CITY OF ENCINITAS

EMERGENCY OPERATIONS PLAN

December 2021

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RESOLUTION 2022-05

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF ENCINITAS, CALIFORNIA,
APPROVING THE REVISED CITY OF ENCINITAS
EMERGENCY OPERATIONS PLAN**

WHEREAS, the City of Encinitas is a member of the San Diego Unified Disaster Council;

WHEREAS, The San Diego Unified Disaster Council updated its Operational Area Emergency Operations Plan in August 2018 and is requesting that all 18 incorporated cities in San Diego County adopt the same document and structure to ensure a regional approach when responding to a disaster; and

WHEREAS, the County's plan will be updated every four years in cooperation with the San Diego Office of Emergency Services and Unified Disaster Council.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Encinitas that:

1. The Emergency Operations Plan will be utilized in conjunction with the San Diego County Operational Area Emergency Operation Plan Functional Annexes and local operating procedures.

2. The City of Encinitas will review and update the Emergency Operations Plan every four years to reflect that of the County's Emergency Operations Plan and to meet the unique needs of the City.

3. The City Manager or the City Manager's designee is authorized to approve minor changes to the Emergency Operations Plan.

PASSED, APPROVED, AND ADOPTED this 19th day of January, 2022 by the City Council of the City of Encinitas, State of California.

Catherine S. Blakespear, Mayor

ATTEST:
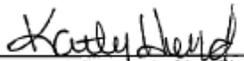
Kathy Hollywood, City Clerk

APPROVED AS TO FORM:

Leslie E. Devaney, City Attorney

CERTIFICATION: I, Kathy Hollywood, City Clerk of the City of Encinitas, California, do hereby certify under penalty perjury that the foregoing Resolution was duly adopted at a regular meeting of the City Council on the 19th day of January 2022 by the following vote:

AYES: Blakespear, Hinze, Kranz, Lyndes, Mosca
NAYS: None
ABSENT: None
ABSTAIN: None
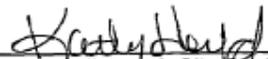
Kathy Hollywood, City Clerk

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RECORD OF DISTRIBUTION

Copy #	Date	Department/Agency	Received By	Delivery Method

RECORD OF CHANGES

#	Date	Contact/Role/Phone	Summary of Change
1	12/2021	Corina Jimenez Sr. Management Analyst 760-633-2806	Cal OES approved plan (10/18/2021) with recommended updates (completed).

PROMULGATION STATEMENT

This document is the revised City of Encinitas Emergency Operations Plan (EOP). This plan supersedes any previous plan(s) promulgated for this purpose. It provides a framework for the City to use in performing emergency functions before, during, and after an emergency event. Emergency events may be classified as (1) naturally occurring disasters, (2) hazardous materials incidents, (3) human-caused emergencies, (4) technological failures, or (5) infrastructure destruction.

The City's Emergency Planning team has ensured that the EOP supports the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS). The City will work together with State, Federal, and other local agencies to prevent, prepare for, respond to, and recover from incidents, regardless of cause, size, or complexity effectively and efficiently. The EOP supports the overall mission of the City and has been designed to support all collaborative emergency response efforts of all County, State and Federal agencies. The County of San Diego's Unified Disaster Council (UDC) endorses and promulgates this document as the official Emergency Operations Plan of the City of Encinitas.

The plan addresses Emergency Preparedness (those activities supporting enduring operational readiness) and Emergency Response (those immediate and ongoing actions that lead the jurisdiction through an identified crisis or disaster event). The City is responsible for the development and maintenance of the local EOP. This plan is continually reviewed to ensure that it complies with all existing Federal, State, and local statutes. All Federal and State laws supersede the policies and procedures listed in this plan. The Emergency Response portion of the plan will be tested, revised, and updated as required. All recipients of this document are requested to advise the City regarding recommendations for improvement. The present plan has been reviewed and is hereby approved.

Effective: 01/22/2022

SECTION I: PREFACE

APPROVAL AND IMPLEMENTATION

The City of Encinitas is committed to providing for the safety of all city residents and local properties. Community safety is dependent upon the continuation of public services before, during, and after an emergency or disaster.

Federal, State, and local laws direct the City to develop comprehensive emergency management plans that identify and prepare for all-hazards, including natural disasters, technological failures, infectious disease outbreaks, international or domestic terror attacks, and catastrophic damage to infrastructure. The City of Encinitas must be ever ready, equipped, and properly trained to respond to, and recover from, any of these situations.

The City of Encinitas Emergency Operations Plan (EOP) was developed in accordance with following recommended guidance from the Federal Emergency Management Agency's (FEMA) Comprehensive Preparedness Guide 101 Version 2.0. The EOP addresses the emergency response functions of local government departments, public officials, and other public and private organizations during emergencies/disasters. The plan was developed through a collaborative effort of City departments, including public safety agencies such as fire, law enforcement, and public works. These organizations play a vital role in responding to emergencies.

The EOP applies to all persons participating in protection, prevention, mitigation, preparedness, response, and recovery efforts within the City. Furthermore, all stakeholders are encouraged to maintain their own procedures and actively participate in the training, exercises, and maintenance needed to support this plan.

The City of Encinitas EOP is based on the County of San Diego Operational Area Emergency Operations Plan (OA EOP). It is designed to meet the needs of the City with respect to organizational structure and identified hazards.

The City of Encinitas Emergency Management Program is responsible for the development and maintenance of the City's EOP. Any changes to the plan must be submitted to the Emergency Management Program for official updates to the plan. There is no official requirement for the City of Encinitas' Chief Executive or City Council to address or approve minor changes and daily operational issues. It will be necessary, however, when major changes or responsibilities are modified.

ATTESTATION OF PLAN CONCURRENCE

The parties responsible for developing this EOP have noted each instance when a local department, partnering jurisdiction, or collaborating agency (public or private) is mentioned in the present document. Respecting the importance of plan concurrence, each of these mentioned entities has been notified of its role in the City's plan and have responded with verbal or written acknowledgment and consent.

Written acknowledgements and/or consents are contained in the appendices of this EOP.

SECTION II: PLAN GUIDANCE

PURPOSE

This Emergency Operations Plan (EOP) was developed to describe the local, comprehensive emergency management system, which provides for a coordinated response to any natural disaster or man-made emergency. This plan establishes the emergency organization and addresses the coordination of emergency response activities. The goal of this plan is to provide for a coordinated effective response to ensure the protection of life, property, resources, and the environment.

This plan was developed with input from partnering jurisdictions within San Diego County and is consistent with operational concepts defined in plans throughout the region, including the Operational Area (OA) Emergency Operations Plan (EOP). The EOP facilitates coordination among responding agencies, clearly defining areas of responsibility for effective response to any emergency.

SCOPE

This EOP applies to any extraordinary emergency, within the City's limits, associated with any hazard, natural or human-caused. These emergencies may affect the City and may result in a coordinated response by multiple local government departments and personnel, partner agencies, or regional jurisdictions. The City of Encinitas, hereinafter referred to as Encinitas or the City, acknowledging that all emergencies begin and end locally, asserts its responsibility for ensuring emergency preparedness, response, and recovery activities for all populations within the geographic boundary that defines the City.

The Emergency Organization of Encinitas includes all City departments having a role in emergency preparedness, response, and recovery. The organization also includes sources of outside support. These sources may be provided through mutual aid agreements or through other formal or non-formal collaboration with private, non-profit, or public agencies.

The operational response concepts outlined in this plan will be employed by all responding departments and agencies. The EOP is flexible and scalable and can be adapted, as necessary, to satisfy the response needs of the emergency.

This EOP has been developed to provide guidance for the City based on the following goals and objectives:

- Provide a comprehensive system for effectively managing operations during a declared emergency.
- Describe how the City will protect the life and property of vulnerable populations or individuals with Access and Functional Needs (AFN) (i.e. persons with disabilities, seniors, children, individuals with limited English proficiency, and those who are transportation-disadvantaged).
- Clearly identify lines of authority and response relationships.
- Assign tasks and responsibilities and equip individuals with the resources to fulfill their roles.

- Ensure adequate maintenance of facilities, services, and resources in advance of an emergency.
- Facilitate recovery efforts by providing proper inventory and resource management.

OVERVIEW OF THE CITY

The City of Encinitas, with a population of 62,183, is located along six miles of Pacific coastline in the northern half of San Diego County. Approximately 21 square miles, Encinitas is characterized by coastal beaches, cliffs, flat topped coastal areas, steep mesa bluffs, and rolling hills. Incorporated in 1986, the City encompasses the communities of Old Encinitas, New Encinitas, Olivenhain, Leucadia, and Cardiff-By-The-Sea. The Los Angeles/San Diego (LOSSAN) rail passes through the City, and other transit corridors traversing the City include El Camino Real and Coast Highway 101. Encinitas is bordered by Carlsbad to the north, Solana Beach to the south and the community of Rancho Santa Fe to the east.

HAZARD IDENTIFICATION

The City has identified the following hazards to be included in its planning, mitigation, response, and recovery preparations:

Earthquakes:

Due to its relative distance from the closest known active earthquake fault (Rose Canyon Fault), the geographic extent of this hazard is citywide. A greater percentage of the City's population is potentially exposed to this hazard relative to other hazards, and potential losses from an earthquake would be comparatively larger in most cases. The Rose Canyon Fault lies offshore (2.5 miles west of the City at its closest point) and is capable of generating a magnitude 6.2 to 7.2 earthquake. This could potentially damage dwellings and infrastructure throughout the City. The heavier damage and greater human losses being in the downtown Encinitas and Coast Highway 101 corridor due to the presence of older unreinforced masonry buildings, relatively higher population density, and softer soils susceptible to liquefaction, lurch cracking, lateral spreading, and local subsidence.

Wildfire:

A significant number of Encinitas residents live within the wildland-urban interface. The geographic extent of this hazard includes the following areas of the City, for the most part: 1) Saxony Canyon; 2) South El Camino Real/Crest Drive; and 3) Olivenhain. Properties in these and other smaller areas are susceptible to wildfire because they are situated near open space and canyons containing heavy fuel loads. Reoccurring periods of low precipitation have increased the risk of wildfires in the region.

Dam Failure:

The City is downstream from several dams. The failure of Wohlford Dam (1895) and Dixon Reservoir Dam (1970) could possibly threaten persons, properties, City facilities/infrastructure (San Elijo Water Reclamation Facility, Cardiff and Olivenhain sewer pump stations, and the San Dieguito Water District 36" high pressure supply line), and educational facilities (Mira Costa College) located in and adjacent to the inundation path surrounding Escondido Creek and San

Elijo Lagoon. Major arterials within the inundation path include El Camino Del Norte, Rancho Santa Fe Road, Manchester Avenue, and Coast Highway 101. Although exposure to loss of property is significant, the potential for loss of life is limited because of the length of time before flood wave arrival (approximately 1 ½ hours) allowing for aggressive warning and evacuation measures to be initiated by the City. Other dams affecting the City include the Olivenhain Dam (2003), a concrete gravity dam located on a tributary of Escondido Creek, just west of Lake Hodges and Stanley Mahr Reservoir (1981), a small, earth filled embankment dam located on a tributary of Encinitas Creek in San Marcos. A failure of Mahr Reservoir would produce flooding along Encinitas Creek (which flows into Batiquitos Lagoon) in the northern portion of the City. Emergency Action Plans are developed and updated for these dams.

Coastal Bluff Failures:

Geographic extent of the hazard is limited primarily to the Encinitas coastal sandstone bluffs. The shoreline segments at Moonlight Beach and Cardiff-by-the-Sea are also extremely vulnerable to coastal inundation from potential future sea level rise. Erosion studies have been conducted for Encinitas. Various degrees of coastal bluff erosion occur annually, and coastal bluff failures have resulted in limited loss of life. As a result, negotiations with the California Coastal Commission are underway to develop a comprehensive coastal bluff policy towards coastal bluff top development.

Flooding:

The geographic extent of this hazard is limited to 1) Encinitas coastline, particularly "Restaurant Row" in Cardiff (south of San Elijo State Beach Campgrounds); 2) Escondido, Encinitas, and Cottonwood Creeks; and 3) low-lying areas of Leucadia and Old Encinitas. The City has experienced some property-related losses resulting from localized flooding in Leucadia and coastal flooding in Cardiff, but not loss of life. Previous winter storms have resulted in significant damage and required emergency protective measures, debris removal, and reconstruction of infrastructure.

Hazardous Materials:

The City has one major freeway (Interstate 5), one railway, a liquefied petroleum transmission pipeline, and several high-pressure natural gas pipelines that pass through the community. The hazardous materials traveling through these means have the potential to expose thousands of citizens to various degrees of hazard.

Tsunami:

The probability of a tsunami hitting the shorelines of the City is considered low to moderate. This is because tsunamis are caused by large offshore earthquakes or ocean landslides. A tsunami affecting the City would be the result of geologic forces taking place thousands of miles from here in the Aleutian or Chilean trenches. The City and the California Office of Emergency Services have produced a Tsunami Evacuation Playbook, which outlines emergency response, evacuations, warning/alerting, and inundation area maps. Tsunami inundation would result in widespread flooding along the coast, easterly along the city beaches. The affected area would include Batiquitos Lagoon on the north side of La Costa Avenue, Moonlight Beach area east to Coast Highway 101, San Elijo State Campground, Cardiff State Beach, and the San Elijo Lagoon on the south side of Manchester Avenue.

Terrorism or Other Manmade Events:

Current and future projections for terrorism cause concern regarding the population, community assets, and City infrastructure.

