, usually to their counterpart in the Operations Section. When the EOC is directly overseeing Incident Command teams, the EOC is operating in a centralized coordination and direction mode.

COORDINATION WITH LOS ANGELES COUNTY OPERATIONAL AREA LEVEL

Coordination and communications should be established between activated local government EOC's and the operational area. The communications links are telephone, satellite phone, radio, data and amateur radio, the Los Angeles County Disaster Communication Services (DCS) radio system, runner, etc.

Los Angeles County will use an Operational Area Multi Agency Coordinating System (MACS) concept when developing response and recovery operations. When and where possible, the County will include jurisdictional representatives in planning for jurisdictional support.

REPORTING TO THE LOS ANGELES COUNTY OPERATIONAL AREA

City reports and notifications are to be made to the Los Angeles County Operational Area. These reports and notifications include:

- Activation of the City EOC
- Proclamation of a Local Emergency
- Reconnaissance Reports
- City Status Reports
- Initial Damage Estimates

- Incident Reports

Established reporting procedures to be followed:

1. Emergency Management Information System (EMIS – internet)
2. Phone or fax information (hard copy of reports) to Office of Emergency Management (OEM)
3. Make contact with Contact Sheriff's Station Crescenta Valley by means coordinated with and agreed to by the Watch Commander and city staff. The Crescenta Valley Sheriff's Station will then be responsible for transmitting the information to OEM.

(Reference: Los Angeles County Operational Area Disaster Information Reporting Procedures).

SPECIAL DISTRICT INVOLVEMENT

Special districts are defined as local governments in SEMS. The disaster/emergency response role of special districts is generally focused on normal services. During disasters, some types of special districts will be more extensively involved in the disaster/emergency response by assisting other local governments.

Coordination and communications should be established among special districts who are involved in disaster/emergency response, other local governments and the operational area. This may be accomplished in various ways depending on the local situation. Relationships among special districts, cities, county government and the operational area are complicated by overlapping boundaries and by the multiplicity of special districts. Special districts need to work with the local governments in their service areas to determine how best to establish coordination and communications in disasters/emergencies.

When a special district is wholly contained within the city, the special district should have a liaison representative at the city EOC and direct communications should be established between the special district EOC and the city EOC. An exception may occur when there are many special districts within the city.

Typically, special district boundaries cross municipal boundary lines. A special district may serve several cities and county unincorporated areas. Some special districts serve more than one county. In such a situation, the special district may wish to provide a liaison representative to the Operational Area EOC to facilitate coordination and communication with the various entities it serves.

When there are many special districts within a city, it may not be feasible for the city EOC to accommodate representatives from all special districts during area-wide disasters. In such cases, the city should work with the special districts to develop alternate ways of establishing coordination and communications.

COORDINATION WITH VOLUNTEER AND PRIVATE AGENCIES

City EOCs will generally be a focal point for coordination of response activities with many non-governmental agencies. The City of Pasadena's EOC should establish communication with private and volunteer agencies providing services within the city.

Agencies that play key roles in the response should have representatives at the EOC. If an agency supports several functions and has only one representative at the EOC, the agency representative should be located at the liaison area. If an agency is supporting one function only, its representative may be located with that functional element. Some agencies may have several personnel participating in functional elements in the EOC. For example, American Red Cross personnel may be part of the staffing for the Care and Shelter element of the EOC.

Agencies that have countywide response roles and cannot respond to numerous city EOCs should be represented at the operational area level.

Cities served by a large number of private and volunteer agencies may not be able to accommodate representatives in the EOC from all agencies that have important response roles. Cities should develop alternate means of communicating with these agencies when liaison representation is not practical.

Coordination with volunteer and private agencies that do not have representatives at the EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies or involvement of agencies in special multi-agency groups on specific issues.

NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)

OVERVIEW

The NIMS integrates existing best practices into a consistent, nationwide approach to domestic incident management that is applicable at all jurisdictional levels and across functional disciplines in an all-hazards context. Six major components make up this systems approach.

NIMS COMPONENTS

The following discussion provides a synopsis of each major component of the NIMS, as well as how these components work together as a system to provide the national framework for preparing for, preventing, responding to, and recovering from domestic incidents, regardless of cause, size, or complexity.

Command and Management

NIMS standard incident command structures are based on three key organizational systems:

- **The ICS** - ICS defines the operating characteristics, interactive management components, and structure of incident management and emergency response organizations engaged throughout the life cycle of an incident;
- **Multi Agency Coordination Systems** - These define the operating characteristics, interactive management components, and organizational structure of supporting incident management entities engaged at the Federal, State, local, tribal, and regional levels through mutual-aid agreements and other assistance arrangements; and
- **Public Information Systems** - These refer to processes, procedures, and systems for communicating timely and accurate information to the public during crisis or emergency situations.

Preparedness

Effective incident management begins with a host of preparedness activities conducted on a "steady-state" basis, well in advance of any potential incident. Preparedness involves an integrated combination of planning, training, exercises, personnel qualification and certification standards, equipment acquisition and certification standards, and publication management processes and activities.

- **Planning** - Plans describe how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and

functions, and ensuring that communications and other systems are available and integrated in support of a full spectrum of incident management requirements.

- **Training** - Training includes standard courses on multi agency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.
- **Exercises** - Incident management organizations and personnel must participate in realistic exercises—including multi-disciplinary, multi-jurisdictional, and multi-sector interaction—to improve integration and interoperability and optimize resource utilization during incident operations.
- **Personnel Qualification and Certification** - Qualification and certification activities are undertaken to identify and publish national-level standards and measure performance against these standards to ensure that incident management and emergency responder personnel are appropriately qualified and officially certified to perform NIMS-related functions.
- **Equipment Acquisition and Certification** - Incident management organizations and emergency responders at all levels rely on various types of equipment to perform mission essential tasks. A critical component of operational preparedness is the acquisition of equipment that will perform to certain standards, including the capability to be interoperable with similar equipment used by other jurisdictions.
- **Mutual Aid** - Mutual-aid agreements are the means for one jurisdiction to provide resources, facilities, services, and other required support to another jurisdiction during an incident. Each jurisdiction should be party to a mutual-aid agreement with appropriate jurisdictions from which they expect to receive or to which they expect to provide assistance during an incident.
- **Publications Management** - Publications management refers to forms and forms standardization, developing publication materials, administering publications—including establishing naming and numbering conventions, managing the publication and promulgation of documents, and exercising control over sensitive documents—and revising publications when necessary.

Resource Management

The NIMS defines standardized mechanisms and establishes requirements for processes to describe, inventory, mobilize, dispatch, track, and recover resources over the life cycle of an incident.

Communications and Information Management

The NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-

sharing at all levels of incident management. These elements are briefly described as follows:

- **Incident Management Communications** - Incident management organizations must ensure that effective, interoperable communications processes, procedures, and systems exist to support a wide variety of incident management activities across agencies and jurisdictions.
- **Information Management** - Information management processes, procedures, and systems help ensure that information, including communications and data, flows efficiently through a commonly accepted architecture supporting numerous agencies and jurisdictions responsible for managing or directing domestic incidents, those impacted by the incident, and those contributing resources to the incident management effort. Effective information management enhances incident management and response and helps insure that crisis decision- making is better informed.

Supporting Technologies

Technology and technological systems provide supporting capabilities essential to implementing and continuously refining the NIMS. These include voice and data communications systems, information management systems (i.e., record keeping and resource tracking), and data display systems. Also included are specialized technologies that facilitate ongoing operations and incident management activities in situations that call for unique technology-based capabilities.

Ongoing Management and Maintenance

This component establishes an activity to provide strategic direction for and oversight of the NIMS, supporting both routine review and the continuous refinement of the system and its components over the long term.

NIMS COMPLIANCE

The State of California's NIMS Advisory Committee issued "*California Implementation Guidelines for the National Incident Management System, 2006*" to assist state agencies, local governments, tribes and special districts to incorporate NIMS into already existing programs, plans, training and exercises. The City of Pasadena is following this document to ensure NIMS compliance.

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CITY OF PASADENA'S EMERGENCY OPERATIONS CENTER (EOC)

Day-to-day operations are conducted from departments and agencies that are widely dispersed throughout the City. An EOC is a location from which centralized disaster/emergency management can be performed during a major or disaster. This facilitates a coordinated response by the Director of Disaster Emergency Services, Emergency Management Staff and representatives from organizations who are assigned emergency management responsibilities. The level of EOC staffing will vary with the specific disaster/emergency situation.

An EOC provides a central location of authority and information, and allows for face-to-face coordination among personnel who must make emergency decisions. The following functions are performed in the City of Pasadena's EOC:

- Managing and coordinating disaster/emergency operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from, and disseminating information to, the various EOC representatives, and, as appropriate, to County and State agencies, military, and federal agencies.
- Preparing intelligence/information summaries, situation reports, operational reports, and other reports as required.
- Maintaining general and specific maps, information display boards, and other data pertaining to disaster/emergency operations.
- Continuing analysis and evaluation of all data pertaining to disaster/emergency operations.
- Controlling and coordinating, within established policy, the operational and logistical support of departmental resources committed to the disaster/emergency.
- Maintaining contact and coordination with support DOCs, other local government EOCs, and the Los Angeles County Operational Area.
- Providing disaster/emergency information and instructions to the public, making official releases to the news media and the scheduling of press conferences as necessary.

EOC LOCATION AND DESCRIPTION

Due to the sensitive nature of the location of the EOC, this information is found in the restricted use section of this plan, the Appendix.

The EOC totals 2375 square feet and is divided among the Policy, Operations, Logistics, Planning and Finance sections. An amateur radio area/room is located in the EOC closet and provides radio, ham radio and packet communications capabilities. The amateur radio area is staffed by Disaster Communications Services volunteers. Emergency power is provided by a diesel generator. The emergency fuel reserve is sufficient for 111 days (2,500 gallons). Re-supply of emergency fuel will be obtained in house via a Public Works fuel truck that can get fuel from the pumping station at the City Yard. Power will provide for lighting panels, selected wall circuits, telephones and radios. The EOC has the capability to house and feed staff for 48 consecutive hours. On-site services include kitchen, bathrooms, food and water supply and sleeping cots.

