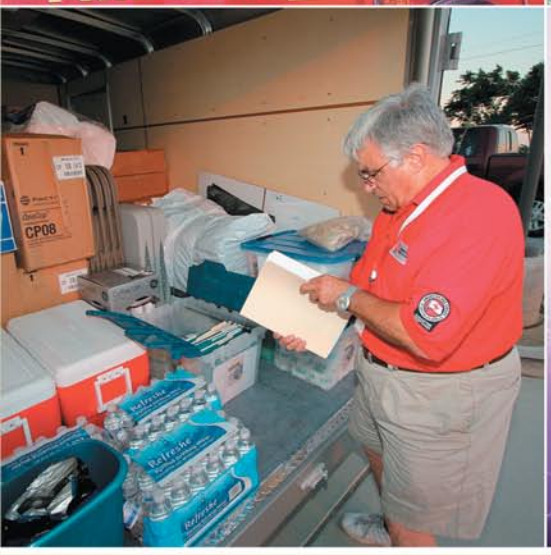
EMERGENCY OPERATIONS PLAN

EXECUTIVE SUMMARY

City of Palmdale
Public Safety & Community Relations



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The City of Palmdale Emergency Operations Plan (EOP) was written in compliance with California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) guidelines, recommendations, and requirements at the time of its publishing. The plan was developed with a multi-hazard perspective to make it applicable to the widest range of emergencies and disaster, both natural and human caused. The plan, however, should serve as a guidance document and not impede Incident Commanders and Emergency Operations Center Directors from retaining flexibility to modify procedures and/or organization structure, as necessary, to accomplish the emergency/disaster response and recovery missions in the context of a particular hazard scenario.

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FOREWORD

This City of Palmdale Emergency Operations Plan is a flexible, multi-hazard document that addresses the City of Palmdale's planned response and short-term recovery to extraordinary emergency/disaster situations associated with natural disasters, technological incidents, and national security emergencies. The plan does not address normal day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on potential large-scale disasters that can generate unique situations requiring unusual responses.

This plan is a preparedness document, designed to be read, understood, and exercised prior to an emergency/disaster. It is designed to include the City of Palmdale as part of the Los Angeles Operational Area, California Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS).

This plan provides basic planning information. City departments must prepare standard operating procedures and, in most cases, more detailed checklists that will describe their internal operations under emergency/disaster conditions.

ASSUMPTIONS

- The City of Palmdale is primarily responsible for emergency/disaster actions and will commit all available resources to save lives, minimize injury to persons, and minimize damage to property.
- The City of Palmdale will utilize SEMS and NIMS in emergency/disaster response operations.
- The Director of Emergency Services, the City Manager, will coordinate the City's disaster response in conformance with its Emergency Services Ordinance. The City of Palmdale will participate in the Los Angeles County Operational Area.
- The resources of the City of Palmdale will be made available to local agencies and citizens to cope with disasters affecting this area.
- The City will commit its resources to a reasonable degree before requesting mutual aid assistance.
- Mutual aid assistance will be requested when disaster relief requirements exceed the City's ability to meet them.

EMERGENCY/DISASTER MANAGEMENT GOALS

- Provide effective life safety measures, reduce property loss and protect the environment.

- Provide for the rapid resumption of impacted businesses and community services.
- Provide accurate documentation and records required for cost recovery efforts.

ORGANIZATION OF THE EMERGENCY OPERATIONS PLAN

- **Part One – Basic Plan**. Overall organizational and operational concepts relative to response and recovery, as well as an overview of potential hazards. Intended audience—EOC Management Team.
- **Part Two – Emergency/Disaster Response Organization Functions**. Description of the emergency/disaster response organization, checklists and reference material. Intended audience—EOC staff.
- **Appendix** – A restricted-use document - contains the emergency/disaster organization's notification numbers and other essential numbers. Intended audience—EOC staff.

ACTIVATION OF THE SEMS/NIMS EOP

- On the order of the Director of Emergency Services who is designated by the City of Palmdale's Municipal Code, Chapter 2.28**,** provided that the existence or threatened existence of a Local Emergency has been proclaimed in accordance with the ordinance.
- When the Governor has proclaimed a State of Emergency in an area including this jurisdiction.
- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

APPROVAL AND PROMULGATION

This EOP was reviewed by all departments/agencies assigned a primary function in the Emergency/disaster Responsibilities Matrix (**Part Two, Management Section**). Upon completion of review and written concurrence by these departments/agencies, the EOP was submitted to the State Office of Emergency Services and was approved on February 29, 2012. It was submitted to the City Council for review and approval on April 4, 2012. Upon concurrence by the City Council, the plan will be officially adopted and promulgated.

TRAINING, EXERCISING, AND MAINTENANCE OF EOP

In compliance with NIMS, city personnel with roles in incident management either in the field or the EOC will receive the appropriate NIMS training as outlined by the U.S. Department of Homeland Security. The Director of Public Safety and Community Relations is responsible for coordination and scheduling of training and exercising of this plan. The City of Palmdale's Emergency/Disaster Management Organization will conduct regular exercises of this plan to train all necessary City staff in the proper response to disaster situations.

The EOP will be reviewed annually to ensure that plan elements are valid and current. Each responsible organization or agency will review and upgrade its portion of the EOP and/or modify its SOP as required based on identified deficiencies experienced in drills, exercises or actual occurrences. Changes in government structure and emergency response organizations will also be considered in the EOP revisions. The Director of Public Safety and Community Relations is responsible for making revisions to the EOP that will enhance the conduct of response and recovery operations. The Director of Public Safety and Community Relations will prepare, coordinate, publish and distribute any necessary changes to the plan to all City departments and other agencies as shown on the distribution list on page 8 of this EOP.

The City Attorney will also review documents that provide the legal basis for emergency planning to ensure conformance to SEMS/NIMS requirements and modify as necessary.

EOP DISTRIBUTION LIST

Governor's OES, Southern Region	1
Mayor/City Council	1
Public Works	4
Planning/Code Enforcement	2
Public Safety and Community Relations	1
Economic Development / Housing	2
Palmdale Playhouse	1
Information Services	1
Los Angeles County Sheriff's Department – Palmdale Station	1
American Red Cross	1

PART ONE—BASIC PLAN

PURPOSE

The Basic Plan addresses the City's planned response to natural and technological disasters. It provides an overview of operational concepts, identifies components of the City's emergency/disaster management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS), and describes the overall responsibilities of the federal, state and county entities and the City for protecting life and property and assuring the overall well-being of the population.

SCOPE

This Emergency Operations Plan (EOP):

- Defines the scope of preparedness and incident management activities
- Describes the organizational structures, roles and responsibilities, policies and protocols for providing emergency support.
- Facilitates response and short-term recovery activities.
- Is flexible enough for use in all emergencies/disasters.
- Describes the purpose, situation and assumptions, concept of operations, organization and assignment of responsibilities, administration and logistics, plan development and maintenance and authorities and references.
- Pre-designates jurisdictional and/or functional area representatives to the Incident Command or Unified Command whenever possible to facilitate responsive and collaborative incident management.
- Includes pre-incident and post-incident public awareness, education and communications plans and protocols.

CONCEPT OF OPERATIONS

Operations during peacetime and national security emergencies involve a full spectrum of activities from a minor incident, to a major earthquake, to a nuclear detonation. There are a number of similarities in operational concepts for peacetime and national security emergencies. Some emergencies/disasters will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designed to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the emergency/disaster operations plan and commitment of resources. All agencies must be prepared to respond promptly and effectively to any foreseeable emergency/disaster, including the provision and utilization of mutual aid.

Emergency/disaster management activities during peacetime and national security emergencies are often associated with the four emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency/disaster. Preparedness is implemented through a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking action to correct and mitigate. These activities develop operational capabilities and effective responses to a disaster. Those identified in this plan as having either a primary or support mission relative to response and recovery should prepare Standard Operating Procedures (SOPs): Emergency Operating Procedures (EOPs) and checklists detailing personnel assignments, policies, notification rosters, and resource lists. Personnel should be acquainted with these SOPs/EOPs and checklists through periodic training in the activation and execution procedures.

Increased Readiness

The receipt of a warning or the observation that an emergency/disaster situation is imminent or likely to occur soon, will initiate increased readiness actions. Actions to be accomplished include, but are not necessarily limited to:

- Review and update of emergency/disaster plans, SOPs/EOPs, and resources listings.
- Dissemination of accurate and timely public information.
- Accelerated training of permanent and auxiliary staff.
- Inspection of critical facilities.
- Recruitment of additional staff and Disaster Services Workers.
- Mobilization of resources
- Testing warning and communications systems.

Response Phase

Pre-Emergency/Disaster

When a disaster is inevitable, actions are precautionary and emphasize protection of life. Typical responses might be:

- Evacuation of threatened populations to safe areas.
- Advising threatened populations of the emergency/disaster and apprising them of safety measures to be implemented.
- Advising the Los Angeles County Operational Area of the emergency/disaster.
- Identifying the need for mutual aid and requesting such through the appropriate channels.
- Proclamation of a Local Emergency by local authorities.

Emergency/Disaster Response

During this phase, emphasis is placed on saving lives and property, control of the situation and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies and segments of the private sector.

One of the following conditions will apply to the City during this phase:

- The City is either minimally impacted or not impacted at all, and is requested to provide mutual aid to other jurisdictions.
- The situation can be controlled without mutual aid assistance from outside the City.
- Mutual aid from outside the City is required.
- Evacuations of portions of the City are required due to uncontrollable immediate and ensuing threats.

The emergency/disaster management organization will give priority to the following operations:

- Dissemination of accurate and timely information and warning to the public.
- Situation analysis.
- Resource allocation and control.
- Evacuation and rescue operations.
- Medical care operations.
- Coroner operations.
- Care and shelter operations.
- Access and perimeter control.
- Public health operations.
- Restoration of vital services and utilities.

When local resources are committed or anticipated to be to the maximum and additional resources are required, requests for mutual aid will be initiated through the Los Angeles County Operational Area. Fire and law enforcement agencies will request or render mutual aid directly through established channels. The appropriate local official must authorize any action, which involves financial outlay by the jurisdiction, or a request for military assistance.

Depending on the severity of the emergency/disaster, a Local Emergency may be proclaimed, the local Emergency Operating Center (EOC) may be activated, and Los Angeles County Operational Area will be advised. The State OES Director may request a gubernatorial proclamation of a State of Emergency. Should a State of Emergency be proclaimed, state agencies will, to the extent possible, respond to requests for assistance. These activities will be coordinated with the State OES Director.

State OES may also activate the State Operations Center (SOC) in Sacramento to support State OES Regions, state agencies and other entities in the affected areas and to ensure the effectiveness of the state's SEMS. The State Regional EOC (REOC) in Los Alamitos, or an alternate location, will support the Los Angeles County Operational Area.

If the Governor requests and receives a Presidential declaration of an Emergency or a Major Disaster under Public Law 93-288, he will appoint a State Coordinating Officer (SCO). The SCO and an appointed Federal Coordinating Officer (FCO) will coordinate and control state and federal recovery efforts in supporting local operations. All state and federal emergency/disaster response efforts and initial recovery support will be coordinated by the REOC.

Sustained Emergency/Disaster

In addition to continuing life and property protection operations, mass care, relocation, registration of displaced persons and damage assessment operations will be initiated.

Recovery Phase

As soon as possible, the State OES Director, operating through the SCO, will bring together representatives of federal, state, county, and city agencies, as well as representatives of the American Red Cross, to coordinate the implementation of assistance programs and establishment of support priorities. Local Assistance Centers (LACs) or telephonic centers may also be established, providing a "one-stop" service to initiate the process of receiving federal, state and local recovery assistance.

The recovery period has major objectives that may overlap, including:

- Reinstatement of family autonomy.
- Provision of essential public services.
- Permanent restoration of private and public property.
- Identification of residual hazards.
- Plans to mitigate future hazards.
- Recovery of costs associated with response and recovery efforts.

Mitigation Phase

Mitigation includes activities that provide a critical foundation in the effort to reduce the loss of life and property from natural and/or man-made disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to break the cycle of disaster damage, reconstruction, and repeated damage. Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Mitigation tools include:

- Local ordinances/statutes (zoning ordinance, building codes and enforcement, etc.).

- Structural measures.
- Tax levee or abatements.
- Public information and community relations.
- Land use planning.
- Professional training.
- Ongoing public education and outreach activities designed to reduce loss of life and destruction

STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)

In an emergency/disaster, governmental response is an extraordinary extension of responsibility and action, coupled with normal day-to-day activity. Normal governmental duties may be maintained, with emergency/disaster operations carried out by those agencies assigned specific emergency/disaster functions. The Standardized Emergency Management System (SEMS) has been adopted by the City of Palmdale for managing response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies. Chapter 1 of Division 2 of Title 19 of the California Code of Regulations establishes the standard response structure and basic protocols to be used in emergency/disaster response and recovery.

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.

Fully activated, the SEMS consists of five levels: field response, local government, operational areas (countywide), OES Mutual Aid Regions, and state government.

Field Response Level

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. SEMS regulations require the use of the Incident Command System (ICS) at the field response level of an incident. The ICS field functions to be used for emergency/disaster management are: command, operations, planning/intelligence, logistics, and finance/administration.

Local Government Level

Local governments include cities, counties, and special districts. Local governments manage and coordinate the overall emergency/disaster response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their

emergency operations center is activated or a local emergency is proclaimed in order to be eligible for state funding of response-related personnel costs. Local governmental levels shall provide the following functions: management, operations, planning/intelligence, logistics, and finance/administration. Local jurisdictions are responsible for overall direction of personnel and equipment provided for emergency/disaster operations through mutual aid (Government Code Section 8618).

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.

Operational Area

Under SEMS, the operational area is defined in the Emergency Services Act as an intermediate level of the state's emergency services organization consisting of a county and all political subdivisions within the county area. Political subdivisions include cities, a city and county, counties, district or other local governmental agency, or public agency as authorized by law. The operational area is responsible for:

- Coordinating information, resources and priorities among local governments within the operational area,
- Coordinating information, resources and priorities between the regional level and the local government level, and
- Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities.

SEMS regulations specify that all local governments within a county geographic area be organized into a single operational area and that the county board of supervisors is responsible for its establishment. On July 5, 1995, the Los Angeles County Board of Supervisors adopted a formal resolution establishing the Los Angeles County Operational Area, which includes the City of Palmdale. An Operational Area Advisory Board was formed which meets quarterly. The cities within Los Angeles County are represented on this Board by the Disaster Management Area Coordinators (DMACs). Los Angeles County Office of Emergency Management (OEM) is the coordinating agency for the Los Angeles County Operational Area.

When the Los Angeles County Operational Area EOC is activated, the Sheriff of Los Angeles County, designated by County Ordinance, is the Operational Area Coordinator and has the overall responsibility for coordinating and supporting emergency/disaster

operations within the County. The Operational Area is the focal point for information sharing and support requests by cities within the County. The Operational Area Coordinator and supporting staff constitutes the Operational Area Emergency Management Staff. The Operational Area Staff submits all requests for support that cannot be obtained within the County, and other relevant information, to OES Southern Region, Mutual Aid Region I.

The Los Angeles County EOC will fulfill the role of the Operational Area EOC. Activation of the Operational Area EOC during a State of Emergency or a Local Emergency is required by SEMS regulations under the following conditions:

1) A local government within the operational area has activated its EOC and requested activation of the operational area EOC to support their emergency operations.
2) Two or more cities within the operational area have proclaimed a local emergency.
3) The county and one or more cities have proclaimed a local emergency.
4) A city or the county has requested a governor's proclamation of a state of emergency, as defined in the Government Code Section 8558(b).
5) A state of emergency is proclaimed by the governor for the county or two or more cities within the operational area.
6) The operational area is requesting resources from outside its boundaries. This does not include resources used in normal day-to-day operations, which are obtained through existing mutual aid agreements.
7) The operational area has received resource requests from outside its boundaries. This does not include resources used in normal day-to-day operations, which are obtained through existing mutual aid agreements.

Regional

Because of its size and geography, the state has been divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency/disaster related activities.

State OES has also established three Administrative Regions (Coastal, Inland and Southern). These Administrative Regions are the means by which State OES maintains day-to-day contact with emergency services organizations at local, county and private sector organizations.

In SEMS, the regional level manages and coordinates information and resources among operational areas within the mutual aid region and also between the operational areas and the state level. The regional level also coordinates overall state agency support for emergency/disaster response activities within the region.

State

The state level of SEMS manages state resources in response to the emergency/disaster needs of the other levels and coordinates mutual aid among the mutual aid regions and between the regional level and state level. The state level also serves as the

coordination and communication link between the state and the federal disaster response system.