PLANNING ASSUMPTIONS

The following statements are universally applied to emergency operations across jurisdictions in the County of San Diego:

- Emergency management activities are accomplished using the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).
- Disasters begin and end at the local level. Thus, emergency response is best coordinated at the lowest level of government involved in the emergency.
- Local responders provide the first response in the community, focused on initial efforts to save lives and property. Local authorities maintain operational control and responsibility for emergency management activities within their jurisdiction, unless otherwise superseded by statute or agreement.
- When a jurisdiction becomes overwhelmed by the size or complexity of an emergency event, Mutual Aid will be requested and provided as it is available. Non-governmental Organizations (NGO), (both private and non-profit), may also supplement response.
- Mitigation activities conducted prior to the occurrence of a disaster result in a potential reduction in loss of life, injuries, and damage.
- Supporting plans and procedures are updated and maintained by responsible parties.

APPROACHES TO PLANNING

All-Hazards Planning

The City has taken an all-hazards stance when planning for the emergency needs of the community. This approach is an integrated method of emergency preparedness that focuses on capacities and capabilities that are critical to preparedness for a full spectrum of emergencies or disasters. This means that the local jurisdiction is committed to developing these capacities and capabilities that matter during a time of crisis or emergency. It ensures that the City and its stakeholders have the proper training, supplies, and leadership to address a broad range of threats.

The City's all-hazards planning approach identifies the resources required, and the steps to be taken, before and after an incident. It strives to minimize injuries and/or destruction of property and all categories of resources. The approach takes that which is complex and extensive and breaks it down into manageable tasks that rely on standardized terminology and protocols.

Whole Community and Inclusive Emergency Management Practices

The City is fully committed to planning for the needs of the entire community without regard to a person's demographic profile. The Whole Community Planning concept maintains the necessity of including diverse partnerships with residents, emergency management representatives,

organizational and community leaders, and government officials. This is done to improve the assessment and understanding of the needs of various constituents and partners and to organize and strengthen community resources, capacities, and interests. Engaging in whole community emergency management planning leads to demonstrable benefits including societal security and post-incident resiliency.

Community resiliency depends on several critical factors:

- An ability of first responder agencies (e.g., fire service, law enforcement, and emergency medical services) to seamlessly transition from routine response activities to extra-ordinary emergency operations.
- A robust and coordinated emergency management organization that can coordinate with State and regional partners through an effective and efficient Emergency Operations Center (EOC), mass notification and alerting process, an interoperable communications platform, and an accurate and timely public information structure.
- A well-prepared and informed community, which is supported through the collaborative efforts of the areas private, public, and non-profit sectors.

In accordance with the whole community approach, this plan was developed by soliciting the input and guidance from various stakeholders, including, but not limited to: representatives from County departments/agencies, City departments, special districts, law enforcement and fire services personnel, emergency managers and planners, Access and Functional Needs (AFN) advocates, tribal communities *(where appropriate)*, business and industry representatives, and various other stakeholders reflecting a culturally diverse community.

In the City, all programs, services, and activities provided to residents during times of emergency, to maximum extent feasible, will be inclusive of individuals with disabilities and others with access and functional needs. The following are key focus areas for supporting persons with physical, cognitive, or emotional challenges.

- Accessible transportation
- Assistance animals
- Dietary restrictions and needs
- Assistive equipment and services
- Accessible public messaging
- Evacuation assistance
- Restoration of essential services
- Language translation and interpretation services
- Service delivery site Americans with Disabilities Act (ADA) compliance

The City complies with all Federal and State laws that govern the service of individuals with disabilities, access and functional needs, and/or a range of other cultural vulnerabilities during emergency planning phases and emergency response. Federal laws informing the City's planning efforts include:

- Architectural Barriers Act of 1968
- Rehabilitation Act of 1973

- Individuals with Disabilities Education Act of 1975
- Fair Housing Act Amendments of 1988
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988
- Americans with Disabilities Act of 1990
- Telecommunications Act of 1996
- Post-Katrina Emergency Management Reform Act of 2006
- Twenty-First Century Communications and Video Accessibility Act of 2010

The City also complies with California Government Code § 8593.3, which requires government agencies to integrate planning for the needs of individuals with access and functional needs into emergency operations plans. As stated in the code, this includes planning for individuals who have developmental or intellectual disabilities, physical disabilities, chronic conditions, injuries, limited English proficiency or who are non-English speaking, older adults, children, people living in institutionalized settings, or those who are low income, homeless, or transportation disadvantaged, including, but not limited to, those who are dependent on public transit or those who are pregnant.

At the time of this printing, an amendment to the afore-mentioned Code (§ 8593.3) has been proposed (Senate Bill 160—An act to add Section 8593.3.5 to the Government Code, relating to emergencies). The update mandates the County, and by extension the City, to ensure cultural competency across all emergency planning efforts. While the County is directed to establish a separate community advisory board for the purpose of cohosting, coordinating, and conducting outreach forums inclusive of culturally diverse communities, the City has, and will continue to take steps to build competencies relative to a culturally diverse community. Cultural competence means the ability to understand, value, communicate with, and effectively interact with people across cultures to ensure that the needs of all community members are addressed, with priority given to culturally diverse communities. It includes, but is not limited to, being respectful and responsive to the cultural and linguistic needs of diverse population groups.

A culturally diverse community includes, but is not limited to, race and ethnicity, including indigenous peoples, communities of color, and immigrant and refugee communities; gender, including women; age, including the elderly and youth; sexual and gender minorities; people with disabilities; occupation and income level including low-income individuals and the unhoused; education level; people with no or limited English language proficiency; as well as geographic location.

SECTION III: CONCEPT OF OPERATIONS (CON-OPS)

OVERVIEW OF CON-OPS

It is the responsibility of the City to establish and maintain a comprehensive approach to emergency management to mitigate the effects of hazardous events. The City has the primary responsibility for preparedness and response activities within its jurisdiction. The City's emergency organization operates under SEMS and NIMS, which are based on the Incident Command System (ICS) and the Multi-Agency Coordination System (MACS). These management systems are designed to provide a structure for response to any emergency, large or small. SEMS consists of the emergency management systems of all local jurisdictions (including special districts), OAs (county-wide), Cal OES Mutual Aid Regions (two or more counties), and State Government. SEMS is scalable and may not require a complete activation of all levels. The incident will dictate the level of activation required.

PREPAREDNESS

During non-emergency times, the City remains in a constant state of readiness. The potential for natural disasters and/or man-made hazards/incidents places a continued emphasis on preparedness activities. Preparedness activities are those activities which help City staff support and enhance response to an emergency. Emergency planning, staff training and exercises, hazard identification and assessment, resource identification, public awareness and education focus on the City's preparedness for all- hazards.

City public safety departments other entities, identified in this plan as having either a primary or support responsibilities during emergencies, maintain policies and procedures for responding. City personnel receive training on emergency response procedures, both at the field level, and in the EOC.

Community Emergency Response Team (CERT)

The CERT program is an all-risk, all-hazard training, designed to educate residents in the community about disaster preparedness. CERT is a valuable program that helps residents protect themselves, their families, their neighbors, and their neighborhood during an emergency. CERT programs provide preparedness opportunities for residents through various workshops and training courses.

Public Education/Outreach:

The City's Fire Department supports emergency preparedness through public education. The Fire Department public education engages with the public to inform residents about the different hazards and provides community presentations to increase public knowledge about emergency preparedness, response, and recovery operations.

Training and Exercises:

The City strives to ensure personnel have the training necessary to perform daily operations and serve in an emergency role during any incident. The City follows the NIMS guidelines to ensure EOC personnel are adequately trained and familiar with their roles and responsibilities during emergency response.

The City also participates in the countywide reoccurring two-year exercise schedule, which includes a tabletop exercise in year one, followed by a full-scale exercise in year two. Every two-year cycle focuses on a different hazard/scenario and provides an opportunity for emergency responders and EOC staff to test regional coordination, plans, and procedures. In addition, the City engages in internal exercises as needed to test city-specific operations, policies, and procedures.

MITIGATION

Emphasis is placed on mitigation measures to reduce losses from disasters, including the development and enforcement of appropriate land use, design, and construction regulations. Identified hazards will be made safer via ordinance, regulations, public awareness campaigns, special mitigation projects, and policy making.

The City has identified its top hazards and corresponding mitigation activities, listed in the Multi-Jurisdictional Hazard Mitigation Plan (San Diego County, 2017). The City's Development Services Department (Building Division) enforces earthquake building code standards. Additionally, all City projects are subjected to an environmental assessment initial report, which provides site-specific information on existing natural hazards and other environmental concerns.

The City's zoning ordinances and the California Building Code support mitigation efforts through the enforcement of fire codes and earthquake standards. Other City regulations help mitigate potential hazards through several code enforcements such as installation of water systems of adequate size and pressure for firefighting, ensuring adequate roadway widths for emergency vehicle access, and avoiding projects in floodplains.

RESPONSE

Whenever possible, all emergency response activities will be initiated and managed locally with City resources. The City is responsible for directing and coordinating emergency operations, while other levels within the SEMS structure provide support as needed. When the emergency exceeds the City's capabilities or capacities, mutual aid assistance should be requested through established agreements with other jurisdictions (local, State or Federal) or the San Diego County Operational Area (OA),

All responses to an emergency will progress through the established SEMS process. The following chart depicts the five organizational levels of SEMS and how activation levels are tied to the size and scope of the evolving incident.

SEMS ORGANIZATIONAL LEVELS	
STATE OPERATIONS	The coordination of the State's resources is fully integrated with Federal agencies.
REGIONAL OPERATIONS	All information and available resources are managed and coordinated among operational areas.
OA OPERATIONS	Information, resources, and priorities are managed by all local governments within the boundaries of the affected County.
LOCAL OPERATIONS	The affected jurisdiction disseminates local information, City resources, and immediate priorities within its boundaries.
FIELD OPERATIONS	A local Incident Commander assesses the current emergency, sets response priorities, mobilizes, and coordinates all available resources, identifies additional equipment and personnel needs, and releases, as appropriate, on-scene information.
	All incidents will be managed at the lowest possible level, using standard operating procedures established by the responding departments or agencies. *Responders will use the established Incident Command System (ICS) to manage response operations.* *If an incident exceeds normal incident response procedures, the City will activate established mutual aid channels prior to requesting support from the OA.*

Local On Scene Command and Control

The Incident Commander (IC) identified by the appropriate agency, (i.e., Law Enforcement, Fire, or Public Works), will assume responsibility for all emergency response activities. These responsibilities include:

- Assessing the scope of the presenting emergency
- Identifying immediate and short-term goals and objectives
- Determining the overarching response needs
- Initiating the development of strategies and tactics
- Establishing operational periods; and
- Authorizing and mobilizing the necessary response resources
- Reporting pertinent information to the EOC, if activated

The IC, with input from the command staff and general staff, has overall authority and responsibility for conducting incident operations within the parameters of the defined emergency. When multiple command authorities are involved, the incident will typically be led by a Unified Command effort. The Unified Command team is comprised of officials from separate agencies who have legally established jurisdictional authority, but who must cooperate with other agencies to achieve the emergency management goals and objectives. Unified Command provides direct, on-scene control of tactical operations.

At the tactical level, on-scene incident command and management organization are located at an Incident Command Post, which is typically comprised of local and mutual aid responders.

Additional Response Considerations

During emergency response, it is important to ensure that preparedness and response strategies serve the needs of the entire population within the City. This includes vulnerable populations. Strategies rooted in inclusive emergency management practices will ensure that all populations are considered, and the necessary services are provided to all impacted communities.

Physical, Programmatic and Communications Needs

Emergencies are not selective about the communities or the people they impact. Individuals with disabilities and others with access and functional needs may experience a greater impact from disasters because of disruptions in their support systems and loss of equipment, supplies, transportation, and communication.

The City, in coordination with the County of San Diego, continues to plan for the needs of individuals with disabilities and access and functional needs, including but not limited to providing accessible transportation during evacuations, providing public information in multiple languages, language translation services at evacuation and recovery centers, and training first responders on how to interact with persons with physical, cognitive, and emotional disabilities.

There are key principles to consider when planning for the needs of persons with disabilities and access and functional needs. These principles guide the programs and activities necessary for addressing the needs of these individuals:

Equal Access: People with disabilities must be able to access the same programs and services as the general population.

Physical Access: People with disabilities must be able to access locations where emergency programs and services are provided.

Access to Effective Communication: People with disabilities must be given the same information provided to the general population. Communications with people with disabilities must be as effective as communications with others.

Inclusion: People with disabilities have the right to participate in and receive the benefits of emergency programs, services, and activities.

Integration: Emergency programs, services, and activities typically must be provided in an integrated setting.

Program Modifications: People with disabilities must have equal access to programs and services, which may entail modifications.

No Charge: People with disabilities may not be charged to cover the costs of measures necessary to ensure equal access and nondiscrimination.

Essential Needs of Children

It has been established that children have unique physical and emotional needs when a disaster occurs. Children are at increased risk of physical, psychological, developmental, and emotional harm, and respond differently to these traumatic events than adults do. Children require protection from physical harm, exploitation or violence, psychosocial distress, family separation, abuses related to evacuation, denial of access to quality education, and recruitment into gangs. Working with partner agencies, the City's goal is to adequately address these needs and provide for children.

Regarding family separation, the City shelters (in conjunction with the American Red Cross) require the intake of family units as a whole. Parents and children are linked through an established identification system and children are not allowed to leave the shelter without being accompanied by the adult they came with. When dealing with unaccompanied minors, arrangements are made to bring in support from law enforcement and County of San Diego Child Support Services to ensure they receive the additional assistance they need. Additionally, arrangements are made to provide children in shelters a "normal" lifestyle, including play areas, dietary needs, and opportunities to communicate with trained professionals reading emotional and psychological concerns.

Household Pets and Service Animals

The San Diego Humane Society is equipped to shelter animals in an emergency response situation. Animal Control Officers are available 365 days per year on a standby basis to pick up dangerous or injured animals. They have vehicles for transport, including animal control trucks, a transport van and a spay bus.

RECOVERY

A successful recovery operation begins before the disaster occurs. Recovery operations include the development, coordination, and execution of service- and site-restoration plans for impacted communities, as well as the reconstitution of government operations and services.