The alternate EOC will be activated only during an earthquake event and when the primary EOC is damaged, inaccessible, and/or evacuation of EOC staff members becomes necessary. When the use of an 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, staff members 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 an alternate EOC when necessary by the EOC Director. All Section Coordinators will advise their emergency response field forces of the transition to the alternate EOC.

The operational capabilities of the alternate EOC will be similar to those of the primary EOC.

For information on the location of the primary and alternate EOCs, refer to the Appendix Section of this Plan, a restricted use document.

DISPLAYS

Because the EOCs major purpose is accumulating and sharing information to ensure coordinated and timely emergency response, status boards for tracking emergency activities will be made available for use in both the primary and alternate EOCs. All EOC sections must maintain display devices so that other sections can quickly comprehend what actions have been taken, what resources are available, and to track the damage in the city resulting from the disaster. The Planning/Intelligence Section is responsible for coordinating display of information. All display charts, boards, and materials are stored in the EOC closet.

At the onset of any disaster, a significant events log should also be compiled for the duration of the emergency situation. Key disaster related information will be recorded in the log; i.e., casualty information, health concerns, property damage, fire status, size of

risk area, scope of the hazard to the public, number of evacuees, etc. The posting of the significant events log is the responsibility of the Planning/Intelligence Section.

COMMUNICATIONS

Communications are provided in the EOC and include telephone, satellite phone, fax, computers, amateur radio, and data.

Communication facilities will be continuously staffed during disasters/emergencies, either by volunteers or city staff. The Logistics Section is responsible for communications.

EOC MANAGEMENT

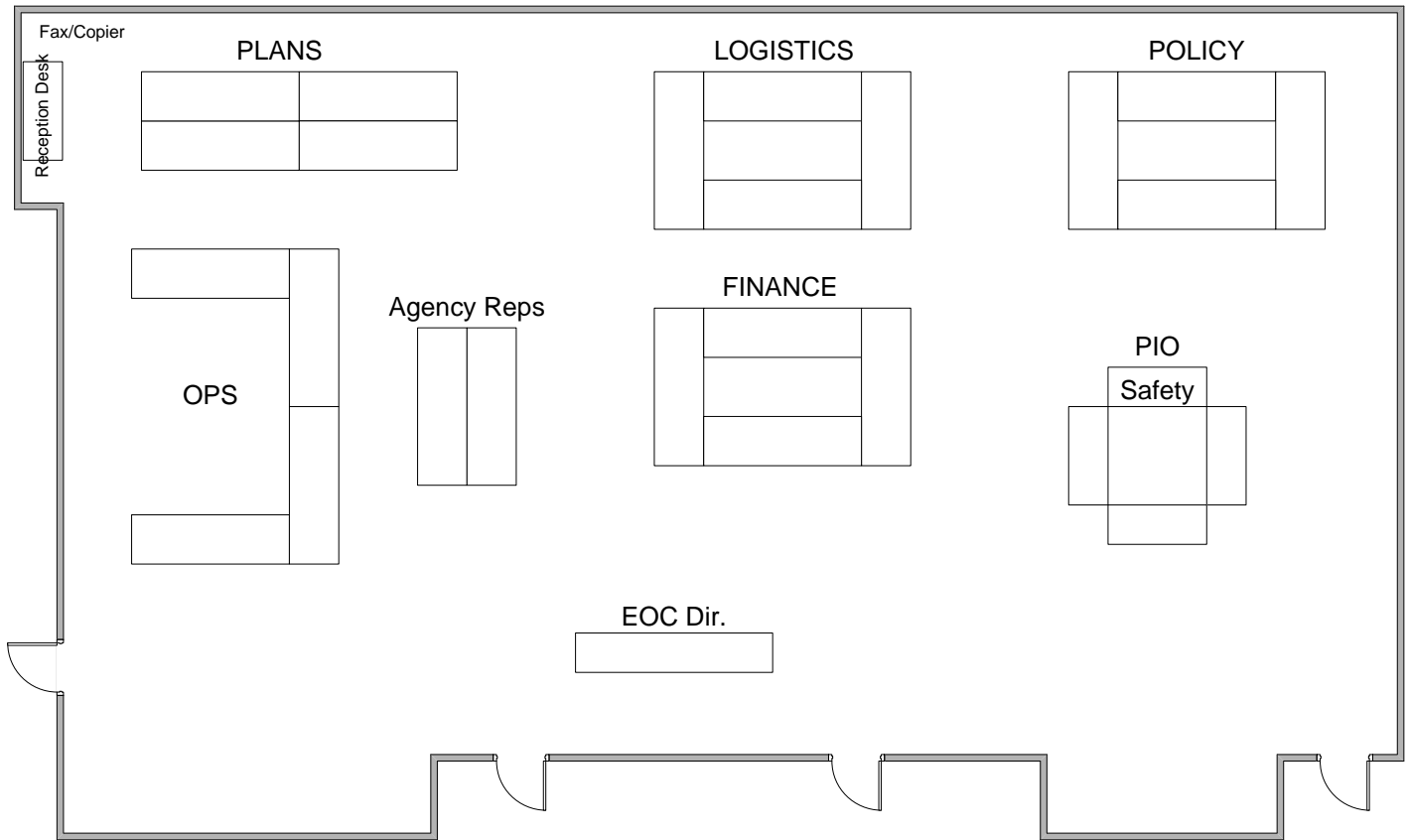
The primary and alternate EOC facility management is the responsibility of the Emergency Management Coordinator with the Fire Department and includes maintaining the operational readiness of the primary and alternate EOCs.

Positions assigned to the EOC will advise/brief city decision makers of the disaster/emergency situation and recommend actions to protect the public, i.e., alerting and warning the public, evacuation of risk area, activation of shelters, request for State/Federal assistance, etc.

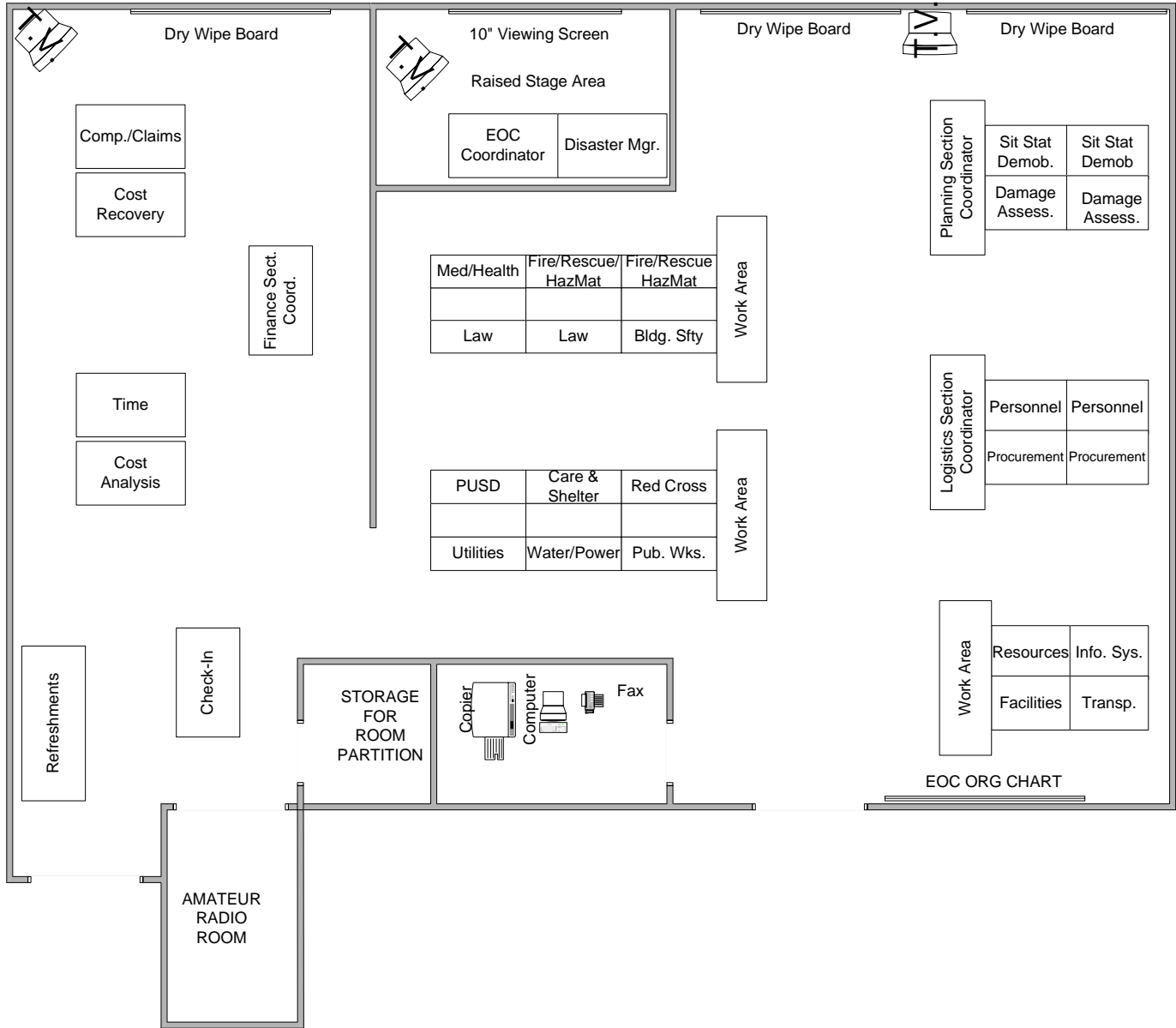
Emergency Notification procedures are contained in the Appendix.

The Director of Disaster Emergency Services/EOC Director (hereafter referred to as the EOC Director) will have the primary responsibility for ensuring that the City Council is kept apprised of the situation and will bring all major policy issues to the Council for review and decision.