Federal

- **Department of Homeland Security:** The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) to prevent terrorist attacks with the United States; reduce the vulnerability of the United States to terrorism, natural disasters, and other emergencies; and minimize the damage and assist in the recovery from terrorist attacks, natural disasters, and other emergencies.
- **Federal Emergency Management Agency:** On March 1, 2003, the Federal Emergency Management Agency (FEMA) became part of the DHS. FEMA's continuing mission within the new department is to lead the effort to prepare the nation for all hazards and effectively manage federal response and recovery efforts following any national incident. FEMA also initiates proactive mitigation activities, trains first responders, and manages the National Flood Insurance Program.

  The Federal Emergency Management Agency (FEMA) serves as the main federal government contact during emergencies, major disasters, and national security emergencies.

SEMS Requirements for Local Governments

The City of Palmdale 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 Palmdale'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 Palmdale's Responsibilities Under SEMS

The development of SEMS will be a cooperative effort of all departments and agencies within the City of Palmdale with a disaster/emergency response role. The City Emergency Operations Center Coordinator, with the Director of Public Safety and Community Relations has the lead staff responsibility for SEMS development and planning with responsibilities for:

- Communicating information within the City of Palmdale 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 Palmdale's and procedures.
- Incorporating SEMS into the City of Palmdale's emergency ordinances, agreements, memorandum of understandings, etc.
- Identification of special districts that operate or provide services within the boundaries of the City of Palmdale. 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 Palmdale will participate in the Los Angeles County Operational Area organization and system for coordination and communication within the operational area.

All local government staff whom 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 Director of Public Safety and Community Relations is responsible for documenting SEMS training in the City of Palmdale.

The City of Palmdale 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 Palmdale's EOC Action Plan and After-Action/Corrective 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.

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 Palmdale'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 Palmdale 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 Palmdale'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) that 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.

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 that 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 Palmdale'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 will 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

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. The National Incident Management System (NIMS) is a system that was mandated by Homeland Security Presidential Directive-5. NIMS provides a consistent, nationwide approach for Federal, State, local, and tribal governments; the private sector; and non government organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity. To provide for interoperability and compatibility among Federal, State, local and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources; qualification and certification; and the collection, tracking, and reporting of incident information and incident resources.

NIMS Components

Six major components make up this systems approach. 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:

- **ICS** - ICS is a standardized, on-scene, all-hazard incident management concept. Its organizational structure allows its users to match the complexities and demands of single or multiple incidents without being hinders by jurisdictional boundaries.
- **Multi Agency Coordination Systems** - Provides coordination for incident prioritization, critical resource allocation, communications systems integration and information coordination. These systems include facilities, equipment, emergency operation centers (EOCs), personnel, procedures and communications.

- **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 Palmdale is following this document to ensure NIMS compliance.

Emergency Management in the City of Palmdale

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 Palmdale's emergency management structure and how the emergency management team is activated.

Concept of Operations

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

The City of Palmdale 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 Palmdale's Disaster Emergency Management Organization (including emergency/disaster response and recovery) will be directed by the City Manager who serves as the Director of Emergency Services. The Director of Emergency Services is responsible to the City Council per Chapter 2.28 of the City of Palmdale's Municipal Code. The Director of Emergency Services is responsible for implementing the SEMS/NIMS Emergency

Operations Plan (EOP). While serving as the Director of Emergency Services during an actual emergency/disaster, this position will be referred to as the EOC Director.

The Director of 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 Palmdale 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 Palmdale's Emergency/Disaster Organization Matrix is contained in **Chart I.**

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. **(See Chart 2)**

The City of Palmdale requests all mutual aid (except fire and law) through the Los Angeles County Operational Area via the Palmdale Sheriff's Station by means coordinated with and agreed to by the Watch Commander and city staff. The Palmdale Sheriffs Station will then be responsible for transmitting appropriate information to the Los Angeles County Operational Area (**See Chart 3).** Fire and law mutual aid is coordinated through the designated Regional Fire and Law Coordinators.

Reporting To the Los Angeles County Operational Area

City reports and notifications are to be made to the Los Angeles County Operational Area **(See Chart 4).** 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. Operational Area Response and Recovery System (OARRS – internet)
2. Phone or fax information (hard copy of reports) to Office of Emergency Management (OEM)
3. Make contact with Palmdale Sheriffs Station by means coordinated with and agreed to by the Watch Commander and city staff. The Palmdale Sheriffs Station will then be responsible for transmitting the information to OEM.
4. Amateur radio contact via amateur radio to the contact radio station.

Mutual Aid Region Emergency Management

The City of Palmdale 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).

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.

CITY OF PALMDALE'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 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 Palmdale'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

The City EOC is located at 38300 Sierra Hwy, Ste B, Palmdale, CA 93550. The alternate EOC is located at Marie Kerr Park Recreation Center, 2723-A Rancho Vista Blvd., Palmdale, CA 93550.

The EOC is located in the 8256 square foot City Hall building and is divided among the Operations, Logistics, Planning, and Finance sections. An amateur radio area/room is located in the westside of the EOC 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 1 days at 100 gallons per day under full facility load. Power will provide for lighting panels, selected wall circuits, telephones and radios. On-site services include kitchen, bathrooms, food, and water supply.

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.

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 map boxes in the EOC and through the City of Palmdale Intranet GIS Section and City Map Library.

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, fax, computers, 2-way radios, 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 Services Coordinator/Director of Public Safety and Community Relations 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 Emergency Services/EOC Director (hereafter referred to as the EOC Director) will have the primary responsibility for ensuring that the City Council is kept appraised of the situation and will bring all major policy issues to the Council for review and decision.

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 EOC level is activated when field response agencies need support, a citywide perspective is needed, or multi-departments need to coordinate.

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 Palmdale's EOC is activated via the Palmdale Sheriff's Station EOC or the Watch Commander and/or OARRS (Operational Area Response and Recovery System).

When To Activate

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: an earthquake, brush fire, bombing, flooding, major hazardous material incident, civil disturbance, aircraft disaster, high rise structure fire, severe weather conditions, act of terrorism, large-scale school incident and special events, upon notification of an uncontrolled release or failure of Amargosa Creek Dam, Harold Reservoir, or Little Rock Dam**,** or an impending or declared "State of War Emergency".

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
- Director of Public Safety and Community Relations
- Deputy City Manager
- Public Works Director

How To Activate

- Contact the Director of Public Safety and Community Relations—Refer to the contact numbers in the restricted use portion of this plan, the Appendix.
- Identify yourself and provide a call-back confirmation phone number if requested.
- Request 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 Palmdale City employees.

If the telephone system is working, the City will utilize the Connect CTY automated communications system to attempt to contact staff and advise them of the need to report to work. All city personnel need to realize that as disaster service workers they may need to use good judgment and "self-activate" to the 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 ***Note: May be limited to Department Operations Center activation***.
Severe Weather Issuances (see **Operations Support Documentation -NWS)**		
Significant incidents involving 2 or more departments		
Earthquake Advisory/Prediction Level One		
Power outages and Stage 1 and 2 power emergencies.		
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		
Large scale power outages and Stage 3 power emergencies		
Major city or regional emergency-multiple departments with heavy resource involvement	Three	All EOC positions
Earthquake with damage in City or adjacent cities.		
Unusual occurrences with severe potential impacts on the health and safety of the public and/or environment		

CITY OF PALMDALE EOC DIAGRAM

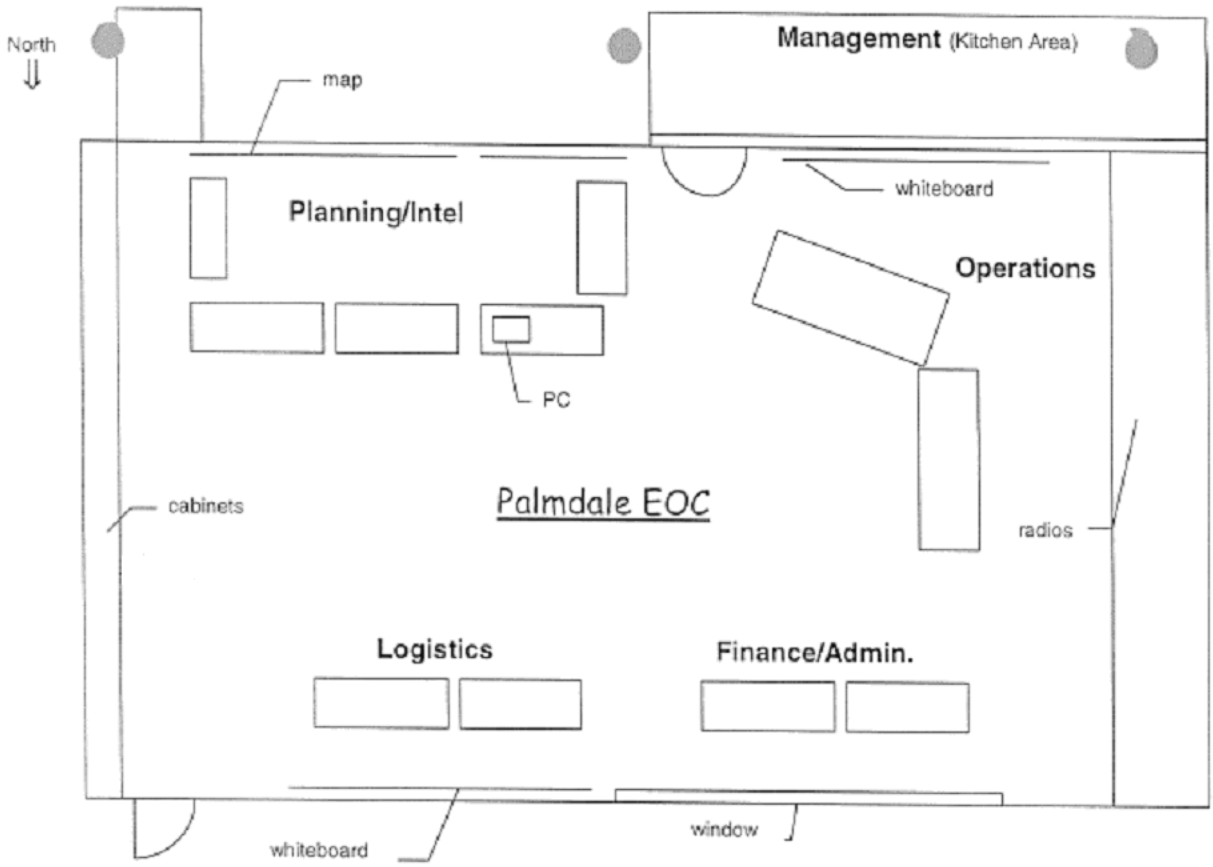


CHART 1, PALMDALE EOC ORGANIZATION MATRIX

P=Primary S=Support

		City Council	City Manager	City Attorney	City Clerk	Communications	Information Services	Human Resources	Finance	Planning	Code Enforcement	Parks and Recreation	Public Safety	Public Works	Maintenance	Building and Safety	Housing/Economic Dev.	L.A. Co. (Contract)	Utilities	Special Districts	Volunteer Agencies	Hospitals/Clinics
MANAGEMENT	Policy Group	S	P										P									
	EOC. Dir		P										S									
	Liaison Officer												P									
	P.I.O.					P						S										
	Legal Advisor			P																		
OPERATIONS	Ops. Coordinator													P	P							
	Fire/Haz Mat/Rescue Branch																	P				
	Law Enforcement Branch																	P				
	Coroner Unit																	P				
	Public Works Branch													P	P	S		S	S			
	Care and Shelter Branch											S									P	
	Medical/Public Health Branch																	S				P
	Building and Safety Branch															P		S	S			
PLANNING	Plans/Intell. Coord.									P							S					
	Situation Status Unit									P												
	Damage Assessment Unit									P					S							
	Documentation Unit				P																	
	Advance Planning Unit									P												
	Recovery Planning Unit								S					P			S					
	Demobilization Unit									P		S		S	S							
	GIS Unit													P								
LOGISTICS	Logistics Coord.																					
	Procurement Unit								P													
	Resources Unit																S					
	Personnel Unit							P														
	Facilities Unit												S		P							
	Transportation Unit														P					S		
	Info. Systems Branch						P															
FINANCE	Finance Coord.								P													
	Cost Recovery Unit								P						S							
	Time Unit Unit							S	P													
	Cost Analysis Unit								P													

CHART 2, LOS ANGELES COUNTY OPERATIONAL AREA ORGANIZATION MATRIX[1]

P= Principal Agency **S=Support Agency**
R=Potential Resource **C=Coordination**
L= Liaison

	Alerting & Warning	Information Technology	Damage Assessment	Management/Situation Analysis	Emergency Public Information	Radiological Protection	Fire and Rescue	Law Enforcement	Medical	Public Health	Coroner	Care & Shelter/Human Services	Evacuation (Movement)	Urban Search & Rescue	Const. Eng. & Recovery	Supply Procurement	Personnel	Transportation Rsrcs.	Utilities	Finance/Admin.	Haz. Mat.	Status of County Govt.	Initial Recovery
Administrative Officer, Chief			R	S	S										S	S	P			P		P	P
Agriculture/Weights & Meas										S													
Alternate Public Defender								S															
Animal Care & Control							R			R		R											
Assessor			R												R								
Auditor																	R						
Beaches and Harbors								S					R	S				R					
Children & Family Services												S											
Community Development Comm.																	R						R
Community/Senior Services					R							S											
Coroner					R				R	R	P												
County Counsel															S								
District Attorney								S															
Fire		R	R	R	R	P	P		R	R	R			P		R					P		
Health Services	R	R							P	P	R	R									R		
Human Resources																		S					
Internal Services		R	R	R			R	R				R	R	R	R	P		C	L				S
Mental Health					R		R	R	R	R	R	R											R
Military & Veterans											R												
Municipal Courts								S															
Parks & Recreation							R				R	S		R	R								
Probation								S						R				R					
Public Defender								S															
Public Library					R							S											
Public Social Services												P	S										S
Public Works		R	P	R			R				R	R	R	R	P			R	R				S
Rapid Transit (MTA)													R					S					
Regional Planning															S								
Registrar- Recorder/ CO Clerk																	R						
Schools/Office of Education		R			R							S						R					
Sheriff	P	P	R	P	P	R	R	P			R	R	P	R				R					
Superior Courts								S															
Treasurer/Tax Collector											R						R						
All Departments																	R			R		R	

[1]Los Angeles County Operational Area Emergency Response Plan, Los Angeles County Office of Emergency Management, 1998