The City participated in the development of the San Diego County Operational Area Recovery Plan, which is activated as necessary during any emergency requiring large scale recovery activities. The City will appoint an overseer of all the recovery efforts in the aftermath of a declared emergency. This person will manage the City's recovery operations in accordance with the recovery plan. As the incident transitions from response to recovery, EOC staff will be reassigned as necessary to support the recovery operation and fulfill recovery roles and responsibilities.

SECTION IV: ASSIGNMENT OF RESPONSIBILITIES

Below is a list of departments and assigned personnel responsible for the tasks and responsibilities needed to effectively manage an extra-ordinary event or declared emergency. The list represents the Emergency Organization of the jurisdiction.

Disaster Council

The Mayor chairs the local Disaster Council.

The Disaster Council develops emergency plans, agreements, and mutual aid plans .

The Disaster Council develops ordinances, resolutions, rules, and regulations to implement emergency and mutual aid plans.

It provides direction for the emergency organization.

Mayor and City Council

The Mayor ensures the continuity of government during emergencies or disasters.

The Mayor serves as the primary spokesperson to the media for the City, in coordination with the City's Public Information Officer (PIO).

The City Council communicates with, and reports the needs of its constituents directly to the Director of Emergency Services (DES) and/or Mayor.

The City's Mayor and City Council conducts public meetings to determine the public's needs and to identify any specific or general needs related to the disaster.

The City Council validates/ratifies any Proclamations of Local Emergency.

The City Council must approve the initial Proclamation of a Local Emergency within 7 days of the proclamation.

The City Council must review and re-approve the Proclamation of a Local Emergency every 14 days.

The City Council, in its capacity as the jurisdiction's governing body, must address any specific issues or extra-ordinary concerns related to the current crisis that require its consideration.

The City Council must review the requirements for special legislation and development of novel policies.

The City Council establishes executive-level policies and passes critical resolutions for the management of the emergency.

The Mayor and/or the City Council considers and advises both short- and long-term recovery strategies.

The Mayor and/or individual members of the City Council host and accompany VIPs and government officials on tours of the emergency/disaster.

Policy Group

The Policy Group serves as the advisory body to the Emergency Operations Center.

The Policy Group is made up of the City Manager and City department leadership.

The Policy Group provides policy, direction, and guidance for incident management, including making executive/priority decisions.

It advises the City Council on emergency response, recovery, and management issues.

The Policy Group sets priorities and establishes policies governing EOC operations and activities.

It ensures long-range, logistical, and recovery planning.

It serves as the active liaison with elected officials in other jurisdictions throughout the OA.

The Policy Group makes sure that all appropriate emergency proclamations are made.

City Manager (Director of Emergency Services, DES)

The Director requests proclamations for local emergencies.

The DES requests the Governor to proclaim, as appropriate, a state of emergency.

They coordinate the direction of the emergency organization.

They direct cooperation between and coordination of services and staff of the emergency organization of the City and resolve questions of authority and responsibility that may arise between them.

They represent the City in dealings with public and private agencies.

The Director represents the emergency organization in front of the City Council to make and issue rules and regulations on matters reasonably related to the protection of life and property.

The DES authorizes personnel to obtain the resources necessary for the protection of life and property.

The Director authorizes the utilization of disaster service workers to support the emergency response.

City Manager's Office of Communications

The City's Public Information Officer (PIO) will lead an Office of Communications during disasters.

The City Manager's Office of Communications is responsible for implementing a proactive, informative, creative, and innovative marketing and communications program.

One of the most important roles of the Office is to help our community access information about the current crisis and information about the availability of services from the local, county, or state governments.

During disasters, the Office provides the public with timely and accurate information and instructions which are essential to life safety and an effective response with public support.

Working closely with the EOC and first responders, the Office will coordinate all aspects of public information.

The City Manager's Office of Communications will provide qualified staff to serve in the EOC.

It will provide personnel trained as Public Information Officers.

The Office will participate in the countywide Joint Information System (JIS) with PIOs throughout the region and share pertinent information related to the disaster.

A designated official from the City Manager's Office of Communications serves as the lead for all public information related duties.

The Communication lead directs and coordinates all aspects of communication with the media, the public, and other public and private agencies.

The Office responds to local, national, and international media requests for interviews and/or information.

It maintains the City's website and provides comprehensive information to the public.

The Office provides updates to the media and the public via the City's social media platforms.

A designee from the Office will monitor social media to keep abreast of messages and possible inquiries from the media, the public, and other response agencies.

The Office monitors all traditional media and social media outlets and provides rumor control and corrects any misinformation about the incident.

The Office makes sure that public messaging is released in multiple formats, allowing the message to reach the whole community, including those with disabilities and other access and functional needs.

Fire and Marine Safety Department (FD)

The Fire and Marine Safety Department is responsible for daily fire suppression and prevention operation, including structural fires, medical emergency response, and hazardous materials response or public assistance. In addition, they are responsible for open ocean and swiftwater/flood rescues.

The Department must maintain levels of training to respond to disasters that are beyond the scope of daily duties.

The Department coordinates and conducts necessary training to adequately perform functions and responsibilities during emergencies.

In coordination with the Sheriff's Department, the Department maintains adequate training on procedures and processes for managing incidents at the field level using ICS, including but not limited to:

- ✓ Train accidents, including light rail;
- ✓ Aircraft accidents, including military aircraft;
- ✓ Dam failure (consistent with inundation areas);
- ✓ Hazardous material incidents (consistent with County's Hazardous Materials Response Plan);
- ✓ Earthquakes;
- ✓ Floods;
- ✓ Wildland fires;
- ✓ Landslides;
- ✓ Extreme weather or storm situations;
- ✓ Epidemics, pandemics, or the outbreaks of novel, highly transmissive infectious diseases;
- ✓ Mass casualty incidents;
- ✓ Swiftwater/flood rescues; and
- ✓ Cliff failures

The Department coordinates with the Sheriff's Department on emergency public alert and warning procedures, utilizing the City's mass notification system.

The Department directs all actions which stabilize and mitigate the emergency including controlling fires, saving lives, safeguarding property, and assisting other emergency services in restoring normal conditions.

It conducts mutual aid activities in accordance with established operational procedures.

It conducts windshield surveys as part of damage assessment activities.

Law Enforcement (Sheriff's Department)

The Sheriff's Department assists with such activities as evacuations, traffic control/direction, scene security, search and rescue operations (if appropriately trained), and a variety of other activities that fall within the purview of law enforcement agencies.

The Sheriff's Department coordinates and conducts necessary training to adequately perform functions and responsibilities during emergencies.

The Sheriff's Department receives and disseminates warning information to the general public.

It facilitates operations for evacuations/movement operations and traffic and crowd control operations, including the identification of evacuation routes, evacuation reception areas, shelter locations, and access controls for evacuated areas.

It coordinates the establishment of emergency traffic routing and ingress/egress procedures with other local and state agencies (i.e., California Highway Patrol).

The Sheriff's Department supports search and rescue operations.

It provides security for essential facilities, services, and resources.

In coordination with the Fire and Marine Safety Department, the Sheriff's Department maintains adequate training on procedures and processes for managing incidents at the field level using ICS, including but not limited to those emergency situations listed above in the Fire and Marine Safety Department section.

The Sheriff's Department provides staff to serve as Terrorism Liaison Officer(s) (TLO) to the San Diego Law Enforcement Coordination Center.

TLOs shall receive critical information to maintain situational awareness on threat levels, activity, and the like, and provide information to the emergency organization for planning and response purposes.

The Sheriff's Department promotes awareness to the City's residents regarding vigilance and the importance of deterring criminally related activity, and it provides a platform for sharing this information among the public and first responders.

Public Works / Utilities

These Departments are responsible for providing and managing the City's infrastructure, responsive maintenance, and emergency construction in order to optimize mobility, public and environmental health, and safety during an emergency.

During an emergency response, these Departments are responsible for a variety of services needed to preserve public safety.

These Departments coordinate and conduct necessary training to adequately perform functions and responsibilities during emergencies.

These Departments provide qualified personnel to staff the EOC.

The Departments support the execution of emergency contracting support for lifesaving and life-sustaining services, to include providing potable water, ice, emergency power, and other emergency commodities and services.

The Departments manage, monitor, and/or provide technical advice in the clearance, removal, and disposal of contaminated and non-contaminated debris from public property.

The Departments manage and coordinate contracted transportation vehicles and facilities.

These Departments implement storm response procedures such as providing sandbags, clearance of drainage canals, culverts, sewers, etc.

Parks, Recreation and Cultural Arts Department

The Parks, Recreation, and Cultural Arts Department serves as the lead for mass care and shelter operations during disasters.

The Department manages the City's recreational facilities, which may become mass care shelters during an emergency.

The Department develops procedures for mobilizing Department personnel and pre-positioning resources and equipment.

It ensures that an adequate number of Department personnel are trained in shelter operations.

The Department provides qualified staff to the EOC for coordination of shelter operations with emergency response.

The Department requests appropriate mutual aid support for medical care and public health at City shelters.

In coordination with the American Red Cross, the Department develops procedures for the proper care of displaced persons (shelter operations).

The Department ensures that all mass care operations address the whole community including those with disabilities and other access and functional needs.

In coordination with the San Diego Humane Society, the Department develops procedures for the care and shelter of pets and livestock.

It follows established procedures to coordinate care for unaccompanied minors.

The Department is responsible for managing parks and open spaces through established and practiced operations.

Finance Department

The Finance Department ensures that response operations are cost effective and that the City is documenting and tracking incident costs to maximize reimbursable expenses.

The Finance Department develops procedures for procuring emergency resources to sustain operations.

It develops the process for documenting the financial cost of disaster response and recovery operations.

Finance Department personnel develop the processes and procedures for tracking employees' time and issuing paychecks during disaster operations.

It facilitates the disaster response reimbursement process with state and federal agencies.

Development Services / Infrastructure and Sustainability Departments

These Departments serve a support function during disasters affecting the City and provide qualified personnel to staff the EOC.

A designee from these Departments may be appointed to serve as the Recovery Director and to ensure that recovery activities are implemented.

These Departments may provide structural engineers and building inspectors for damage assessment activities, as well as for recovery efforts.

These Departments provide engineering services, technical expertise, and oversight for the development and operations of the City's public infrastructure and facilities.

These Departments coordinate and conduct necessary training to adequately perform functions and responsibilities during emergencies.

They support the restoration of utilities by evaluating and repairing transportation systems (roads, bridges, etc.).

They provide emergency repair of damaged infrastructure and critical public facilities.

These Departments coordinate and provide structural specialists with the requisite expertise to support inspection of mass care facilities and urban search and rescue operations.

These Departments assist in the monitoring and stabilization of damaged structures and the demolition of structures designated as immediate hazards to public health and safety.

These Departments support mass evacuations through traffic engineering controls.

City Attorney

The City Attorney's Office serves in a support role to all City departments by providing legal counsel on all City related matters.

During an emergency, the City Attorney's Office is responsible for actively supporting the Policy Group and advising it on all legal matters.

The City Attorney provides assistance in presenting emergency ordinances to the City Council.

The City Attorney assists in the development of emergency proclamations.

Information Technology (IT)

The Information Technology Division provides citywide technology services, solutions, and support to all departments within the City.

During stable operations, IT develops, implements, operates, and maintains computer hardware and software systems in order to improve the operational efficiency and effectiveness of all departments.

During an emergency, IT will ensure communications networks and software programs are functioning properly and efficiently.

IT oversees the installation of communications resources within the EOC.

IT ensures that radio, telephone and computer resources and services are provided to EOC staff, as required.

The Division provides expertise to City officials as it relates to cyber threats.

Human Resources (HR)

The Human Resources Division develops and manages the delivery of human resources services and programs.

The Human Resources Division serves in a support role for emergency preparedness and response operations.

During an identified disaster, HR will promote personal emergency preparedness to City staff.

It will provide information to City staff about the Disaster Services Worker (DSW) program.

HR will provide staff to serve in EOC roles.

It will provide information on time policies for emergency personnel during emergency response.

Risk Management

Risk Management develops processes and procedures for submitting and processing workers' compensation claims.

Risk Management personnel will process worker's compensation claims for emergency personnel.

The Division will develop plans addressing the safety, welfare, and health of all employees before, during and after a disaster.

The Division will develop evacuation plans for employees, visitors, customers, subcontractors, and vendors who work or operate at City facilities.

City Clerk

The City Clerk is responsible for preparing all logistical requirements for conducting City Council business and meetings, maintaining a record of all Council proceedings, and maintaining the citywide records management program.

During a disaster, the City Clerk will support response operations by collecting documentation related to incident response and adhering to all established record retention policies.

The City Clerk will provide support in the development of local emergency proclamations.

Supporting Organizations

Supporting Organizations are likely to be used to support local operations in all functional areas of emergency response.

Supporting Organizations include State and Federal agencies and departments, local organizations, nonprofit organizations, private sector, and other voluntary organizations.

Supporting Organizations include, but are not limited to:

County of San Diego (OA)

- The County of San Diego is responsible for serving as the operational area coordinator and will facilitate coordination among responding agencies.
- The County of San Diego commits several County departments to disaster response in their respective functional areas.

- These departments include, Office of Emergency Services, Environmental Health, Public Health, Communications, Sheriff, etc.

California Governor's Office of Emergency Services (Cal OES)

- Cal OES provides support to the local jurisdiction through the operational area coordinator.
- Cal OES serves as the conduit between the local jurisdiction and the Federal government.
- Resources can be requested through established chain of command and will be coordinated via the mission tasking system.
- State agencies will provide direct or indirect support to the local jurisdiction for a wide range of activities.

Federal Emergency Management Agency (FEMA)

- FEMA's mission is to help before, during, and after disasters.
- FEMA provides resources for all phases of emergency management, and most notably provides disaster relief programs for those affected by disaster.

