



CITY OF WALNUT CREEK EMERGENCY MANAGEMENT PLAN

Version 1.0
January 2020





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EXECUTIVE SUMMARY

The City of Walnut Creek Emergency Management Plan (EMP) is an all-hazards plan designed as a reference and guidance document, serving as the foundation for disaster response and recovery operations for the City of Walnut Creek.

The EMP establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of the responsibilities of the City of Walnut Creek as a member of the Contra Costa Operational Area (OA) with other OA member organizations, in both response and recovery procedures.

The plan builds upon previous efforts to enhance the City's emergency and disaster preparedness, response, and recovery capabilities and includes the critical elements of the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), the National Response Framework and the Incident Command System. The incident management systems described in the EMP are designed to be scaled up and activated as necessary to reflect an incident/event's escalation from routine incident to emergency, disaster, or catastrophe. The EMP is not intended to address specific emergency responses, scenarios, hazards, or threats; nor is it intended to provide tactical direction for response.

The City of Walnut Creek EMP is an extension of the State of California Emergency Plan and its concepts may be used to coordinate localized emergencies as well as catastrophic disasters. This plan is designed to be flexible enough to use in all emergencies and will facilitate response and short-term recovery activities. The EMP promotes resource coordination and information sharing so that the City's capabilities can adapt to a changing response environment and to the needs of supporting organizations. City employees will be trained on the plan and participate in exercises periodically, to test and validate the plan, and identify both capability gaps and areas for improvement.

The intended audience of this CEMP consists of the City of Walnut Creek staff, elected city officials, and representatives who assist with staffing responsibilities within the City's Emergency Operations Center (EOC). The Plan may also be a reference for other local governments within the Operational Area (OA), the region, the State, and interested members of the public.

The plan will be reviewed regularly and revised as necessary to meet changing conditions and becomes effective upon approval and resolution of the City Council of the City of Walnut Creek.



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CONCURRENCE

The following officials concur with the City of Walnut Creek's Emergency Management Plan. Their signature indicates they have reviewed the plan, concur with the plan, and will carry out the responsibilities designated in its contents.

Position	Signature	Date
Mayor		
City Manager		
City Attorney		
Administrative Services Director		
Arts & Recreation Director		
Community & Economic Development Director		
Chief of Police		
Public Works Director		



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PROMULGATION

To be inserted once adopted.



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PLAN DEVELOPMENT

The City of Walnut Creek Emergency Management Plan (EMP) is developed in accordance with the *California Emergency Services Act, Article 10 – Local Disaster Councils, § 8610*, which directs the creation of plans; powers; rules and regulations for dealing with local emergencies.

The *City of Walnut Creek Municipal Code, Title 3 Public Safety, Chapter 2.08 Emergency Plan*, directs the development of the city’s emergency plan, providing for “the effective mobilization of all of the resources of the city, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency, and shall provide for the organization, powers and duties, services and staff of the emergency organization.”

The EMP was developed based on the Federal Emergency Management Agency’s (FEMA) *Comprehensive Preparedness Guide 101 (CPG 101), Version 2.0*, with input from each city department, according to the department’s designated responsibility in the emergency response organization of the City.

The EMP was submitted to the Contra Costa County Office of Emergency Services and the California Office of Emergency Services (Cal OES) for review and presented to the City Council for review and approval. The plan was officially adopted through resolution by the City Council. The EMP is subject to various review and approval processes. However, appendices and annexes to the plan, as they are developed, are not. Major changes to the EMP will be submitted by the Risk, Safety, and Emergency Preparedness Manager to the City Manager for approval or recommendation for review by City Council.

PLAN MAINTENANCE

This Plan is a living document. Problems emerge, situations change, gaps become apparent, State and Federal requirements are altered, and the Plan must be adapted to remain useful and current based on these new realities. As such, the Risk, Safety, and Emergency Preparedness Manager for the City of Walnut Creek will review the Plan annually and coordinate any required changes with City departments, the County, and Cal OES.

Additionally, individuals assigned a primary role in the City of Walnut Creek’s EOC are responsible for regular review and maintenance of the Plan. Modifications may occur as a result of identified deficiencies experienced in drills, exercises, or actual incidents; changes in local government and positions; and alterations to emergency management responsibilities, procedures, laws, or regulations.

The objective of the City of Walnut Creek is efficient and timely response during emergencies. This Plan is the first step toward that objective. However, planning alone will not accomplish preparedness. Training and exercising are essential at all levels of government to make emergency operations personnel operationally ready. As such, the City of Walnut Creek will conduct and participate in Operational Area, State, and Federal exercise design and testing of the Plan.



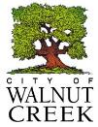
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RECORD OF CHANGES

Change Number	Description	Change Date	Approved By



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RECORD OF DISTRIBUTION

This distribution list names the departments or government agencies receiving copies of the City of Walnut Creek EMP. The plan may be distributed in an electronic or printed version. The entire EMP (the Basic Plan, Annexes and Appendices) will be made available for City employees in electronic format on the shared City network drive. Additionally, the EMP will be posted to the City’s website for all interested parties to review and download as desired.

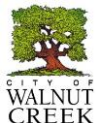
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1.0 INTRODUCTION

1.1 PURPOSE & SCOPE

The City of Walnut Creek Emergency Management Plan (EMP) establishes the City of Walnut Creek's planned response to extraordinary situations associated with natural disasters and human-caused incidents. The primary objective of the EMP is to coordinate the personnel, facilities, and other resources of the City into an efficient organization capable of responding to any emergency requiring a coordinated response. Additionally, the EMP addresses the following issues:

- Identifies the departments and staff designated to perform emergency management activities, such as situational awareness and action planning, and specifies their role and responsibilities.
- Sets forth lines of authority, organizational relationships, and levels of coordination.
- Describes the system(s) used to coordinate the request for, and integration of, resources and services available to the City during disaster situations.
- Provides the coordination and communications procedures and systems that will be relied upon to alert, notify, recall, and dispatch emergency response personnel; warn the public; and protect residents and property.
- Identifies supporting plans and procedures applicable to the EMP, including functional annexes and hazard-specific appendices.
- Provides for the continuity of government during emergencies.
- Establishes response and recovery Priorities.

The City of Walnut Creek EMP integrates the Federal Emergency Management Agency's (FEMA) whole community approach to emergency management and, in addition to City resources, recognizes the roles of nongovernmental organizations (NGOs), community-based organizations (CBOs), faith-based organizations (FBOs), private-sector businesses, and other local government agencies in performing vital functions during an emergency.

An All-Hazards Approach

As the City is susceptible to numerous risks and hazards, and cannot predict the occurrence of any one of them, the EMP is based on an all-hazards planning approach, allowing the flexibility to adapt to the specific needs of the event. Hazard specific actions and planning, as needed, are found in specific hazard annexes or appendices.

The EMP further provides an overview of the City's Emergency Operations Center (EOC) and the activation of the EOC by City departments to respond to major emergencies, disasters, or planned events requiring a coordinated response.

Activation of this plan occurs under any of the following conditions:

1. When an official designated by local ordinance identifies the existence of a hazardous situation or threatened hazardous situation and a **LOCAL EMERGENCY** has been proclaimed.
2. When Contra Costa County, or another jurisdiction within the County, has proclaimed a **LOCAL EMERGENCY**, which directly or indirectly threatens to affect the City of Walnut Creek.
3. When the Governor has proclaimed a **STATE OF EMERGENCY**, which directly or indirectly threatens to affect the City of Walnut Creek.
4. Automatically by a gubernatorial proclamation of a **STATE OF WAR EMERGENCY**.
5. By a Presidential declaration of a **NATIONAL EMERGENCY**.
6. Automatically on issuance of a local, state, or federal terrorist attack warning or the observation of a nuclear detonation.

This plan applies to individuals, businesses, non-governmental organizations, other governmental jurisdictions, tribal governments, and special districts located within the geographic boundaries of the City of Walnut Creek.

1.2 WHOLE COMMUNITY CONCEPT

The National Preparedness Goal, 2015, describes the nation's approach to preparing for the threats and hazards that pose the greatest risk to the security of the United States. The goal states national preparedness is the shared responsibility of the entire community, including individuals and families, people with disabilities or access and functional needs, businesses, faith-based and community organizations, nonprofit groups, schools and academia, media outlets, and all levels of government, including state, local, tribal, territorial, and federal agencies. Disaster preparedness is a partnership between all levels of government and the communities they serve. By creating a partnership, everyone can keep the nation safe from harm and resilient when struck by hazards, such as natural disasters, acts of terrorism, and pandemics.

1.3 PLAN ORGANIZATION

1.3.1 Base Plan

The Base Plan describes administrative features, situation and assumptions, a concept of operations, recovery operations, and the Emergency Operations Center. The base plan outlines services provided by City departments to carry out emergency operations during a major emergency or disaster; methods for how resources are obtained and mobilized; mutual aid programs; the roles and responsibilities for each City department; and the coordination and management of incidents by the City in the Emergency Operations Center. As described previously, the EMP base plan is subject to various review and approval processes, whereas the appendices and various annexes are not.