CHART 3, LOS ANGELES COUNTY OPERATIONAL AREA CHANNEL OF COORDINATION

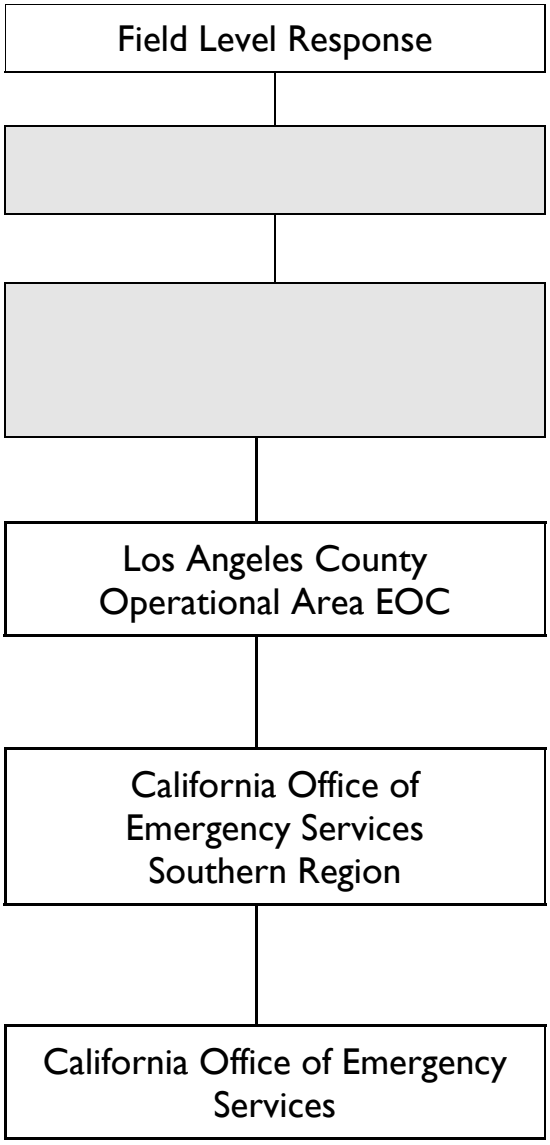
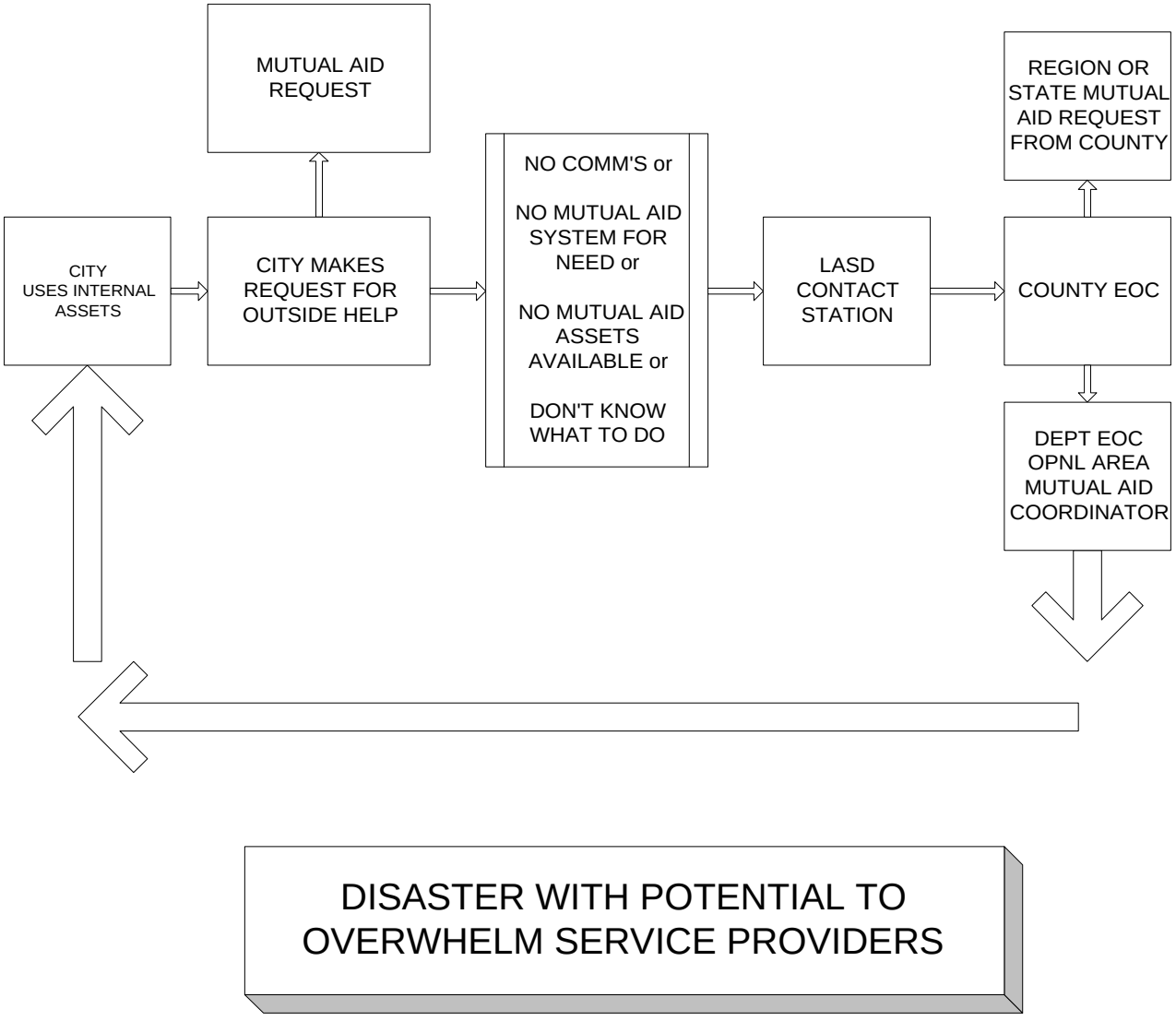


CHART 4, LOS ANGELES COUNTY OPERATIONAL AREA ASSISTANCE REQUESTS DIAGRAM



CONTINUITY OF GOVERNMENT

Purpose

A major disaster or national security emergency could result in the death or injury of key government officials and/or the partial or complete destruction of established seats of government, and public and private records essential to continued operations of government. 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.

Responsibilities

Government at all levels is responsible for providing continuity of effective leadership, authority and adequate direction of emergency and recovery operations (preparedness, response, recovery, prevention 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

The California Government Code Section 8643(b) and the Constitution of California provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve.

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 Responsibities

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 Californian Emergency Services Act (CESA) 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 Manager. 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:	*Deputy City Manager*
Third Alternate:	*Director of Public Safety and Community Relations*

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

Article 15, Section 8637 of the CESA 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 CESA 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 CESA 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 of the CESA 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.

Temporary Council Meeting Location and Alternate City Government Location

Section 8642 of the CESA authorizes the City Council to meet at a place not necessarily within the City in the event of State of Ware Emergency, State of Emergency, or Local Emergency.

Section 54954 of the Brown Act provides that if a fire, flood, earthquake, or other emergency makes it unsafe to meet in the place designated for holding regular City Council meetings, the presiding officer of the City Council, or his or her designee, can designate a place that regular meetings will be held for the duration of the emergency. The presiding officer's designation of a meeting place under those circumstances must be:

- Made in a notice to the local media that have requested notice pursuant to Section 54956 of the Government Code, and
- By the most rapid means of communication available at the time. (Section 54954(e))

In the event that City Hall is not usable because of emergency conditions, the temporary office of city government will be as follows:

1st Alternate: Marie Kerr Park Recreation Center—2723-A W. Rancho Vista Blvd.
2nd Alternate: Legacy Commons—930 East Avenue Q-9
3rd Alternate: Development Services Conference Room

Preservation of Vital Records

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

1) City Clerk
2) Deputy City Clerk

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 Palmdale are routinely stored.

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

Lines of Succession

SERVICE/DEPARTMENT	TITLE/POSITION	
City Manager	1.	City Manager
	2.	Assistant City Manager
	3.	Deputy City Manager
Public Safety & Community Relations	1.	Public Safety & Community Relations Director
	2.	Community Safety Supervisor
	3.	Community Programs Supervisor
Public Works/Engineering	1.	Public Works Director
	2.	Assistant Director of Public Works/City Engineer
	3.	Traffic/Transportation Engineer
Building & Safety	1.	Supervising Building Inspector
	2.	Supervising Building Inspector
	3.	Assistant Director of Public Works
City Clerk	1.	City Clerk
	2.	Deputy City Clerk
	3.	
Finance	1.	Finance Director
	2.	Assistant Finance Director
	3.	Budget Manager
Human Resources	1.	Principal Human Resources Analyst
	2.	Human Resources Analyst II
	3.	Deputy City Manager
Parks & Recreation	1.	Parks & Recreation Manager
	2.	Recreation Supervisor
	3.	Recreation Supervisor
Planning / Code Enforcement	1.	Planning Manager
	2.	Senior Planner
	3.	Code Enforcement Officer
Communication	1.	Communications Manager
	2.	Communications Production Specialist

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LINES OF SUCCESSION (continued)

Economic Development & Housing	1.	Economic Development Manager
	2.	Neighborhood Preservation Manager
	3.	Principal Economic Development Project Manager
Library	1.	Librarian I
	2.	Library Acquisitions/Cataloging Supervisor
	3.	Deputy City Manager
Palmdale Playhouse	1.	Theater Technical Supervisor
	2.	Theater Operations Assistant
	3.	
Information Services	1.	IT Director
	2.	Network Manager
	3.	Project Support Manager
City Attorney	1.	City Attorney
	2.	Deputy City Attorney
SAVES	1.	SAVES Coordinator
	2.	Community Programs Supervisor
	3.	Director of Public Safety & Community Relations
Maintenance	1.	Superintendent of Maintenance
	2.	Assistant Superintendent of Maintenance
	3.	Street Maintenance Supervisor
Traffic Engineering	1.	Traffic/Transportation Engineer
	2.	Transportation / GIS Manager
	3.	Senior Civil Engineer

PUBLIC AWARENESS AND EDUCATION

The public's response to any emergency/disaster is based on an understanding of the nature of the emergency/disaster, the potential hazards, the likely response of emergency services and knowledge of what individuals and groups should do to increase their chances of survival and recovery.

Public awareness and education prior to any emergency/disaster are crucial to successful public information efforts during and after the emergency/disaster. The pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, state and federal officials to ensure their contribution to emergency preparedness and response operations. Emergency Public Information procedures are addressed in **Part Two, Management Section.**

Training and Exercises

The City's Emergency/Disaster Management Organization will conduct regular training and exercising of city staff in the use of this plan and other specific training as required for compliance with both SEMS and NIMS. The Director of Public Safety and other designees are responsible for coordinating, scheduling and documenting the training and exercises

The City is committed to train and educate public officials, emergency/disaster response personnel, private sector and the public. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction and drills. All staff that may participate in emergency response in the EOC, in department operating centers (DOCs) or at the field level must receive appropriate SEMS/NIMS/ICS training.

Regular exercises are necessary to maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with the procedures, facilities and systems which will be used in a disaster. Annual exercises are required by both SEMS and NIMS. There are several forms of exercises:

- **Tabletop exercises** provide a convenient and low-cost method designed to evaluate policy, plans and procedures and resolve coordination and responsibilities. Such exercises are a good way to see if policies and procedures exist to handle certain issues.
- **Functional exercises** are designed to test and evaluate the capability of an individual function such as evacuation, medical, communications or public information.
- **Full-scale exercises** simulate an actual emergency. They typically involve complete emergency management staff and are designed to evaluate the operational capability of the emergency management system.

ADA CONSIDERATIONS FOR LOCAL GOVERNMENT

Emergency preparedness and response programs must be made accessible to people with disabilities and is required by the Americans with Disabilities Act or 1990 (ADA). Disabilities would included but not be limited to mobility, vision, hearing, cognitive disorders, mental illnesses and language barriers.

Included in the City's planning efforts for those with disabilities are:

- Notification and warning procedures.
- Evacuation considerations.
- Emergency transportation issues.
- Sheltering requirements.
- Accessibility to medications, refrigeration and back-up power.
- Accessibility to mobility devices or service animals while in transit or at shelter.
- Accessibility to information.

ALERTING AND WARNING

Warning is the process of alerting governmental forces and the general public to the threat of imminent extraordinary danger. Dependent upon the nature of the threat and the population group at risk, warning can originate at any level of government.

Success in saving lives and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. Palmdale will utilize various modes of alerting and warning the community. The following information describes the various systems and provides an explanation of the "Emergency Conditions and Warning Actions" through which these systems may be accessed.

Federal Alerting and Warning Systems

Emergency Alert System (EAS)

The Emergency Alert System (EAS) is a national public warning system that requires broadcasters, cable television systems, wireless cable systems, satellite digital audio radio service (SDARS) providers and direct broadcast satellite (DBS) service providers to provide the communications capability to the President, and federal, state, and local governments to address the American public during a National emergency.

National Warning System (NAWAS)

NAWAS is a dedicated wire-line system that provides two-way voice communications between the federal warning center, state warning points, and local warning points. If

the situation ever presents itself, NAWAS is a nationwide system developed to send warnings of impending attack throughout the nation.

National Weather Service (NWS)

The National Weather Service transmits continuous weather information on 162.40, 162.475, and 162.55 MHZ frequencies. Weather Service severe weather broadcasts are preceded with a 1,050 MHZ tone that activates weather monitor receivers equipped with decoders. The Weather Service can also access NAWAS to announce severe weather information.

State Alerting and Warning Systems

California Warning System (CALWAS)

- CALWAS is the state portion of NAWAS that extends to communications and dispatch centers throughout the state. The State Office of Emergency Services headquarters ties into the federal system through the Warning Center in Sacramento. Circuits then extend to county warning points. The California Highway Patrol headquarters in Sacramento is the state's alternate warning point. Both state and federal circuits are monitored 24 hours a day at the Warning Center, the alternate point and each of the local warning points

California Emergency Services Fire Radio System (CESFRS)

CESFRS is the statewide communications network, available to all fire agencies. The three available channels have been designated Fire White #1, #2 and #3. All three white channels are designated by the Federal Communications Commission as "Intersystem" channels and are intended solely for inter-agency fire operations, i.e. mutual aid.

California Emergency Services Radio System (CESRS)

CESRS serves as an emergency communications system for CalEMA and county emergency services organizations. The system assists in the dissemination of warning information and to support disaster and emergency operations.

California Law Enforcement Mutual Aid Radio System (CLEMARS)

CLEMARS was established to provide common law enforcement radio frequencies for use statewide by state and local law enforcement agencies during periods of man-made or natural disasters or other emergencies where inter-agency coordination is required.

The Regional Law Enforcement Coordinator is responsible for coordination of use of the system within the Mutual Aid Region. The City of Palmdale participates in CLEMARS through the Palmdale Sheriff's.

California Law Enforcement Telecommunications System (CLETS)

CLETS provides law enforcement and criminal justice agencies access to various databases and the ability to transmit and receive point-to-point administrative messages to other agencies within California or via the National Law Enforcement Telecommunications System (NLETS) to other states and Canada.

Emergency Alert System (EAS)

Each state has been divided into a number of EAS operational areas, consisting of one or more counties within radio reception range of EAS stations serving the area. California has thirty EAS Operational Areas (OA). Almost all AM-FM and TV broadcast stations have national defense emergency authorizations and several of these are protected from fallout. The purpose of EAS in California is to provide warning, emergency information, guidance, instructions and news of a manmade or natural threat to the public safety, health and welfare.

Emergency Digital Information System (EDIS)

The EDIS provides local, state and federal agencies with a direct computer link to the news media and other agencies during emergencies. EDIS supplements existing emergency public information systems such as the Emergency Alert System. By combining existing data Input Networks with a digital radio Distribution System, EDIS gives authorized agencies a direct data link to the news media and other agencies.

EDIS may be used to transmit information in the following categories, listed in priority order:

- FLASH — Alerts and warning of immediate life-safety value to members of the public.
- NEWS — Information of immediate benefit to the public. Releases in this category may include reports of unusual natural, social or technological events; notices of government activities requiring specific action by members of the public; road and traffic information and instructions for those affected by an emergency.
- INFO — Advisory messages for coordination between government and the news media. Topics might include: times and locations of news briefings, schedules for media tours of emergency scenes, "pool coverage" arrangements, airspace restrictions.
- TEST — Transmissions to verify operation of equipment and for training of originating personnel.

Operational Area Satellite Information System (OASIS)

The OASIS project, funded under the Earthquake Hazards Reduction Act of 1986, was established to create the most robust communications system possible using leased

transponder space from commercial satellite operators. The result is the establishment of a system which allows virtually uninterruptible communication between state, regional and operational area level EOCs.

Operational Area Alerting and Warning Systems

Operational Area Satellite Information System (OASIS)

The County of Los Angeles has State Office of Emergency Services OASIS equipment installed in the County EOC. OASIS is a system that consists of a communications satellite, multiple remote sites and a hub. Through this system the County has the capability of contacting any other County in California either through voice or data transmission. The system also allows the County to have direct access to the State Office of Emergency Services and other participating state agencies.

Emergency Alert System (EAS)

The Common Program Control Station (CPCS) is a primary station in an operational area that, preferably, has special communication links with appropriate authorities, (i.e., National Weather Service, Civil Defense, Government authorities, etc.) As specified in the State EAS Operational Plan, the primary CPCS station is responsible for coordinating the carriage of common emergency program for its area. If it is unable to carry out this function, other Primary Stations in the operational area will be assigned the responsibility as indicated in the State EAS Operational Plan. Los Angeles County Operational Area CPCS stations are:

- KFI 640 AM
- KNX 1070 AM

Emergency News Network (ENN)

The Los Angeles County ENN is a communications protocol that incorporates voice, data and video transmissions. It has been developed to provide direct access from local government agencies to media and corporate organizations for the immediate dissemination of emergency information.

Local Alerting and Warning Systems

Cable TV

The City has agreements with Time Warner Cable to provide the public with alerting and notification of various disaster situations. This system includes break into all TVs that are a part of this cable system. The City's Cable Channel (Channel 27) will provide directions to the citizens via scrolled information. This includes a "leader" that will scroll across any TV station that is turned on directing viewers to tune to their local cable channel for more information.

Emergency Alert System (EAS)

The EAS is administered by the Sheriff of Los Angeles County. Activation of the Los Angeles County EAS shall be for emergency events and conditions of concern to a significant segment of the population of Los Angeles County. The message must be a voice message, it may be prerecorded and it must originate from the Sheriff's Communications Center.

Connect CTY

The City also utilizes a telephonic system, Connect CTY, to provide public alerts. The system dials home, work, cell, pager and other numbers until it reaches the person. In addition, this system has the capability to notify the public. Any message regarding the safety or welfare of the community would be disseminated using the Connect CTY service. Examples would include severe weather warnings and updates, hazardous traffic or road conditions inside the city or affecting local routes, and any other situation that could impact the safety, property, or welfare of our citizens. This City also uses this system to recall EOC staff.