Community Emergency Response Team (CERT)

- The CERT program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations.
- Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help.
- CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community.

American Red Cross (ARC)

- The American Red Cross assists with shelter operations, including managing and operating shelters.
- The ARC assists with family reunification.
- It provides counseling services as necessary.

San Diego Humane Society

- The San Diego Humane Society ensures the health and safety of animals and people with animals in their care.
- During emergencies, a Specialized Disaster Response Emergency Team is provided for animal control response.
- The San Diego Humane Society assists with the evacuation and sheltering of large and small animals.

2-1-1

- 2-1-1 provides current emergency information to non-emergency callers.
- It provides assistance to PIOs for media monitoring and rumor control.
- 2-1-1 refers prospective volunteers to organizations that are accepting volunteer assistance.

ROLES AND FUNCTIONAL RESPONSIBILITIES

MANAGEMENT	Primary (Local)	RESPONSIBILITIES Supporting (Local)	Supporting Agency
EOC ACTIVATION	City Manager	City Council	San Diego Humane Society
	Asst City Manager	Mayor	
	Fire Chief(s)	City Attorney	
	Public Works Director	City Clerk	
	Sheriff Captain	Communications	
		Development Services / Infrastructure and Sustainability	
		Finance	
		Fire	
		Human Resources / Risk Management	
		Information Technology	
		Sheriff	
		Public Works	
		Parks, Recreation, and Cultural Arts	
		Emergency Mgt	
PUBLIC INFORMATION	Communications	City Council	Cal OES
	City Manager	Mayor	Cal Highway Patrol
		City Manager	County Office of Education
		Fire	County of SD (OA)
		Sheriff	SDG&E
		Public Works	2-1-1 San Diego
		Parks, Recreation, and Cultural Arts	American Red Cross
		Emergency Mgt	Salvation Army
			Humane Society
DISASTER COUNCIL	Mayor		
	City Manager		
	Asst City Manager		
	Fire Chief		
	Sheriff Captain		
	Public Works Director		
POLICY GROUP	Mayor	City Council	
	City Manager		
	City Clerk		
EMERG PROCLAMATION	City Manager	City Council	
		Mayor	
		City Attorney	
		City Clerk	
		Fire	
		Sheriff	
		Public Works	
		Emergency Mgt	
PRESS CONFERENCES	Mayor	Communications	County of SD (OA)

		Fire	
	City Manager	Fire	
		Sheriff	
		Public Works / Utilities	
		Emergency Mgt	
RUMOR CONTROL	Communications		2-1-1
	City Manager		

OPERATIONS		**RESPONSIBILITIES**	
	Primary (Local)	Supporting (Local)	Supporting Agency
INCIDENT COMMAND	Fire	Sheriff	
	Sheriff	Fire	
	Public Works	Public Works / Utilities	
		Emergency Mgt	
EOC MANAGEMENT	Emergency Mgt		
ALERT AND WARNING	Sheriff	Communications	County of SD (OA)
		Fire	2-1-1 San Diego
		Public Works / Utilities	
		Emergency Mgt	
EVACUATION/RE-ENTRY	Sheriff	Fire	San Diego Humane Society
		Public Works	
		Emergency Mgt	
ACCESS CONTROL	Sheriff	Fire	
TRAFFIC CONTROL	Sheriff	Public Works	Cal Highway Patrol
CROWD CONTROL	Sheriff	Fire	
		Public Works	
ANIMAL RESCUE	Sheriff		San Diego Humane Society
	Parks, Recreation, and Cultural Arts		
ESTABLISH PERIMETER	Sheriff	Public Works	
SITE/SCENE SECURITY	Sheriff		
SEARCH AND RESCUE	Fire	Sheriff	
FIRE SUPPRESSION	Fire	City Manager	County of SD (OA)
		Communications	San Diego Humane Society
		Development Services	
		Sheriff	
		Public Works	
		Parks, Recreation, and Cultural Arts	
		Emergency Mgt	
HAZARDOUS MATERIALS	County of SD (OA)	Fire	
		Sheriff	
		Public Works / Utilities	
		Emergency Mgt	
RADIOLOGICAL PROTECT	County of SD (OA	Fire	
		Emergency Mgt	
MED MULTI-CASUALTY	Fire	Sheriff	County of SD (OA)
		Emergency Mgt	
PUBLIC HEALTH	County of SD (OA)	Fire	
		Emergency Mgt	

BEHAVIORAL HEALTH	County of SD (OA)	Emergency Mgt	
AGRICULTURE	County of SD (OA)	Emergency Mgt	
SHELTER OPERATIONS	American Red Cross	Parks, Recreation, and Cultural Arts	County of SD (OA)
	Parks, Recreation, and Cultural Arts	Emergency Mgt	
DEBRIS REMOVAL	Public Works	Emergency Mgt	County of SD (OA)
FLOOD FIGHTING	Public Works	Emergency Mgt	
UTILITY RESTORATION	SDG&E	Emergency Mgt	
	Public Works / Utilities		

PLANNING/INTEL	**RESPONSIBILITIES**		
	Primary (Local)	Supporting (Local)	Supporting Agency
SITUATIONAL AWARENESS	Emergency Mgt	Communications	
		Development Services	
		Finance	
		Fire	
		Human Resources	
		Information Technology	
		Sheriff	
		Public Works / Utilities	
		Parks, Recreation, and Cultural Arts	
DOCUMENTATION	City Clerk	City Attorney	
		Communications	
		Finance	
		Emergency Mgt	
GIS	Information Technology	Development Services	
ADVANCED PLANNING	Development Services	Emergency Mgt	

LOGISTICS	**RESPONSIBILITIES**		
	Primary (Local)	Supporting (Local)	Supporting Agency
SUPPLY	Finance		County of SD (OA)
TRANSPORTATION	Public Works		County of SD (OA)
FACILITIES	Public Works		
PERSONNEL	Human Resources		
COMMUNICATION S/IT	Information Technology		
VOLUNTEER COORDINATION	Emergency Mgt	County of SD (OA)	
	County of SD (OA)		
DONATIONS MGT	Emergency Mgt	County of SD (OA)	
COMPENSATION/CLAIMS	Risk Management	Emergency Mgt	
		Finance	
COST ACCOUNTING	Finance	Emergency Mgt	
PROCUREMENT	Finance	Emergency Mgt	
REIMBURSEMENT	Finance	Emergency Mgt	Cal OES
			County of SD (OA)

RECOVERY	RESPONSIBILITIES		
	Primary (Local)	Supporting (Local)	Supporting Agency
RECOVERY DIRECTOR	Development Services	Public Works / Utilities	
	City Manager	Emergency Mgt	
		Finance	
DAMAGE ASSESSMENT	Public Works	Communications	Cal OES
	Development Services / Infrastructure and Sustainability	Development Services / Infrastructure and Sustainability	County of SD (OA)
		Fire	VOAD
		Sheriff	
		Emergency Mgt	
DEBRIS REMOVAL	Public Works	Communications	County of SD (OA)
		Finance	VOAD
		Emergency Mgt	
PUBLIC ASSISTANCE	Emergency Mgt	City Council	Cal OES
		City Manager	County of SD (OA)
		Public Works / Utilities	
INDIVIDUAL ASSISTANCE	Emergency Mgt	City Council	Cal OES
		City Manager	County of SD (OA)
		Public Works / Utilities	VOAD
LOCAL ASSISTANCE CENTER	County of SD (OA)	Communications	Cal OES
		Development Services	VOAD
		Finance	County of SD (OA)
		Fire	
		Public Works / Utilities	
		Parks, Recreation, and Cultural Arts	
		Emergency Mgt	

SECTION V: ACTIVATION OF THE EOP

INTRODUCTION

The City's EOP is an all-hazards plan that is scalable and flexible to meet the response needs of an incident. The EOP should be activated when an emergency has occurred (or might occur). The following circumstances would warrant an activation:

> When so ordered by the City's Director of Emergency Services, as designated in the Municipal Code 2.50.050, and provided that the actual or potential emergency has been proclaimed in accordance with the existing ordinance.
> When the Operational Area (OA), County of San Diego Office of Emergency Services, proclaims a local emergency that includes the City.
> When the Governor has proclaimed a state of emergency in an area including the City.
> When a State of War Emergency has been proclaimed under the statutory triggers identified in the California Emergency Services Act (California Government Code Chapter 7:1:2 § 8620-8624).
> When there is a Presidential declaration of a national emergency.

AUTHORITY TO ACTIVATE THE EOP

The City requires the Director of Emergency Services, and the other emergency services chiefs, to develop and manage a comprehensive emergency management plan for the jurisdiction. These individuals are responsible for activating the City's EOP. The following personnel have the authority to activate the EOP:

> City Manager (Assistant or Deputy—following established line of succession)
> Director of Emergency Services (Assistant Director)
> Fire Chief
> Deputy Fire Chief
> Battalion Chief
> Sheriff Captain
> Director of Public Works

LEVELS OF ACTIVATION

The State of California Emergency Plan identifies three levels of emergencies used to categorize emergency response. These same levels are used by the San Diego County Operational Area (OA), and the City.

ACTIVATION LEVEL	CONDITIONS / DEFINITIONS
NORMAL OPERATIONS / MONITORING	A constant state of readiness, wherein emergency management functions maintain situational awareness and operational capabilities. First responders manage day-to-day incidents within this level.
LEVEL 3	A minor to moderate incident wherein local resources are adequate and available. A local emergency is unlikely.
LEVEL 2	A moderate to severe emergency wherein local resources are not adequate and mutual aid may be required from the OA, region, or State. A local emergency may or may not be proclaimed.
LEVEL 1	Major disasters wherein resources in or near the impacted area are overwhelmed and extensive, and State and/or Federal resources are required. A local emergency proclamation is likely, and state of emergency may be proclaimed. A Presidential declaration of emergency or major disaster may be requested.

EMERGENCY OPERATIONS CENTER (EOC)--OVERVIEW

The City of Encinitas Emergency Operations Center (EOC) is integral in the coordination of successful response and recovery operations. The EOC serves in support of the incident commander and field responders. With centralized decision making, personnel and other resources can be utilized more effectively. Coordination of activities through the EOC ensures that all tasks are accomplished with little or no duplication of effort, and with the highest probability of success.

Day-to-day operations are conducted by departments and agencies throughout the City. When a major emergency or disaster occurs, the EOC provides the centralized management needed to facilitate a coordinated response.

EOC ACTIVATION

The level of EOC activation is dependent on the severity of the impending disaster or emergency. EOC activation levels are likely to correspond with the emergency response levels listed above.

Activation Procedures:

1. The Incident Commander will submit a recommendation for EOC activation through their chain of command (Fire, Sheriff, and/or Public Works).
2. The Fire Chief, Sheriff's Captain, or Public Works Director will notify the Director of Emergency Services (or City Manager) and advise of the impending emergency requiring EOC activation.
3. The Director of Emergency Services will coordinate with City public safety personnel and decide on EOC activation.
4. EOC staff will be notified through the City's mass notification system of an EOC activation.

The decision to activate the EOC may be considered under the following circumstances:

EVENT	ACTIVATION	RECOMMENDED STAFF
EOC activation required by an Incident Commander. Structure fire displacing large number of residents. Law Enforcement activity requiring evacuation or shelter in place. Two or more large incidents involving two or more City departments. Notified of a credible attack on a target within the City boundaries. Minor earthquake of 4.0 – 4.9 magnitude within San Diego County and affecting the City. Severe storm predicted to bring high wind and heavy rain. Notification of Public Safety Power Shutoff (PSPS) affecting the City. EOC activation in a neighboring jurisdiction during a major event.	LEVEL 3 Monitoring	EOC Director EOC Manager Operations Section Coordinator Planning Section Coordinator Public Information Officer

Emergency involving multiple City departments with heavy resource involvement. Wildland fire threatening developed areas. Severe weather damage necessitating damage assessment information collection. Moderate Earthquake 5.0 – 5.9 magnitude centered in San Diego County.	**LEVEL 2** *Transitional Activation* *(modified as needed)*	All LEVEL THREE positions and: Section Coordinators Agency Representatives (as needed) Branches/Units (as needed)
Any natural disaster causing evacuations and/or damages. Major Earthquake of 6.0 or greater, centered in the City or neighboring jurisdiction. A Local Emergency has been proclaimed for the City. A State of Emergency has been declared by the Governor in our County.	**LEVEL 1** *Full Activation*	All EOC positions Staff for second operational period alerted

Deactivation of the EOC

The decision to deactivate the EOC will be a coordinated discussion among City leadership (the Policy Group) and the incident commander/unified command in the field. There are several factors that influence the decision to deactivate the EOC. However, the EOC is generally deactivated when the incident response operations have concluded and begin transitioning to recovery operations. It should be noted that the EOC may need to remain activated to facilitate recovery operations. Therefore, EOC deactivations are situation dependent.

EOC ORGANIZATION

The City's Emergency Manager is responsible for ensuring the on-going readiness of the EOC and EOC personnel. All City departments are required to provide staff to fill EOC positions as necessary.

During emergency operations, the EOC, in accordance with SEMS, is organized into five major functional areas. They are:

1. Management
2. Operations
3. Planning/Intelligence
4. Logistics
5. Finance/Administration

There are several procedural responsibilities common to all the sections. These responsibilities include gathering and verifying information; decision-making; coordinating; briefing; advising; following procedures; providing, notifying, and scheduling staff; and comprehensive record-keeping.

The City's EOC Organizational Chart can be found in the Attachments section at the end of this document.

EOC LOCATION

The EOC is located at City Hall, 505 S. Vulcan Avenue, Encinitas CA. The Alternate EOC is located at the Public Works Yard, 160 Calle Magdalena, Encinitas CA. The EOC will be used during any EOC activation unless that location is compromised or inaccessible. In such a circumstance, operations would be moved to the alternate EOC. If a physical set-up of the EOC is impossible, virtual technologies will be employed for the purposes of briefings, assignment monitoring, and dissemination of public information.