CITY OF PASADENA EOC DIAGRAM



CITY OF PASADENA ALTERNATE EOC



CITY OF PASADENA'S EOC ACTIVATION POLICY

Activation of the local government level means that at least one local government official implements SEMS/NIMS as appropriate to the scope of the disaster/emergency and the local government's role in response to the disaster/emergency.

The local government level is activated when field response agencies need support.

The local official(s) implementing SEMS/NIMS may function from the EOC or from other locations depending on the situation. Activated EOCs may be partially or fully staffed to meet the demands of the situation.

The Los Angeles County Operational Area should be notified when the City of Pasadena's EOC is activated.

WHEN TO ACTIVATE:

- A significant earthquake causing damage in the City or neighboring jurisdictions.
- Upon notification of an uncontrolled release or failure of Devils Gate Reservoir or Eaton Wash Dam.
- An impending or declared "State of War Emergency".
- An emergency situation that has occurred or might occur of such a magnitude that it will require a large commitment of resources from two or more City Departments over an extended period of time. Examples include a major hazardous material incident, civil disturbance, aircraft disaster, high-rise structure fire or severe weather conditions.

WHO CAN ACTIVATE:

The following individuals, either acting as the EOC Director or on behalf of the EOC Director, or their appointed representatives (**as referenced in Part Two – Management - Continuity of Government Lines of Succession**) are authorized to activate the EOC:

- City Manager
- Assistant City Manager
- Fire Chief
- Police Chief
- Director of Public Works
- General Manager, Water and Power

HOW TO ACTIVATE:

- Contact the Police Communications Center (744-4241).
- Identify yourself and provide a call-back confirmation phone number if requested.
- Request the Fire Department to “Activate the EOC”.
- Briefly describe the emergency/disaster situation causing this request.
- Request EOC "Level Two" or "Level Three" Activation. (See EOC staffing Guide on the following page).
- Request notification of EOC "Level Two" or "Level Three" staff. (See EOC staffing Guide on the following page).
- Ensure that Los Angeles County EOC is notified regarding the activation of the City's EOC.

EMPLOYEE RESPONSE:

Ultimately, all exempt and non-exempt employees must be prepared to report to the EOC if requested, provided they are physically able to do so. If the telephone system has failed and no other means of communication is available, employees shall be guided by their respective department response plans. Additionally, employees are encouraged to listen to the radio, as the City will utilize the designated Emergency Alert System (EAS) radio station for Los Angeles County (KFI 640 AM, KNX 1070 AM) to broadcast information relative to Pasadena City employees.

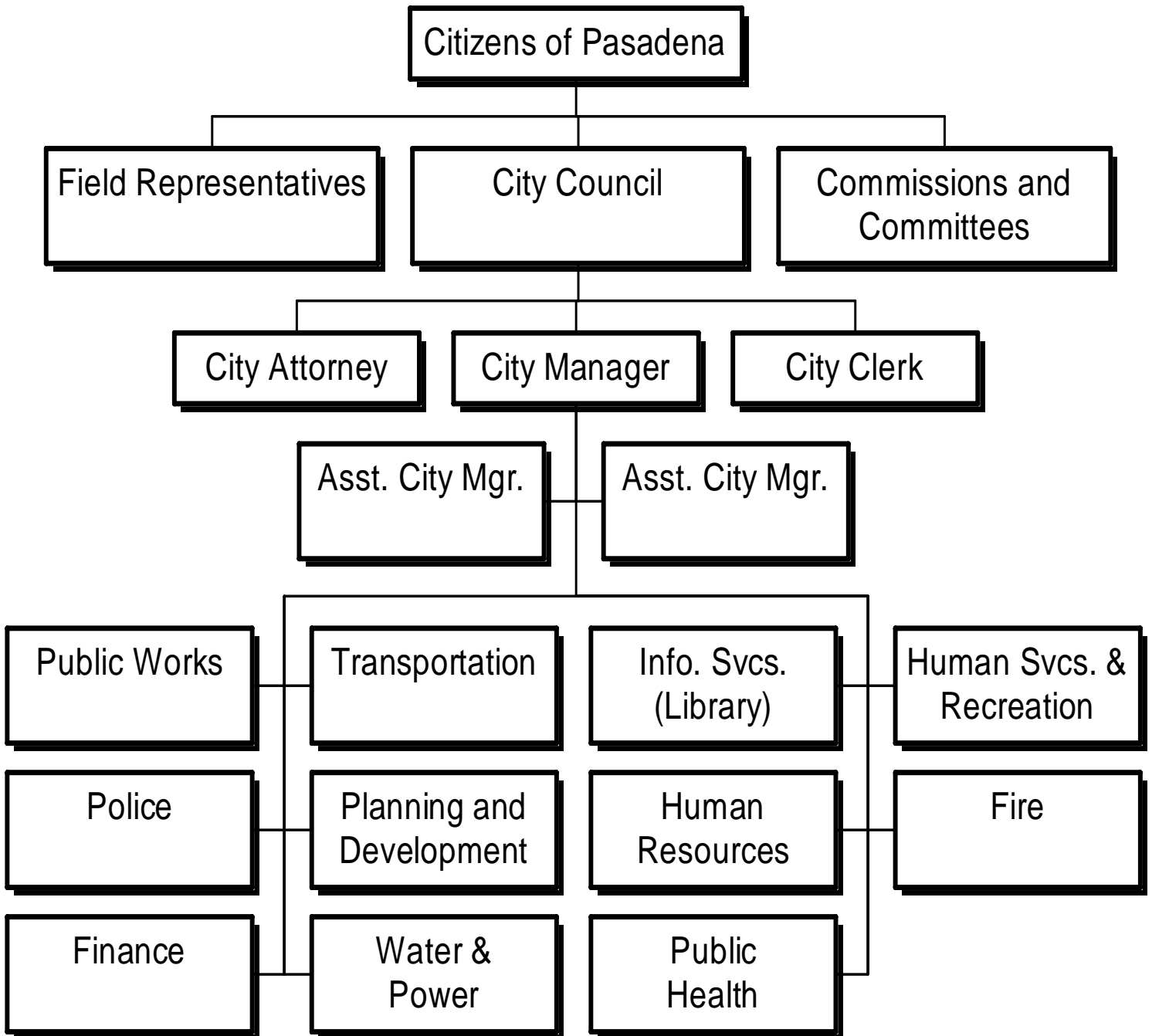
The City will utilize a telephonic notification system to quickly recall EOC personnel. The system dials home, work, cell, pager and other numbers until it reaches the person.

All city personnel need to realize as disaster service workers they may need to use good judgment and “self-activate” to your job site if the situation warrants and all means of communication is down.

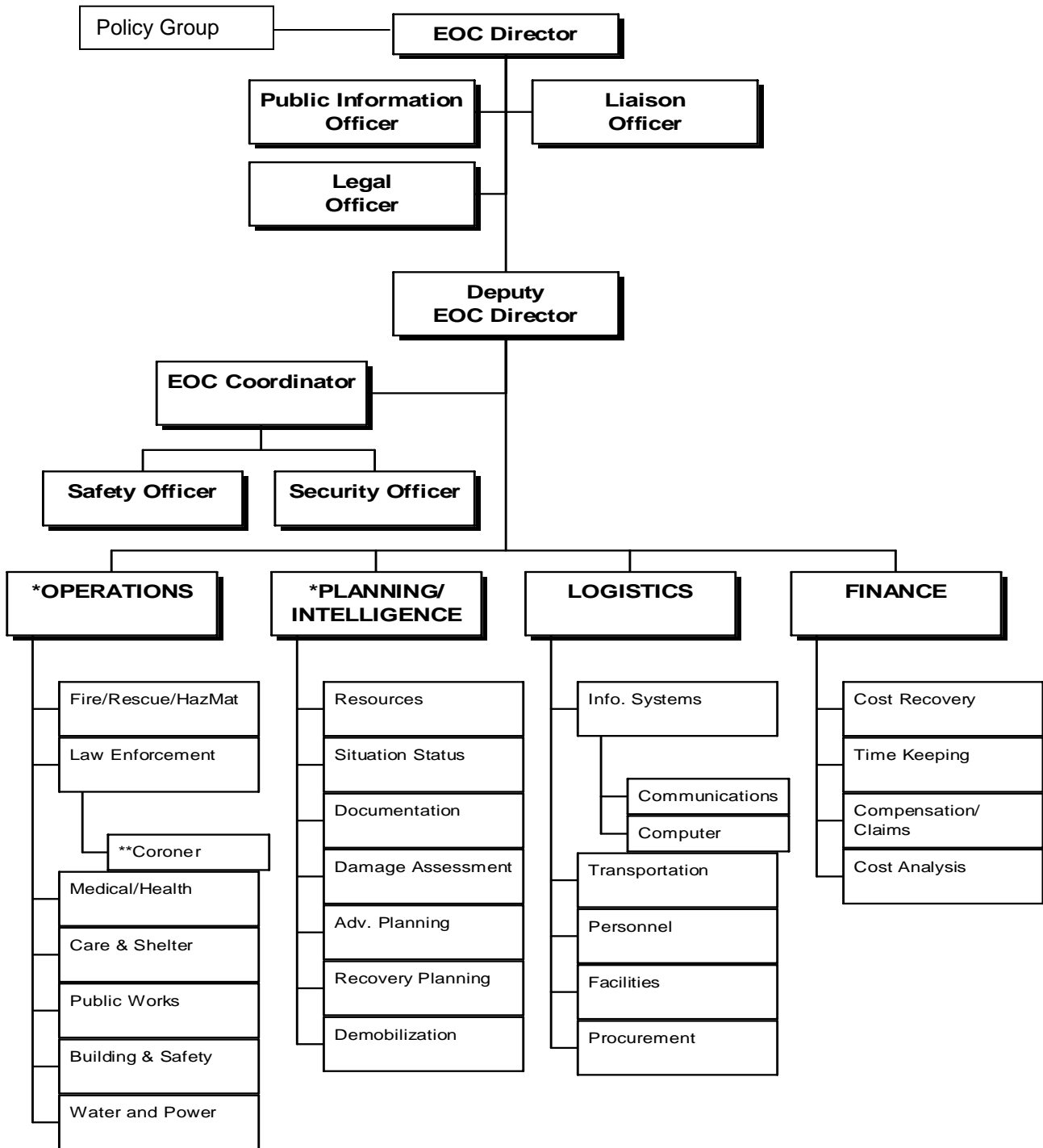
LOCAL GOVERNMENT EOC STAFFING GUIDE

Event/Situation	Activation Level	Minimum Staffing
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment	One	EOC Director Other Designees <i>Note: May be limited to Department Operations Center activation.</i>
Severe Weather Issuances (see Part Three-Operations Support Documentation -NWS)		
Significant incidents involving 2 or more departments		
Earthquake Advisory/Prediction Level One		
Earthquake with damage reported	Two	EOC Director Section Coordinators, Branches and Units as appropriate to situation Liaison/Agency representatives as appropriate. Public Information Officer
Earthquake Advisory/Prediction Level Two or Three		
Major wind or rain storm		
Two or more large incidents involving 2 or more departments		
Wildfire affecting developed area		
Major scheduled event		
Severe hazardous materials incident involving large-scale or possible large-scale evacuations		
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment		
Major city or regional emergency-multiple departments with heavy resource involvement	Three	All EOC positions
Earthquake with damage in Pasadena or adjacent cities.		
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment		