1.3.2 Annexes / Appendices

Functional annexes and appendices describe discipline or hazard specific goals, objectives, operational concepts, procedures, capabilities, organizational structures and related policies. Supporting plan and other references may be listed or attached to each functional annex. Annexes, as they are developed, do not require approval of the City Council.

1.3.3 Relationship to other plans

This EMP is the primary document used by the City of Walnut Creek to describe the conduct of emergency management during major emergencies and disasters. The EMP describes how emergency response and recovery activities will be conducted, and how support will be requested and coordinated, in the form of mutual aid and other resources, through existing mutual aid agreements and/or through the Contra Costa Operational Area.

At the same time, this EMP is not a stand-alone document. Its purpose is to support the emergency plans and procedures of the City's departments. This plan is designed to be flexible enough that it can adapt to a changing response environment and to the needs of supporting

and requesting organizations. Some of the City plans and guidelines that this EMP will support and complement include:

- Hazard mitigation plan
- Walnut Creek general plan
- Contra Costa County debris management plan
- Walnut Creek Police Department Lexipol Policy 201 – Disaster Plan
- City of Walnut Creek Climate Change Action Plan

1.4 AUTHORITIES & REFERENCES

1.4.1 City

- City of Walnut Creek, CA Municipal Code of Ordinances, Title 3 § 2
- City of Walnut Creek Resolution No. (tbd) adopting the 2020 City of Walnut Creek Emergency Management Plan, Base Plan, on (date tbd).
- City of Walnut Creek Resolution No. (tbd) adopting the National Incident Management System (NIMS) as the City's All Hazard Incident Response System, on (date tbd).

1.4.2 County

- Contra Costa County Ordinance Code, Title 4 Health and Safety, Chapter 42-2 Disaster Council and Emergency Services
- County Administrators Bulletin 115 Emergency Management Plan
- General Plan, Section 10 – Safety Element

1.4.3 State

- California Emergency Services Act, § 8550 et seq., Government Code
- State of California Emergency Plan (SEP), Cal OES
- California Disaster Assistance Act
- California Code of Regulations, Title 19
- California-Federal Emergency Operations Center Guidelines: Integrating Federal Disaster Response Assistance with California's Standardized Emergency Management System
- California Catastrophic Incident Base Plan: Concept of Operations
- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code §101040
- Disaster Assistance Procedure Manual (Cal OES)
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Law Enforcement Mutual Aid Plan
- California Fire and Rescue Operations Plan
- California Public Health and Emergency Operations Manual, July 2011
- Standardized Emergency Management System Guidelines
- Standardized Emergency Management System Approved Course of Instruction

1.4.4 Federal

- Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents
- Presidential Policy Directive (PPD) 8, National Preparedness
- U.S. Department of Homeland Security, National Incident Management System (NIMS)
- U.S. Department of Homeland Security, National Response Framework (NRF)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288), as amended
- Code of Federal Regulations Title 44

- Americans With Disabilities Act (ADA), 1990
- ADA Amendment Act (ADAAA) 2008, Public Law 110-325
- Post-Katrina Emergency Reform Act, 2007
- The Pets Evacuation and Transportation Standards Act of 2006
- Emergency Management Assistance Compact (EMAC) (1996)
- Executive Order 13407, *Public Alert and Warning System*
- Emergency Management Mutual Aid Plan (EMMA), November 2012
- Developing and Maintaining Emergency Operations Plans, Comprehensive Preparedness Guide (CPG) 101, Version 2.0
- A Whole Community Approach to Emergency Management: Principles, Themes and Pathways for Action (December 2011)
- Disability, Access and Functional Needs Emergency Management Planning Guidance (June 2015)

2.0 HAZARD OVERVIEW & PLANNING ASSUMPTIONS

2.1 SITUATION OVERVIEW

The City of Walnut Creek is located at the foot of Mt. Diablo, 23 miles east of San Francisco. Portions of the city lie in both the San Ramon Valley and the Ygnacio Valley. Walnut Creek serves as the business and entertainment hub for neighboring cities in central Contra Costa County, due in part to its location at the junction of the highways from Sacramento and San Jose (I-680) and San Francisco/Oakland (SR-24). The city has a total incorporated area of 19.45 square miles with a current population of just over 70,000 (2016, *Ca Dept. of Finance*).

Walnut Creek, the actual waterway, has been routed underneath downtown through a series of tunnels. The City of Walnut Creek owns more open space per capita than any other community in the state of California. Walnut Creek owns parts of Lime Ridge Open Space, Shell Ridge Open Space, Acalanes Ridge Open Space, and Sugarloaf Open Space. There is also open space in the retirement community, Rossmoor. Walnut Creek's open space now totals 2,704 acres

The area is characterized by a Mediterranean climate with cool, moist winters and warm to hot dry summers. Annual rainfall averages 20 inches, with slight microclimate variations based on elevation and topography. Winter daytime temperatures average in the mid-50s with little daily variation, while summer daytime temperatures average in the high 80s. 100-degree weather occurs numerous times during summer heat waves, and occasional light frosts occur during clear, calm winter nights. The climate allows for the cultivation of many plants and crops.

The City employs approximately 368 regular employees and has a biennial operating budget of over \$180 million for 2018-2020. There are 32,976 homes in Walnut Creek. The majority of recent development has been in commercial development and infill housing with an emphasis on growth close to downtown and the Bay Area Rapid Transit (BART) stations. While the City maintains traditional services, fire protection, rescue, and emergency medical services are supplied by the Contra Costa Fire Protection District (CCFPD).

The area faces a variety of threats both natural and human-caused (e.g., earthquakes, floods, hazardous materials spills, and energy and utility emergencies). In addition to local threats and hazards, significant events occurring in other portions of the region (wildfires, public health events) and impacting the City of Walnut Creek secondarily are becoming more common.

When considering the hazards facing the city, it is important to note that one hazard may trigger additional, secondary hazards, such as a major earthquake may cause multiple fire incidents. The City's all-hazards is built upon the ideals of responding to any type of hazard, including multiple hazards occurring simultaneously.

Table 2-1: Past Natural Hazard Events in Walnut Creek*			
Date	Type of Event	FEMA #	Damage Assessment
03/16/2017	Severe Winter Storms	DR-4305	Minimal Recorded Damage
02/14/2017	Severe Winter Storms	DR-4301	\$680,000
1/1/2006	Flooding	DR-1628	Minimal Recorded Damage
12/16/2002	Flooding	N/A	Minimal Recorded Damage
2/1998	Flooding/Landslide	DR-1203	\$300,075
1/12/1993	Flooding	N/A	Minimal Recorded Damage
1986	Landslide	N/A	\$150,500
1984	Flooding/Severe Weather	N/A	\$350,000
1983	Landslide	N/A	\$250,000
1982	Severe Weather	N/A	\$348,000

* - Table and information from Contra Costa County Hazard Mitigation plan; Volume 2 – Planning Partner Annexes

2.2 HAZARD RANKING

Table 2-2 presents a local ranking for the City of Walnut Creek of all hazards of concern. The ranking process involves an assessment of the likelihood of occurrence for each hazard, along with its potential impacts on people, property and the economy of the city. All of the hazards which exist in or adjacent to the City of Walnut Creek have the potential for causing disasters exceeding any one of the City’s capabilities to successfully respond, making centralized command and control and the support of the City and it’s departments essential. Table 2-2 represents a partial, prioritized list of hazards of concern and does not represent all the hazards of potential to affect the city.

Table 2-2: Hazard Risk Rating*			
Rank	Hazard Type	Risk Rating Score (Probability x impact)	Category
1	Earthquake	48	High
2	Landslides	39	High
3	Severe Weather	30	Medium
4	Floods	18	Medium
5	Dam and levee failure	11	Low
6	Drought	9	Low
7	Wildfire	6	Low
8	Sea level Rise	0	None
8	Tsunami	0	None

* - Table and information from Contra Costa County Hazard Mitigation plan; Volume 2 – Planning Partner Annexes

2.3 HAZARDS & RISKS

2.3.1 Earthquake

An earthquake is a term used to describe both sudden slip on a fault and the resulting ground shaking and radiated seismic energy caused by the slip, or by volcanic or magmatic activity, or other sudden stress changes in the earth. The effects of large earthquakes can be felt far beyond the site of its occurrence. Earthquakes occur without warning and, after just a few seconds, can cause significant damage and extensive casualties. The most common effect of earthquakes is ground motion, or the shaking of the ground during an earthquake. Ground shaking is caused by seismic waves traveling in the earth's interior or along the earth's surface.

The City of Walnut Creek, as part of the greater Bay Area region, lies within the active boundary between the Pacific and the North American tectonic plates. The Pacific Plate is constantly moving northwest past the North American Plate at a rate of about 2 inches per year (Cal OES, 2013). Earthquakes in the San Francisco Bay Area result from strain energy constantly accumulating across the region because of the motion of the Pacific Plate relative to the North American Plate. The San Andreas Fault, on which earthquakes of magnitude 7.8 and 7.9 have occurred in the past, including the 1906 San Francisco earthquake, is the fastest slipping fault along the plate boundary.