Other Warning Systems

Other warning systems utilized by the City of Palmdale include mobile emergency vehicle sirens and loudspeakers, helicopters using PA systems, local TV and radio and door-to-door notification by Neighborhood Watch Block Captains and law enforcement volunteers, explorers, reserve law enforcement officers, city staff and disaster service workers.

AUTHORITIES AND REFERENCES

The California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code), hereafter referred to as the Act, provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act.

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations), hereafter referred to as SEMS, establishes SEMS as the effective response to multi-agency and multi-jurisdiction emergencies in California. SEMS is based on the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program. SEMS incorporates the use of ICS, the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept, multi-agency or inter-agency coordination and OASIS.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act and provides overall statewide authorities and responsibilities,

and describes the functions and operations of government at all levels during extraordinary emergencies, including wartime. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Local emergency/disaster plans are, therefore, considered to be extensions of the California Emergency Plan that was reviewed as being in compliance with NIMS in September of 2005.

The National Incident Management Section, hereafter referred to as NIMS, was mandated by Homeland Security Presidential Directive No. 5 and is also based on the Incident Command System and the multi-agency coordination system.

The National Response Framework (NRF) establishes a comprehensive all-hazards approach to enhance the ability of the United States to manage domestic incidents. The plan specifies how the federal government coordinates with state, local and tribal governments and the private sector to respond to Incidents of National Significance (incidents requiring the Department of Homeland Security [DHS] coordination). The NRP is based on the premise that incidents are typically managed at the lowest possible geographic, organizational and jurisdictional level.

Authorities

The following provides emergency authorities for conducting and/or supporting emergency operations:

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended).
- Federal Civil Defense Act of 1950 (Public Law 920), as amended.
- Emergency Planning and Community Right-To-Know Act of 1986, also known as the Superfund Amendments and Reauthorization Act of 1986, Title III (42 U.S.C. §§ 11001-11050)
- Homeland Security Act, P.L. 107-296, as amended (6 U.S.C. §101-557)
- Volunteer Protection Act of 1997, P.L. 105-19 (42 U.S.C. §§ 14501-14505)
- Homeland Security Presidential Directive #5, February 28, 2003
- Homeland Security Presidential Directive #8, December 17, 2005

State

- Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations) and (Government Code Section 8607(a).

- Standardized Emergency Management System (SEMS) Guidelines.
- California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).
- California Government Code, Title 19, Public Safety, Div. 1, OES, Chapter 2, Emergency and Major Disasters, Subchapter 3, Disaster Services Worker Volunteer Program
- "Good Samaritan" Liability
- California Natural Disaster Assistance Act (Chapter 7.5 of Division 1 of Title 2 of the Government Code).
- California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials.
- Executive Order S-2-05, National Incident Management System Integration into the State of California.
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency.
- Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency.

Local

- Area B Joint Powers Agreement, February 16, 1960.
- Palmdale Municipal Code. Chapter 2.28
- Resolution No. CC 2006-047 adopting the National Incident Management System (NIMS) Principles and Policies, adopted February 13, 2006.

References

- National Incident Management System, U.S. Department of Homeland Security, March 1, 2004.
- NRT-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team).
- National Response Framework, U.S. Department of Homeland Security, November 2008.
- Disaster Assistance Procedure Manual (State OES).
- California Emergency Plan.
- California Emergency Resources Management Plan.
- California Hazardous Materials Incident Contingency Plan.
- California Master Mutual Aid Agreement, September 1975.
- California Law Enforcement Mutual Aid Plan.
- California Fire and Rescue Operations Plan.
- City of Palmdale Hazard Mitigation Plan, April 2008.
- Los Angeles County Emergency Response Plan adopted February 17, 1998.

MUTUAL AID

Introduction

The foundation of California's emergency planning and response is a statewide mutual aid system that is designed to ensure that adequate resources, facilities and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation(s). The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement, as provided for in the California Emergency Services Act. This Agreement was developed in 1950 and has been adopted by the state, all 58 counties and most incorporated cities in the State of California. The Master Mutual Aid Agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel and resources, but may also receive or render assistance to other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate and prepare mutual aid agreements.

Mutual Aid System

A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions and state with the intent to provide requesting agencies with adequate resources. The general flow of mutual aid resource requests and resources within mutual aid systems are depicted in the diagram in **Chart 1.**

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law, medical and public works. The adoption of SEMS does not alter existing mutual aid systems. These systems work through local government, operational area, regional and state levels consistent with SEMS.

Mutual aid may also be obtained from other states. Interstate mutual aid may be obtained through direct state-to-state contacts, pursuant to interstate agreements and compacts, or may be coordinated through federal agencies.

Mutual Aid Regions

Mutual aid regions are established under the Emergency Services Act by the Governor. Six mutual aid regions numbered I-VI have been established within California. The City of Palmdale is within Region I. Each mutual aid region consists of designated counties. Region I is in the OES Southern Administrative Region. (**See Chart 3)**

Participation of Volunteer and Private Agencies

Volunteer agencies and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. Some volunteer

agencies such as the American Red Cross, Salvation Army, Auxiliary Communication Services (ACS), Community Emergency Response Teams (CERT), faith-based organizations and others are an essential element of the statewide emergency response to meet the needs of disaster victims. Volunteer agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should be represented in EOCs.

Some private agencies have established mutual aid arrangements to assist other private agencies within their functional area. For example, electric and gas utilities have mutual aid agreements within their industry and established procedures for coordinating with governmental EOCs. In some functional areas, services are provided by a mix of special district, municipal and private agencies. Mutual aid arrangements may include both governmental and private agencies.

Liaison should be established between activated EOCs and private agencies involved in a response. Where there is a need for extensive coordination and information exchange, private agencies should be represented in activated EOCs at the appropriate SEMS/NIMS level.

Policies and Procedures

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.
- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county, operational area or mutual aid regional level.
- Because different radio frequencies are in use among most agencies, local agencies should provide incoming mutual aid forces with portable radios having local frequencies.
- The City of Palmdale will make all non-law and non-fire mutual aid requests via the Palmdale Sheriff's Station through OARRS. Requests should specify, at a minimum:
    - Number and type of personnel needed.
    - Type and amount of equipment needed.
    - Reporting time and location.
    - Authority to whom forces should report.
    - Access routes.
    - Estimated duration of operations.
    - Risks and hazards.

Authorities and References

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

- California Master Mutual Aid Agreement.
- California Fire and Rescue Emergency Plan.

- California Fire Assistance Agreement 2002-2006
- California Law Enforcement Mutual Aid Plan.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 93-288, as amended)-provides federal support to state and local disaster activities.
- California Emergency Managers Mutual Aid Agreement, November 1997
- Emergency Management Assistance Compact, September 2005
- American Red Cross Shelter and Facilities Use Agreements

Chart 5, Flow of Resource Requests

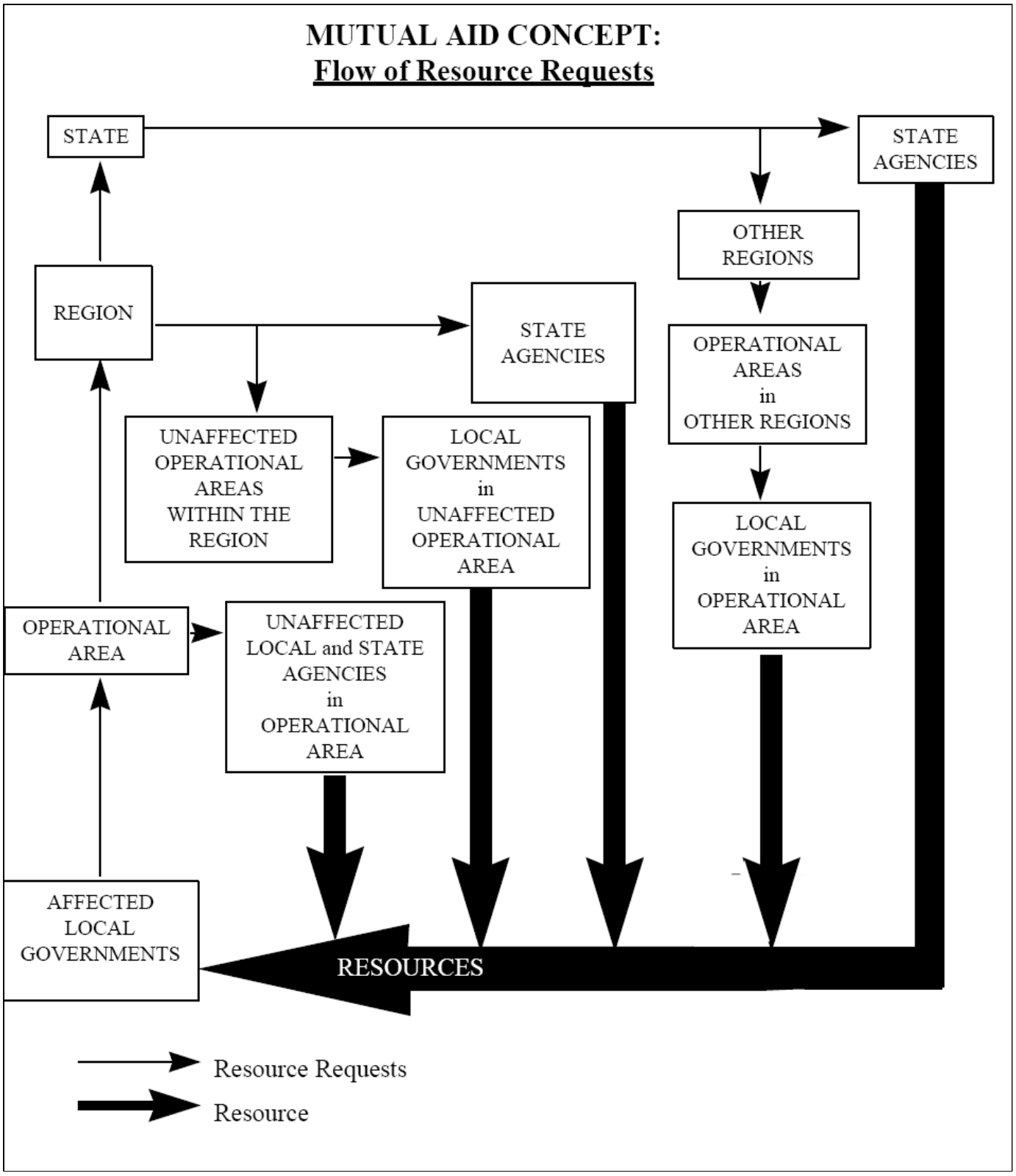


Chart 6, Mutual Aid Channels

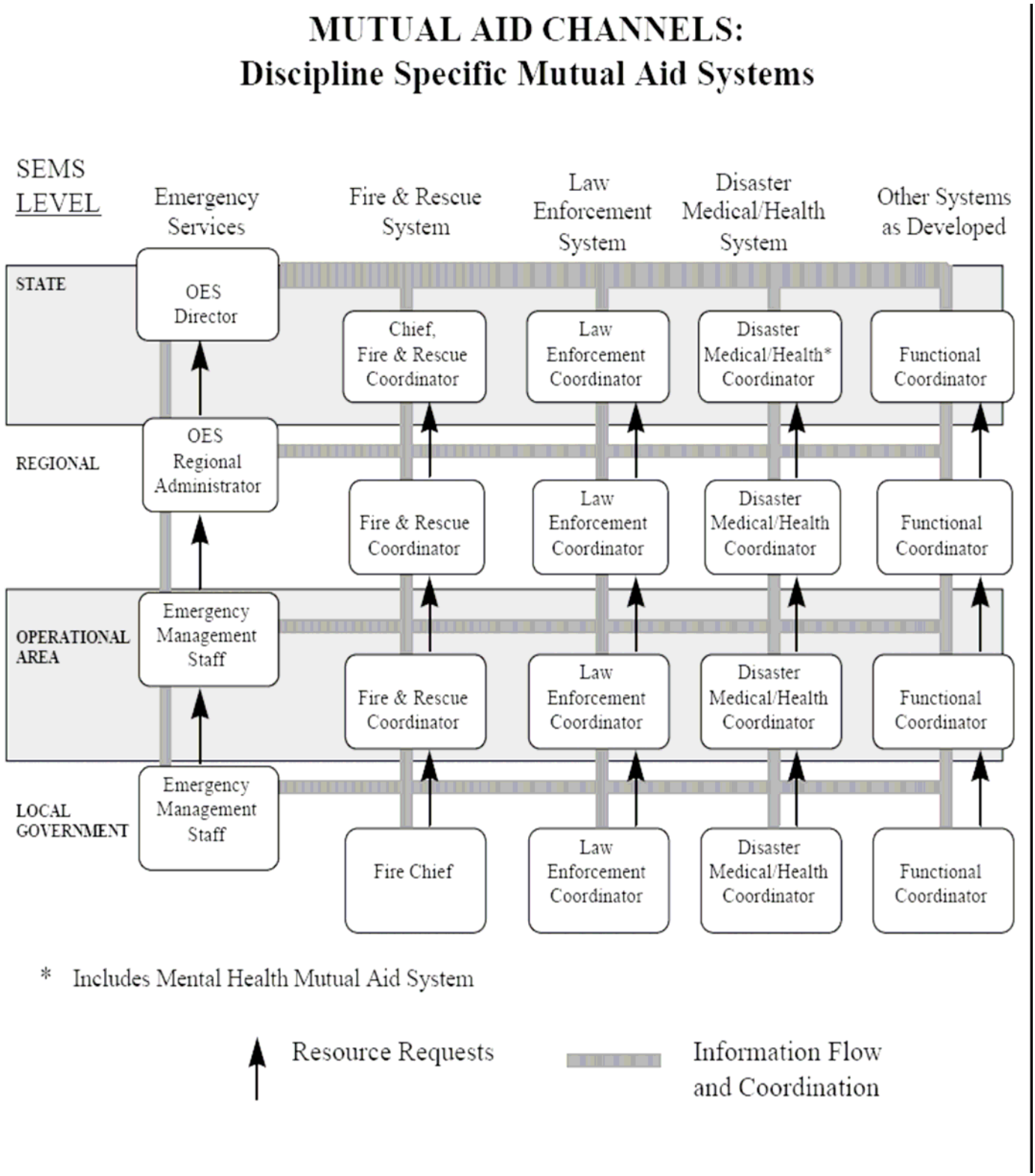


Chart 7, California Governor's Office of Emergency Services Administrative Regions and Mutual Aid Regions