CITY OF PASADENA'S DAY-TO-DAY ORGANIZATION CHART



SEMS/NIMS ORGANIZATION CHART

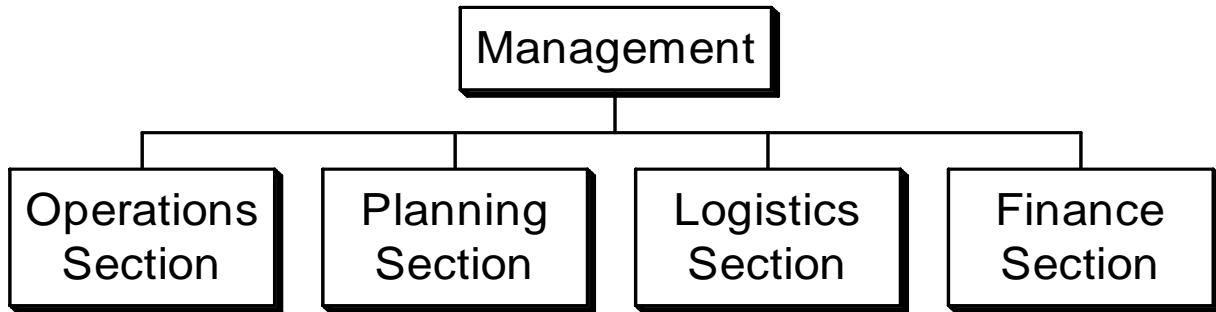


* If all elements are activated, a deputy may be appointed to provide a manageable span of control.

** Position is normally coordinated by the County, but a local coordinator may be designated, if needed

Field Units will be coordinating and communication with each of the Branches under the Operations Section. The Incident Command System will be used in the field.

SEMS/NIMS RESPONSIBILITIES CHART



Responsibilities:

Management (Management Section)

Responsible for overall emergency management policy and coordination through the joint efforts of governmental agencies and private organizations. Management will either activate appropriate sections or perform their functions as needed.

Operations Section

Responsible for coordinating all jurisdictional operations in support of the disaster/emergency response through implementation of the city's EOC Action Plan.

Planning/Intelligence Section

Responsible for collecting, evaluating and disseminating information; coordinating the development of the city's EOC Action Plan in coordination with other sections; initiating and preparation of the city's After-Action Report and maintaining documentation.

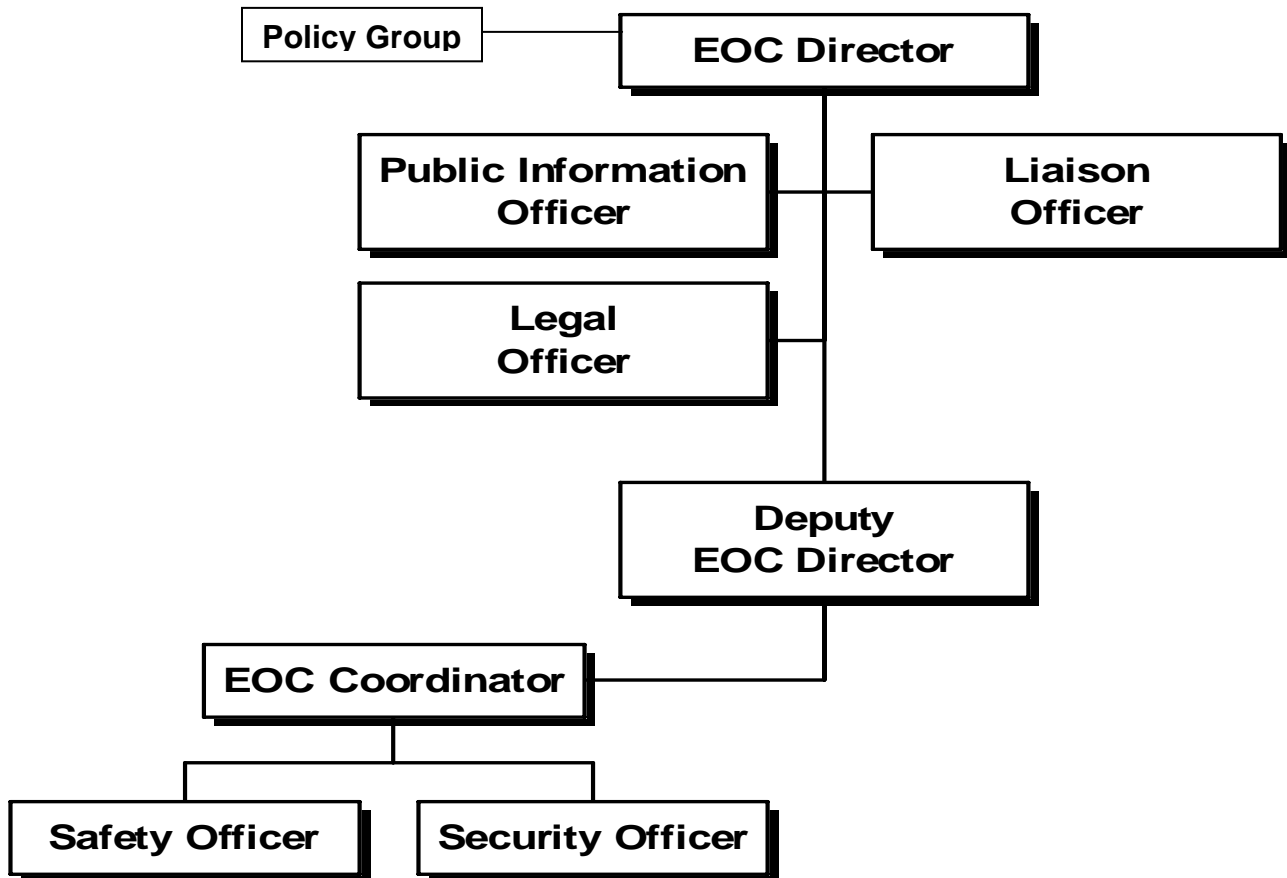
Logistics Section

Responsible for providing communications, facilities, services, personnel, equipment, supplies and materials.

Finance/Administration Section

Responsible for financial activities and other administrative aspects.

**MANAGEMENT SECTION
ORGANIZATION CHART**



MANAGEMENT SECTION STAFF

The Management Section is lead by the EOC Director and is established for every EOC activation to coordinate EOC operations. The City Manager will fill this position while serving as the Director of Disaster Emergency Services during an disaster/emergency. The EOC Director, Deputy EOC Director, the General Staff (Section Chiefs), the EOC Coordinator and others as designated make up the EOC Management Team. The team is responsible for advising Management on policy matters. They also assist Management in the development of overall strategy and tactics to mitigate the incident and rules, regulations, proclamations and orders. Management Section also includes certain staff functions required to support Management function.

- Public Information Officer
- Liaison Officer
- EOC Coordinator
- Safety Officer
- Security Officer
- Legal Advisor/Officer

Deputy EOC Director

The EOC Director will designate a Deputy EOC Director according to the type of disaster. The Deputy EOC Director manages the city's overall response to the disaster by overseeing and directing the Operations, Planning, Logistics and Finance Sections within the EOC.

Public Information Officer

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

After receiving a briefing from the EOC Director, the PIO will establish an area for the media away from the EOC and Command Post. The media information center is located in the City Council Chambers. The PIO will provide news releases, answer questions the media may have and arrange for tours or photo opportunities of the incident. The PIO will coordinate **all** information releases and media contacts with the EOC Director.

Liaison Officer

The Liaison Officer serves as the point of contact for Agency Representatives from assisting organizations and agencies outside our city government structure. The Liaison Officer aids in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. This ensures each agency is doing what it does best and maximizes the effectiveness of available resources. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.

The Liaison Officer may also serve as the multi-agency or inter-agency representative for the City of Pasadena to coordinate the response efforts. Multi-agency or inter-agency coordination is defined as the participation of agencies and disciplines involved at any level of the SEMS/NIMS 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.

EOC Coordinator

EOC Coordinator facilitates the overall functioning of the EOC, coordinates with other agencies and SEMS/NIMS levels, and serves as a resource to the Deputy EOC Director.

Safety Officer

The Safety Officer is responsible for identifying and mitigating safety hazards and situations of potential City liability during EOC operations and ensuring a safe working environment in the EOC. This position will be needed mostly at the beginning of activating the EOC. Once the safety of the EOC has been assessed, this position may be filled as needed.

Security Officer

The Security Officer is responsible for security of all EOC facilities and personnel access.

City Council

Proclaim and/or ratify a local emergency, approve emergency orders and serve as City Official.

Legal Advisor/Officer

The Legal Advisor is the City Attorney and provides legal advice to the EOC Director in all legal matters relative to the emergency and assists in the proclamation of an emergency.