Past Earthquake Events

California has been included in 12 FEMA major disaster (DR) or emergency (EM) declarations for earthquakes. However, Walnut Creek, as part of Contra Costa County, was included in only one declaration: the 1989 Loma Prieta Earthquake.

Fault Locations

Contra Costa County is located in a region of high seismicity with numerous local faults, as shown on Figure 2.3.1. The primary seismic hazard for the county, including Walnut Creek, is potential ground shaking from the following faults.

- Hayward Fault

The Hayward Fault is an approximately 45-mile-long fault that runs through densely populated areas on the East Bay, parallel to the San Andreas Fault. The Hayward Fault extends through some of the Bay Area's most populated areas, including San Jose, Oakland, and Berkeley. The Hayward Fault is increasingly becoming a hazard priority throughout the Bay Area because of its increased chance for activity and its intersection with highly populated areas and critical infrastructure. The probability of experiencing a Magnitude 6.7 or greater earthquake along the Hayward Fault in the next 30 years is 33

percent. An earthquake of this magnitude has regional implications for the entire Bay Area, as the Hayward Fault crosses transportation and resource infrastructure, such as multiple highways and the Hetch-Hetchy Aqueduct. It should be expected that if there is a major earthquake on this fault, there will be after slip(s) along the fault and many aftershocks for subsequent months (USGS, 2017).

- Calaveras (North Central) Fault

The Calaveras (North Central) Fault is a major branch of the San Andreas Fault, located east of the Hayward Fault. It extends 76 miles from the San Andreas Fault near Hollister to Danville at its northern end. The Calaveras Fault is one of the most geologically active and complex faults in the Bay Area (USGS, 2003). The probability of experiencing a Magnitude 6.7 or greater earthquake along the Calaveras Fault in the next 30 years is 26 percent.

- Concord-Green Valley Fault

The Concord-Green Valley Fault, named for being located under the City of Concord, is connected to the main Green Valley Fault. The fault extends approximately 11 miles east of West Napa Fault, from Mount Diablo to the Carquinez Strait. It is considered to be under high stress and has a 16 percent probability of experiencing a Magnitude 6.7 or greater earthquake in the next 30 years.

- Greenville Fault

The Greenville Fault is in the eastern Bay Area in Contra Costa and Alameda Counties. This dextral strike-slip fault zone borders the eastern side of Livermore Valley and is considered to be part of the larger San Andreas Fault system in the central Coast Ranges. The fault zone extends from northwest of Livermore Valley along the Marsh Creek and Clayton faults toward Clayton Valley.

- Mount Diablo Fault

The Mount Diablo thrust fault is in the vicinity of Mount Diablo in Contra Costa County. The fault lies between the Calaveras Fault, the Greenville Fault, and the Concord Fault, all right-lateral strike slip faults, and appears to transfer movement from the Calaveras and Greenville Faults to the Concord Fault, while continuing to uplift Mount Diablo.

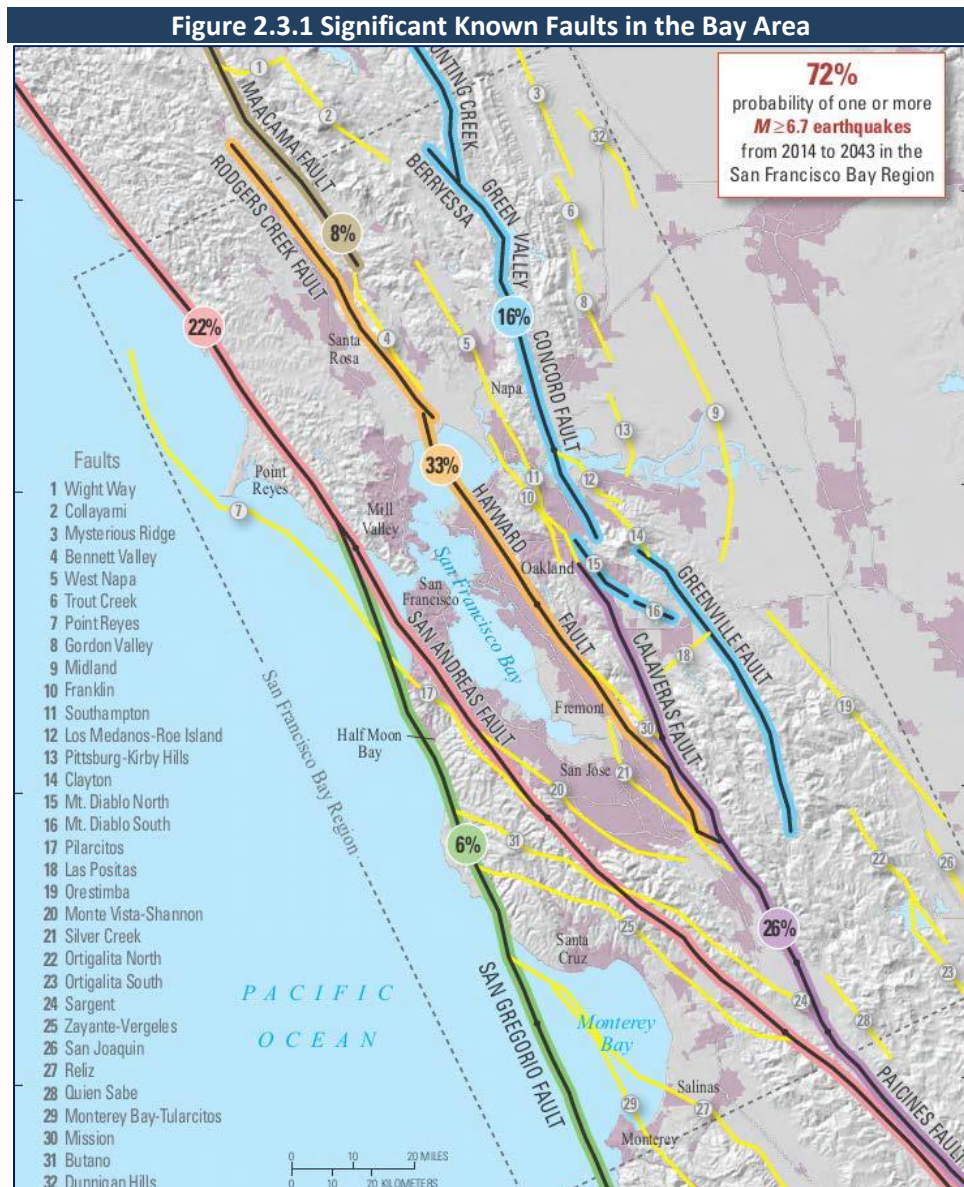
Earthquake Risks

Large earthquakes are capable of causing widespread damage; therefore, communities in the region should take simple steps to help reduce injuries, damage, and disruption, as well as accelerate recovery from these earthquakes. The city of Walnut Creek could be affected in varying degrees by earthquakes on several faults that are nearby the city. Structural damage, as well as damage to infrastructure networks such as water, power, gas, communication, and transportation, is largely dependent upon the location of the earthquakes epicenter, the time of

day, and season of the year. A major earthquake and ground shaking can cause significant social disruption and damage to buildings and infrastructure in the city of Walnut Creek due to the close proximity of earthquake faults.

A major earthquake occurring in or near Walnut Creek could result in many injured victims, loss of life, property and environmental damage. Government and community services and activities may be disrupted. Fires, flooding, hazardous materials spills, utility disruptions, landslides and major transportation issues may be collateral emergencies from a major earthquake.

A significant earthquake could also exceed the response capabilities of the City of Walnut Creek. Response and disaster relief support would be required from other cities, counties, private organizations, and from the state and federal governments.