PROCLAMATION OF A LOCAL EMERGENCY

The Director of Emergency Services may request the City Council to proclaim that there is a present or potential threat of a "local emergency." In the absence of the Director, the legally appointed alternate may make this request.

If the City Council is not in session, or cannot be convened in a timely manner, the Director (or duly appointed alternate) may issue the proclamation.

The City Council must ratify any such proclamation at its next regularly scheduled council meeting. If the Council does not act to ratify the proclamation at that time, the proclamation will have no further force or effect. It may, however, be terminated sooner by the City Council at a special meeting called by the Council for that purpose.

In the local proclamation, the Director of Emergency Services may also request the Governor to proclaim a "state of emergency" when, in the opinion of the Director, the locally available resources are inadequate to cope with the emergency.

Whenever a local emergency is proclaimed, a copy of the proclamation will be sent to the County of San Diego Office of Emergency Services. In its capacity as the Operational Area, that agency will be asked to forward the local proclamation to the State for further considerations.

A local proclamation empowers the Director of Emergency Services to:

Make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however,

such rules and regulations must be confirmed at the earliest practicable time by the City Council.

Obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the City for the fair value thereof and, if required immediately, to commandeer the same for public use.

Require emergency services of any City officer or employee and, in the event of the proclamation of a "state of emergency" in the county in which this City is located or the existence of a "state of war emergency".

Command the aid of as many citizens of this community as deemed necessary in the execution of his/her duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster services workers.

Requisition necessary personnel or material of any City department or agency.

Execute all his/her ordinary power as City Manager, all the special powers conferred upon him/her by this chapter or by resolution or emergency plan pursuant hereto adopted by the City Council, and by any other lawful authority.

MUTUAL AID

Mutual aid, including personnel, supplies, and equipment, is provided in accordance with the California Master Mutual Aid Agreement, and other local Mutual Aid Agreements. A link to the Master Mutual Aid Agreement may be found in the Attachments Section at the end of this document.

In San Diego County, jurisdictions are linked through various mutual aid agreements. The City, through its Fire, Sheriff's, and Public Works Departments, has existing mutual aid agreements, including automatic mutual aid, with regional partners. These agreements are often utilized daily and are always available on an as needed basis.

The City's EOP is supported by various strategic and tactical plans of City departments, as well as the operational plans of partner agencies throughout San Diego County. The City's EOP is designed under the guidance of the Operational Area EOP. The emergency preparedness, response, and recovery process, polices, and activities described within this EOP are consistent with the uniform coordination that exists among all OA partners in local government, non-governmental organizations, and the private sector.

Additional information about the process for mutual aid operations can be found in the Functional Annexes of the County of San Diego EOP. (See the Attachments section at the end of this document.) These annexes describe mutual aid coordination for fire and rescue, law enforcement, mass care and shelter, public health, public works, and many other functions.

SECTION VI: DIRECTION, CONTROL, AND COORDINATION

The City of Encinitas utilizes the Standardized Emergency Management System (SEMS) for coordinating all local emergencies. The framework of SEMS incorporates the use of the Incident Command System, multi-agency or interagency coordination, Operational Area concepts, and the State's Master Mutual Aid Agreement.

SEMS is flexible, scalable, and designed to meet the operational needs of any situation. It can be partially or fully implemented to manage a potential or actual threat or an emerging or ongoing incident. SEMS may also be implemented in advance of a planned event which may increase the likelihood of a strain on existing emergency response resources. When appropriately initiated, SEMS allows for an incident-specific scaled response, the efficient delivery of needed resources, and the effective coordination of emergency response and management activities.

The following is the hierarchy of the local response structure:

- Field or on-scene operations
- Department-specific operational coordination
- Situational Management coordinated at the Emergency Operations Center (EOC)
- San Diego County Operational Area (OA) assistance
- State Coordination
- Federal Coordination

FIRST RESPONDERS (FIELD OPERATIONS/ON SCENE OPERATIONS)

First Responders use ICS to manage response operations. All public safety departments follow standard operating procedures when managing an incident internally and/or in coordination with multiple City departments. During any incident, an Incident Commander (IC) or Unified Command post (UC) will be established. The IC/UC is responsible for developing and implementing the tactical response to the incident. Tactical roles and responsibilities are outlined in agency SOPs and other procedural guides.

DEPARTMENT OPERATIONS CENTER (DEPARTMENT-SPECIFIC OPERATIONS)

Some City departments may open a Department Operations Center or DOC. These second-tier command centers allow individual departments (or groups of departments) to better track their resources and manage their departments' roles and responsibilities. DOCs typically operate from their usual locations without directly reporting to the Emergency Operations Center (EOC). DOCs communicate directly with the field, mitigating field needs, and potentially addressing these needs before they even reach the

EOC. DOCs may or will (1) assist with the coordination of emergency operations; (2) always communicate their actions to the EOC; and (3) sometimes request resources that may be outside of their normal scope. Each DOC is linked to the EOC through the EOC's Operations section, directly communicating with the coordinators assigned for each specific function.

EMERGENCY OPERATIONS CENTER (OVERALL INCIDENT MANAGEMENT)

When an incident requires the activation of the Emergency Operations Center (EOC), the Incident Commander or the designated head of Unified Command will maintain authority to direct the tactical response. The EOC, however, assumes management of the overall coordination for the incident. It is up to the EOC to establish the priorities for the response and for all responders to the emergency. Coordination elements include but are not limited to (1) incident communications; (2) ordering and allocating resources; (3) collecting and disseminating information to the response teams; (4) issuing alerts and warnings; and (5) providing information to the public.

The EOC is organized into six (6) sections, each responsible for carrying out a different aspect of the response.

1. **Policy Group:** This group is responsible for providing <u>direction and intent</u> for overall incident operations. The Policy Group focuses on setting objectives to support incident response and maintain continuity of operations for the City.
2. **Management Section:** This section is responsible for overall EOC operations and coordination. The Management Section facilitates the EOC response at the direction of the Policy Group and makes sure that all EOC functions are operational.
3. **Operations Section:** This section is responsible for coordinating all incident-related strategic operations as directed by the Policy Group and/or Management Section. The Operations Section coordinates priority missions with the branch coordinators and it ensures resource deployments which are consistent with the objectives set by the EOC.
4. **Planning and Intelligence Section:** The P/I Section maintains situational awareness for the EOC by collecting, analyzing, and sharing incident-related information. It also prepares the EOC Action Plan and maintains resource status reports.
5. **Logistics Section:** This section provides resources which support the City's disaster response. Resources may include, but are not limited to, personnel, space, vehicles, and equipment.
6. **Finance and Administration Section:** The Finance/Administration Section maintains accurate financial records generated during the emergency and makes

sure that all incident-related costs are tracked. The section all ensures that all recovery-related costs and expenses are properly recorded.

OPERATIONAL AREA

Once it has been determined that an incident is beyond the capabilities of the City and/or its mutual aid agreements, the City may request the assistance of the County of San Diego, which through its designation as the Operational Area (OA), may provide additional support and resources to the City or region. Direction and control of the local incident remains with the City. When a request is initiated by the City, additional assistance related to direction and control may be provided by the County OA.

The County of San Diego manages the OA EOC. The decision to activate the OA EOC will be made by the County's Director of OES. The Director may also activate the OA EOC when (1) there is an incident involving an unincorporated area; (2) there is an incident involving the unincorporated area plus one or more cities; or (3) when there is an incident involving two or more cities. The OA EOC will help coordinate incident responses among all affected local jurisdictions.

STATE COORDINATION

The OA EOC communicates with the State Operations Center (SOC) on behalf of the local jurisdictions. During major emergencies, state government resources are mobilized through Cal OES in response to requests received through regional mutual aid coordinators. Jurisdictional needs are communicated to the OA EOC, which then communicates these needs directly to the State.

FEDERAL COORDINATION

When the Federal Government responds to an emergency or disaster within the City, it will coordinate with the State to establish a Unified Coordination Group (UCG) in accordance with unified command principles. The UCG will integrate State and Federal resources and set priorities for implementation. The UCG may activate a Joint Field Office (JFO) to facilitate unified operations. When a JFO is activated, the SOC will transfer operational control to that facility.

SECTION VII: INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

Gathering accurate information, analyzing that information, and then sharing accurate, timely, and appropriate information, are the essential activities which support successful planning, emergency responses, and efficient recovery efforts.

INFORMATION COLLECTION

Prior to the activation of an EOC, information is collected in the field by the Incident Commander and by emergency dispatchers who may have been alerted to the incident. When the decision is made to activate the EOC, gathering accurate information becomes a top priority for the EOC. Collecting good information and data is essential for maintaining situational awareness and establishing a common operating picture. The Planning and Intelligence Section in the EOC is tasked with seeking out and collecting incident information and compiling the information into useable formats. The P/I Section receives updated information from field personnel (through the Operations Section), media outlets, social media platforms, and various other sources.

Obtaining accurate information and rapidly assessing it are essential tasks at the beginning and throughout emergency response activities. Critical information, known as Essential Elements of Information (EEI), includes information about:

- Lifesaving needs, such as evacuation or search and rescue.
- The status of critical infrastructure, including transportation, utilities, communication systems, fuel, and water supplies.
- The status of critical facilities, like Law Enforcement and Fire stations, medical providers, water/sewage treatment facilities, and media outlets.
- The risk of damage to the community, for example, ruptured dams and levees, damage to facilities producing or storing hazardous materials, and anything that will threaten large areas of the City.
- The number of citizens who have been displaced because of the event and the estimated extent of damage to their dwellings.
- Information about the potential for cascading or concurrent events.

ANALYSIS OF INFORMATION

All information collected will be analyzed by response personnel, EOC staff, supporting agencies, decision-makers, and any partner with a vested interest in the planning, response, and/or recovery processes. Analysis of information involves vetting and verifying that the information is accurate, timely, and usable.

DISSEMINATION OF INFORMATION

Once information has been collected, vetted, and verified, it will be distributed to a range of recipients. Information is shared from the field to the EOC and from the EOC to the field. It is also shared with collaborating agencies and may be shared with the public by way of the various news-reporting media or social media.

Information may be distributed internally through verbal communications, E-mail, WebEOC, 800 MHz radio, phone platforms (person to person calls, conference calls, virtual meetings, etc.), and EOC briefings.

Regularly occurring EOC briefings will be held to update departments and affiliated agencies, organizations, and any entities with a direct or peripheral role in the declared emergency. These briefings will be held on either a fixed schedule or as often as needed.

All information being released to the public must be approved for release by the IC and/or EOC Director. When appointed, the incident's Public Information Officer (PIO) is responsible for releasing information through all appropriate channels. External partners and the public may receive information through any of the methods, and may also find information through press releases, press briefings/conferences, broadcast alerts and warning messages, situational reports, social media, and other media outlets.

SECTION VIII: COMMUNICATIONS

During normal or stable operations, responders use the Regional Communications System (RCS) to facilitate emergency communications among response agencies throughout the County. The RCS provides public safety voice and data communications to San Diego County agencies via 800Mhz radio, for the purpose of improving public safety, public service communications, and interoperability. The San Diego County Sheriff's Department's Wireless Services Division oversees the operation and maintenance of the RCS.

INCIDENT COMMUNICATIONS

Response to local emergencies is managed by first responders operating under the Incident Command System (ICS). The City of Encinitas has designated radio channels for the public safety departments.

Fire and Marine Safety

Day-to-day radio communications are managed by North County Dispatch Joint Powers Authority, which is staffed 24/7 with dispatchers and administrative personnel. The center is responsible for all medical, fire, and rescue operations in the City. North County Dispatch Joint Powers Authority maintains dispatching responsibilities for the jurisdiction.

Law Enforcement (San Diego County Sheriff's Department)

The Sheriff's dispatch center manages and coordinates law enforcement communications for the City. The Sheriff's dispatch center also coordinates with North County Dispatch Joint Powers Authority to ensure communication coordination and interoperability with the Fire Department.

Public Works

During regular business hours, the Public Works administration office manages calls for service for the Public Works Department and dispatches crews, as appropriate, to deal with any incidents requiring Public Works personnel. For after hours and weekends, the Public Works Department contracts with a private entity for dispatch services.

The regional communication framework is further explained in the County of San Diego Emergency Operations Plan, Annex I: Communication and Warning System, and the Tactical Interoperability Communications Plan.

ALERTS AND WARNINGS

San Diego County residents, and particularly local residents, receive emergency notifications through three different alert and warning systems within San Diego County. These systems are (1) the Emergency Alert System (EAS); (2) Wireless Emergency Alerts (WEA); and (3) AlertSanDiego/Accessible AlertSanDiego system.

EAS

The State of California has been divided into "EAS Operational Areas" for the purpose of disseminating emergency information. The San Diego EAS Operational Area encompasses the entire County. Under Federal guidelines, local EAS operational plans are written by the broadcast community. Two radio stations, KOGO (600 AM) the Local Primary (LP)-1 and KLSD (1360 AM) the Local Primary (LP)-2 have emergency generators and have volunteered to be the local primary stations for the OA.

All radio and television stations in San Diego County, along with all cable TV providers, will be broadcasting emergency public information in the event of an activation of the EAS. The system is designed so that all the radio, TV, and cable stations/systems monitor the LP-1 and LP-2 stations and forward the information to their listeners and viewers.

The County's Office of Emergency Services (OES) is authorized to activate the EAS. Local jurisdictions in the OA can contact the OES Duty Officer to activate the system in the event of the need to notify its citizens to take protective actions or to provide emergency information.

Wireless Emergency Alerts (WEA)

The WEA system is a Federally maintained alert and warning system. It is available to all residents, including those in this jurisdiction, to notify them in times of severe or extreme hazards within the framework, agreements, rules, and protocols agreed upon by the Federal Emergency Management Agency (FEMA), the Federal Communications Commission (FCC), and the Unified Disaster Council (UDC).