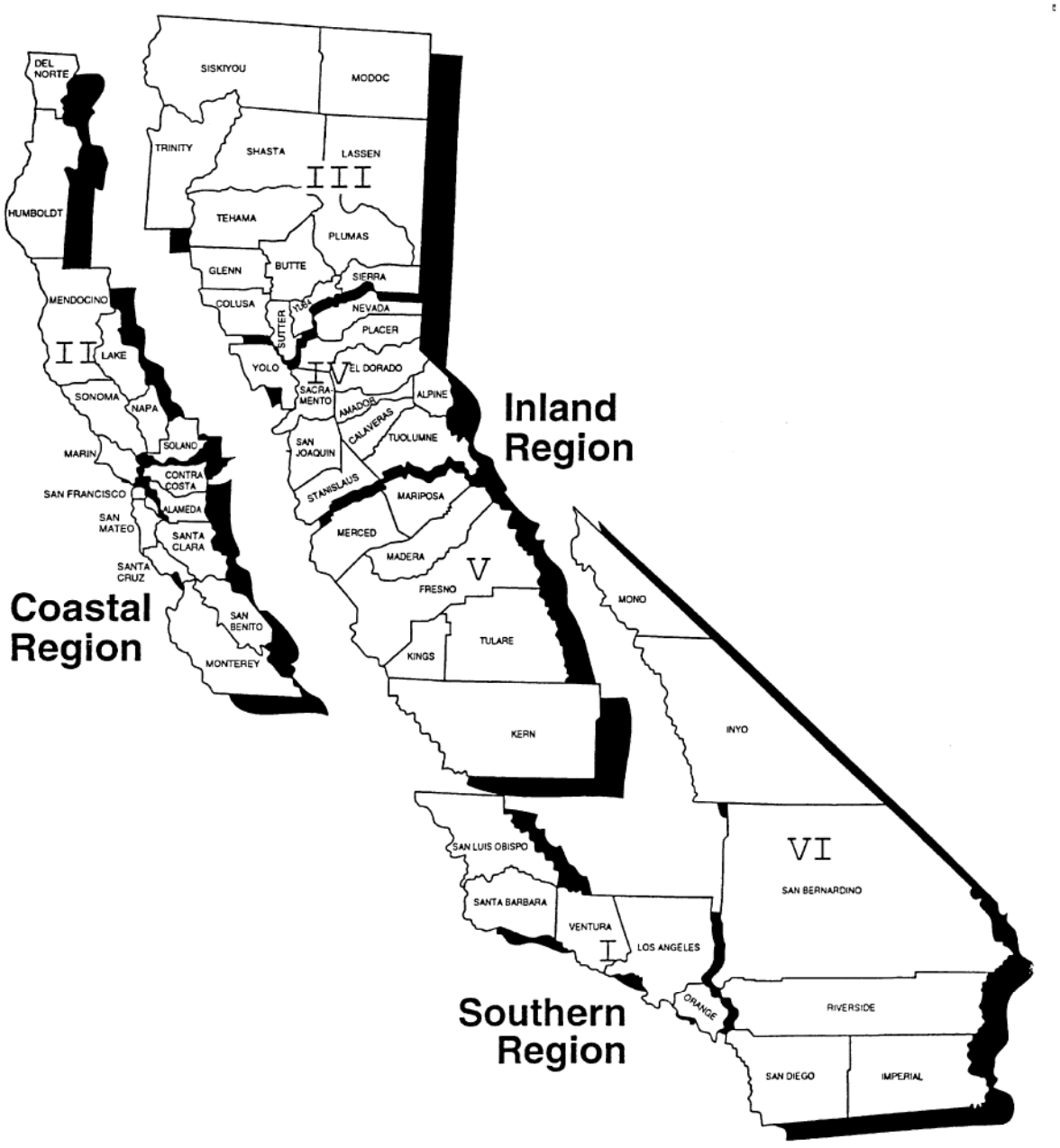
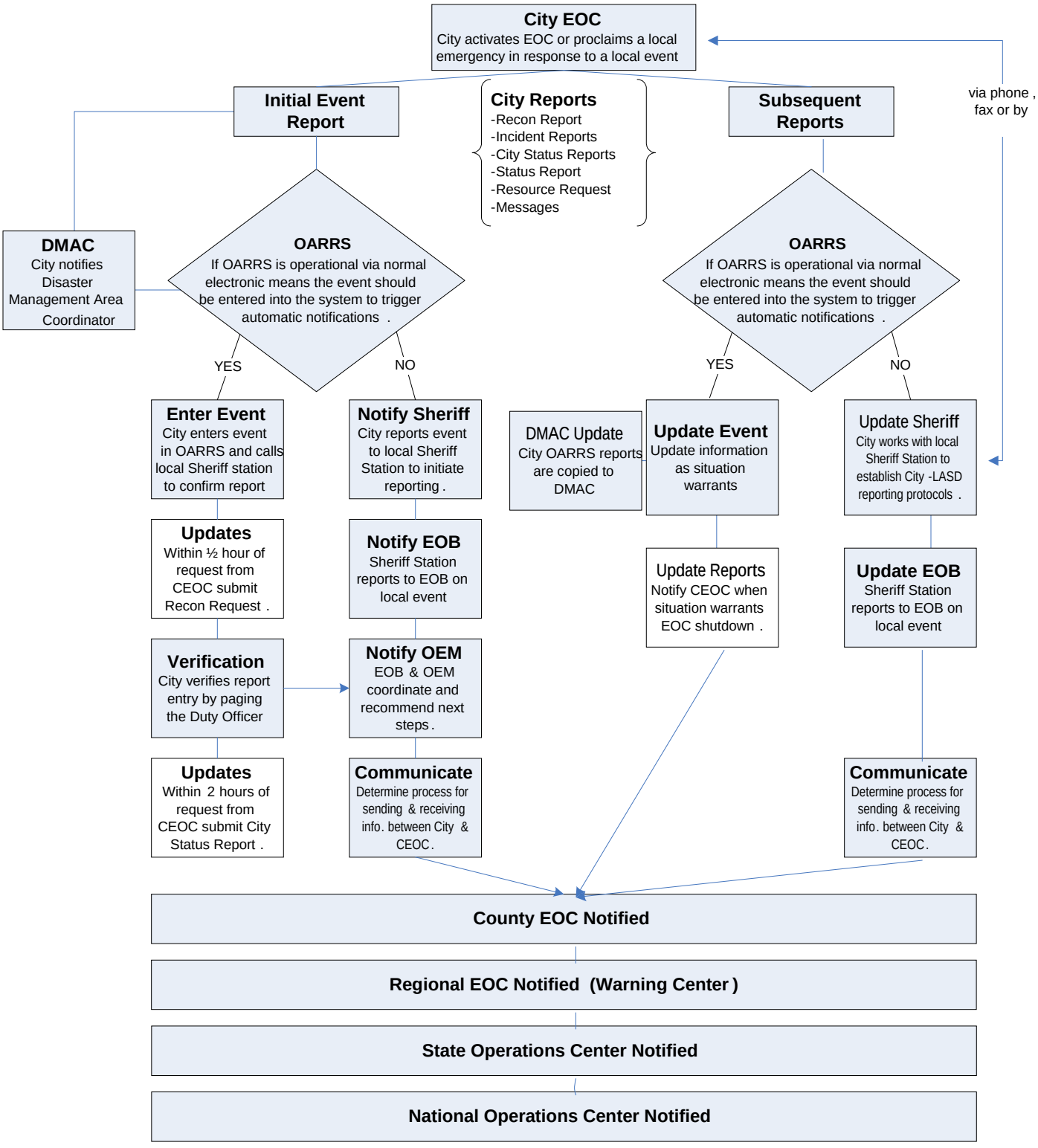


Chart 8, Los Angeles County Operational Area Coordination and Reporting Protocol



THREAT SUMMARY FOR CITY OF PALMDALE

This section of the Basic Plan (Part One) consists of a series of threat summaries based on the City of Palmdale's Safety Element 2009 of the General Plan and the Hazard Mitigation Plan 2009. Palmdale is vulnerable to a wide range of threats. There are three broad categories of hazards: natural, technological or man-made and national security.

Palmdale is located in the southern region of the Antelope Valley, in the western portion of the Mojave Desert. It is approximately 60 miles northeast of Downtown Los Angeles, off State Highway 14 (commonly known as the Antelope Valley Freeway). Palmdale has an estimated residential population of 152,750 (Census 2010). Palmdale consists of 104 square miles. The climate is characteristic of this region of the Mojave Desert. The mountain ranges block cool, moist coastal air and create hot, dry summers, and cold winters. Seasonal rains (thunderstorms) are common but creeks are dry during much of the year. Mean temperatures range from 18 degrees (F) in January to 108 degrees (F) in July, with a daily average range of 46 to 77 degrees (F). Annual rainfall ranges from 5 to 11 inches and occasional snow can be expected during winter.

A hazard analysis has indicated that the City may be at risk to certain types of emergencies/disasters and to national security emergencies. The City of Palmdale is located within Area B, in Los Angeles County, of the Southern Administrative Region of the State Office of Emergency Services. The most significant transportation routes in the area are State Highway 14 and State Route 138. Railways through Palmdale are used for the transportation of goods, hazardous materials, and commuters. The proximity of Palmdale to major airports and fly patterns, such as Edwards Air Force Base, Air Force Plant 42, Palmdale Regional Airport and Fox Field Airport is noted for the potential risk involved in air traffic. There are four school districts and two higher education facilities serving the area. The City has two hospitals, Palmdale Regional Medical Center with 239 licensed acute care beds and Antelope Valley Hospital with 379 licensed beds.

This section of the Basic Plan (Part One) consists of a series of threat assessments that describe the area at risk and the anticipated nature of the situation.

- An earthquake could impact major segments of, or the total, population.
- Many major highways and light rail lines traverse or pass near the City, and transportation incidents (including hazardous material incidents) as well as pipeline ruptures or illegal dumping could affect the City. The City has some industry and faces the potential for hazardous materials incidents from the stationary hazardous materials users as well.
- Many areas of the City may be subject to flooding, due to flash flooding, urban flooding (storm drain failure/infrastructure breakdown), river channel overflow, downstream flooding, etc. The City has historically been vulnerable to tropical storms and severe winter storms.
- Wildland fires could impact areas of the City and could require evacuation of portions of the population.

- A transportation incident such as a major air crash, light train derailment or trucking incident could impact areas within the City.
- A civil unrest incident could impact areas within the City or the entire City.
- The entire Los Angeles Basin is considered as a possible risk area for a nuclear event or act of terrorism; therefore both sheltering and evacuation should be considered. Neither the City nor the County of Los Angeles has the capability to plan for the organized evacuation of the basin; therefore, the extent of planning at this time is restricted to assisting and expediting spontaneous evacuation. In the increased readiness stage, expedient shelters will be utilized as appropriate and information will be provided to the public, as the City no longer maintains public fallout shelters.
- There are three major dams located in or upstream from the Palmdale area: Little Rock Dam, Harold Reservoir, and Amargosa Creek Dam.

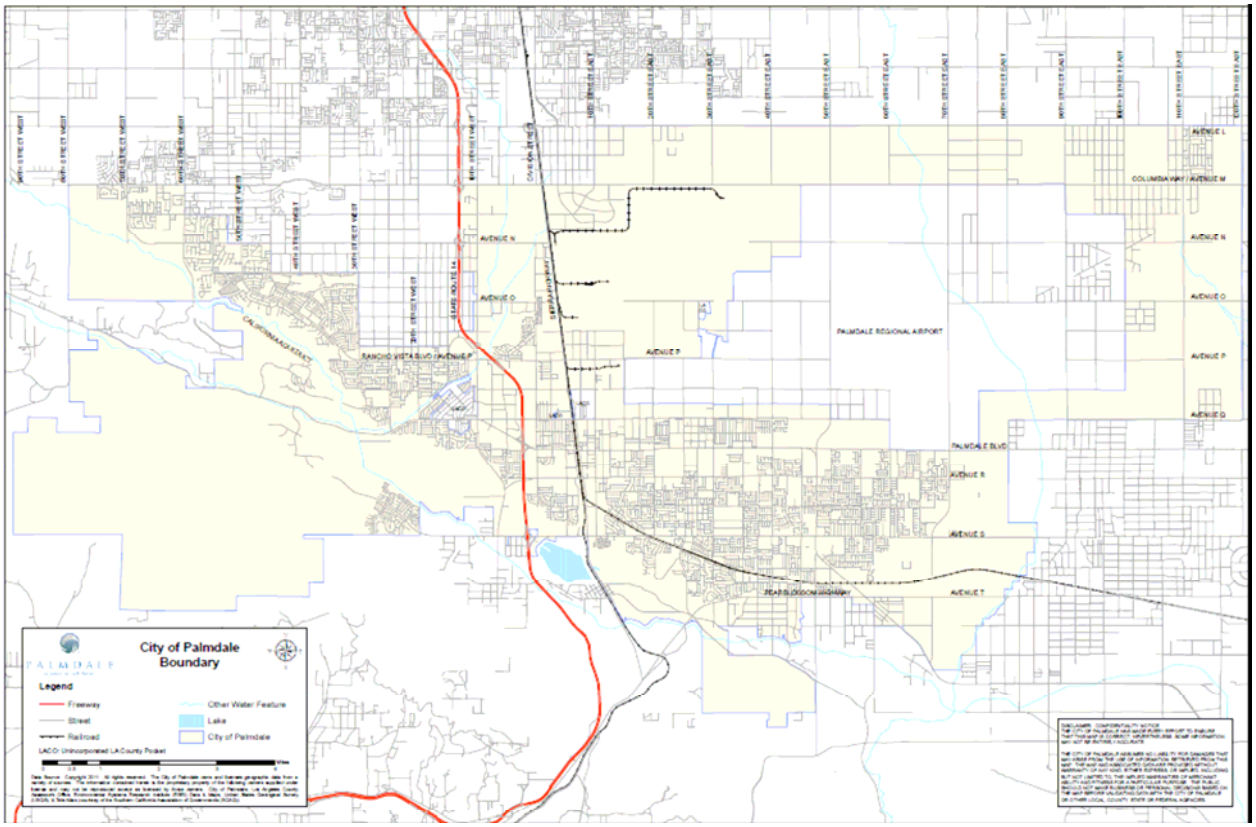
Any single incident or a combination of events could require evacuation and/or sheltering of the population. The City relies on the American Red Cross for assistance with emergency shelters and other necessary emergency services. City staff has been designated to coordinate all SEMS/NIMS functions.

The City contracts for Police and Fire services with Los Angeles County. During the response phase, the Palmdale Sheriff's station EOC or Watch Commander is the coordination and communication point. Access to the Op Area is via OARRS or if OARRS is not available, then all reports are to be sent to the contract Sheriff's Station Palmdale Sheriff's station by means coordinated with and agreed to by the Watch Commander and City staff. The Palmdale Sheriff's station will then be responsible for entering the data into OARRS.

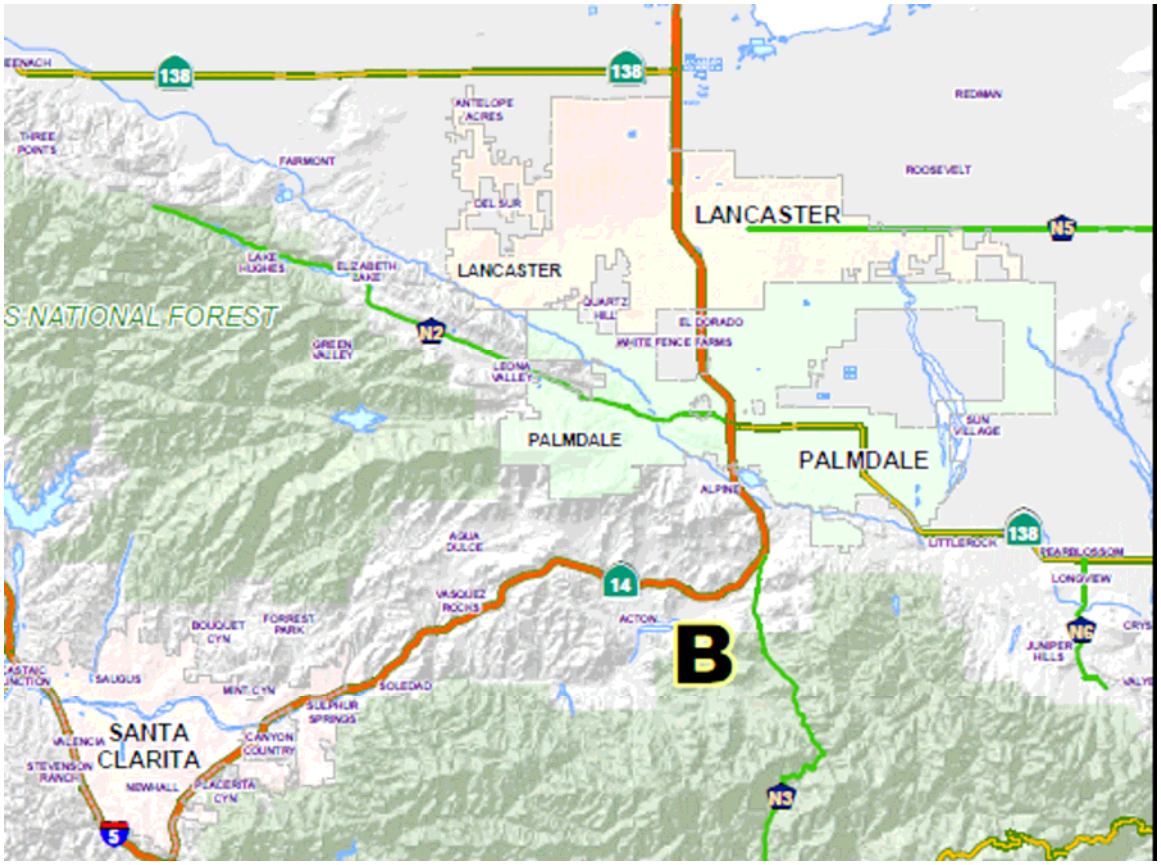
The following threat assessments identify and summarize the hazards that could impact the City of Palmdale:

Threat Assessment 1	Major Earthquake
Threat Assessment 2	Hazardous Materials
Threat Assessment 3	Flooding
Threat Assessment 4	Dam Failure
Threat Assessment 5	Fire
Threat Assessment 6A	Transportation - Air Crash
Threat Assessment 6B	Transportation - Train Derailment
Threat Assessment 6C	Transportation – Trucking Incident
Threat Assessment 7	Civil Unrest
Threat Assessment 8	Terrorism
Threat Assessment 9	National Security Emergency
Threat Assessment 10	Landslide
Threat Assessment 11	Pandemic

CITY OF PALMDALE - MAP



CITY MAP & ADJACENT JURISDICTIONS



PART TWO—EMERGENCY ORGANIZATION FUNCTIONS OVERVIEW

Part Two of the EOP Executive Summary describes the emergency/disaster response organization and provides checklists and reference material for the Emergency Operations Center (EOC) staff. Part Two is organized into the five functions of the EOC: Management, Operations, Planning and Intelligence, Logistics, and Finance and Administration.