MANAGEMENT

CITY COUNCIL

GENERAL DUTIES:

- Proclaim and/or ratify a local emergency.
- Approves policies, recommendations, and emergency proclamations as submitted by the City Manager.
- Communicate with other elected officials.
- Disseminate disaster related information provided by the EOC to their constituents.
- Obtain briefings from EOC Director and provide information to the public and media.
- Host and accompany VIP's and government officials on tours of the emergency/disaster.

YOUR RESPONSIBILITY:

Proclaim and/or ratify a local emergency, approve emergency orders and serve as City Official.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Receive incident briefing from EOC Director (City Manager) or designee by phone or arranged meeting location.

Call emergency meetings of the City Council to proclaim/ratify a local emergency and approve emergency orders as needed.

- Five (5) members of the City Council are needed for an official quorum.
- Emergency proclamations must be ratified within seven (7) days.
- Approve extraordinary expenditure requirements as

necessary.

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Review, at least every 21 days, the need for continuing the Local Emergency and proclaim the termination of the Local Emergency as conditions warrant.

[Empty box]

In consultation with EOC Director and General Staff, develop temporary emergency policies for managing the strategic aspects of the emergency.

[Empty box]

Oversee the release of official statements.

[Empty box]

Upon request of PIO or Liaison Officer, or EOC Coordinator, host and accompany VIP's and governmental officials on tours of the emergency/disaster area. Coordinate all tours with Public Information Officer (PIO).

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Provide interviews to the media as arranged by the PIO.

[Empty box]

Make all requests for emergency information to Management or Public Information Officer.

[Empty box]

Using activity log (**see Part Two-Management Support Documentation – Activity Log**), to maintain all required records and documentation to support After-Action Report and the history of the emergency/disaster.

Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

[Empty box]

Develop or utilize existing citizen's advisory group to address concerns.

[Empty box]

Consider developing an emergency planning task force within the local business or trade association to discuss concerns and disseminate pre-event planning information and post-event recovery information.

See how you can assist the EOC to develop a plan to provide a “citizen and business aid” location which can be utilized for information and assistance to citizens and businesses impacted by an emergency.

Encourage post-event discussions in the community to identify perceived areas of improvements.

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MANAGEMENT

EOC DIRECTOR

SUPERVISOR: City Council

GENERAL DUTIES:

- Serve as the Director of Disaster Emergency Services for the City of Pasadena.
- Make executive decisions based on policies of the City Council.
- Develop and issue rules, regulations, proclamations and orders.
- Exercise overall management responsibility for the coordination of the response efforts within the affected area. In conjunction with the General Staff, set priorities for response efforts, and ensure that all agency actions are accomplished within the priorities established.
- Ensure that multi-agency or inter-agency coordination is accomplished within the EOC.

YOUR RESPONSIBILITY:

Overall management of the City of Pasadena’s emergency response and recovery effort.

**READ ENTIRE CHECKLIST AT START-UP AND AT
BEGINNING OF EACH SHIFT**

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Activation -

Date _____ Time _____

Determine the operational status and appropriate level of activation based on situation as known.

As appropriate, respond to the primary EOC.

Mobilize appropriate personnel for initial activation of the EOC.

Activate an alternate EOC as required. When there is damage to the primary EOC sufficient to render it unusable.

Obtain briefing from current Incident Commander, or with persons responsible for public works, fire and police operations to obtain incident status and information or from whatever sources are available.

Position Start-Up Actions

Review your position responsibilities.

Identify yourself as EOC Director by putting on the vest with your title. Place your name on the EOC organizational chart next to your assignment.

Direct the implementation of the City of Pasadena's SEMS/NIMS Emergency Response Plan.

Designate a Deputy EOC Director (based on the incident type), ensure the Deputy EOC Director is present at all times in the EOC.

Ensure the EOC Coordinator notifies the Los Angeles County Operational Area that the City EOC is activated.

Assign person to record EOC Director's actions.

Assign staff to initiate check-in procedures. **(See Part Two-Finance/Administration Support Documentation-Check In Form.)**

[Empty box]

Ensure that Management Section is staffed as soon as possible at the level needed.

- Public Information Officer
- Liaison Officer
- Safety Officer
- Security Officer
- EOC Coordinator
- Legal Advisor

[Empty box]

Request additional personnel to maintain a 24-hour operation as required.

[Empty box]

Prepare work objectives for Section staff, brief staff and make staff assignments.

[Empty box]

Open and maintain a position log.

[Empty box]

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster.

Document

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

[Empty box]

Ensure that all Management Team meetings, General Staff meetings and policy decisions are documented by a scribe.

[Empty box]

Assess the situation, develop an overall strategy with the Policy Group and establish emergency response goals and priorities.

[Empty box]

Initiate **Emergency Proclamations** as needed (**see Part Two-Management Support Documents-Legal Documents**).

[Empty box]

Confirm the delegation of authority. Obtain any guidance or direction as necessary.

- Establish operational work periods for all EOC personnel. Advise the Deputy EOC Director to plan for relief personnel.
- Schedule the first planning meeting.
- Establish the frequency of briefing sessions.
- Based on the situation as known or forecast, determine likely future Management Section needs.
- Think ahead and **anticipate** situations and problems before they occur.
- Request additional resources through the appropriate Logistics Section Unit.

General Operational Duties

- Conduct periodic briefings for your Section. Ensure that all organizational elements are aware of priorities.
- Use face-to-face communication in the EOC whenever possible and document decisions and policy.
- Ensure that all your Section personnel and equipment time records and a record of expendable materials used are provided to the Time Unit and Cost Analysis Unit of the Finance/Administration Section at the end of each operational period.
- Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Section/Position Operational Duties

- Carry out responsibilities of all other Sections not currently staffed.
- Develop and issue appropriate rules, regulations, proclamations and orders.
- Establish City Hall hours of operation.

Conduct periodic briefing sessions with the entire EOC Management Team to update the overall situation.

Conduct periodic briefing sessions with the City Council (Policy Group) to update the overall situation.

Set priorities for restoration of City services.

Confirm Logistics Coordinator's purchasing authority.

Determine if support is required from other jurisdictions; request mutual aid from the Los Angeles County Operational Area. Logistics Section will implement all Mutual Aid requests.

Approve and authorize the implementation of the EOC Action Plan developed and prepared by the Planning/Intelligence Section and EOC Management Team.

In conjunction with the Public Information Officer, coordinate and conduct news conferences and review media releases as required. Establish procedure for information releases affecting inter-agency coordination.

Authorize PIO to release information to the media and to access Emergency Alert System (EAS) as needed through appropriate channels.

Ensure that the Liaison Officer is providing for and maintaining positive and effective inter-agency coordination.

Establish and maintain contacts with adjacent jurisdictions/agencies (Glendale and Burbank) and with other organizational levels as appropriate.

Keep the Mayor, City Council and the Operational Area informed of all problems and decisions.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Deactivation

Authorize deactivation of sections, branches or units when they are no longer required. Approve the Demobilization Plan (drafted by Planning).

Ensure that the EOC Coordinator notifies the Los Angeles County Operational Area, adjacent facilities and other EOC's as necessary of planned time for deactivation.

Ensure that any open actions not yet completed will be taken care of after deactivation.

Ensure that all required forms or reports are completed prior to deactivation.

Ensure that the Deputy EOC Director schedules a debriefing and critique of the disaster operations to incorporate into the After-Action Report.

Deactivate the EOC and close out logs when emergency situation no longer requires activation.

Proclaim termination of the emergency and proceed with recovery operations.

POLICY GROUP

SUPERVISOR: EOC Director/City Manager

GENERAL DUTIES:

- Participate as a member of the Policy Group providing support to the Director of Emergency Services for the City of Pasadena.
- Assist the EOC Director in the development of rules, regulations, proclamations and orders.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Activation -

As appropriate, report to the City's EOC or Alternate EOC (Please refer to the Appendix for locations).

Mobilize appropriate personnel for initial activation of the EOC.

Obtain briefing from EOC Director or from whatever sources are available.

Position Start-Up Actions

Upon on arrival, identify yourself as a member of the Policy Group.

Review your position responsibilities.

Identify yourself by putting on the vest with your title. Print your name on the EOC organizational chart next to your assignment.

Determine if all **your** key Department personnel or alternates have been notified or are enroute to the EOC as necessary.

Obtain a briefing or preliminary survey of the emergency/disaster from **your** staff and impact on **your** Department's operational capability.

Receive incident briefing from the EOC Director.

Provide the EOC Director with a status report of **your** Department.

Advise identified department staff to activate **your** Department Emergency Voicemail or answering machine with an appropriate message.

Request additional personnel to maintain a 24-hour operation as required.

Assist the EOC Director in the preparation of the Action Plan.

Determine information needs and advise the EOC Director of those needs.

Assign Department staff to the EOC as needed.

Advise and assist the EOC Director in the release of information to the public and the media, requests for additional resources, requests for release of resources and plans for recovery, reconstruction and demobilization.

Brief incoming personnel prior to their assuming their duties. Briefings should include:

- Current situation assessment
- Identification of specific job responsibilities
- Identification of co-workers within the job function and/or geographical assignment
- Availability of communications
- Location of work area
- Identification of eating and sleeping arrangements as appropriate
- Procedural instructions for obtaining additional supplies, services and personnel
- Identification of operational period work shifts

Coordinate with EOC Director to establish the frequency of briefing sessions.

Based on the situation as known or forecast, determine likely future Management Section needs.

Think ahead and **anticipate** situations and problems before they occur.

Open and maintain a position activity log.

Using activity log, maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

Deactivation

Assist with recovery operations.

MANAGEMENT

DEPUTY EOC DIRECTOR

SUPERVISOR: EOC DIRECTOR

GENERAL DUTIES:

- Establish the appropriate level of organization, and continuously monitor the effectiveness of that organization. Make changes as required.
- Be prepared to form additional branches/groups/units as dictated by the situation.
- In coordination with the EOC Director, the Deputy EOC Director will assist with the overall management and coordination of the response efforts within the affected area. In conjunction with the General Staff, set priorities for response efforts, and ensure that all agency actions are accomplished within the priorities established.
- Ensure that multi-agency or inter-agency coordination is accomplished within the EOC.