Through the County's existing mass notification system (Blackboard Connect), jurisdictions can initiate WEA messages. WEA messages are emergency notifications sent by authorized government alerting authorities, as determined by the jurisdiction, through mobile carriers and broadcast to mobile phones receiving a signal from cell towers within or near the alert area.

WEA version 3.0 from FEMA/FCC incorporates .10-mile geo-targeting capability, which allows jurisdictions to notify residents with greater accuracy. Since WEA messages may have regional implications and may be received by residents in surrounding jurisdictions, the initiation of WEA messages requires regional coordination.

If a jurisdiction's public safety official (Incident Commander, or other authorized alerting authority as determined by the jurisdiction) determines that the severity of an incident necessitates public alert through WEA, the public safety official will request that a WEA is developed and sent out through their respective dispatch agency. Note that the use of the WEA system is solely authorized for severe or extreme hazards.

Severe or extreme hazards are incidents where an emergency threatens, or is imminently expected to threaten, life, health, or property. WEA messages must contain protective action instructions that recipients should follow to reduce vulnerability to the specific threat.

Protective action instructions may include one or more of these terms:

1. "Shelter" – Shelter in place
2. "Evacuate" – Relocate as instructed
3. "Prepare" – Make preparations
4. "Execute" – Execute a pre-planned activity
5. "Avoid" – Avoid the hazard
6. "Monitor" – View local information sources
7. "All clear" – The event no longer poses a threat or concern

AlertSanDiego/Accessible AlertSanDiego

The County of San Diego has instituted a regional notification system that is able to send telephone notifications, texts, and emails to residents and businesses within San Diego County who are impacted by, or in danger of being impacted by a disaster. This software system is called "AlertSanDiego." It is used by emergency response personnel to notify residents at risk with information about the event and/or actions (such as evacuation, shelter in place, gas leak, missing person at risk, etc.)

AlertSanDiego enables emergency dispatchers to call residents, via a reverse 9-1-1 protocol. The call will alert them to emergency actions which may need to be taken. AlertSanDiego combines GIS mapping technologies with 9-1-1 calling data in an easy-to-use interface. The system utilizes the region's 9-1-1 database, provided by the local telephone companies, which includes both listed and unlisted landline phone numbers. It is TTY/TDD capable.

AlertSanDiego is also available in accessible formats. "Accessible AlertSanDiego" provides emergency management with the capability of alerting and informing residents of San Diego County who are hearing or sight impaired. Such users will be informed before, during, and after a disaster. Accessible AlertSanDiego sends accessible alerts and information to internet and video-capable devices, such as computers, cell phones, smart phones, tablet computers, and wireless Braille readers.

Residents are also encouraged to self-register their Voice Over Internet Protocol (VoIP), cellular telephone numbers, and/or email addresses to receive notifications via phone, text, email, and/or American Sign Language with English voice and text.

If a jurisdiction's Public Safety Official, as determined by the jurisdiction, determines that the severity of an incident necessitates public alert through AlertSanDiego, the Public Safety Official will be responsible for processing and disseminating the AlertSanDiego message.

Use of AlertSanDiego system is authorized for the following purposes:

1. Imminent or perceived threat to life or property
2. Disaster notifications
3. Evacuation notices
4. Public health emergencies
5. Any notification to provide emergency information to a defined community

Use of AlertSanDiego email and text alerts for registered mobile devices are authorized to issue a notice about a missing person who may be at risk.

PUBLIC INFORMATION

The need for accurate and timely public information, complete with concise instructions, is a necessity during an emergency. The City's Public Information Officer staffs the EOC in response to disasters or emergencies.

Team members must be able to quickly access tools such as the Internet, social media platforms, and the City's network/website. Some team members may work from remote locations if they cannot get to the EOC. Team members process emergency information and confirm with the EOC Director as to which emergency updates may be distributed to public outlets. Only information verified/approved by the Incident Commander and the EOC Director can be disseminated by the communications team. The communications team generally disseminates information about areas within the City's jurisdiction only, but makes referrals to, and coordinates with, other jurisdictions.

The communications team distributes information using several methods, including social media, email subscription services, news conferences, and incident updates (brief press releases). Updated public messaging describes (1) the nature of the hazard; (2) the recommended or required protective actions to take; and/or (3) shelter or recovery information.

All communication must be effective, equitable, and redundant. The communications team ensures all public information is accessible to the whole community. Inclusive public communications include but are not limited to:

- Accessible public information/messaging throughout event
- Social Media Platforms
- Direct communication accommodations
- Visual Language Translators/Pictograms
- Certified ASL (American Sign language) Interpreter(s)
- Video Relay Services (VRS)/ Video Remote Interpreting (VRI) availability
- Assistive Listening Devices
- Non-English Translators
- Accessible Website updates
- Accessible materials (e.g., forms, brochures)
- Personal Assistant Services (PAS) availability
- Large font signage
- Non-English signage
- Press conference with equal accessibility
- Closed Captioning

SECTION IX: ADMINISTRATION, FINANCE, AND LOGISTICS

ADMINISTRATION--DOCUMENTATION

Documentation of an emergency incident is an essential task that must be completed during a declared emergency. An incident may have written, visual, and audio records that provide the details of each step of the emergency response. These records must be collected and saved to provide the full documentation of a response. These records are essential when preparing debriefings, lessons learned documents, After Action Reports (AAR), and follow-up action steps. These records can be used to revise and/or develop more functional emergency plans.

Incident Reports

Incident reports capture the narrative of the call for service and any decisions that were made thereafter. Field responders complete incident reports detailing actions taken. All radio communications are monitored by dispatch centers across the county, recording radio transmissions and creating transcripts for records.

Reports Generated by the EOC

EOC personnel complete activity logs, which provide a chronological log of the activities and response actions of their respective sections. In addition to the activity logs, EOC personnel provide information to WebEOC to share with other responders in the region. WebEOC is the situational awareness tool that captures incident updates and paints a picture of incident progression.

The EOC is also responsible for producing the EOC Action Plan. The EOC Action Plan provides overall incident actions and strategies. All EOC personnel provide input to the action plan, which is approved by EOC management, and carried out by all incident personnel.

Damage Assessment/Cost Recovery Documentation

Damage assessment and cost recovery are significant elements of incident documentation. Damage estimates are needed to secure public assistance and individual assistance for anyone affected by the disaster. The State and Federal reimbursement process requires accurate documentation of costs incurred, including expenses related to personnel, equipment, materials, contracts, etc. City departments will coordinate to ensure all resources and costs are captured through the various departmental tracking systems.

Following a disaster, jurisdictions must be able to identify, quantify, and describe the damages that have occurred through the preparation of damage assessments. Damage assessments allow jurisdictions to report the level of damage experienced, substantiate requests for additional assistance from State or Federal partners, and identify community needs.

The City will utilize available personnel to patrol the City and begin collecting information about the type of damaged witnessed. They will estimate and/or quantify the extent of damages. This includes personnel from Law Enforcement, Public Works, Fire and Marine Safety, Development Services, Infrastructure and Sustainability, CERT members, etc. This information is collected and compiled into an initial damage estimate (IDE) report, which is sent to the County Office of Emergency Services (OES). County OES will compile all jurisdictional IDEs and submit them to the State for further consideration of the need for preliminary damage assessments (PDA). PDA is the step in the assessment process which validates data and damages identified through IDEs. PDAs are conducted by State and Federal officials. If PDAs are scheduled, the City will provide representatives to participate in the PDA tour of the damaged areas.

The damage assessment process is described in more detail in the San Diego County Damage Assessment Concept of Operations.

After-Action Reports (AAR)

California Code of Regulations, Title 19, § 2450 requires that any jurisdiction 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 Cal OES. The report must be a comprehensive review of the incident, including but not limited to response actions taken, necessary modifications to plans and procedures, and identified training needs.

The AAR contains an improvement plan that sets a path forward for the identified training needs and implementation of necessary improvements.

Record Retention Schedule

Documentation, records, and reports produced by the City must be retained according to policies set forth by the City's established guide. Protocols also provide for the safe storage and proper disposal of all documentation. City retention guidelines establish the schedule and parameters for record-keeping.

Vital records pertaining to emergency response are stored on the City's network, which is managed by the IT Division. Computer records are routinely backed up and stored separately from the hard drives.

FINANCE SECTION

The Finance Department manages all financial aspects of disaster response and recovery. The Finance Department has established City protocols for financial management. Protocols have been developed for procurement, cost accounting, and reimbursement. The Finance Director, (or designee), serves as the lead for the Finance Section in the EOC, monitoring all disaster expenditures, including timekeeping and extraordinary payroll; contract management; purchased, leased, or loaned supplies and equipment; and non-warehoused materials.

The EOC Finance Section is responsible for tracking all costs associated with an EOC activation. It ensures all costs are appropriate with existing emergency operations, procedures, and rules. The City's disaster procurement policies and protocols are outlined in the City Municipal Code under section 7.18.060, which authorizes emergency purchases under conditions that pose an immediate threat to public health, safety, or welfare.

The Finance Section also ensures that, to the greatest extent possible, all eligible costs are collected and submitted to State and Federal agencies for the purposes of reimbursement. Fiscal representatives from each City department, in coordination with the Recovery Director, will collaborate to make certain that all appropriate reimbursement documentation is submitted for all possible public and/or individual assistance reimbursement programs.

PUBLIC ASSISTANCE

Cost recovery is achieved through Federal and State public assistance programs. Each jurisdiction has the responsibility to complete and submit the required documents for both State and Federal public assistance programs, if seeking and accepting such assistance. There are various public assistance programs available based on the type of disaster that has occurred, including but not limited to:

- Fire Management Assistance Grant (FMAG)
- National Resources Conservation Service (NRCS) Emergency Watershed Program (EWP)
- U.S. Army Corps of Engineers Rehabilitation and Inspection Program
- Federal Highway Administration Emergency Relief Program
- US Department of Housing and Urban Development
- US Department of Agriculture Emergency Loans
- California Disaster Assistance Act (CDAA)

Each of these programs are referenced in the San Diego County Operational Area Recovery Plan and can be found in the most recent FEMA Public Assistance Program and Policy Guide.

INDIVIDUAL ASSISTANCE

Individuals are expected, whenever possible, to provide for themselves and be responsible for their own personal recovery. However, many individuals may need and reasonably expect the government to deliver assistance to them well after the disaster. The City will coordinate with FEMA to acquire assistance from the Individuals and Households Program. The program provides financial assistance and/or direct services to those affected by a disaster who have extraordinary expenses and resource needs that they are unable to meet on their own. Assistance falls into two categories:

- Housing Assistance (including Temporary Housing, Repair, Replacement, and Semi-Permanent or Permanent Housing Construction)
- Other Needs Assistance (including personal property and other items)

LOGISTICS

Proper planning and forward-leaning preparations will greatly enhance the City's ability to respond to and effectively manage a disaster. Adequate staffing, proper training, and sufficient warehousing of equipment and resources are key considerations. The City's Emergency Management program takes the lead for ensuring the following examples of logistical actions before and during an emergency:

Before:

- Acquisition and resource-typing of City equipment
- Stockpiling of critical supplies
- Designation of emergency facilities, shelter sites, family reunification areas, etc.
- Establishment of mutual aid agreements (e.g., with the American Red Cross)
- Compilation and maintenance of accurate resource contact lists

During:

- Movement and pre-positioning of emergency equipment
- Arranging for food, respite, and transportation for both victims and emergency responders
- Arranging for shelter facilities, as needed
- Calling for mutual aid
- Provide backup power and communications
- Establishing methods for cell phone recharging, oxygen refills for residents, etc.

HOMELAND SECURITY GRANT PROGRAM (HSGP)

Many of the resources required to sustain the City's preparedness and response efforts are funded through the Homeland Security Grant Program. The HSGP supports the

implementation of the National Preparedness System by building, sustaining, and delivering the core capabilities which will help achieving the National Preparedness Goal. The underlying National Preparedness Goal is a secure and resilient nation. Two additional programs that provide funding for the City's preparedness are:

STATE HOMELAND SECURITY GRANT PROGRAM (SHSP)

The State Homeland Security Program (SHSP) is an assistance program that provides critical funds to build core capabilities at the State, local, tribal, and territorial levels. The SHSP enhances national resilience efforts at the State level by minimizing disruptions and rapidly recovering from natural or manmade disasters. The SHSP focuses on meeting the goals and objectives included in the State's Homeland Security strategies and initiatives listed in the State Preparedness Report (SPR).

To be considered eligible for SHSP assistance, activities implemented must support terrorism preparedness by building or enhancing prevention, protection, mitigation, response, and recovery efforts related to terrorism. It should be clearly noted that any capabilities which support terrorism preparedness simultaneously support all-hazard preparedness.

URBAN AREA SECURITY INITIATIVE (UASI)

As a part of the San Diego County Operational Area, the cities in the County receive funding from the Urban Area Security Initiative (UASI). The UASI program assists high-threat, high-density urban areas in their efforts to build and sustain the core capabilities necessary for the prevention, protection, mitigation, response, and recovery efforts related to acts of domestic or international terrorism. The UASI program provides financial assistance to help address the unique multi-disciplinary planning, organization, equipment, training, and exercise needs of these regions. The Whole Community approach is embraced by UASI-based planning.

SUPPORT REQUIREMENTS/MUTUAL AID

California's statewide emergency planning and response preparations are built upon a foundation of mutual aid. Mutual aid 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).

Realistically, no jurisdiction has the necessary resources to fully respond to and recover from a major or catastrophic disaster. The City will request mutual aid when appropriate; conversely, it will fill mutual aid requests that come from another jurisdiction or region. This is done in accordance with SEMS and NIMS. Please note that the City will always coordinate with the County for hazardous materials incidents, public health crises, mass casualty and mass fatality events, and environmental protection services.