MANAGEMENT SECTION

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

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** by city ordinance will fill this position while serving as the Director of Emergency Services during a disaster or emergency. The EOC Director, the General Staff (Section Coordinators), the EOC Coordinator and others as designated make up the EOC Management Team. The Management team is responsible for advising the EOC Director on policy matters. They also assist the Director of Emergency Services and EOC Director 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.

Emergency Operations Center Oversight

The Management Section is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations. The elements may include:

- Managing overall emergency response and recovery effort.
- Overseeing and directing the Operations, Planning, Logistics and Finance Sections within the EOC.
- Utilizing the Incident Command System principles.

Functions include:

- City Council
- Policy Group
- EOC Director
- Liaison Officer
- Legal Officer
- Public Information Officer
- Security Officer
- Safety Officer

Policy Group

The Policy Group is made up of members of the city council and department directors and gives support to the EOC Director.

City Council

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

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 location of the media center will be determined by the location and nature of the incident. 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. When multiple local, state federal agencies are involved, a Joint Information Center (JIC) may be established. The Public Information Officer will coordinate and communicate with the JIC or assign an individual to the JIC to ensure coordination of information dissemination with local, state and federal agencies.

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 Palmdale 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 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.

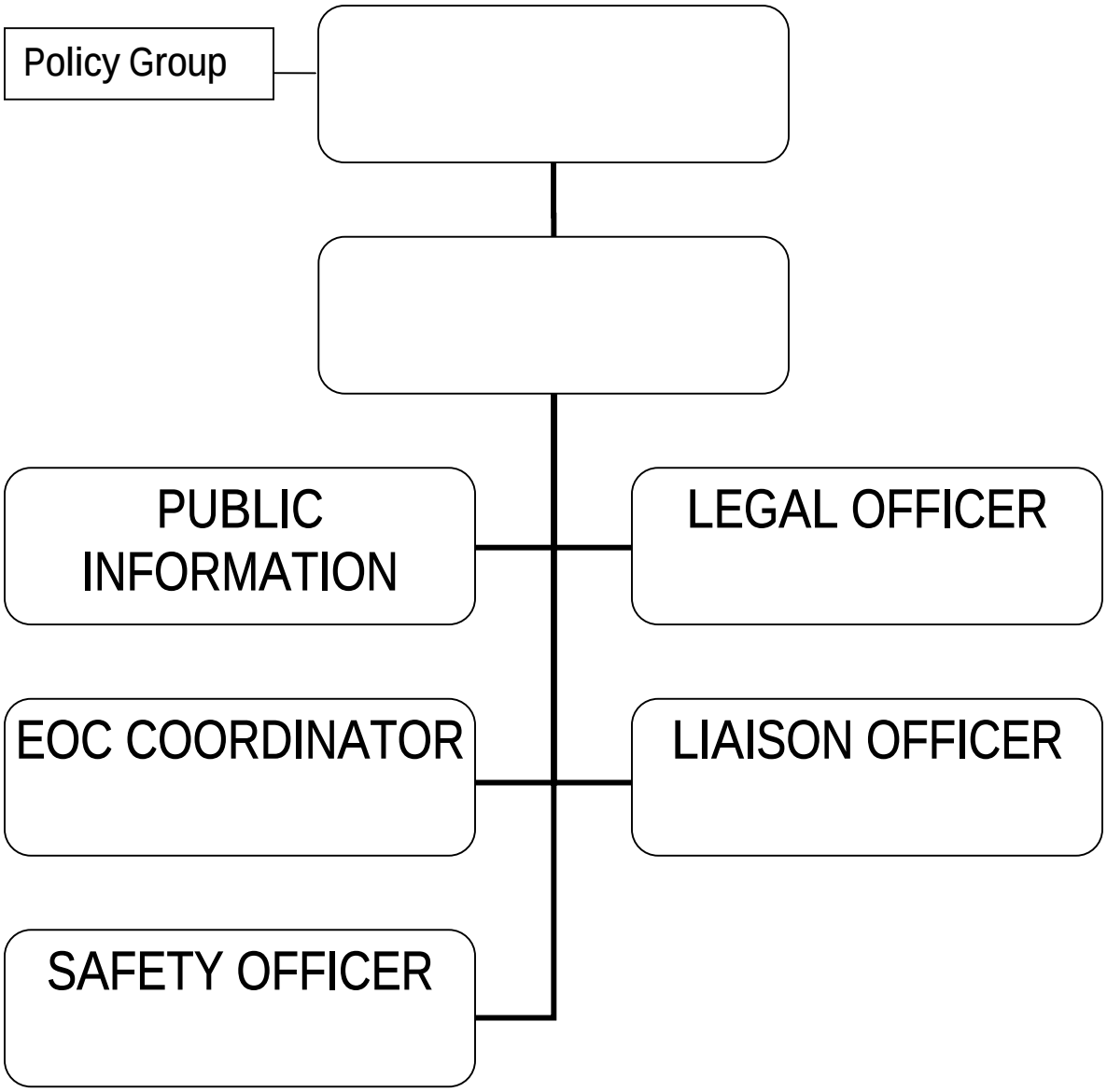
Security Officer

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

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 Section Organization Chart



OPERATIONS SECTION

To enhance the capability of the City of Palmdale to respond to emergencies by carrying out coordinated tactical operations based upon the EOC Action Plan. It is the policy of this Section that the priorities of responses are to be:

- Protect life and property.
- Carry out objectives of the EOC Action Plan.
- Ensure coordinated incident response.
- Cooperate with other sections of the City's emergency response team.

Operations Section Staff

The Operations Section Coordinator will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches. The following branches may be established as the need arises:

- Law Enforcement Branch
- Fire/Haz Mat/Medical Branch
- Care & Shelter Branch
- Public Works Branch
- Building and Safety Branch

The Operations Section Coordinator may activate additional units as necessary to fulfill an expanded role.

Operations Section Coordinator

The Operations Section Coordinator, a member of the EOC Director' General Staff, is responsible for coordinating all jurisdictional operations in support of the emergency response through implementation of the City's EOC Action Plan and for coordinating all requests for mutual aid and other operational resources. The Coordinator is responsible for:

- Understanding the current situation.
- Predicting probable resource needs.
- Preparing alternative strategies for procurement and resources management.

Law Enforcement Branch

This Branch is responsible for alerting and warning the public, coordinating evacuations, enforcing laws and emergency orders, establishing safe traffic routes, ensuring that security is provided at incident facilities, ensuring access control to damaged areas, ordering and coordinating appropriate mutual aid resources, assuming responsibility for the Coroner function in the absence of the Los Angeles County Coroner, and activating crisis counseling for emergency responders. Standard Operating Procedures are maintained and followed by the **Los Angeles County Sheriff's Department.**

Fire/HazMat/Medical Branch

The Fire Branch is responsible for coordinating personnel, equipment, and resources committed to the fire, field medical, search and rescue, hazardous materials elements of the incident. Standard Operating Procedures are maintained and followed by the **Los Angeles County Fire Department.**

Medical activities will be coordinated with the Los Angeles County Operational Area for appropriate emergency medical response. The Operational Area is responsible for managing personnel, equipment, and resources to provide the best patient care possible.

Care and Shelter Branch

The Care and Shelter Branch is responsible for providing care and shelter for disaster victims and will coordinate efforts with the American Red Cross and other volunteer agencies.

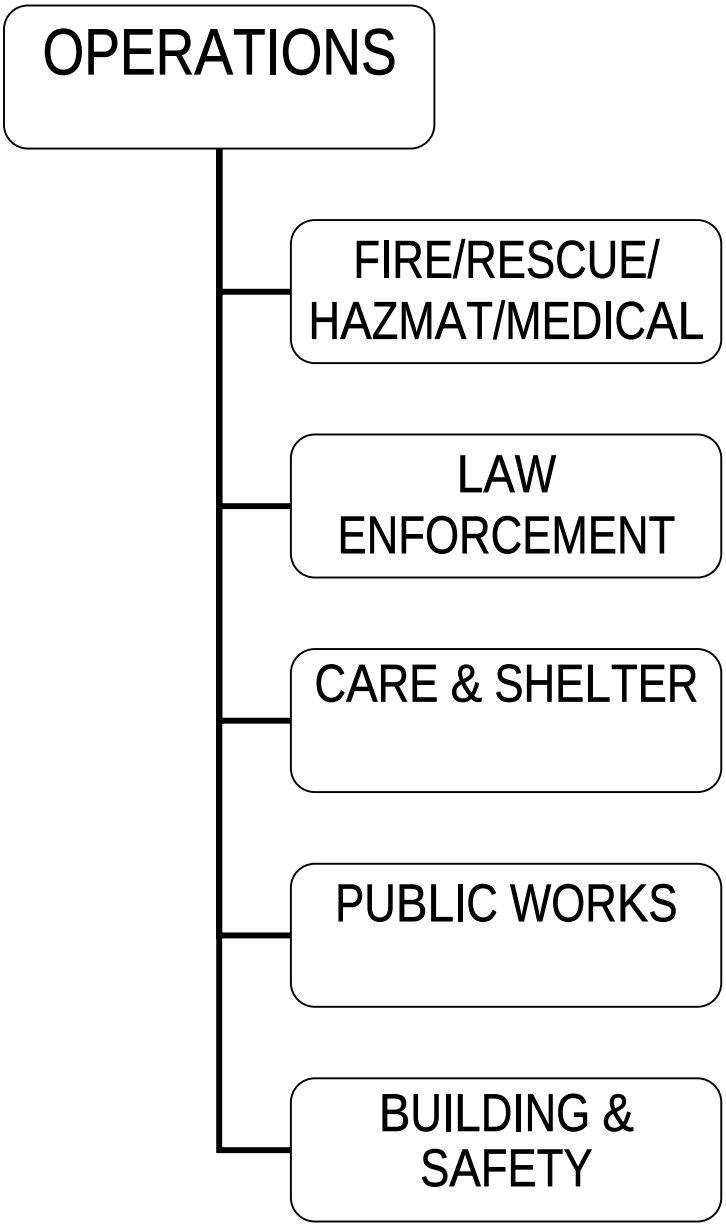
Public Works Branch

The Public Works Branch is responsible for coordinating all Transportation & Public Works operations; maintaining public facilities, surviving utilities and services, as well as restoring those that are damaged or destroyed; assisting other functions with traffic issues, search and rescue, transportation, etc. as needed.

Building and Safety Branch

The Building and Safety Branch is responsible for the evaluation and inspection of all City-owned and private structures damaged in an incident.

Operations Section Organization Chart



PLANNING/INTELLIGENCE SECTION

The Planning/Intelligence Section's primary responsibility is to collect, evaluate, display and disseminate incident information and status of resources. This Section functions as the primary support for decision-making to the overall emergency organization. This Section also provides anticipatory appraisals and develops plans necessary to cope with changing field events. This Section primarily gathers and documents information to answer critical questions: Where are the incidents? How bad are the incidents? How much worse will the incidents become? How can we best manage the incidents? During a disaster/emergency, other department heads will advise the Planning/Intelligence Coordinator on various courses of action from their departmental level perspective.

Objectives

The Planning/Intelligence Section ensures that safety/damage assessment information is compiled, assembled and reported in an expeditious manner to the various EOC sections, City departments and the Los Angeles County Operational Area via OARRS (Internet); or if OARRS is not available, then all reports are to be sent to the Palmdale Sheriff's Station by means coordinated with and agreed to by the Watch Commander and City staff. The Palmdale Sheriff Station will then be responsible for entering the data into OARRS. The Planning/Intelligence Section is also responsible for the detailed recording (Documentation Unit) of the entire response effort and the preservation of these records during and following the disaster. The Planning/Intelligence Section will accomplish the following specific objectives during a disaster/emergency:

- Collect initial situation and safety/damage assessment information.
- Display situation and operational information in the Emergency Operations Center (EOC) using maps and visual aids.
- Prepare and maintain displays, charts and lists, which reflect the current status and location of assigned resources (personnel, equipment and vehicles).
- Disseminate intelligence information to the EOC Director, Public Information Officer, General Staff and the Los Angeles County Operational Area via the Palmdale Sheriff Station EOC or Watch Commander.
- Conduct mapping and recording operations.
- Prepare summary safety/damage assessment reports for dissemination to other sections, City departments, State OES, FEMA and the Los Angeles County Operational Area via OARRS, the Palmdale Sheriff's Station EOC, or Watch Commander.
- Prepare required reports identifying the extent of damage and financial losses.
- Determine the City's post-event condition.
- Provide Planning/Intelligence support to other sections.
- Ensure accurate recording and documentation of the incident.
- Prepare the City's EOC Action Plan.
- Prepare the City's After-Action/Corrective Action Report.
- Prepare a post-disaster recovery plan.

- Maintain proper and accurate documentation of all actions taken to ensure that all required records are preserved for future use and State OES and FEMA filing requirements.
- Acquire technical experts for special interest topics or special technical knowledge subjects.

Action Planning

Action plans are an essential part of SEMS/NIMS at all levels. Action planning is an effective management tool involving two essential items:

- A process to identify objectives, priorities and assignments related to emergency response or recovery actions.
- Plans that document the priorities, objectives, tasks and personnel assignments associated with meeting the objectives.

After-Action Reports

The completion of After-Action Reports is a part of the required SEMS/NIMS reporting process. The Emergency Services Act, Section 8607(f) mandates that the State Office of Emergency Services (OES) in cooperation with involved state and local agencies, complete an After-Action Report within 120 days after each declared disaster.

Section 2450(a) of the SEMS Regulations states that "Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an After-Action Report to OES within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900(j)."

NIMS requires Corrective Action and Implementation Plans. Corrective action plans are designed to implement procedures that are based on lessons learned from actual incidents or from training and exercises.

Use of After-Action/Corrective Action Reports

After-Action/Corrective Action Reports are made available to all interested public safety and emergency management organizations and serve the following important functions:

- A source for documentation of response activities.
- Identification of problems/successes during emergency operations.
- Analysis of the effectiveness of the components of SEMS/NIMS.
- Describe and define a plan of action for implementation of improvements.

The SEMS/NIMS approach to the use of After-Action/Corrective Action Reports emphasizes the improvement of emergency management at all levels. The After-Action/Corrective Action Report provides a vehicle for not only documenting system

improvements, but also can, if desired, provide a work plan for how these improvements can be implemented.

Planning/Intelligence Section Staff

The Planning/Intelligence Section Coordinator will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches/groups/units. The following may be established as the need arises:

- Situation Status Unit
- Documentation Unit
- Damage Assessment Unit
- Advance Planning Unit
- Recovery Planning Unit
- Demobilization Unit
- Technical Specialist

The Planning/Intelligence Section Coordinator may activate additional branches/groups/units as necessary to fulfill an expanded role.

The Planning/Intelligence Section Coordinator is responsible for overseeing all demobilization post-disaster. All Planning/Intelligence staff will account for all equipment, personnel, and supplies at the end of any operation.

Planning/Intelligence Section Coordinator

The Planning/Intelligence Section Coordinator, a member of the EOC Director' General Staff, is responsible for the collection, evaluation, forecasting, dissemination and use of information about the development of the incident and status of resources. Information is needed to:

- Understand the current situation.
- Predict probable course of incident events.
- Prepare alternative strategies for the incident.

Situation Status Unit

The Situation Status Unit is responsible for the collection and organization of incident status and situation information. The Unit is also responsible for the evaluation, analysis and display of information for use by EOC staff.

Documentation Unit

The Documentation Unit is responsible for initiating and coordinating the preparation of the City's EOC Action Plans and After-Action/Corrective Action Reports; maintaining accurate and complete incident files; establishing and operating an EOC Message Center;

providing copying services to EOC personnel and preserving incident files for legal, analytical and historical purposes.

Damage Assessment Unit

The Damage Assessment Unit is responsible for maintaining detailed records of safety/damage assessment information and supporting the documentation process.

Advance Planning Unit

The Advance Planning Unit is responsible for developing reports and recommendations for future time periods and for preparing reports and briefings for use in strategy and/or planning meetings.

Recovery Planning Unit

The Recovery Unit is responsible for ensuring that the City receives all disaster/emergency assistance and disaster recovery costs for which it is eligible. The Unit is also responsible for all initial recovery operations and for preparing the EOC organization for transition to a recovery operations organization to restore the City to pre-disaster condition as quickly and effectively as possible.