2.3.2 Landslide

A landslide is the movement of rock and soil that may take place gradually over a small area, or rapidly over a huge area. Landslides may be initiated by an earthquake, or by removal or absence of soil-retaining vegetation, from causes such as wildland fires or changes in agricultural practices. Removal of material at the base of slopes may result in unstable conditions. Additionally, landslides often occur together with other natural hazards, thereby exacerbating conditions, as described below:

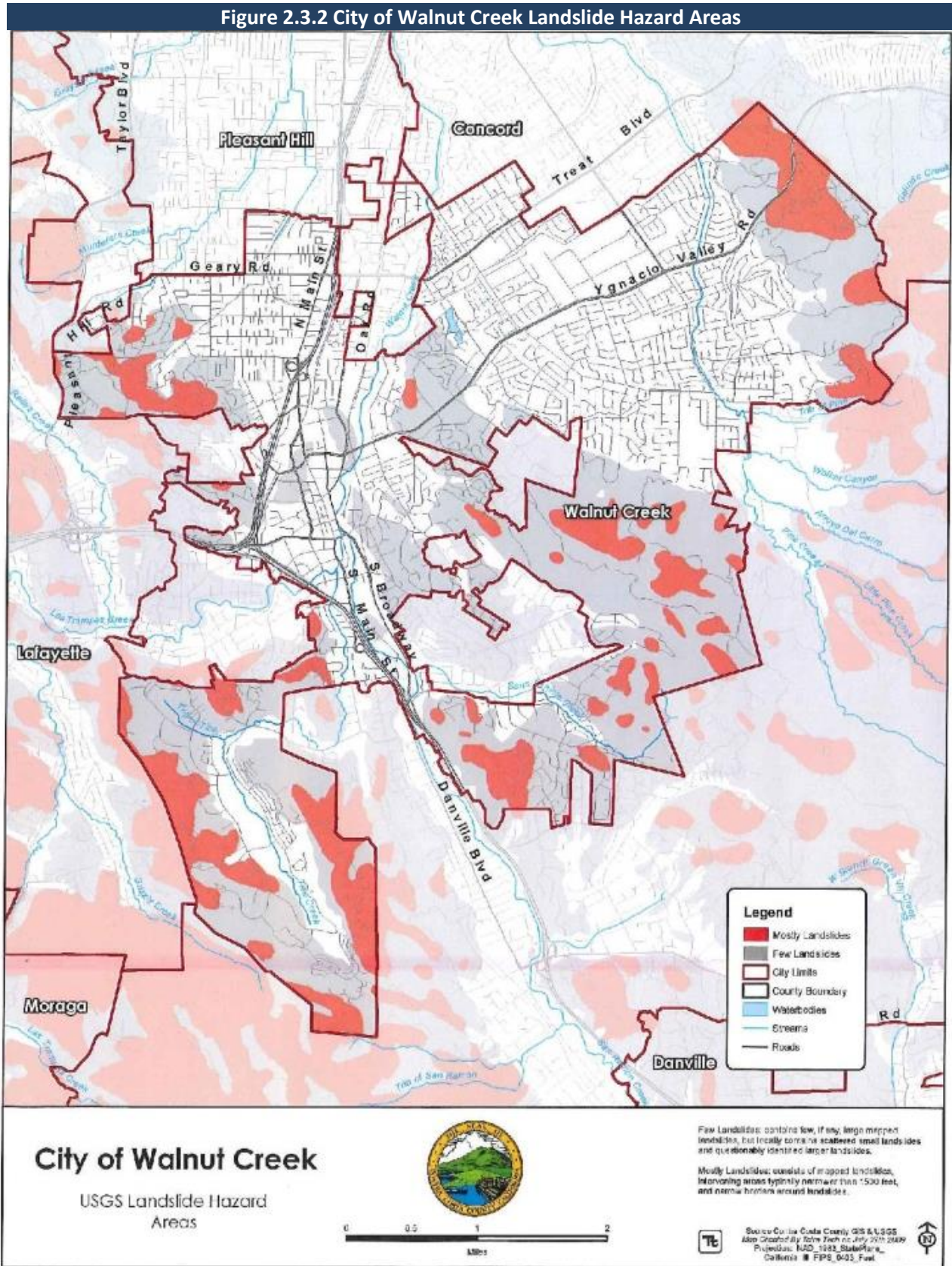
- Shaking due to earthquakes can trigger events ranging from rock falls/topples to massive slides
- Intense or prolonged precipitation that causes flooding can also saturate slopes and cause failures leading to landslides
- Wildfires can remove vegetation from hillsides, significantly increasing runoff and landslide potential
- Landslides into a reservoir can indirectly compromise dam safety; a landslide can even affect the dam itself

Landslides destroy property and infrastructure and can take the lives of people. Slope failures in the United States result in an average of 25 lives lost per year and an annual cost to society of about \$1.5 billion. Landslides can pose a serious hazard to properties on or below hillsides. When landslides occur, in response to such changes as increased water content, earthquake shaking, addition of load, or removal of downslope support, they deform and tilt the ground surface. The result can be destruction of foundations, offset of roads, breaking of underground pipes, or overriding of downslope property and structures. In Contra Costa County, landslides and mudslides are a common occurrence and have caused damage to homes, public facilities, roads, parks, and sewer lines in particular.

A moderate potential exists for landslides most everywhere where terrain slopes. The City of Walnut Creek, as outlined in the City's Safety Element, has several areas of existing landslides and areas that have a high potential for landslides. These areas include:

- Lime Ridge Open Space (including portions of the Boundary Oaks Municipal Golf Course)
- Shell Ridge Open Space (particularly near Walnut Boulevard, Castle Rock Road, and the eastern end of Rudgear Road)
- Acalanes Open Space
- Rossmoor area (including the Rossmoor Golf Course, the area east of Rossmoor Parkway, and along the western border of Walnut Creek and Lafayette).

Of the 10,425 urban acres in the City, 1,089 acres are in areas of existing landslides.



2.3.3 Severe Weather

The number of weather-related disasters during the 1990s was four times that of the 1950s and led to 14 times as much in economic losses. The science for linking the severity of specific severe weather events to climate change is still evolving; however, a number of trends provide some indication of how climate change may be impacting these events.

According to the *U.S. National Climate Change Assessment (2014)*, there were more than twice as many high temperature records as low temperature records broken between 2001 and 2012, and heavy rainfall events are becoming more frequent and more severe. The increase in average surface temperatures can also lead to more intense heat waves that can be exacerbated in urbanized areas by what is known as the urban heat island effect. Evidence suggests that heat waves are already increasing, especially in western states. Extreme heat days in Walnut Creek and the surrounding areas are likely to increase. Climate change impacts on other severe weather events such as thunderstorms and high winds are still not well understood.

Vulnerability of animals, humans, and the environment to extreme weather conditions would be unlikely to increase as a direct result of climate change. Nevertheless, the increased frequency of extreme weather events will cause an increase in secondary events, which will have increased adverse effects on animals, humans, and the environment.

- Localized flooding may increase, impacting greater numbers of people and structures.
- Critical facility owners and operators may experience more frequent disruption to service provision. For example, more frequent and intense storms may cause more frequent disruptions in power service.
- More frequent storms and heat events and more intense rainfall may place additional stress on already stressed environmental systems.
- Climate change impacts may impact the local economy through more frequent disruption to services, such as power outages.

2.3.4 Flood

Floods are the most common and widespread of all natural disasters in the United States, often only considered hazards when people or property is affected. Nationwide, floods result in more deaths than any other natural hazard. Most communities in California and across the nation can experience some kind of flooding after spring rains, heavy thunderstorms, or winter snow thaws. Street flooding, or storm water runoff, often occurs when storm drains cannot contain the amount of water necessary, there is higher than normal rainfall amounts, or inadequate design of the street flood control system. Often the storm drains get clogged with debris, which causes localized flooding.

Physical damage from floods can include the following:

- Inundation of structures, causing water damage to structural elements and contents.
- Impact damage to structures, roads, bridges, culverts, and other features from high-velocity flow and from debris carried by floodwaters. Such debris may also accumulate on bridge piers and in culverts, increasing loads on these features or causing overtopping or backwater effects.
- Release of sewage and hazardous or toxic materials as wastewater treatment plants are inundated, storage tanks are damaged, and pipelines are severed