RESOURCE MANAGEMENT

During any emergency, resource management rests with the entity/agency in charge of that incident. Typically, incident commanders will manage their resources from the established command post. If the EOC is activated, the EOC will support resource ordering and tracking. During any emergency, the logistics section's primary responsibility is to ensure the mobilization, acquisition, and delivery of resources to support the response effort at the disaster sites, public shelters, EOC, etc.

SECTION X: PLAN DEVELOPMENT AND MAINTENANCE

The Operational Area (OA), as designated by the County of San Diego Office of Emergency Services, coordinates the update of the Operational Area Emergency Operations Plan (OA EOP) every four years. The OA EOP was developed following the guidelines contained within FEMA's Comprehensive Preparedness Guide (CPG) 101.

The City, along with the other jurisdictions in San Diego County, utilize the OA EOP as the base upon which it has developed the current EOP. The San Diego County Emergency Managers Working Group established an EOP subcommittee charged with developing a local template based on the OA EOP. The subcommittee worked to identify the appropriate local-level operations, policies, and procedures needed for inclusion in this plan. The established goal of the OA EOP template is to further the standardization of plans and processes throughout the County. Every effort will be made to enhance the highest degree of collaboration and coordination within the OA.

Emergency Operations Plans are to be reviewed and revised according to a regularly occurring schedule or when one of the following may occur:

- Following a major incident
- When there is a significant change in operational resources (e.g., policy, personnel, organizational structures, management processes, facilities, equipment)
- After each activation
- Before and after major exercises
- When appropriate, if there is a change in elected officials
- Whenever there is a modification of the jurisdiction's demographic profile, hazard, or threat assessment
- As formal updates of planning guidance or standards are implemented
- In response to the enactment of new or amended laws or ordinances

To ensure the EOP is a relevant and current tool, and in compliance with State-level regulations, the EOP will be reviewed and/or reviewed and updated every four years.

Although the EOP is a public document, it is also a living document that may be changed frequently, therefore the most current version of the EOP is kept on file with the City. Anyone wishing to access the EOP may do so by contacting the City and requesting a copy of the EOP.

SECTION XI: AUTHORITIES AND REFERENCES

- Unified San Diego County Emergency Services Organization, Fifth Amended Emergency Services Agreement, 2005

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code

- San Diego County Operational Area Emergency Operations Plan – September 2018

- Petris (SEMS) SB 1841 Chapter 1069 - Amendments to the Government Code, Article 7, California Emergency Services Act

- California Master Mutual Aid Agreement

- Incident Command System, Field Operations Guide, ICS 420-1

- San Diego County Mutual Aid Agreement for Fire Departments

- California Law Enforcement Mutual Aid Plan

- Public Works Mutual Aid Plan

- San Diego County Multi-Jurisdictional Hazard Mitigation Plan 2018

- San Diego Urban Area Tactical Interoperable Communications Plan, February 2006

- Unified San Diego County Emergency Services Organization Resolution adopting the National Incident Management System updated October 2017

- Developing and Maintaining Emergency Operations Plans Comprehensive Preparedness Guide (CPG) 101 Version 2.0, November 2010

- FEMA Independent Study (IS) 0368 - Including People with Disabilities and Others with Access and Functional Needs in Disaster Operations

- Guidance on Planning for Integration of Functional Needs Support Services in General Population Shelter, November 2010

- Public Law 288, 93rd Congress, Disaster Relief Act of 1974

- Public Law 920, 81st Congress, Federal Civil Defense Act of 1950

- A Whole Community Approach to Emergency Management: Principles, Themes ad Pathways for Action, December 2011

- California Government Code 8593.3 (2018) – Accessibility to Emergency Information and Services

- Web Content Accessibility Guidelines (WCAG) 2.0

- San Diego County Operational Area Recovery Plan (2019)

SECTION XII: GLOSSARY

ACCESS AND FUNCTIONAL NEEDS (AFN) Access and functional needs (AFN) refers to individuals who are or have (1) physical, developmental, or intellectual disabilities; (2) chronic conditions or injuries; (3) limited English proficiency; (4) older adults; (5) children; (6) low income, homeless and/or transportation disadvantaged (i.e., dependent on public transit); (7) pregnant women.

ADAPTABILITY According to the National Response Framework, planning efforts need to be built on a foundation of flexibility, scalability, and adaptability. Adaptability refers to the idea that a plan must be constructed so that other departments, jurisdictions, or agencies can utilize some or all of the plan if needed.

AFTER ACTION REPORT(S) (AAR) An AAR is a detailed critical summary or analysis of a past event (such as an emergency event) made for the purposes of re-assessing decisions and considering possible alternatives for future reference.

ALL-HAZARDS (APPROACH OR PLANNING) By taking an All-Hazards approach, jurisdictions produce emergency plans that serve as the basis for effective response to any hazard that threatens the jurisdiction; facilitate integration of mitigation into response and recovery activities; and facilitate coordination with State, Federal, tribal, Non-Governmental, and other authorities when a local emergency, disaster or catastrophe is declared.

AMERICANS WITH DISABILITIES ACT OF 1990 (ADA) The Americans with Disabilities Act of 1990 or ADA is a civil rights law that prohibits discrimination based on disability. It affords similar protections against discrimination to Americans with disabilities as the Civil Rights Act of 1964, which made discrimination based on race, religion, sex, national origin, and other characteristics illegal, and later sexual orientation.

COMMAND AND CONTROL Command and Control, sometimes referred to as C2, is the exercise of authority and direction by a properly designated commander over assigned personnel in the accomplishment of the present mission. As all incidents have a local beginning and end, Command and Control is typically established on-scene or within the local, affected area. Command and Control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by the Incident Commander in planning, coordinating, and controlling operations.

COMMAND STAFF Within an Incident Command System, the Command Staff is assigned to carry out staff functions needed to support the Incident Commander. These functions include interagency liaison, incident safety, and public information. Command Staff positions are established to assign responsibility for key activities not specifically identified in the General Staff functional elements.

COMMUNITY EMERGENCY RESPONSE TEAM (CERT) The Community Emergency Response Team (CERT) program educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills, such as fire

safety, light search and rescue, team organization, and disaster medical operations. CERT offers a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, allowing them to focus on more complex tasks.

COMMUNITY RESILIENCY Community resilience is the sustained ability of a community to use available resources to respond to, withstand, and recover from adverse situations. This allows for the adaptation and growth of a community after disaster strikes.

COMPREHENSIVE EMERGENCY MANAGEMENT PLANS OR SYSTEM A Comprehensive Emergency Management plan or system describes the responsibilities and capabilities of the agencies and organizations in a specified jurisdiction working to prevent, protect against, mitigate, respond to, and recover from emergencies and major disasters impacting the community.

CONCEPT OF OPERATIONS (CON-OPS) A concept of operations (Con-Ops) is a high-level description of the actions to be taken in the pursuit of mission accomplishment during any activation of an emergency operations or response plan. The Con-Ops can be thought of from the perspective of ends, ways, and means. The "end" is the stated objective, ranging from a very broad strategic aim to the accomplishment of a specific task. The "means" are the capabilities to be employed in each situation. The "ways" are the description of how the means are to be employed to achieve the ends.

CRITICAL INFRASTRUCTURE Critical Infrastructure includes the vast network of highways, connecting bridges and tunnels, railways, utilities, hospital and medical facilities, and buildings necessary to maintain normalcy in daily life. Transportation, commerce, public healthcare, clean water, fuel supplies, natural gas, and electricity all rely on these vital systems.

CULTURAL COMPETENCE Cultural competence refers to an ability to interact effectively with people of different cultures and socio-economic backgrounds, particularly in the context of human resources, non-profit organizations, and government agencies whose employees work with persons from different cultural/ethnic backgrounds. Cultural competence comprises four components: Awareness of one's own cultural worldview, Attitude towards cultural differences, Knowledge of different cultural practices and worldviews, and Cross-cultural skills.

DISASTER SERVICES WORKERS (DSW) During an emergency or disaster, the City may ask employees to do work outside the normal scope of their duties as Disaster Service Workers (DSW). All public employees in the State of California are considered Disaster Service Workers. Even though employees may work outside of their scope, they will not be asked to perform duties that require specialized technical skills or physical activities that are beyond their individual capacities or capabilities.

EMERGENCY EVENT An emergency is a situation that poses an immediate risk to health, life, property, or environment. Most emergencies require urgent intervention to prevent a worsening of the situation. Some, but not all emergency situations may be prevented or mitigated due to diligent pre-planning and risk reduction. Sometimes emergencies can be overwhelming and

despite rapid and effective emergency response efforts, the situation may devolve into humanitarian or palliative care in the aftermath.

EMERGENCY OPERATIONS CENTER (EOC) The City's Emergency Operations Center (EOC) serves as the coordination hub for an incident response. This facility provides a central intelligence arena for decision makers and response team personnel to gather critical information, coordinate response activities, and manage personnel as the emergency dictates.

EMERGENCY OPERATIONS PLAN (EOP) The Emergency Operations Plan provides the structure and processes that the City utilizes to respond to and initially recover from an event. The EOP is therefore the response and recovery component of the Emergency Management Plan.

EMERGENCY PREPAREDNESS Emergency Preparedness is the state of readiness achieved through proper and timely planning. Such readiness relies on proactive steps taken to prepare for unexpected, serious, and dangerous occurrences. Emergency planning may involve preparation and planning for a natural or manmade disaster, accidents, security breaches, domestic and foreign terrorism, mass casualty incidents, mass fatality situations, food and water disruptions, supply chain interruptions, infrastructure damage, or any disruptive catastrophe.

EMERGENCY RESPONSE Emergency response includes any systematic response to an unexpected or dangerous occurrence. The goal of an emergency response procedure is to mitigate the impact of the event on people and the environment.

FLEXIBILITY According to the National Response Framework, planning efforts need to be built on a foundation of flexibility, scalability, and adaptability. Flexibility refers to the idea that a plan must be able to allow for improvisation and redirection if the original plan is rendered unusable.

FULL-SCALE EXERCISE A full scale exercise is a multi-agency, multijurisdictional, multi-discipline exercise involving functional responses (e.g., a joint field office, emergency operation centers, Department Operations Centers, etc.) and "boots on the ground" responses (e.g., firefighters decontaminating mock victims, EMS personnel establishing triage areas, activating alerts and messaging, etc.) It is intended to test and evaluate the operational capability of the emergency management system in an interactive manner.

GENERAL STAFF The group of incident management personnel reporting to the Incident Commander. They may have one or more Deputies, as needed. The General Staff consists of the Operations Section Chief, Planning/Intelligence Section Chief, Logistics Section Chief, and Finance/Administration Section Chief.

INCIDENT COMMAND SYSTEM (ICS) The Incident Command System (ICS) is a standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple jurisdictions, departments, or agencies can be effective.

INCIDENT COMMANDER (IC) The incident commander is the person responsible for all aspects of an emergency response; including quickly developing incident objectives, managing

all incident operations, application of resources as well as responsibility for all persons involved. The incident commander sets priorities and defines the organization of the incident response teams and the overall incident action plan. The role of incident commander may be assumed by senior or higher qualified officers upon their arrival or as the situation dictates. Even if subordinate positions are not assigned, the incident commander position will always be designated or assumed.

INTEROPERABLE COMMUNICATIONS See "Interoperability" below.

INTEROPERABILITY Interoperability is an essential communications link within public safety and public service wireless communications systems which permits units from two or more different entities to interact with one another and to exchange information according to a prescribed method to achieve predictable results.

JOINT INFORMATION SYSTEM (JIS) A joint information system provides the process for merging incident information and public affairs into a united organization. This organizational structure provides consistent, coordinated, and timely information during a crisis or incident operations. Its mission includes (1) to provide a structure and system for developing and delivering coordinated interagency messages; (2) to develop, recommend, and execute public information plans and strategies on behalf of the incident commander; and (3) to advise the incident commander on public affairs issues that could affect a response effort, and controlling rumors and inaccurate information that could undermine public confidence.

MITIGATION Mitigation encompasses all activities that reduce or eliminate the probability of a hazard occurrence or eliminate or reduce the impact from the hazard if it should occur. In Comprehensive Emergency Management, mitigation activities are undertaken during the time prior to an imminent or actual hazard impact.

MULTI-AGENCY COORDINATION SYSTEM (MACS) Multi-agency Coordination Systems (MACS) are a part of the standardized Incident Command System. MACS provides the basic architecture for facilitating the allocation of resources, incident prioritization, coordination, and integration of multiple agencies for large-scale incidents and emergencies.

MUTUAL AID (AGREEMENTS) (ASSISTANCE) In the context of emergency management, mutual aid is an agreement among emergency responders to lend assistance across jurisdictional boundaries. This may occur due to an emergency response that exceeds local resources, such as a natural disaster act of terror. Mutual aid may be ad hoc, requested only when such an emergency occurs. It may also be a formal standing agreement for cooperative emergency management on a continuing basis, such as ensuring that resources are dispatched from the nearest locale, regardless of which side of the jurisdictional boundary the incident is on.

NON-GOVERNMENTAL ORGANIZATION (NGO) Organizations which are independent of government involvement are known as non-governmental organizations or non-government organizations. NGOs are a subgroup of organizations founded by citizens, which include clubs and associations that provide services to their members and others. NGOs are usually nonprofit

organizations, and many of them are active in humanitarianism or the social sciences. Several NGOs avail themselves to the community during times of crisis.

OPERATIONAL AREA (OA) Operational Area refers to the Cal OES (Southern) region which has the responsibility of carrying out the coordination of information and resources within the region and between the SEMS state and regional levels to ensure effective and efficient support to local response. Operational Areas serve as the conduit for local and regional perspective and provide a physical presence for Cal OES functions at the local level in all phases of emergency management.