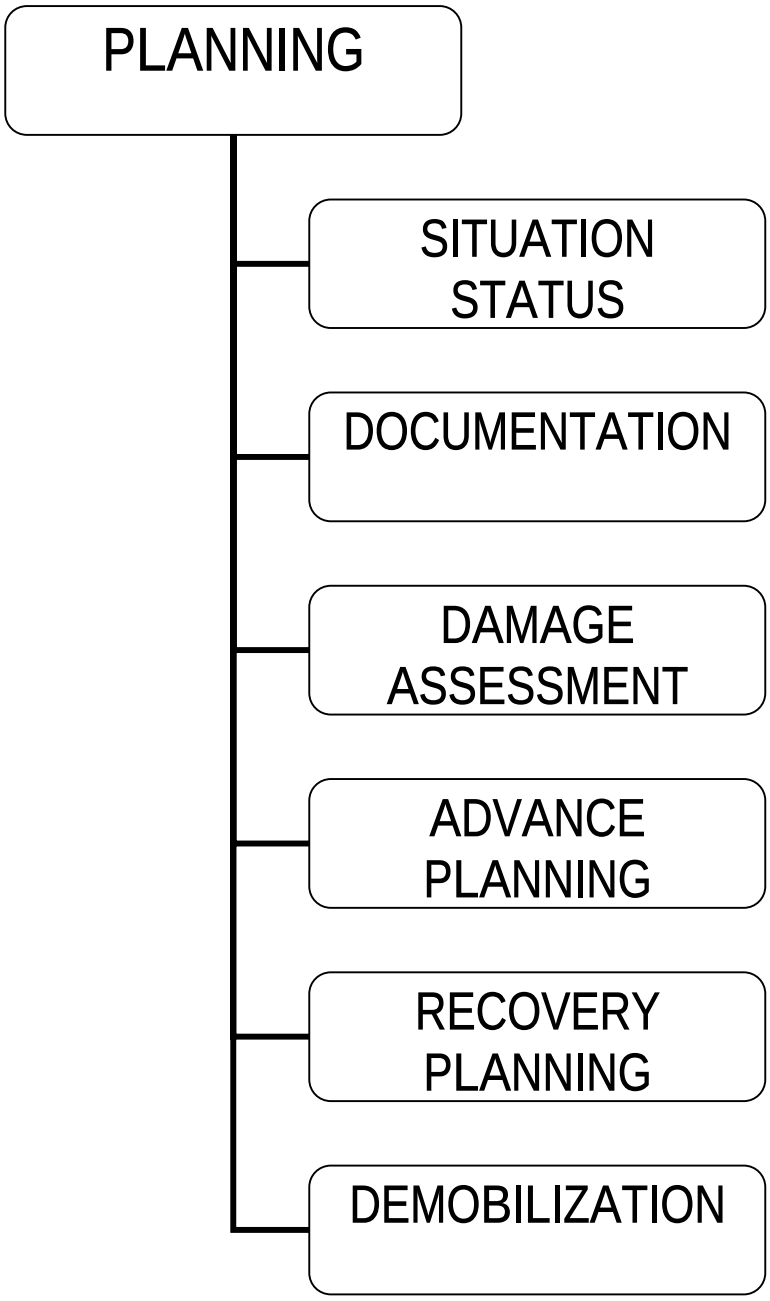
Demobilization Unit

The Demobilization Unit is responsible for preparing a Demobilization Plan to ensure an orderly, safe and cost-effective release of personnel and equipment.

Technical Specialist

Technical Specialists are advisors with special skills needed to support a field or function not addressed elsewhere or by any other discipline. Technical Specialists (which may or may not be an employee of a public or private agency) may report to the Planning/Intelligence Section Coordinator; may function within an existing unit such as the Situation Status Unit; form a separate unit if required or be reassigned to other parts of the organization, i.e. Operations, Logistics, or Finance/Administration.

Planning/Intelligence Section Organization Chart



LOGISTICS SECTION

The Logistics Section's primary responsibility is to ensure the acquisition, transportation and mobilization of resources to support the response effort at the disaster sites, public shelters, EOCs, etc. This Section provides all necessary personnel, supplies and equipment procurement support. Methods for obtaining and using facilities, equipment, supplies, services and other resources to support emergency response at all operational sites during emergency/disaster conditions will be the same as that used during normal operations unless authorized by the EOC Director or emergency orders of the City Council.

Objectives

The Logistics Section ensures that all other sections are supported for the duration of the incident. Any personnel, equipment, supplies or services required by the other sections will be ordered through the Logistics Section.

The Logistics Section will accomplish the following specific objectives during a disaster/emergency:

- Collect information from other sections to determine needs and prepare for expected operations.
- Coordinate provision of logistical support with the Director of Emergency Operations.
- Prepare required reports identifying the activities performed by the Logistics Section.
- Determine the City's logistical support needs and plan for both immediate and long-term requirements.
- Maintain proper and accurate documentation of all actions taken and all items procured to ensure that all required records are preserved for future use and State OES and FEMA filing requirements.

Logistics Section Staff

The Logistics Section Coordinator will determine, based on present and projected requirements, the need for establishing specific and/or specialized units. The following units may be established as the need arises:

- Information Systems Branch
- Transportation Unit
- Personnel Unit
- Procurement Unit
- Facilities Unit
- Resources Unit

The Logistics Section Coordinator may activate additional units as necessary to fulfill an expanded role.

Logistics Section Coordinator

The Logistics Section Coordinator, a member of the EOC Director's General Staff, is responsible for supporting the response effort and the acquisition, transportation and mobilization of resources. Information is needed to:

- Understand the current situation.
- Predict probable resource needs.
- Prepare alternative strategies for procurement and resources management.

Information Systems Branch

The Information Systems Branch is responsible for managing all radio, data, and telephone needs of the EOC staff.

Transportation Unit

The Transportation Unit is responsible for transportation of emergency personnel, equipment and supplies and for coordinating the Disaster Route Priority Plan.

Personnel Unit

The Personnel Unit is responsible for obtaining, coordinating and allocating all non-fire and non-law enforcement mutual aid personnel support requests received; for registering volunteers as Disaster Services Workers and for managing EOC personnel issues and requests.

Procurement Unit

The Procurement Unit is responsible for obtaining all non-fire and non-law enforcement mutual aid materials, equipment and supplies to support emergency operations and arranging for delivery of those resources. The Procurement Unit is responsible for administering all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements and tracking expenditures. The Procurement Unit is responsible for identifying sources of equipment, preparation and signing equipment rental agreements, and processing all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Procurement Unit is also responsible for ensuring that all records identify scope of work and site-specific work location.

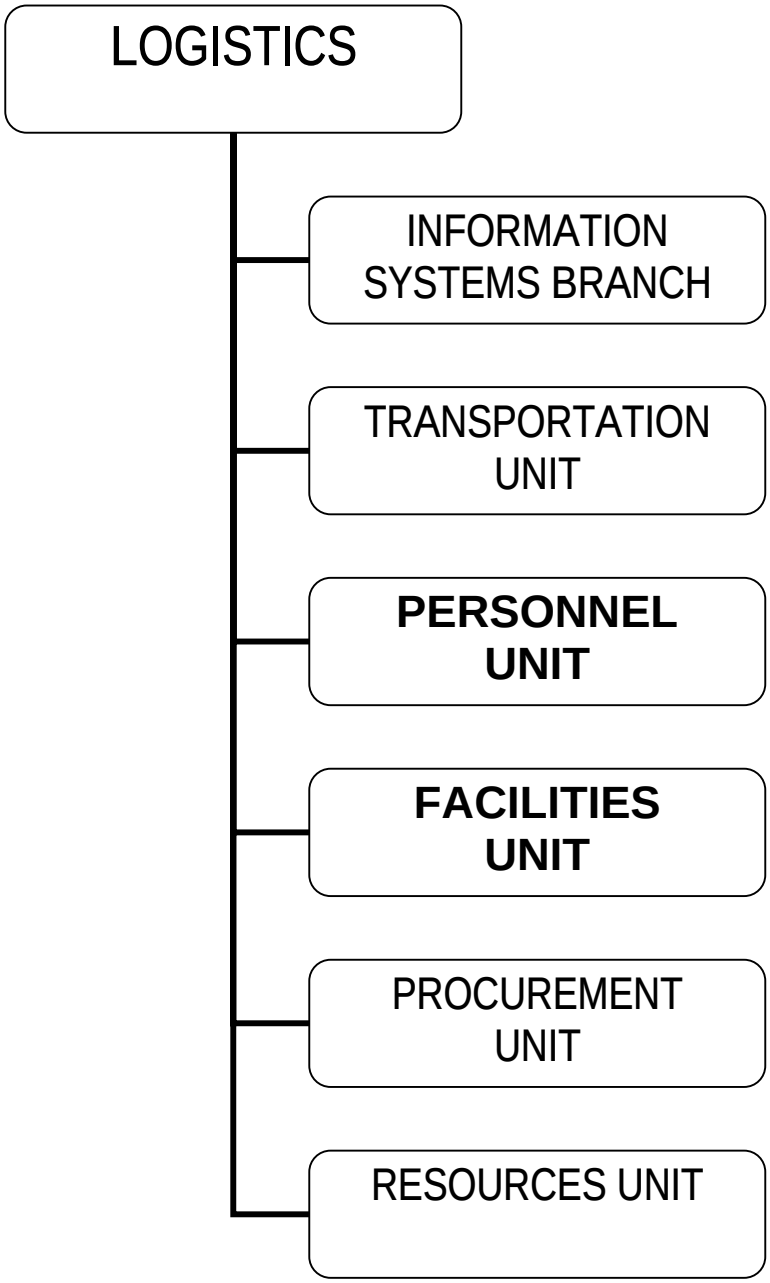
Facilities Unit

The Facilities Unit is responsible for ensuring that adequate facilities are provided for the response effort, including securing access to the facility and providing staff, furniture, supplies and materials necessary to configure the facility in a manner adequate to accomplish the mission.

Resources Unit

The Resources Unit is responsible for maintaining detailed tracking records of resource allocation and use (resources available, resources assigned, resources requested but not yet on scene, "out-of-service" resources and estimates of future resource needs); for maintaining logs and invoices to support the documentation process and for resources information displays in the EOC. This Unit cooperates closely with the Operations Section (to determine resources currently in place and resources needed).

Logistics Organization Chart



FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section's primary responsibility is to maintain to the greatest extent possible the financial systems necessary to keep the City functioning during a disaster/emergency. These systems include:

- Payroll
- Payments
- Revenue collection
- Claim processing
- Cost recovery documentation

The Section also supervises the negotiation and administration of vendor and supply contracts and procedures.

The extent of the disaster/emergency will determine the extent to which the Finance/Administration Section will mobilize. In a low-level emergency, only part of the section will mobilize. In a widespread disaster that damages communications and systems, the entire section will mobilize.

Objectives

The Finance/Administration Section acts in a support role in all disasters/emergencies to ensure that all required records are preserved for future use and State OES and FEMA filing requirements through maintenance of proper and accurate documentation of all actions taken. Depending on the type of emergency, the Fire, Law Enforcement, or Public Works departments will have the principal role in directing the City's overall response efforts. To carry out its responsibilities, the Finance/Administration Section will accomplish the following objectives during a disaster/emergency:

For all disasters/emergencies:

- Notify the other sections and City departments that the Disaster Accounting System is to be used for the disaster/emergency.
- Determine the extent to which the City's computer systems are accessible and/or usable.
- Determine if the City's bank can continue handling financial transactions.
- Maintain, as best possible, the financial continuity of the City (payroll, payments and revenue collection).
- Disseminate information about the Disaster Accounting System to other sections and departments as necessary.
- Upon declaration of a disaster by the State and/or Federal Governments, coordinate with disaster agencies to initiate the recovery process of the City's costs.
- Coordinate with the other sections and departments the collection and documentation of costs pertaining to the disaster/emergency.

- Coordinate with the disaster assistance agencies for the required inspections, documentation, audits, and other necessary work in order to recover costs.

For disasters/emergencies where the City's computer systems and bank are accessible and usable:

- Inform the other sections and City departments that the payroll and payments processing will be handled on a "business-as-usual" basis except that the Disaster Accounting System will be used for disaster/emergency-related costs.
- Continue with objectives A.5. through A.8. above.

For disasters/emergencies where the City's computer systems and/or bank are either inaccessible or unusable for a short period of time; i.e., less than one week:

- Inform the other sections and City departments that payroll and payments will be on hold for a short time and that processing will continue on a normal basis as of a specified date.
- Continue with objectives A.4. through A.8. above.

For disasters/emergencies where the City's computer and/or bank systems are either inaccessible or unusable for an extended period of time; i.e., one week or more:

- Inform the other sections and City departments that disaster accounting procedures will be necessary for the next payroll and all critical payments.
- Activate other Finance/Administration Section Units as necessary.
- Continue with objectives A.4. through A.8. above.

Finance/Administration Section Staff

The Finance/Administration Section Coordinator will determine, based on present and projected requirements, the need for establishing specific and/or specialized branches/groups/units. In certain of the functional areas such as procurement, a functional unit need not be established if only one person would work in the unit. In that case, the normal procurement officer would be assigned rather than designating a unit. The following may be established as the need arises:

- Purchasing Unit
- Cost Recovery Documentation Unit
- Time Unit
- Compensation/Claims Unit
- Cost Analysis Unit

The Finance/Administration Section Coordinator may activate additional units to fulfill an expanded role if necessary.

Finance/Administration Section Coordinator

The Finance/Administration Section Coordinator supervises the financial support, response and recovery for the disaster/emergency; ensures that the payroll and revenue collection process continues and activates the Disaster Accounting System.

Purchasing Unit

The Purchasing Unit is responsible for administering all financial matters pertaining to purchases, vendor contracts, leases, fiscal agreements and tracking expenditures. The Purchasing Unit is responsible for identifying sources of equipment, preparation and signing equipment rental agreements, and processing all administrative paperwork associated with equipment rental and supply contracts, including incoming and outgoing mutual aid resources. The Purchasing Unit is also responsible for ensuring that all records identify scope of work and site-specific work location.

Cost Recovery Documentation Unit

The Cost Recovery Documentation Unit should be activated at the onset of any disaster/emergency and is responsible for maintaining the Disaster Accounting System and procedures to capture and document costs relating to a disaster/emergency in coordination with other sections and departments. The Unit also acts as liaison with the disaster assistance agencies and coordinates the recovery of costs as allowed by law. Maintenance of records in such a manner that will pass audit is also an extremely important task of this Unit. **Accurate and timely documentation is essential to financial recovery.**

Time Unit

The Time Unit is responsible for tracking hours worked by paid personnel, volunteers, contract labor, mutual aid and all others and ensuring that daily personnel time recording documents are prepared and compliance to agency's time policy is being met. The Time Unit is responsible for ensuring that time and equipment use records identify scope of work and site-specific work location consistent with initial safety/damage assessment records, sites and Project Worksheets (formerly known as Disaster Survey Reports).

Personnel time and equipment use records should be collected and processed for each operational period as necessary. Records must be verified, checked for accuracy and posted according to existing policy. Excess hours worked must also be determined and separate logs will be maintained. Time and equipment use records must be compiled in appropriate format for cost recovery purposes.