YOUR RESPONSIBILITY:

Manage the City of Pasadena's overall response to the disaster by overseeing and directing the Operations, Planning, Logistics, and Finance Sections in the EOC. Additionally, the Deputy EOC Director will be the direct supervisor for the EOC Coordinator.

**READ ENTIRE CHECKLIST AT START-UP AND AT
BEGINNING OF EACH SHIFT**

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Activation -

Date _____ Time _____

Determine the operational status and appropriate level of activation based on situation as known.

As appropriate, respond to the primary EOC.

Mobilize appropriate personnel for initial activation of the EOC.

Activate an alternate EOC as required. When there is damage to the primary EOC sufficient to render it unusable.

Obtain briefing from EOC Director, current Incident Commander, or with persons responsible for public works, fire and police operations to obtain incident status and information or from whatever sources are available.

Position Start-Up Actions

Review your position responsibilities.

Identify yourself as EOC Deputy Director by putting on the vest with your title. Place your name on the EOC organizational chart next to your assignment.

Direct the implementation of the City of Pasadena's SEMS/NIMS Emergency Response Plan.

Confirm level of EOC activation and ensure that EOC positions and ICS field positions are filled as needed.

Ensure that the EOC Organization chart is posted and that the check-in procedures are being followed.

Assign staff to initiate check-in procedures until the Time Unit of the Finance Section is set-up. **(See Part Two-Finance/Administration Support Documentation-Check In Form.)**

Ensure that EOC is properly set up and ready for operations.

[]

Ensure that Section Coordinators (General Staff) and the EOC Coordinator (Command Staff) are in place as soon as possible and are staffing their respective sections.

- Operations Section Coordinator
- Planning/Intelligence Section Coordinator
- Logistics Section Coordinator
- Finance/Administration Section Coordinator

[]

Request additional personnel to maintain a 24-hour operation as required.

[]

Brief incoming Section personnel prior to their assuming their duties. Briefings should include:

- Current situation assessment.
- Identification of specific job responsibilities.
- Identification of co-workers within the job function and/or geographical assignment.
- Availability of communications.
- Location of work area.
- Identification of eating and sleeping arrangements as appropriate.
- Procedural instructions for obtaining additional supplies, services and personnel.
- Identification of operational period work shifts.

[]

Open and maintain a position log.

[]

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster.

Document

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

[]

Ensure that all Management Team meetings, General Staff meetings and policy decisions are documented by a scribe.

- Ensure that telephone, radio and data communications with other facilities are established and tested.
- Ensure that all departments account for personnel and work assignments.
- Confirm the delegation of authority. Obtain any guidance or direction as necessary.
- Determine appropriate delegation of purchasing authority to the Purchase Unit of the Finance/Administration Section.
- Schedule the first planning meeting with all Section Coordinators.
- Confer with Operations Section Coordinator and other General Staff to determine what representation is needed at the EOC from other agencies.
- Ensure that the field agency representatives have been assigned to other facilities as necessary.
- Coordinate with EOC Director to establish the frequency of briefing sessions.
- Based on the situation as known or forecast, determine likely future Management Section needs.
- Think ahead and **anticipate** situations and problems before they occur.
- Request additional resources through the appropriate Logistics Section Unit.

General Operational Duties

- Ensure that all your Section logs and files are maintained.
- Monitor your Section activities and adjust Section organization as appropriate.
- Anticipate potential situation changes, such as severe aftershocks, in all Section and EOC planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Schedule and conduct periodic briefings. Ensure that all organizational elements are aware of priorities.

Use face-to-face communication in the EOC whenever possible and document decisions and policy.

Ensure that all your Section personnel and equipment time records and a record of expendable materials used are provided to the Time Unit and Cost Analysis Unit of the Finance/Administration Section at the end of each operational period.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Section/Position Operational Duties

Ensure that Sections are carrying out their principle duties:

- Implementing operational objectives per the EOC.
- Action Plan.
- Preparing action plans and status reports.
- Providing adequate facility and operational support.
- Providing administrative and fiscal record keeping support.

Set up EOC planning meeting schedule with all Section Coordinators.

Hold action planning meeting of section and branch coordinators, agency representatives (as required) and key staff. The activities to be covered in an action planning meeting are:

- Name the incident.
- Provide briefings on current and forecasted situation and major reportable incidents within affected Operational Area.
- Obtain any additional information from other sources on the current situation assessment.
- Review availability and status of ordered, en route or staged resources.
- Establish with staff the next Operational Period for which the EOC Action Plan should be developed.

- Develop overall goals (strategy) with the EOC Director and Policy Group.
- Define priority actions to be accomplished or undertaken within the next Operational Period in light of the known and forecasted situation and status of available resources.
- Establish assignments for available and incoming resources based on current and forecast situation and established priorities.
- Establish priorities for the City’s public safety resources.
- Determine need for additional resources. Approve requests for additional resources, and requests for Release of Resources. Establish specific responsibilities for ordering.
- Discuss and establish communications protocols and approve the Communications Plan. Determine the need for Disaster Communications Services (DCS).
- Discuss and resolve any internal coordination issues.
- Ensure that staff is clear on the EOC Action Plan. Have pertinent elements documented for distribution as necessary.
- Establish time for next action planning meeting.

Approve and authorize the implementation of the EOC Action Plan developed and prepared by the Planning/Intelligence Section and EOC Management Team.

In conjunction with the Public Information Officer, coordinate and conduct news conferences and review media releases as required. Establish procedure for information releases affecting inter-agency coordination.

Authorize PIO to release information to the media and to access Emergency Alert System (EAS) as needed through appropriate channels.

Monitor performance of EOC personnel for signs of stress or under-performance; initiate Critical Incident Stress Debriefing as appropriate in coordination with Personnel Unit of the Logistics Section.

In conjunction with the Safety Officer, establish and maintain a safe working environment.

Ensure that proper security of the EOC is maintained at all times.

Ensure that the Liaison Officer is providing for and maintaining positive and effective inter-agency coordination.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Deactivation

Authorize deactivation of sections, branches or units when they are no longer required.

Notify Los Angeles County Operational Area, adjacent facilities and other EOC's as necessary of planned time for deactivation.

Ensure that any open actions not yet completed will be taken care of after deactivation.

Ensure that all required forms or reports are completed prior to deactivation.

Be prepared to provide input to the After-Action Report.

Deactivate the EOC and close out logs when emergency situation no longer requires activation.

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MANAGEMENT

PUBLIC INFORMATION OFFICER

SUPERVISOR: **EOC Director**

GENERAL DUTIES:

- Serve as the dissemination point for all media releases within the affected area. Other agencies wishing to release information to the public should coordinate through the Public Information function.
- Review and coordinate all related information releases.
- Maintain a relationship with the media representatives and hold periodic press conferences as required.
- Coordinate as necessary to ensure that the public within the affected area receives complete, accurate, timely, and consistent information about lifesaving procedures, health preservation instructions, emergency status and other information, and relief programs and services.

YOUR RESPONSIBILITY

Ensure that information support is provided on request, that information released is consistent, accurate, and timely and that appropriate information is provided to all required agencies and the public.

**READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING
OF EACH SHIFT**

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Start-Up Actions

Check-in upon arrival at the EOC.

Report to EOC Director.

Obtain a briefing on the situation.

Determine your personal operating location and set up as necessary.

Locate operational supplies.

Review your operational duties.

Identify yourself as the PIO by putting on the vest with your title. Place your name on the EOC organization chart next to your assignment.

Clarify any issues regarding your authority and assignment and what others in the organization do.

Open and maintain a position log.

Determine 24-hour staffing requirements and request additional support as required. Determine the need for Field PIO's.

Determine the need for group or unit establishment. Make required personnel assignments as staff arrives at the EOC.

Request additional resources as needed (computer, phone lines, fax, printer) through the appropriate Logistics Section Unit.

Based on the situation as known or forecast determine likely future Branch/Unit needs.

Using activity log, (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

Establish operating procedure with the Information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities of special requests known.

Establish a Media Information Center at a site away from the EOC, Command Post and incident for media use and dissemination of information. Provide necessary workspace, materials, telephones and staffing. Announce safe access routes to Media Information Center for Media.

Determine requirements for support to the emergency public information function at other EOC levels.

When federal emergency response teams respond, coordinate activities through the Los Angeles County Operational Area to ensure coordination of local, state and federal public information activities.

Ensure that all departments, agencies and response organizations in the jurisdictions are aware that they must coordinate release of information through the PIO and that all press releases must be cleared with EOC Director before releasing information to the media.

Ensure that a rumor control function is established as necessary, and has the means for identifying false or erroneous information. Develop procedure to be used to squelch such information.

Prepare a briefing sheet to be distributed to all employees at the beginning of each shift so they can answer questions from the public, such as shelter locations, water distribution sites, DACs, etc.

Consider establishing and staffing a hot line to answer inquires from the public.

Develop a regular schedule of Communication with all PIO's at locations away from the EOC.

Develop an information release program. Develop a Media Fax/E-mail Information Distribution List.

General Operational Duties

Maintain necessary equipment and supplies required for PIO functions and duties.

Keep up to date on the situation and resources associated with your Position. Maintain current status reports and displays.

Keep EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.

Review situation reports as they are received. Verify information where questions exist.

Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Determine and **anticipate** support requirements and forward to EOC Director.

Monitor your position activities and adjust staffing and organization to meet current needs.

Use face-to-face communication in the EOC whenever possible and document decisions and policy.

Ensure that your personnel and equipment time records and a record of expendable materials used are provided to Time Keeping Unit in Finance at the end of each operational period.

Brief your relief at shift-change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Secure guidance from EOC Director regarding the release of available information and authorization to access the Emergency Alert System (EAS), and the cable system, if needed.

Forward information reported by the general public to the appropriate operations section.

Keep EOC Director advised of all unusual requests for information and of all major critical or unfavorable media comments. Provide an estimate of the impact and severity and make recommendations as appropriate.

Coordinate all media events with EOC Director.

Maintain Media Information Center operations.

Schedule and post times and locations of news briefings in the EOC, Media Information Center and other appropriate areas.