PUBLIC INFORMATION OFFICER (PIO) During ongoing and significant emergencies, the City may appoint or designate a Public Information Officer or Officer who would be responsible for creating and enabling communication between the jurisdiction, and both news media outlets and the public. This position serves in the Incident Command Structure and supports the mission of the Incident Commander. It's up to the PIO(s) to make sure any statements released to the press and the public follow agency guidelines, are accurate, and adhere to official policy or laws.

RECOVERY A critical part of handling any serious emergency is in the management of the Disaster Recovery Phase. The Recovery Phase is likely to involve, to a significant degree, external emergency services. The priority during this phase is the safety and wellbeing of the citizens, emergency workers, and disaster recovery personnel. Another top priority is the minimization of the emergency itself, the removal or minimization of the threat of further injury or damage and the re-establishment of external services such as power, communications, water etc. A significant task during this phase is also the completion of Damage Assessment Forms.

RESILIENCY (COMMUNITY) See [Community Resiliency](#) above.

SCALABILITY According to the National Response Framework, planning efforts need to be built on a foundation of flexibility, scalability, and adaptability. Scalability refers to the idea that a plan must be able to be expanded or compressed based on the complexity of a potential emergency.

STAKEHOLDERS An emergency management stakeholder is an individual who is affected by the decisions made (or not made) by emergency managers and policymakers in his or her community. Since all citizens are likely to be affected by emergency management policies, this definition implies all citizens are emergency management stakeholders.

TABLETOP EXERCISE A table-top exercise (TTX) is a discussion-based exercise in response to a scenario intended to generate a dialogue of various issues to facilitate a conceptual understanding, identify strengths and areas for improvement, and/or achieve changes in perceptions about plans, policies, or procedures.

TACTICAL See [Tactical Response](#) below.

TACTICAL RESPONSE A tactical response is contrasted with a strategic vision. Strategy defines the long-term goals of the mission and how the response team might achieve them. Put another way, strategy gives the organization the path needed to achieve a successful

mission. Tactics and tactical response measures are much more concrete and are often oriented toward smaller steps and shorter time frames along the way. Tactical milestones are easily identifiable.

UNIFIED COMMAND A Unified Command allows agencies with different legal, geographic, and functional authorities and responsibilities to work together effectively without affecting individual agency authority, responsibility, or accountability. Under a Unified Command, a single, coordinated Incident Action Plan will direct all activities.

UNIFIED DISASTER COUNCIL (UDC) The Unified Disaster Council (UDC) is the governing body of the Unified San Diego County Emergency Services Organization. The Council is comprised of the San Diego County Board of Supervisors, who serves as Chair of the Council, and representatives from the 18 incorporated cities.

VIRTUAL TECHNOLOGIES During a major disaster or catastrophic event that prevents people from reporting to a physical location, many departments, jurisdictions, and agencies may ask certain employees to work from home. Remote work is enabled by technologies including virtual private networks (VPNs), voice over internet protocols (VoIPs), virtual meetings, cloud technology, work collaboration tools and even facial recognition technologies that enable a person to appear before a virtual background to preserve the privacy of the home. Remote work also saves commute time and provides more flexibility.

VULNERABLE POPULATIONS Vulnerable populations include patients who are racial or ethnic minorities, children, elderly, socioeconomically disadvantaged, underinsured or those with certain medical conditions. Members of vulnerable populations often have health conditions that are exacerbated by unnecessarily inadequate healthcare.

WebEOC WebEOC is a web-enabled crisis information management system that provides real-time Information sharing and Situational Awareness. It provides a platform for real-time information-sharing between organizations, within and across disciplines, and among geographic regions.

WHOLE COMMUNITY (PLANNING OR APPROACH) Whole Community is defined by FEMA as "a means by which residents, emergency management practitioners, organizational and community leaders, and government officials can collectively understand and assess the needs of their respective communities and determine the best ways to organize and strengthen their assets, capacities, and interests."

SECTION XIII: ACRONYMS

AAR (AFTER ACTION REPORT)

ADA (AMERICANS WITH DISABILITIES ACT OF 1990)

AFN (ACCESS AND FUNCTIONAL NEEDS)

ARC (AMERICAN RED CROSS)

ASL (AMERICAN SIGN LANGUAGE)

C.A.S.T. (CITIZENS' ADVERSITY SUPPORT TEAM) [CHULA VISTA]

CAL OES (CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES)

CC (CLOSED CAPTIONING)

CDAA (CALIFORNIA DISASTER ASSISTANCE ACT)

CERT (COMMUNITY EMERGENCY RESPONSE TEAM)

CHP (CALIFORNIA HIGHWAY PATROL)

COMPREHENSIVE EMERGENCY MANAGEMENT PLANS OR SYSTEM

CON-OPS (CONCEPT OF OPERATIONS)

CPG (COMPREHENSIVE PREPAREDNESS GUIDE 101, VERSION 2)

DES (DIRECTOR OF EMERGENCY SERVICES)

DOC (DEPARTMENT OPERATIONS CENTER)

DSW (DISASTER SERVICES WORKERS)

EAS (EMERGENCY ALERT SYSTEM)

ECDC (SAN DIEGO EMERGENCY COMMUNICATIONS AND DATA CENTER)

EEI (ESSENTIAL ELEMENTS OF INFORMATION)

EO (EMERGENCY ORGANIZATION)

EOC (EMERGENCY OPERATIONS CENTER)

EOP (EMERGENCY OPERATIONS PLAN)

EWP (EMERGENCY WATERSHED PROGRAM)

FCC (FEDERAL COMMUNICATIONS COMMISSION)

FEMA (FEDERAL EMERGENCY MANAGEMENT AGENCY)

FMAG (FIRE MANAGEMENT ASSISTANCE GRANT)

HR (HUMAN RESOURCES)

HSGP (HOMELAND SECURITY GRANT PROGRAM)

IC (INCIDENT COMMANDER)

ICS (INCIDENT COMMAND SYSTEM)

IDE (INITIAL DAMAGE ESTIMATE)

IT OR ITS (INFORMATION TECHNOLOGY SYSTEMS)

JFO (JOINT FIELD OFFICE)

JIS (JOINT INFORMATION SYSTEM)

LE (LAW ENFORCEMENT, POLICE, SHERIFF, ETC.)

MACS (MULTI-AGENCY COORDINATION SYSTEM)

NGO (NON-GOVERNMENTAL ORGANIZATION)

NIMS (NATIONAL INCIDENT MANAGEMENT SYSTEM)

NRCS (NATIONAL RESOURCES CONSERVATION SERVICE)

OA (OPERATIONAL AREA)

P/I (PLANNING/INTELLIGENCE)

PDA (PRELIMINARY DAMAGE ASSESSMENT)

PIO (PUBLIC INFORMATION OFFICER)

PW (PUBLIC WORKS DEPARTMENT)

RCS (REGIONAL COMMUNICATIONS SYSTEM)

SEMS (STANDARDIZED EMERGENCY MANAGEMENT SYSTEM)

SHSGP (STATE HOMELAND SECURITY GRANT PROGRAM)

SOBARS (SOUTH BAY AMATEUR RADIO SOCIETY)

SOC (STATE OPERATIONS CENTER)

SPR (STATE PREPAREDNESS REPORT)

TLO (TERRORISM LIAISON OFFICER)

UASI (URBAN AREA SECURITY INITIATIVE)

UCG (UNIFIED COORDINATION GROUP)

UDC (UNIFIED DISASTER COUNCIL)

URBAN AREA SECURITY INITIATIVE (UASI)

VoIP (VOICE OVER INTERNET PROTOCOL)

VRI (VIDEO REMOTE INTERPRETING)

VRS (VIDEO RELAY SERVICES)

WEA (WIRELESS EMERGENCY ALERTS)

SECTION XIV: ATTACHMENTS/APPENDICES

Encinitas EOC Organizational Chart
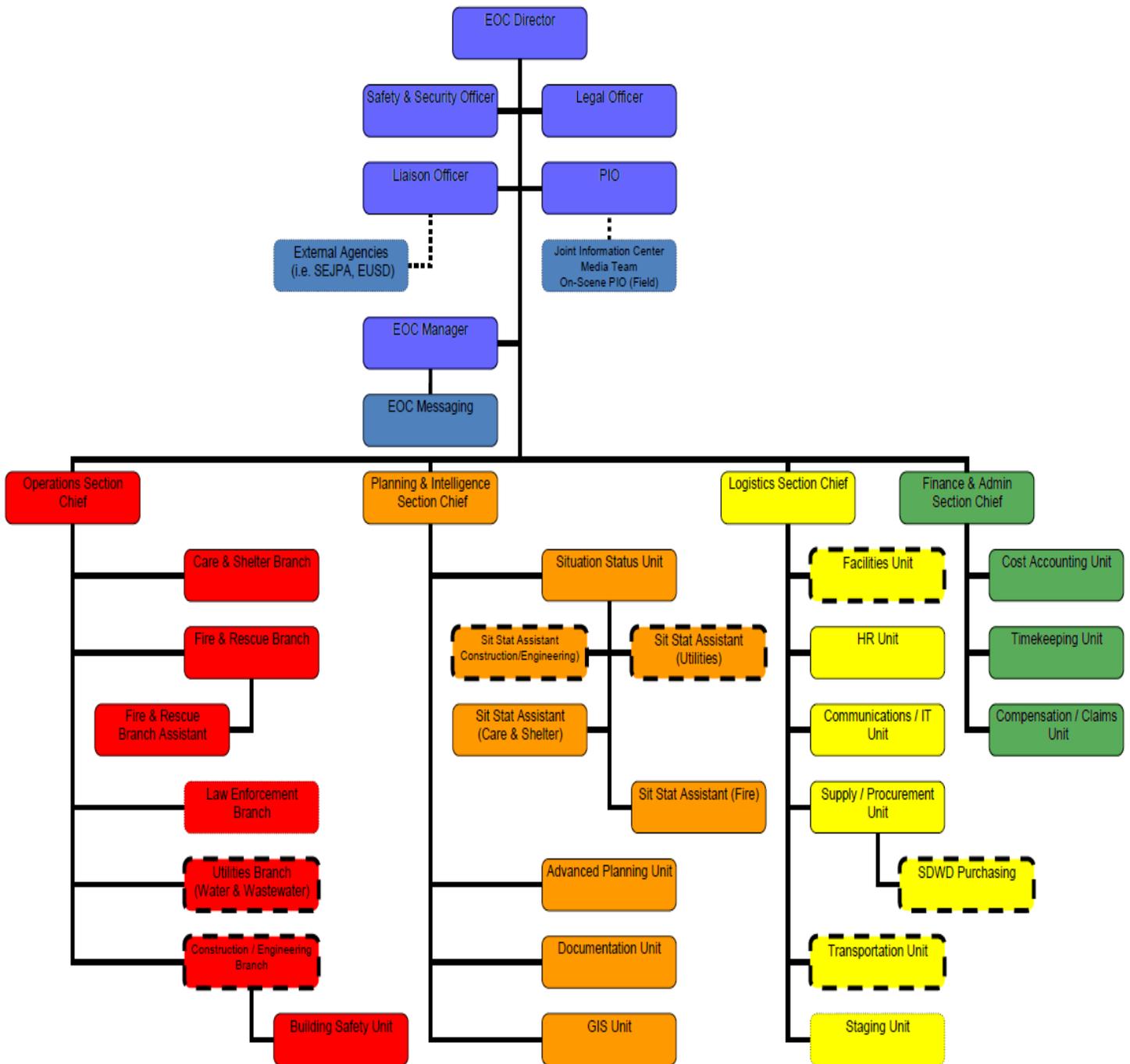
Master Mutual Aid Plan

Cal OES - Fire And Rescue - Mutual Aid Plan - 20141201
https://www.caloes.ca.gov/FireRescueSite/Documents/CalOES_-_Fire_and_Rescue_-_Mutual_Aid_Plan.pdf (Beginning on page 35 in the linked document)

Multi-Jurisdictional Hazard Mitigation Plan

Multi-jurisdictional Hazard Mitigation Plan *(San Diego County)*
https://www.sandiegocounty.gov/oes/emergency_management/oes_jl_mitplan.html

Functional Annexes – County of San Diego EOP

San Diego County Operational Area Functional Annexes *(Operational Area Emergency Operations Plan of the Unified San Diego County Emergency Services Organization And County Of San Diego, 2018)* 2018-EOP-Complete-Plan.pdf (sandiegocounty.gov)

- Annex A – Emergency Management
- Annex B – Fire and Rescue Mutual Aid Operations
- Annex C – Law Enforcement Mutual Aid Operations
- Annex D – Mass-Casualty Operations
- Annex E – Public Health Operations
- Annex F – Medical Examiners Operations
- Annex G – Care and Shelter Operations
- Annex H – Environmental Health Operations
- Annex I – Communications and Warning Systems
- Annex J – Construction and Engineering Operations
- Annex K – Logistics
- Annex L – Emergency Public Information
- Annex M – Behavioral Health Operations
- Annex N – (not assigned)
- Annex O – Animal Services
- Annex P – Terrorism
- Annex Q – Evacuation

Plan Concurrence

The following list of signatures documents each Department's concurrence with this Emergency Operations Plan.

The City Manager's Office concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Pamela Antil_____
City Manager

The City Clerk concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Kathy Hollywood_____
City Clerk

The Fire and Marine Safety Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Michael Stein_____
Fire Chief

The Sheriff's Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _DUSTIN LOPEZ_____
Sheriff Captain

The Finance Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Teresa McBroome_____
Finance Director

The Public Works Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _____
Public Works Director

The Utilities Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _____
Utilities Director

The Development Services Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Roy Sapau_____
Development Services Director

The Infrastructure and Sustainability Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _____
Infrastructure and Sustainability Director

The Parks, Recreation, and Cultural Arts Department concurs with the City of Encinitas' Emergency Operations Plan.

Signed: _Travis M. Karlen_

                Parks, Recreation, and Cultural Arts Director