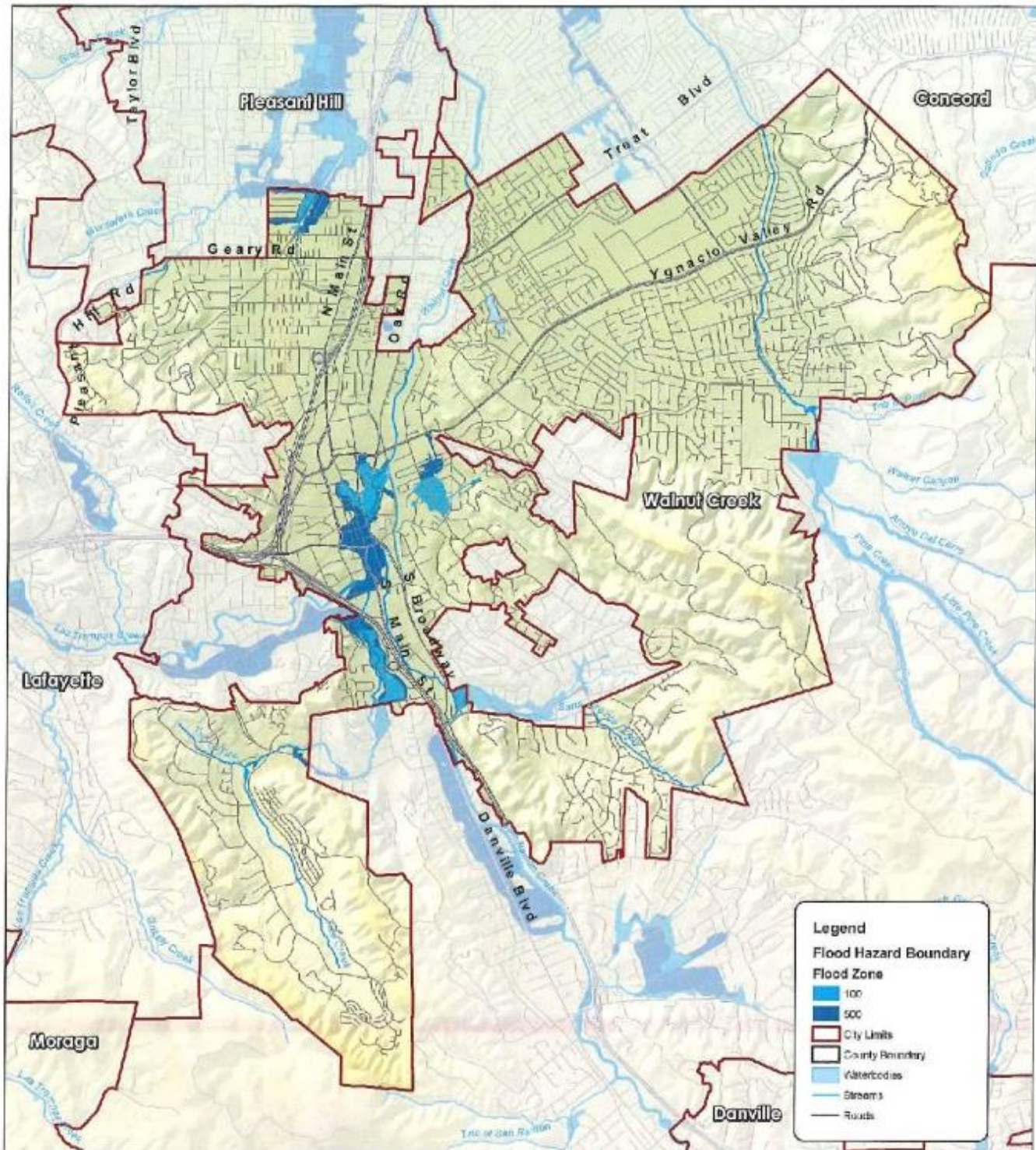
Floods also cause economic losses through closure of businesses and government facilities. They disrupt communications, disrupt the provision of utilities, such as water and sewer service, result in excessive expenditures for emergency response, and generally disrupt the normal function of a community.

Of the 10,425 urban acres in the City of Walnut Creek, 311 acres are located in the 100-year flood plain, while an additional 158 acres are located in other flood prone areas. The City has had several streams that have flooded, including:

- Walnut Creek
- Las Trampas Creek
- Grayson-Murderers Creek (particularly in the Eccleston Avenue area)
- San Ramon Creek (primarily at the confluence of the waterways downtown).

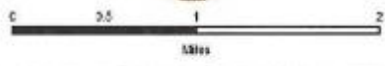
Smaller streams subject to flooding include Tice Creek (particularly in the Castle Hill area) and the Walnut Boulevard channel (also known as Homestead Creek) between Homestead Boulevard and Sierra Drive.

Figure 2.3.4 City of Walnut Creek Flood Hazard Areas



City of Walnut Creek

100 & 500 Year
Flood Hazard Boundaries



Source: City of Contra Costa GIS & DP RM
Map Created by State Trust on July 17th 2010
Project No. SAC-1003_StrafPland
California II_FIPS_5403_Fuel

2.3.5 Dam Failure

A dam failure is the structural collapse of a dam that releases the water stored in the reservoir behind the dam. A dam failure is usually the result of the age of the structure, inadequate spillway capacity used in construction, or structural damage caused by an earthquake or flood. When a dam fails, a large quantity of water is suddenly released with a great potential to cause human casualties, economic loss, and environmental damage.

This type of disaster is especially dangerous because it can occur suddenly, providing little warning and evacuation time for the people located downstream. The flows resulting from dam failure generally are much larger than the capacity of the downstream channels and therefore lead to shallow, fast moving, and very strong flooding. Flood damage occurs as a result of the momentum of the flood caused by the sediment-laden water flooding over the channel banks and impact debris carried by the flow.

Dams built in the Bay Area over the last 150 years were constructed using then current construction techniques and seismic knowledge of the time, and many without the benefit of government regulation. Dams built to hold the water in reservoirs can be damaged due to a huge storm and associated runoff, an earthquake, slope failures, or a terrorism event.

Understanding the impact of a dam failure is critical for two reasons:

1. Their catastrophic failure can kill many people and destroy homes and other structures downstream from the facility.
2. The storage capacity is lost and not recovered until the dam is rebuilt (a lengthy process).

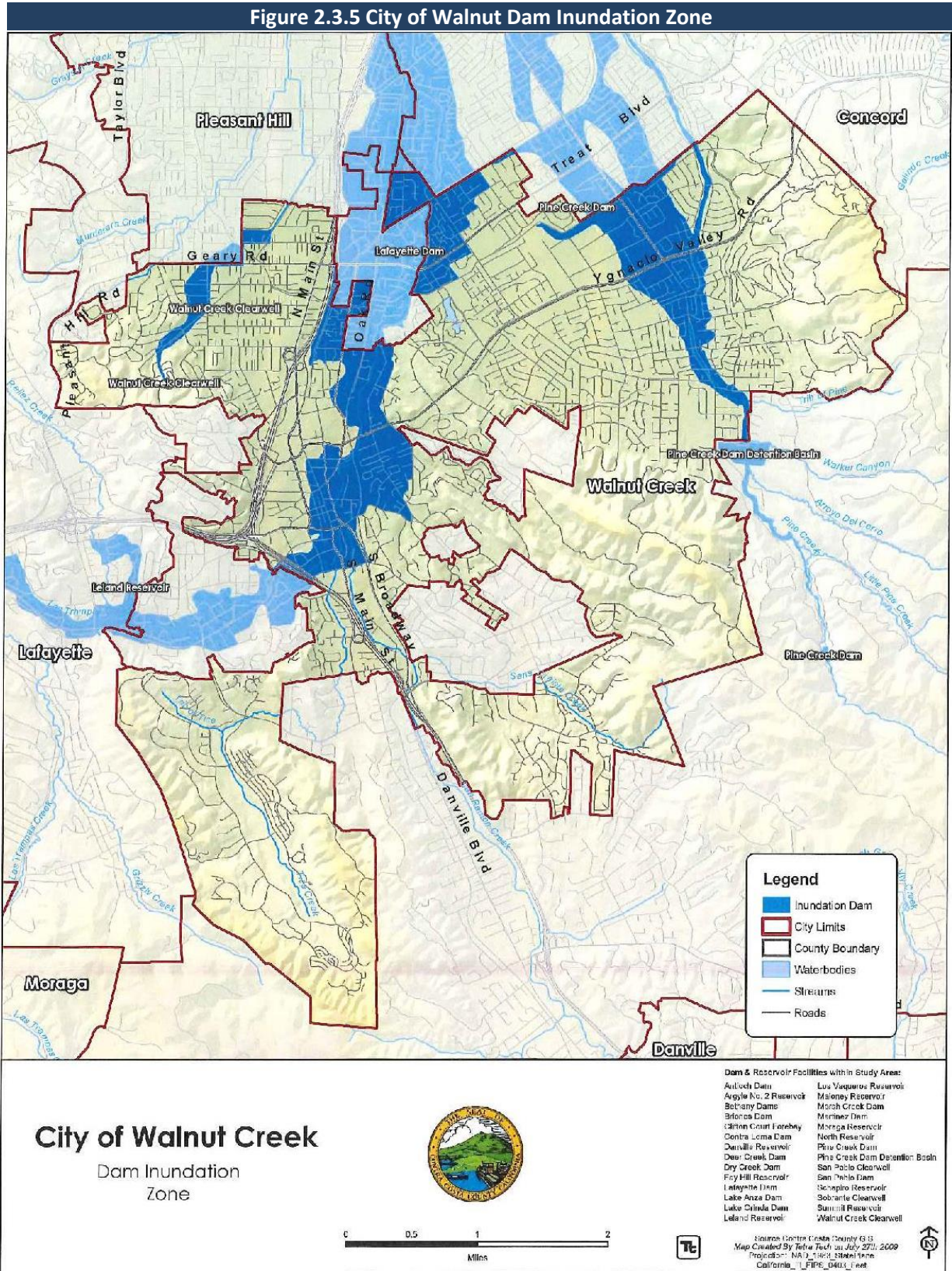
When a dam is known to have a failure potential, the water level is reduced to allow for partial collapse without loss of water, as required by the State Division of Safety of Dams and by safety protocols established by dam owners.