Prepare and provide approved information to the media. Post news releases in the EOC, Media Information Center and other appropriate areas.

Interact with other branches/groups/units to provide and obtain information relative to public information operations. Attend all briefings.

Coordinate with the Situation Status Unit of the Planning/Intelligence Section and define areas of special interest for public information action. Identify means for securing the information as it is developed.

Maintain an up-to-date picture of the situation for presentation to media.

Obtain, process, and summarize information in a form usable in presentations.

Provide periodic briefings and press releases about the disaster situation throughout the affected areas.

Develop secure maps, fact sheets, pictures, status sheets and related visual aids for media.

As required, periodically prepare briefings for the jurisdiction executives or elected officials.

Develop a fact sheet for field personnel to distribute to residences and local businesses (include information about water and electrical outages/shortages, water supply stations, health services, etc.).

Respond to information requests from EOC Management Team.

Provide sufficient staffing and telephones to efficiently handle incoming media and public calls and to gather status information.

Broadcast emergency information/updates by using Fact Sheet format on local Cable either through the message board or live taping of Mayor or EOC Director.

Arrange for meetings between media and city officials or incident personnel.

Provide escort service to the media and VIPs; arrange for tours and photo opportunities when available staff and time permit. Coordinate VIP tours with Liaison Officer.

Assist in making arrangements with adjacent jurisdictions for media visits. Monitor broadcast media, and use information to develop follow-up news releases and rumor control.

Ensure that announcements, information and materials are translated and prepared for special populations in Fact Sheet Format (non-English speaking; non-readers; elderly; the hearing, sight and mobility impaired; etc.).

Prepare materials that describe the health risks associated with each hazard, the appropriate self-help or first aid actions and other appropriate survival measures.

Prepare instructions for people who must evacuate from a high-risk area, including the following information for each threat; evacuation routes; suggestions on types and quantities of clothing, food medical items, etc. the evacuees should bring; location or shelters.

During periods of increased national readiness, or in time of need, prepare materials that address national security survival tips.

Issue timely and consistent advisories and instructions for life safety, health and assistance:

- What **to do** and **why**.
- What **not to do** and **why**.
- Hazardous areas and structures to stay away from.
- Evacuation routes, instructions and arrangements for persons without transportation or special needs (non-ambulatory, sight-impaired, etc.)
- Location of mass care shelters, first aid stations, food and water distribution points, etc.
- Location where volunteers can register and be given assignments.
- Street, road, bridges and freeway overpass conditions, congested areas to avoid and alternate routes to take.
- Instructions from the coroner and public health officials pertaining to dead bodies, potable water, human waste and spoiled food disposal.
- Curfew information, if applicable.
- School information.
- Weather hazards when appropriate.
- Public information hotline numbers.
- Status of Local Proclamation. Governor's Proclamation or Presidential Declaration.
- Local, state and federal assistance available; locations and times to apply.
- Disaster Application Center (DAC) locations, opening dates and times or phone numbers of Assistance Center.

- How and where people can obtain information about relatives/friends in the emergency/disaster area.

(Coordinate with the Red Cross on the release of this information.)

Through the Los Angeles County Operational Area, coordinate with State, Federal or private sector agencies to get technical information (health risks, weather, etc.) for release to the public and media.

Ensure file copies are maintained of all information released.

Provide copies of all releases to EOC Director.

Prepare final news releases and advise media representatives of points of contact for follow-up stories.

Deactivation

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to the After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the Emergency Public Information position and close out logs when authorized by EOC Director.

Leave forwarding phone number where you can be reached.

Inventory equipment and supplies required for PIO duties and replenish for next emergency.

MANAGEMENT

LIAISON OFFICER

SUPERVISOR: EOC Director

GENERAL DUTIES:

- Coordinate with Agency Representative assigned to the EOC and handle requests from other agencies for sending liaison personnel to other EOCs.
- Function as a central location for incoming Agency Representatives, provide work space and arrange for support as necessary.
- Interact with other sections and branches/groups/units within the EOC to obtain information, assist in coordination and ensure the proper flow of information.
- Ensure that all developed guidelines, directives, action plans and appropriate situation information is disseminated to Agency Representatives.

YOUR RESPONSIBILITY:

Serve as the point of contact for Agency Representatives from assisting organizations and agencies outside the City government structure; aid in coordinating the efforts of these outside agencies to reduce the risk of their operating independently. Any state and/or federal emergency official should make contact with the Liaison Officer to ensure continuity of operations.

Multi-agency or inter-agency coordination is defined as the participation of agencies and disciplines involved at any level of the SEMS/NIMS 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.

**READ ENTIRE CHECKLIST AT START-UP AND AT
BEGINNING OF EACH SHIFT**

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Start-Up Actions

Check-in upon arrival at EOC.

Report to EOC Director.

Obtain a briefing on the situation.

Determine your personal operating location and set up as necessary.

Review your position responsibilities.

Identify yourself as the Liaison Officer by putting on the vest with your title. Place your name on the EOC organization chart next to your assignment.

Clarify any issues regarding your authority and assignments and what others in the organization do.

Open and maintain a position log.

Determine 24-hour staffing requirements and request additional support as required.

Request additional resources through the appropriate Logistics Section Unit.

Based on the situation as known or forecast determine likely future Branch/Unit needs.

Think ahead and **anticipate** situations and problems before they occur.

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster.

Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled

- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

General Operational Duties

Keep up to date on the situation and resources associated with your position.

Keep EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.

Establish operating procedure with the Information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.

Review situation reports as they are received. Verify information where questions exist.

Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Determine and **anticipate** support requirements and forward to your Section Coordinator.

Monitor your position activities and adjust staffing and organization to meet current needs.

Use face-to-face communications in the EOC whenever possible and document decisions and policy.

Ensure that your personnel and equipment time records and a record of expendable materials used are provided to the Time Keeping Unit of the Finance Section at the end of each operational period.

Brief your relief at shift-change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Position Operational Duties

Arrange and coordinate VIP tours with PIO, EOC Coordinator and City Council members.

Contact all on-site Agency Representatives. Make sure:

- They have signed into the EOC.
- They understand their assigned function.
- They know their work location.
- They understand EOC organization and floor plan.

Determine if outside liaison is required with other agencies such as:

- Local/county/state/federal agencies.
- Schools.
- Volunteer organizations.
- Private sector organizations.
- Utilities not already represented.

Determine status and resource needs and availability of other agencies.

Brief Agency Representatives on current situation, priorities and EOC Action Plan.

Request Agency Representatives contact their agency, determine level of activation of agency facilities, and obtain any intelligence or situation information that may be useful to the EOC.

Notify and coordinate with adjacent jurisdictions on facilities and/or dangerous releases that may impose risk across boundaries.

Respond to requests for liaison personnel from other agencies.

Act as liaison with state or federal emergency response officials and appropriate city personnel.

Determine if there are any communication problems in contacting outside agencies. Provide information to the Information Systems Branch of the Logistics Section.

Know the working location for any Agency Representative assigned directly to the branch/group/unit.

Compile list of Agency Representatives, (agency, name, EOC phone) and make available to all Section and Branch/Group/Unit Coordinators.

Respond to requests from sections and branches/groups/units for Agency information. Direct requestors to appropriate Agency Representatives.

Provide periodic update briefings to Agency Representatives as necessary.

Deactivation

Release Agency Representatives no longer required in the EOC after coordination with EOC Director and rest of the General Staff.

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the Liaison Officer position and close out logs when authorized by EOC Director

Leave forwarding phone number where you can be reached.

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MANAGEMENT

LEGAL ADVISOR/OFFICER

SUPERVISOR: EOC Director

GENERAL DUTIES:

- Prepare proclamations, emergency ordinances and other legal documents and provide legal services as required.
- Maintain legal information, records and reports relative to the emergency.
- Commence legal proceedings as needed.
- Participate as a member of the EOC Management Team when requested by Management.

YOUR RESPONSIBILITY:

Act as the City Attorney, provide legal advice to EOC Director in all legal matters relative to the emergency and assist in the proclamation of an emergency.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Start-up Actions

Check-in upon arrival at the EOC.

Report to EOC Director.

Obtain a briefing on the situation.

Determine your personal operating location and set up as necessary.

Review your position responsibilities.

[Empty box]

Identify yourself as the Legal Advisor/Officer by putting on the vest with your title. Place your name on the EOC organizational chart next to your assignment.

[Empty box]

Clarify any issues regarding your authority and assignment and what others in the organization do.

[Empty box]

Open and maintain a position log.

[Empty box]

Determine 24-hour staffing requirements and request additional support a required.

[Empty box]

Request additional resources through the appropriate Logistics Section Unit.

[Empty box]

Based on the situation as known or forecast determine likely future needs.

[Empty box]

Think ahead and **anticipate** situations and problems before they occur.

[Empty box]

Using activity log (**see Part Two-Management Support Documentation – Activity Log**), to maintain all required records and documentation to support After-Action Report and the history of the emergency/disaster.

Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

General Operational Duties

[Empty box]

Keep up-to-date on the situation and resources associated with your position. Maintain current status reports and displays.

[Empty box]

Keep the EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.

Establish operating procedure with the information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.

Review situation reports as they are received. Verify information where questions exist.

Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Determine and **anticipate** support requirements and forward to your Section Coordinator.

Monitor your position activities and adjust staffing and organization to meet current needs.

Use face-to-face communication in the EOC whenever possible and document decisions and policy.

Ensure that your personnel and equipment time records and a record of expendable materials used are provided to your Section Coordinator at the end of each operational period.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Position Operational Duties

Prepare proclamations, emergency ordinances and other legal documents required by the City Council and EOC Director.

Develop rules, regulations and laws required for the acquisition and/or control of critical resources.

Develop emergency ordinances and regulations to provide a legal basis for evacuation and/or population control.

Commence civil and criminal proceedings as necessary and appropriate to implement and enforce emergency actions.

Advise Management on areas of legal responsibility and identify potential liabilities.

Advise the City Council, EOC Director and management personnel about the legality and/or legal implications of contemplated emergency actions and/or policies.

Prepare documents relative to the demolition of hazardous structures or conditions.