Compensation/Claims Unit

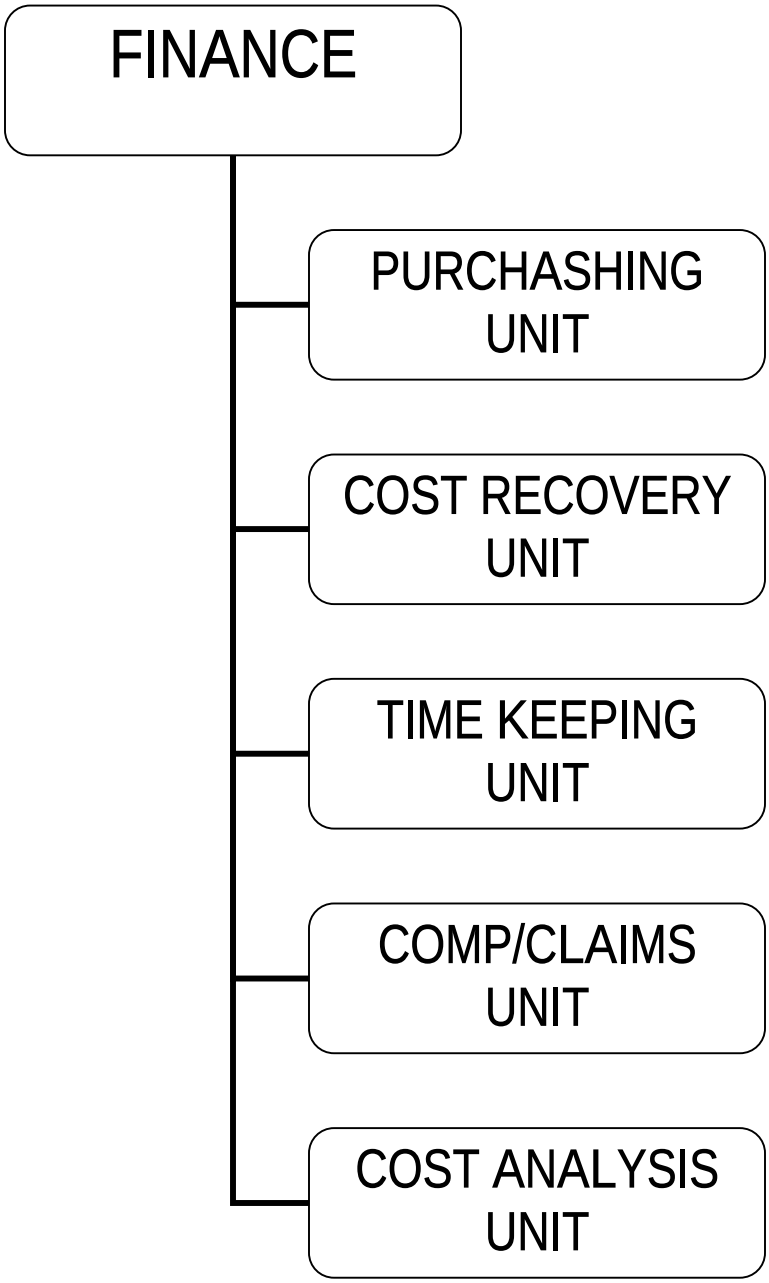
The Compensation/Claims Unit is responsible for managing the investigation and compensation of physical injuries and property damage claims involving the City of Palmdale arising out of an emergency/disaster, including completing all forms required by worker's compensations programs and local agencies, maintaining a file of injuries and illnesses associated with the incident and for providing investigative support of claims and for issuing checks upon settlement of claims.

Cost Analysis Unit

The Cost Analysis Unit is responsible for providing cost analysis data for the incident to help the planning and recovery efforts. The Unit must ensure that all pieces of equipment and personnel that require payment are properly identified; obtain and record all cost data; analyze and prepare estimates of incident costs and maintain accurate records of incident costs.

The Cost Analysis Unit will be increasingly tasked to support the planning function in terms of cost estimates of resources used. The Unit must maintain accurate information on the actual costs for the use of all assigned resources.

Finance/Administration Section Organization Chart



PART THREE—HAZARD ASSESSMENTS

The following threat assessments identify and summarize the hazards that could impact the City of Palmdale:

Threat Assessment 1	Major Earthquake
Threat Assessment 2	Hazardous Materials
Threat Assessment 3	Flooding
Threat Assessment 4	Dam Failure
Threat Assessment 5	Fire
Threat Assessment 6A	Transportation - Air Crash
Threat Assessment 6B	Transportation - Train Derailment
Threat Assessment 6C	Transportation – Trucking Incident
Threat Assessment 7	Civil Unrest
Threat Assessment 8	Terrorism
Threat Assessment 9	National Security Emergency
Threat Assessment 10	Landslide
Threat Assessment 11	Pandemic

Each Threat Assessment contains specific plans, operational plans, and general standard operating procedures. The intended audience is the EOC staff.

This part of the EOP contains confidential and sensitive information. To maintain the safety and security of the citizens of the City of Palmdale, this portion of the plan is not a public document.

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PART FOUR—EOC FORMS

The following forms are included in Part Four of the EOP. These forms are based on FEMA's ICS form series. The intended audience is the EOC staff.

ICS Form 201, Incident Briefing
ICS Form 202, Incident Objectives
ICS Form 203, Organization Assignment List
ICS Form 204, Assignment List
ICS Form 205, Incident Radio Communications Plan
ICS Form 206, Medical Plan
ICS Form 207, Organizational Chart
ICS Form 209, Incident Status Summary
ICS Form 210, Status Change Card
ICS Form 211, Check-In List
ICS Form 213, General Message ICS Form 214, Unit Log
ICS Form 215, Operational Planning Worksheet
ICS Form 215a, Incident Action Plan Safety Analysis
ICS Form 216, Radio Requirements Worksheet
ICS Form 217, Radio Frequency Assignment Worksheet
ICS Form 218, Support Vehicle Inventory
ICS Form 220, Air Operations Summary
ICS Form 221, Demobilization Plan
ICS Form 221 Page 1, Demobilization Checkout
ICS Form 226, Individual Personnel Rating
ICS Form 308, Resource Order Form - Front
ICS Form 308, Resource Order Form - Back

PART FIVE—ACRONYMS

AC	**Area Command**
ADA	**Americans with Disabilities Act**
AQMD	**Air Quality Management District**
ARC	**American Red Cross**
ASCS	**U.S. Agricultural Stabilization and Conservation Services**
ARES	**Amateur Radio Emergency Services**
ATSDR	**Agency for Toxic Substances and Disease Registry**
BLM	**Bureau of Land Management**
BOR	**Bureau of Reclamation**
BPA	**Blanket Purchasing Agreements**
C of S	**Chief of Staff**
CAA	**Clean Air Act**
CALDAP	**California Disaster Assistance Program**
CalTrans	**California Department of Transportation**
CALWAS	**California Warning System**
CAO	**Chief Administrative Office(r)**
CBO	**Community Based Organization**
CBRNE	**Chemical, Biological, Radiological, Nuclear and or High-Yield Explosive**
CCC	**California Conservation Corps**
CCP	**Casualty Collection Points**
CD	**Civil Defense**
CDBG	**Community Development Block Grant**
CDC	**Centers for Disease Control, U.S. Public Health Service**
CDF	**California Department of Forestry**
CDL	**Community Disaster Loan**
CDRG	**Catastrophic Disaster Response Group**
CEM	**Comprehensive Emergency Management**
CEO	**Chief Executive Officer**
CEP	**Comprehensive Emergency Planning**
CEPEC	**California Earthquake Prediction Evaluation Council**
CEPPO	**Chemical Emergency Preparedness and Prevention Office**
CEQA	**California Environmental Quality Act**
CERCLA	**Comprehensive Environmental Response Compensation and Liability Act**
CERT	**Community Emergency Response Team**
CESA	**California Emergency Services Association**
CESFRS	**California Emergency Service Fire Radio System**
CESRS	**California Emergency Services Radio System**
CFR	**Code of Federal Regulations**
CHP	**California Highway Patrol**
CLEMARS	**California Law Enforcement Mutual Aid Radio System**
CLERS	**California Law Enforcement Radio System**
CLETS	**California Law Enforcement Telecommunications System**
COE	**Corps of Engineers (US Army)**

COG	**Continuity of Government**
CPG	**Civil Preparedness Guide**
DA	**Damage Assessment**
DAC	**Disaster Application Center**
DAP	**Disaster Assistance Programs**
DCS	**Disaster Communications Service**
DEST	**Disaster Emergency Support Team**
DFCO	**Deputy Federal Coordinating Officer**
DFO	**Disaster Field Office**
DHA	**Disaster Housing Assistance**
DHS	**Department of Homeland Security**
DMAT	**Disaster Medical Assistance Team**
DMORT	**Disaster Mortuary Operational Response Team**
DMIS	**Disaster Management Information System**
DOC	**Department Operations Center**
DOD	**Department of Defense**
DOE	**Department of Energy**
DOJ	**Department of Justice**
DOI	**Department of Interior**
DOL	**Department of Labor**
DOS	**Department of State**
DOT	**Department of Transportation**
DP	**Disaster Preparedness**
DRC	**Disaster Recovery Center**
DRM	**Disaster Recovery Manager**
DRO	**Disaster Recovery Operations**
DSA	**Division of the State Architect (California)**
DSR	**Damage Survey Report**
DWR	**California Department of Water Resources**
EAS	**Emergency Alert System**
ED	**United States Department of Education**
EDD	**Employment Development Department**
EDIS	**Emergency Digital Information System**
EEO	**Equal Employment Opportunity**
EIR	**Environmental Impact Review**
EMAC	**Emergency Management Assistance Compact**
EMI	**Emergency Management Institute**
EMIS	**Emergency Management Information System**
EMMA	**Emergency Managers Mutual Aid**
EMP	**Electromagnetic Pulse**
EMPG	**Emergency Management Performance Grant**
EMSA	**Emergency Medical Services Authority**
EMS	**Emergency Medical Services**
EMT	**Emergency Medical Technician**
ENN	**Emergency News Network**
EOC	**Emergency Operations Center**
EOP	**Emergency Operations Plan**
EPA	**Environmental Protection Agency**
EPI	**Emergency Public Information**

EPIC	**Emergency Public Information Center**
ERT	**Emergency Response Team**
ERT	**Evidence Response Team (FBI)**
ESA	**California Emergency Services Act**
ESA	**Endangered Species Act**
ESC	**Earthquake Service Center**
ESC	**Emergency Services Coordinator**
ESF	**Emergency Support Functions**
EST	**Emergency Support Team**
FA	**Fire Administration (office symbol)**
FAA	**Federal Aviation Administration**
FAS	**Federal Aid System Road**
FAST	**Federal Agency Support Team**
FBI	**Federal Bureau of Investigation**
FCC	**Federal Communications Commission**
FCO	**Federal Coordinating Officer**
FEMA	**Federal Emergency Management Agency**
FFY	**Federal Fiscal Year**
FHWA	**Federal Highway Administration**
FIA	**Federal Insurance Administration**
FIPS Number	**Same as Project Application Number**
FIRESCOPE	**Firefighting Resources of Calif. Organized for Potential Emergencies**
FmHA	**Farmers Home Administration**
FRMAC	**Federal Radiological Monitoring and Assessment Center**
FTS	**Field Treatment Sites**
GAR	**Governor's Authorized Representative**
GIS	**Geographic Information System**
GSA	**General Services Administration**
Haz Mit	**Hazard Mitigation (Safety measures taken in advance to lessen future damage)**
HAZMAT	**Hazardous Materials**
HEW	**U.S. Department of Health, Education and Welfare**
HM	**Hazard Mitigation**
HHS	**Department of Health and Human Services**
HMC	**Hazard Mitigation Coordinator**
HMDA	**Hazard Mitigation and Disaster Assistance**
HMGP	**Hazard Mitigation Grant Program**
HMO	**Hazard Mitigation Officer**
HMT	**Hazard Mitigation Team**
HSAS	**Homeland Security Advisory System**
HSC	**Homeland Security Council**
HSOC	**Homeland Security Operations Center**
HSEEP	**Homeland Security Exercise Evaluation Program**
HSPD	**Homeland Security Presidential Directive**
HUD	**Housing and Urban Development Program**
IA	**Individual Assistance**
IAEM	**International Association of Emergency Managers**

IA/O	**Individual Assistance/Officer**
IACG	**Inter Agency Coordinating Group**
IAP	**Incident Action Plan**
IC	**Incident Commander**
ICP	**Incident Command Post**
ICS	**Incident Command System**
IDE	**Initial Damage Estimate**
IFG	**Individual and Family Grant Program (State of California program)**
IFGP	**Individual and Family Grant Program**
IG	**Inspector General**
IIMG	**Interagency Incident Management Group**
IMT	**Incident Management Team**
IRS	**U.S. Internal Revenue Service**
IRMS	**Information Resources Management Service**
JDIC	**Justice Data Interface Controller**
JFO	**Joint Field Office**
JPA	**Joint Powers Agreement**
JPIC	**Joint Public Information Center**
JIC	**Joint Information Center**
JIS	**Joint Information System**
JOC	**Joint Operations Center**
JTTF	**Joint Terrorism Task Force**
LFA	**Lead Federal Agency**
LGAC	**Local Government Advisory Committee**
MACS	**Multi-Agency Coordination System**
MARAC	**Mutual Aid Regional Advisory Committee**
MARS	**U.S. Army Military Affiliate Radio System**
MC	**Mobilization Center**
MHFP	**Multihazard Functional Planning**
MMRS	**Metropolitan Medical Response Team**
MOA	**Memorandum of Agreement**
MOU	**Memorandum of Understanding**
MSA	**Multi-Purpose Staging Area**
MTA	**Metropolitan Transit Authority**
NAWAS	**National Warning System**
NCS	**National Communications System**
NDAA	**California Natural Disaster Assistance Act**
NDEA	**National Defense Education Act**
NDMS	**National Disaster Medical System**
NEP	**National Exercise Program**
NEST	**Nuclear Emergency Search Team**
NETC	**National Emergency Training Center**
NFA	**National Fire Academy**
NFDA	**National Funeral Directors Association**
NFIP	**National Flood Insurance Program**
NGO	**Non Government Organization**
NHC	**National Hurricane Center**

NHPA	**National Historic Preservation Act**
NICC	**National Interagency Coordinating Center, National Infrastructure Coordination Center**
NIFCC	**National Interagency Fire Coordination Center**
NIMS	**National Incident Management System**
NMRT	**National Medical Response Team**
NOAA	**National Oceanic and Atmospheric Administration**
NOC	**National Operations Center**
NOI	**Notice of Interest**
NRC	**Nuclear Regulatory Commission**
NRCS	**Natural Resources Conservation Service**
NRP	**National Response Plan**
NRT	**National Response Team**
NSC	**National Security Council**
NSSE	**National Special Security Event**
NTC	**National Teleregistration Center**
NVOAD	**National Voluntary Organizations Active in Disaster**
NWS	**National Weather Service**
OA	**Operational Area**
OASIS	**Operational Area Satellite Information System**
OEM	**Office of Emergency Management**
OES	**Office of Emergency Services**
OMB	**Office of Management and Budget (Federal)**
OPA	**Oil Pollution Act**
OPM	**Office of Personnel Management**
OSA	**California Office of the State Architect**
OSC	**On-Scene Coordinator**
OSHA	**Occupational Safety and Health Administration**
PA	**Public Affairs**
PAO	**Public Affairs Officer**
PA	**Public Assistance**
PA/O	**Public Assistance Officer**
PA#	**Project Application Number**
PBX	**Private Branch Exchange**
PDA	**Preliminary Damage Assessment**
PDD	**Presidential Decision Directive**
PDH	**Packaged Disaster Hospital**
PFO	**Principal Federal Officer**
PIO	**Public Information Officer**
PL	**Public Law - U.S. Public Law 93-288, Federal Disaster Relief Act of 1974**
POC	**Point of Contact**
PNP	**Private Nonprofit Organization**
PSI	**Pounds per Square Inch**
PUC	**California Public Utilities Commission**
PW	**Project Worksheet**
RACES	**Radio Amateur Civil Emergency Services**
RADEF	**Radiological Defense**
RAP	**Radiological Assistance Program**

RCP	**Regional Oil and Hazardous Substances Pollution Contingency Plan**
RD	**Regional Director (FEMA)**
REACT	**Radio Emergency Associated Communication Team**
REC	**Regional Emergency Coordinator**
REOC	**Regional Emergency Operations Center**
RIMS	**Response Information Management System**
RM	**Radiological Monitor**
RO	**Radiological Officer**
ROC	**Regional Operations Center**
RRCC	**Regional Response Coordinating Center**
RRT	**Regional Response Team**
RTOS	**Rail Transit Operations Supervisor**
SA	**Salvation Army**
SAC	**Special Agent in Charge**
SAP	**State Assistance Program**
SAR	**Search and Rescue**
SARA	**Superfund Amendment Reauthorization Act (Title III)**
SAST	**California State Agency Support Team**
SBA	**Small Business Administration**
SCAQMD	**South Coast Air Quality Management District**
SCC	**Sheriff's Communications Center, 1277 North Eastern Avenue.**
SCESA	**Southern California Emergency Services Association**
SCO	**State Coordinating Officer**
SEMO	**State Emergency Management Office**
SEMS	**Standardized Emergency Management System**
SFLEO	**Senior Federal Law Enforcement Officer**
SFO	**Senior Federal Officer**
SHMO	**State Hazard Mitigation Officer**
SHPO	**State Historic Preservation Officer**
SIOC	**Strategic Information and Operations Center**
SITREP	**Situation Report**
SLPS	**State and Local Programs and Support Directorate (FEMA)**
SOC	**State Operations Center**
SOP	**Standard Operating Procedure**
STO	**State Training Officer**
Subgrantee	**An eligible applicant in Federally declared disasters**
TEWG	**Terrorism Early Warning Group**
TH	**Temporary Housing**
TSCA	**Toxic Substances Control Act**
TWG	**Terrorism Working Group**
USACE	**United States Army Corps of Engineers**
USAR	**Urban Search and Rescue**
USDA	**U.S. Department of Agriculture**
USFA	**United States Fire Administration**
USGS	**United States Geological Survey**

VA	**Veterans Administration**
VSAT	**Very Small Aperture Terminal**
VOAD	**Volunteer Organizations Active in Disaster**
WMD	**Weapons of Mass Destruction.**