Local Dam Failure Potential

Of the 10,425 urban acres in the City, 1,401 acres are subject to dam failure inundation. Within the Walnut Boulevard Channel/Homestead Creek Sub basin area is a privately owned and maintained lake (commonly referred to as Lake Lakewood) and a privately maintained dam. The dam is small enough in size that it does not require reporting to, or inspection by, the State Office of Dams. The lake's dam was constructed in the early 1900's. Lake Lakewood has a history of overflowing and overtopping its dam during periods of heavy rainfall including incidents in 1982 and most recently in 2005, which resulted in significant flooding of the Walnut Boulevard/Homestead and lower Lakewood areas.

In an effort to mitigate the potential for future overflowing of the Lakewood Lake/Dam, the City of Walnut Creek has facilitated several community meetings with the Lake Lakewood Association (Association) and neighboring community groups in the lower Lakewood area. The meetings were held to gain an understanding of the maintenance and inspection practices employed by the Association, and explore ways to improve communication between the Association and neighbors in the lower Lakewood area. As a result, City staff recommended several mitigation strategies to the Association including, conducting a review of the dam's structural integrity, lowering the water level of the lake in anticipation of winter season storms, dredging of the lake to increase water capacity, and the implementation of an

overflow warning system for residents living below the dam. In addition, City maintenance crews and engineers have included the dam as part of their regular inspection program for storms.



2.3.6 Drought

Drought is a significant decrease in water supply relative to what is typical in a given location. It is a normal phase in the climate cycle of most regions, originating from a deficiency of precipitation over an extended period of time, usually a season or more. This leads to a water shortage for some activity, group or environmental sector.

Most of California's precipitation comes from storms moving across the Pacific Ocean. The path followed by the storms is determined by the position of an atmospheric high pressure belt that normally shifts southward during the winter, allowing low pressure systems to move into the State. On average, 75 percent of California's annual precipitation occurs between November and March, with 50 percent occurring between December and February. A persistent Pacific high pressure zone over California in mid-winter signals a tendency for a dry water year. A typical water year produces 13" to 23" in the Contra Costa county area. In extremely dry years, these annual totals can fall to as little as one half, or even one third of these amounts.

The Sierra Nevada snowpack serves as the primary agent for replenishing water in the San Francisco Bay area, including Contra Costa County, and for much of the State of California. A reduction in spring snowpack runoff, whether due to drier winters or to increasing temperatures leading to more rain than snow, can increase risk of summer or fall water shortages throughout the region.

The City of Walnut Creek receives its water supply through surface water supplies from the East Bay Municipal Utility District (EBMUD) and the Contra Costa Water District.

The EBMUD provides drinking water for 1.4 million customers in Contra Costa and Alameda counties over a 331-square-mile area (EBMUD, 2017). The EBMUD service area for drinking water in Contra Costa County extends from Crockett on the north, eastward to Walnut Creek, and south through the San Ramon Valley.

The Contra Costa Water District supplies water to 500,000 residents of central and eastern Contra Costa County. The water is drawn from Rock Slough near Oakley, Mallard Slough in Bay Point, Old River near the town of Discovery Bay and nearby Middle River. The water is transported in the 48-mile Contra Costa Canal, which starts at Rock Slough, then stretches west to Clyde, south to Walnut Creek and north to Martinez.

Drought Risks

Drought can have a widespread impact on the environment and the economy, although it typically does not result in loss of life or damage to property, as do other natural disasters. Nationwide, the impacts of drought occur in the following categories: agriculture; business and industry; energy; fire; plants and wildfire; relief, response and restrictions; tourism and recreation; and water supply and quality sectors.

The National Drought Mitigation Center uses three categories to describe likely drought impacts:

- Economic Impacts - These impacts of drought cost people (or businesses) money—farmers' crops are destroyed; low water supply necessitates spending on irrigation or to drill new wells; businesses that sell boats and fishing equipment may not be able to sell their goods.

- Environmental Impacts - Plants and animals depend on water. When a drought occurs, their food supply can shrink and their habitat can be damaged.
- Social Impacts - These impacts affect people's health and safety. Social impacts include public safety, health, conflicts between people when there is not enough water to go around, and changes in lifestyle.

The severity of a drought depends on the degree of moisture deficiency, the duration, and the size and location of the affected area. The longer the duration of the drought and the larger the area impacted, the more severe the potential impacts. Drought generally does not affect groundwater sources as quickly as surface water supplies, but groundwater supplies generally take longer to recover. Reduced precipitation during a drought means that groundwater supplies are not replenished at a normal rate. This can lead to a reduction in groundwater levels and problems such as reduced pumping capacity or wells going dry. Shallow wells are more susceptible than deep wells. Reduced replenishment of groundwater affects streams. Much of the flow in streams comes from groundwater, especially during the summer when there is less precipitation and after snowmelt ends.

2.3.7 Wildfire

A wildfire is an uncontrolled fire spreading through vegetative fuels. Wildfires can be caused by human activities (such as arson, campfires, or electrical lines) or by natural events (such as lightning). Wildland fires often occur in forests or other areas with ample vegetation. In areas where structures and other human development meets or intermingles with wildland or vegetative fuels (referred to as the "wildland/urban interface"), wildfires can cause significant property damage and present extreme threats to public health and safety.

The following three factors contribute significantly to wildfire behavior and can be used to identify wildfire hazard areas.

- Topography - As slope increases, the rate of wildfire spread increases. South-facing slopes are also subject to more solar radiation, making them drier and thereby intensifying wildfire behavior. However, ridge tops may mark the end of wildfire spread, as fire spreads more slowly or may even be unable to spread downhill.
- Fuel - The type and condition of vegetation plays a significant role in the occurrence and spread of wildfires. Certain types of plants are more susceptible to burning or will burn with greater intensity; and non-native plants may be more susceptible to burning than native species. Dense or overgrown vegetation increases the amount of combustible material available to fuel the fire (referred to as the "fuel load"). The risk of fire increases significantly during periods of prolonged drought, as the moisture content of both living and dead plant matter decreases; or when a disease or infestation has caused widespread damage. Vegetation fires, particularly near the end of the dry season, tend to burn fast and very hot, threatening homes in the area and leading to serious destruction of vegetation cover. No suitable management technique of moderate cost has been devised to reduce the risk of vegetation fires.
- Weather - The most variable factor affecting the behavior of wildfires is weather. Temperature, humidity, wind, and lightning can affect chances for ignition and spread of fire. Extreme weather, such as high temperatures and low humidity, can lead to extreme wildfire activity. By

contrast, cooling and higher humidity often signal reduced wildfire occurrence and easier containment.

The indirect effects of wildfires can be catastrophic. Besides stripping the land of vegetation and destroying forest resources, large, intense fires can harm the soil, waterways, and the land itself. Soil exposed to intense heat may lose its capability to absorb moisture and support life. Exposed soils erode quickly and enhance siltation of rivers and streams, thereby enhancing flood potential, harming aquatic life, degrading water quality, and increasing debris flow hazards.

Residential and commercial encroachment into the wildland/urban interface (WUI) has increased the potential for disastrous fires in the City's lower hillside areas. In an effort to assist in alleviating fire dangers near urban development interface, the construction of a fuel modification zone (firebreak, fuel break or greenbelt) may be applied. The continued application of this method does have drawbacks however; there are the impacts on wildlife, on unique vegetation and, in some cases, to the watershed cover as deep-rooted chaparral species are replaced by shallow-rooted grasses.

Of the 10,425 urban acres in the City, 1,088 acres are subject to high and very high wildfire threat (because of the urban nature of the City), but 8,545 acres are in wildland-urban interface threat areas.

2.3.8 Hazardous Materials & Pipeline Hazards

A hazardous material is any substance that is flammable, combustible, corrosive, poisonous, toxic, explosive or radioactive. Hazardous materials require special care in handling and storage due to the harm they pose to public health, safety and the environment. The significance of the problems to the environment, property, or human health is dependent on the type, location and quantity of the material released. Walnut Creek's level of exposure to hazardous materials can be understood by examining the city's types of businesses, commercial traffic routes, and highways.

Although hazardous material incidents can happen almost anywhere, certain areas are at higher risk. Businesses and facilities that are near roadways frequently used for transporting hazardous materials and industrial facilities that use, store, or dispose of such materials all have an increased potential for major incidents, as do cities crossed by certain railways, waterways, airways and pipelines. Hazardous materials are transported through the city via highways and pipelines. Public facilities and numerous businesses located in the city store and use reportable quantities of hazardous materials.

Hazardous materials are abundant. The focus is not on the hazards contained in everyday products, but rather on the hazards associated with potential releases of hazardous substances from transportation corridors (mobile incident) and fixed facilities (fixed incident) within the City. The Contra Costa County Hazardous Materials Programs regulates hazardous materials and hazardous waste facilities in the City of Walnut Creek.

The main highway route for transporting hazardous materials through the City of Walnut Creek is Interstate 680. Should a spill occur on one of the state highways through the City, the Contra Costa Fire Protection District's Hazardous Materials Team may respond initially with the clean-up operations,

usually the responsibility of the California Department of Transportation (Caltrans). State Route 24 terminates at the intersection with Interstate 680 just inside the city limits of Walnut Creek.