Deactivation

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to the After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the Safety Officer position and close out logs when authorized by EOC Director.

Leave forwarding phone number where you can be reached.

MANAGEMENT

EOC COORDINATOR

SUPERVISOR: Deputy EOC Director

GENERAL DUTIES:

- Coordinate Emergency Operations Center (EOC) internal management systems.
- Liaison with outside public jurisdictions and internal departments.
- Assist and serve as an advisor to Deputy EOC Director and General Staff as needed.
- Provide information and guidance to the EOC Management Team.
- Maintain contact with the Los Angeles County Operational Area EOC Liaison Officer.
- Temporarily serve as a Section Coordinator if assigned by Deputy EOC Director.
- Coordinate all visits to the EOC.

YOUR RESPONSIBILITY:

Facilitate the overall functioning of the EOC, coordinate with other agencies and SEMS/NIMS levels and serve as a resource to EOC Director and Deputy EOC Director.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials CHECKLIST ACTIONS

Start-Up Actions

Check-in upon arrival at EOC.

Report to Deputy EOC Director.

Obtain a briefing on the situation.

Determine your personal operating location and set up as necessary.

Review your position responsibilities.

Identify yourself as the EOC Coordinator by putting on the vest with your title. Place your name on the EOC organization chart next to your assignment.

Clarify any issues regarding your authority and assignments and what others in the organization do.

Open and maintain a position log.

Determine 24-hour staffing requirements and request additional support as required.

Request additional resources through the appropriate Logistics Section Unit.

Based on the situation as known or forecast determine likely future Branch/Unit needs.

Think ahead and **anticipate** situations and problems before they occur.

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster.

Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filed
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

General Operational Duties

- Keep up to date on the situation and resources associated with your position.
- Keep Deputy EOC Director advised of your status and activity and on any problem areas that now need or will require solutions.
- Establish operating procedure with the Information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.
- Review situation reports as they are received. Verify information where questions exist.
- Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.
- Determine and **anticipate** support requirements and forward to your Section Coordinator.
- Monitor your position activities and adjust staffing and organization to meet current needs.
- Use face-to-face communications in the EOC whenever possible and document decisions and policy.
- Ensure that your personnel and equipment time records and a record of expendable materials used are provided to the Time Keeping Unit of the Finance Section at the end of each operational period.
- Brief your relief at shift-change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Position Operational Duties

- Assist the General Staff and Deputy EOC Director in developing an overall strategy, including:
 - Assess the situation.
 - Define the problem.

- Establish priorities.
- Determine the need for evacuation.
- Estimate the incident duration.
- Determine if there is a need to make an “Emergency Proclamation.”

Advise EOC Director about proclamations, emergency ordinances and other legal documents required by the City Council and EOC Director.

Assist the Planning/Intelligence Section in the development, continuous updating and execution of the EOC Action Plan.

Assist the Planning/Intelligence Section in the development, continuous updating and execution of the EOC Action Plan.

Ensure efficient operating procedures within the EOC. Assist any function in addressing any issues that might arise.

Monitor performance of EOC personnel for signs of stress or under-performance; advise Management of condition.

Ensure that all documentation is being properly maintained by EOC personnel.

Facilitate and attend periodic briefing sessions conducted by Deputy EOC Director.

Advise Management of any issues that need to be addressed and of any responsibilities that need to be assigned.

Liaison with other agencies (Operational Area, State and FEMA) as required. Ensure that all notifications are made to the Los Angeles County Operational Area. As necessary, verify with Operational Area that requests for assistance have been addressed or forwarded to the State Regional EOC.

Ensure that all necessary communications have been established.

Coordinate and monitor all EOC visitations.

Coordinate all EOC functions with neighboring jurisdictions, the Los Angeles County Operational Area and other support and response organizations

Assist in shift change issues.

Release Agency Representatives no longer required in the EOC after coordination with Management and rest of the General Staff.

Deactivation

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the EOC Coordinator position and close out logs when authorized by Management.

Leave forwarding phone number where you can be reached.

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MANAGEMENT

SAFETY OFFICER

SUPERVISOR: EOC Coordinator

GENERAL DUTIES:

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

YOUR RESPONSIBILITY:

Identify and mitigate safety hazards and situations of potential City liability during EOC operations and ensure a safe working environment in the EOC.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Start-Up Actions

<input type="text"/>	Check-in upon arrival at the EOC.
<input type="text"/>	Report to EOC Coordinator.
<input type="text"/>	Obtain a briefing on the situation.
<input type="text"/>	Determine your personal operating location and set up as necessary.
<input type="text"/>	Review your position responsibilities.

Identify yourself as the Safety Officer by putting on the vest with your title. Place your name on the EOC organization chart next to your assignment.

Clarify any issues regarding your authority and assignment and what others in the organization do.

Open and maintain a position log.

Determine 24-hour staffing requirements and request additional support as required.

Request additional resources through the appropriate Logistics Section Unit.

Based on the situation as known or forecast determine likely future Branch/Unit needs.

Think ahead and **anticipate** situations and problems before they occur.

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

General Operational Duties

Keep up-to-date on the situation and resources associated with your position. Maintain current status reports and displays.

Keep the EOC Coordinator advised of your status and activity and on any problem areas that now need or will require solutions.

Establish operating procedure with the information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.

Review situation reports as they are received. Verify information where questions exist.

Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Determine and **anticipate** support requirements and forward to your Section Coordinator.

Monitor your position activities and adjust staffing and organization to meet current needs.

Use face-to-face communication in the EOC whenever possible and document decisions and policy.

Ensure that your personnel and equipment time records and a record of expendable materials used are provided to the Time Unit and Cost Analysis Unit of the Finance/Administration Section at the end of each operational period.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Position Operational Duties

Advise EOC Security Officer of your function. Secure information regarding emergency conditions.

Tour the entire facility area and determine the scope of ongoing operations.

Evaluate conditions and advise EOC Coordinator of any conditions and actions which might result in a liability-e.g. oversights, improper response actions, etc.

Coordinate with the Personnel Unit of the Logistics Section to ensure that training for personnel includes safety and hazard awareness and is in compliance with OSHA requirements.

Study the facility to learn the location of all fire extinguishers, fire hoses and emergency pull stations.

Be familiar with hazardous conditions in the facility.

Ensure that the EOC location is free from environmental threats (i.e., radiation exposure, air purity, water potability etc).

If the events which caused activation is an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.

Coordinate with Security to obtain assistance for any special safety requirements.

Keep EOC Coordinator advised of safety conditions.

Coordinate with Compensation/Claims Unit of the Finance/Administration Section on any personnel injury claims or records preparation as necessary for proper case evaluation and closure.

Deactivation

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to the After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the Safety Officer position and close out logs when authorized by Management.

Leave forwarding phone number where you can be reached.

MANAGEMENT

EOC SECURITY OFFICER

SUPERVISOR: EOC Coordinator

GENERAL DUTIES:

- Provide twenty-four hour a day security for EOC facilities.
- Control personnel access to facilities to accordance with policies established by Management.

YOUR RESPONSIBILITY:

Security of all EOC facilities and personnel access.

READ ENTIRE CHECKLIST AT START-UP AND AT BEGINNING OF EACH SHIFT

Action Taken: Time/Date/Initials

CHECKLIST ACTIONS

Start-Up Actions

Check-in upon arrival at the EOC.

Report to EOC Coordinator.

Obtain a briefing on the situation.

Review your position responsibilities.

Identify yourself as the EOC Security Officer by putting on the vest with your title. Place your name on the EOC organizational chart next to your assignment.

Clarify any issues regarding your authority and assignment and what others in the EOC organization do.

Open and maintain a position log.

Determine 24-hour staffing requirements and request additional support as required.

Request additional resources through the appropriate Logistics Section Unit.

Based on the situation as known or forecast determine likely future Branch/Unit needs.

Think ahead and **anticipate** situations and problems before they occur.

Using activity log (**see Part Two-Management Support Documentation-Activity Log**), maintain all required records and documentation to support the After-Action Report and the history of the emergency/disaster. Document:

- Messages received
- Action taken
- Decision justification and documentation
- Requests filled
- EOC personnel, time on duty and assignments

Precise information is essential to meet requirements for possible reimbursement by State OES and FEMA.

General Operational Duties

Keep up-to-date on the situation and resources associated with your position. Maintain current status reports and displays.

Keep the EOC Coordinator advised of your status and activity and on any problem areas that now need or will require solutions.

Establish operating procedure with the information Systems Branch of the Logistics Section for use of telephone, radio and data systems. Make any priorities or special requests known.

Review situation reports as they are received. Verify information where questions exist.

Anticipate potential situation changes, such as severe aftershocks, in all planning. Develop a backup plan for all plans and procedures requiring off-site communications.

Determine and **anticipate** support requirements and forward to your Section Coordinator.

Monitor your position activities and adjust staffing and organization to meet current needs.

Use face-to-face communication in the EOC whenever possible and document decisions and policy.

Ensure that your personnel and equipment time records and a record of expendable materials used are provided to the Time Keeping Unit of the Finance Section at the end of each operational period.

Brief your relief at shift change time. Ensure that in-progress activities are identified and follow-up requirements are known.

Position Operational Duties

Determine security requirements. Establish staffing as needed.

Determine needs for special communications. Make needs known to the Information Systems Branch of the Logistics Section.

Complete a radio or communications check with all on-duty security personnel as appropriate.

Establish or relocate security positions as dictated by the situation.

Determine needs for special access facilities. Consider need for vehicle traffic control plan. Develop if required.

Assist in any EOC evacuation.

Assist in sealing off any danger areas. Provide access control as required.

As requested, provide security for any EOC critical facilities, supplies or materials.

Provide executive security as appropriate or required.

Provide security input and recommendations as appropriate to conditions to EOC Coordinator.

Deactivation

Ensure that all required forms or reports are completed prior to your release and departure.

Be prepared to provide input to the After-Action Report.

Determine what follow-up to your assignment might be required before you leave.

Deactivate the Safety Officer position and close out logs when authorized by Management.

Leave forwarding phone number where you can be reached.