Pipelines

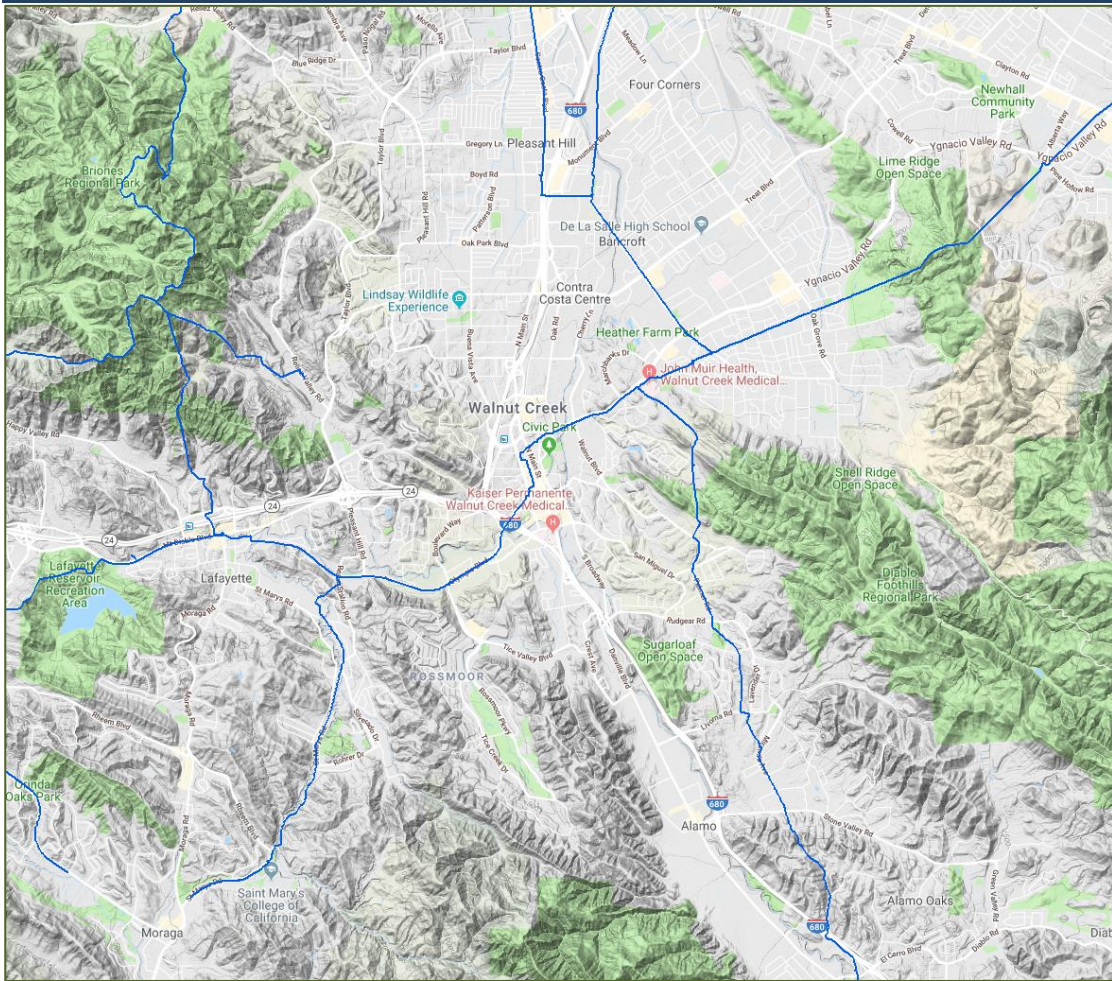
There are many pipeline distribution systems that transit the city of Walnut Creek and throughout the county, including systems for water, natural gas, and petroleum products. The entire United States is heavily dependent on transmission pipelines to distribute energy and fuel sources. Virtually all natural gas, which accounts for about 28% of energy consumed annually, is transported by transmission pipelines. Increased urbanization is resulting in more people living and working closer to existing gas transmission pipelines that were placed prior to government agencies adopting and implementing land use and other pipeline safety regulations.

The gas transmission system is gradually deteriorating due to natural causes and the age of the system. Significant failure, including pipe breaks and explosions, can result in loss of life, injury, property damage, and environmental impacts. Causes of and contributors to pipeline failures include construction errors, material defects, internal and external corrosion, operational errors, control system malfunctions, outside force damage, subsidence, and seismicity.

Along the Interstate 680 corridor, the Kinder Morgan pipeline lies alongside the Iron Horse Trail and runs through the City of Walnut Creek. The pipe sends a variety of hazardous liquids, such as gasoline and jet fuel, from Kinder Morgan's Concord pumping station to a distribution site in the South Bay.

In November 2004, an explosion killing five people and injuring four others occurred when a sub-contractor of EBMUD was installing a water-district main near Newell Avenue and South Broadway and punctured a high-pressure Kinder Morgan pipeline.

Figure 2.3.8 PG&E Gas Pipelines in Walnut Creek



2.3.9 Public Health Emergencies

Widespread public health emergencies, referred to as pandemics, occur when a disease, often a strain of influenza, emerges to which the population has little immunity. The 20th century saw three such pandemics, the most notable of which was the 1918 Spanish influenza pandemic that was responsible for 20-40 million deaths throughout the world. Public health experts are always concerned about the risk of another pandemic where a disease spreads between and among species. Depending on the nature of such a disease, between 25 to 35% of the population could become ill. This level of disease activity would disrupt all aspects of society and severely affect the economy.

The Contra Costa Department of Health Services, Division of Public Health, is responsible for public health in all cities, towns, and unincorporated portions of the county. The City of Walnut Creek will coordinate with Contra Costa Public Health during a public health emergency. Whether in the city, or throughout the county or state, the County will serve as the lead agency for a pandemic response and would work closely with each city to ensure that:

- Planning efforts are consistent throughout each agency and jurisdiction
- Official information is provided to cities in a timely manner
- Pharmaceutical distribution is conducted across the county

Contra Costa Public Health maintains the Contra Costa Pandemic Influenza Plan. The City will, at the direction of the County Public Health Officer, implement the procedures and protocols as recommended when a pandemic situation occurs.

To ensure consistent planning efforts, federal, state, and county public health agencies use the World Health Organization (WHO) pandemic phases to guide their planning efforts. The May 2017 WHO guidance document, *Pandemic Influenza Risk Management*, stresses the importance of repeated risk assessment at all levels globally, by WHO and communicated through the revised phases system, as well as at national and local levels, by local officials, in order to plan and respond effectively and independently.

2.3.10 Aviation Disasters

An aircraft incident can cause loss of life, loss of property, and can have a drastic effect on the infrastructure and economy of a local area. An airplane crash can lead to a large number of fatalities or injuries to persons both on the airplane and the ground at the site of the accident. Aircraft accidents can be caused by mechanical failure, manufacturing error, pilot error, air traffic controller error, natural hazards, or inappropriate cargo.

Contra Costa County is home to Buchanan Field Airport and Byron Airport. Any size or type of aircraft can cause damage, injuries, and fatalities on the ground at the site of a crash. The amount of damage at a crash location is related to the location of the accident and the nature of the crash. In addition to the local airports, commuting air traffic traveling over Walnut Creek to and from other airports is a risk to the City of Walnut Creek. Additionally, certain flight paths from both San Francisco International Airport and Oakland International Airport travel directly over Walnut Creek as well as helicopter traffic to and from John Muir Hospital.

2.3.11 Energy Disruption

An energy disruption lasting an extended duration and impacting a broad segment of the city's population may rise to the level of a major emergency or disaster. Such might be the case in an extended power outage, a disruption in natural gas delivery, or a loss of water supply. A short duration event involving a widespread loss of cellular, satellite, or telephone service may rise to the level of a major emergency if it involves the public's ability to access the 9-1-1 system.

Depending on the type and extent of disruption and other conditions, such as weather, a utility failure can have a broad range of impacts. Although vulnerable, and people with disabilities and others with access and functional needs are at highest risk from utility disruptions, all citizens in the city and surrounding areas would be significantly impacted by a widespread interruption of government, business, and private services.

It is important to recognize that different types of outages are possible so that plans may be made to handle them effectively. Electric power disruptions can be generally grouped into two categories: intentional and unintentional.

- Intentional disruptions include planned service for maintenance, upgrading of equipment, or due to increased fire risks in certain area during extreme weather conditions (Public Safety Power Shutoff).
- Unscheduled disruptions such as during a fire or accident demand site management, where customers have an agreement with their utility provider to curtail their demand for electricity during peak system loads. Load shedding, when the power system is under extreme stress due to heavy demand and/or failure of critical components, is sometimes necessary to intentionally interrupt the service to selected customers to prevent the entire system from collapsing. Unintentional disruptions include an accident by the utility, utility contractor, or others; malfunction or equipment failure due; equipment overload or reduced capability; storms or weather related causes; wildfire that damages transmission lines; or vandalism or intentional damage, including terrorism.

Utility failures of significant proportion typically arise from other hazard events such as floods or earthquakes, but may occur as standalone events. Immediate objectives would focus on repairs necessary to restore power to areas of greatest need. All critical facilities would require standby generating equipment and emergency fuel supplies. Any long-standing energy disruption would also require additional public safety involvement to ensure the safety of the affected public.

2.3.12 Civil Unrest

Civil disturbance, or civil disorder, is described as "any incident intended to disrupt community affairs and threaten public safety." Civil disturbance is a result of civil unrest, when individuals or groups within the general population feel they are being discriminated against or that their rights are not being upheld. Triggers can include racial tension, immigration control, unpopular political decisions, loss of essential services or supplies, and bad weather. Crowds attending sporting events after the defeat or victory of their team can also be motivated to cause civil disturbances. Civil disturbance spans a variety of actions including strikes, demonstrations, riots, and rebellion.

Civil disturbance can be broken down into the following three categories:

- Peaceful, no-obstructive demonstrations (low severity)
- Non-violent, disruptive demonstrations (moderately severity)
- Violent, disruptive demonstrations (high severity)

In general a low-severity disturbance, such as a strike, may not cause much concern and may involve little-to-no involvement from law enforcement. A moderately severe civil disturbance, such as a protest that disrupts nearby businesses and possibly causes some property damage, may require law enforcement intervention to restore order. A severe civil disturbance, such as rioting, arson, looting, and assault, may include aggressive police action. Severe civil disturbances may result in deaths, injuries, and property damage of varying degrees.

2.3.13 Domestic or Foreign Terrorism

Terrorism is a continuing threat throughout the world and within the United States and Walnut Creek is home to businesses and government agencies, transportation infrastructure, tourist attractions, historic sites, and cultural facilities that are vulnerable to a terrorist attack.

A recent trend is for domestic and foreign terrorists to pursue soft targets. Soft targets are open areas, e.g., shopping malls, hotels, concert or sports venues, transportation centers, and places where a number of people or tourists gather, that typically have less security. Locations that do have significant security or secured perimeter areas provide attackers with a divided line for what is secure and what is not secure. Attackers merely go outside the secure area where a crowd is present and there is the soft target. The further the security perimeter is pushed out, the further the terrorists move to where the unsecured crowd is.

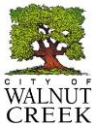
Terrorist attacks are becoming more frequent. In Europe alone, from January through August of 2017, terrorist attacks have included the Barcelona attack, the Finsbury Park mosque attack, the attack on London Bridge and nearby Borough Market, the Manchester bombing at the Ariana Grande concert, the April 21 Champs Elysees shooting attack, the Stockholm terror attack, the March 22 attack on the British Parliament and Westminster Bridge, the Berlin attack, and the Louvre knife attack in Paris. The primary method of attack has been driving a vehicle into a crowd.

Domestically, the increased frequency of planned and coordinated attacks at community gathering areas or places, including public and private schools, churches, and festivals, has led to numerous mass fatality incidents.

2.4 PLANNING ASSUMPTIONS

Below are assumptions for emergency planning that reflect situations that must be considered in order to achieve effective emergency operations in Walnut Creek:

- The City of Walnut Creek is susceptible to a number of hazards and risks that may result in a major emergency or catastrophic disaster.
- An emergency may occur at any time with little or no warning and may exceed local capabilities.
- City personnel have been adequately trained to perform the roles in which they are assigned and participate in regular exercise to develop competency and capability.
- The City's EOC will be partially or fully activated to support operations during major emergencies or disasters.
- City personnel may be unable or unavailable to report to work or as assigned.
- Although non-essential City operations may be reduced or cancelled in order to prioritize resources, continuity of City government must continue.
- Mutual aid and other outside assistance and support may be unavailable for extended periods of time.
- Critical infrastructure such as communications, transportation, and utilities may be severely impacted and disrupted.
- Residents, businesses, and other entities will need to be self-sufficient for one week or more.
- Planning for resources and support will be needed to assist people with disabilities and others with access and functional needs.
- The City of Walnut Creek is a member agency of the Contra Costa Operational Area and will coordinate with the Operational Area to request or provide resources outside of existing mutual aid agreements.
- Operational Area members will commit their resources to a reasonable degree before requesting mutual aid assistance.
- Federal and state response and recovery operations will be mutually coordinated to ensure effective mobilization of resources to and in support of the impacted jurisdictions.
- Communications, electrical power, water lines, natural gas lines, sewer lines, and fuel stations may be seriously impaired following a major incident and may not be fully restored for 30 days or more.
- Large numbers of medically fragile evacuees may require transportation to/from shelter locations.
- Some evacuees may require specialized medical care found only in a hospital, and/or access to medication, refrigeration, mobility devices, or service animals.



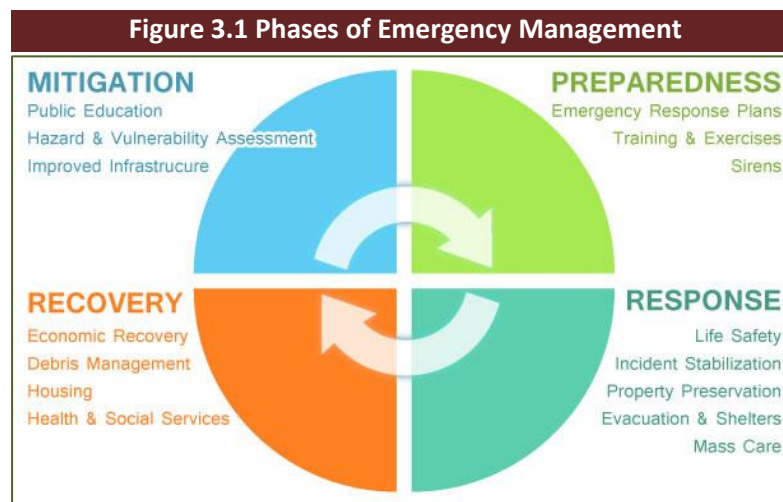
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3.0 CONCEPT OF OPERATIONS

3.1 Phases of Emergency Management

The varied emergency management activities occurring during emergencies and disasters are often associated with the four federal emergency management phases indicated below, however, not every disaster necessarily includes all of the phases. All departments of the City of Walnut Creek have responsibilities in one or more of the emergency phases:

- Preparedness Phase
- Response Phase
- Recovery Phase
- Mitigation Phase



3.1.1 Preparedness

The preparedness phase involves activities that are undertaken in advance of an emergency or disaster to develop operational capabilities and effective responses to a disaster. Disaster plans are developed and revised to guide disaster response and increase available resources. Planning activities include developing hazard analyses, training response personnel, and improving public information and communications systems, all aimed toward a position of increased readiness for a disaster.

Increased readiness actions will be initiated by the receipt of a warning or the observation that an emergency situation is imminent or likely to occur soon. Actions to be accomplished include, but are not necessarily limited to the points listed below:

- Review and update of emergency plans, SOPs/SOGs, and resource listings
- Pre-incident/post-incident public disaster preparedness information and education
- Inspection of critical facilities
- Recruitment of additional staff
- Mobilization of resources
- Testing warning and communications systems

3.1.2 Response

The response phase has three types of response actions taken in support of an emergency or disaster: pre-emergency response, emergency response, and sustained emergency.

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

- Warning the population of the emergency and safety measures to be taken.
- Evacuating threatened populations to safe areas.
- Advising the City Council and the Contra Costa Operational Area (OA) of the impending emergency.
- Identifying the need for and requesting mutual aid through the Contra Costa Operational Area.
- Requesting an emergency proclamation by the City Council.
- Activation or preparation of the EOC for activation.

Emergency Response: During this phase, emphasis is placed on saving lives and property, controlling the situation and minimizing the effects of the disaster. Immediate response is accomplished in Walnut Creek by timely and effective deployment of City departments that respond to emergencies. The primary departments that initially respond to emergencies are the police department, public works, and Contra Costa County Fire Protection District, followed by the other departments and divisions that are needed as conditions warrant. Any of the following conditions may apply to the City during this phase:

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

During response, the City of Walnut Creek will give priority to the following operations:

- Dissemination of accurate and timely emergency information and warning the public of the emergency
- Situation analysis
- Resource allocation and control
- Evacuation and rescue operations
- Lifesaving and emergency medical care operations
- Care and shelter operations
- Maintaining city facilities, roadways, and city vehicles for response
- Access and perimeter control
- Public health operations
- Ensuring potable drinking water
- Restoration of vital services, utilities, and sewage control
- Damage and safety assessments
- Debris clearance

When local resources are overwhelmed and additional resources are required, mutual aid agreements are initiated. Fire and law enforcement agencies will request mutual aid directly through established mutual aid coordinators and existing agreements. If there are no agreements in force, requests will be initiated through the Contra Costa Operational Area (OA) for support and coordination throughout the county and region. Depending on the severity of the emergency, the City of Walnut Creek Emergency Operations Center (EOC) may be activated.

Sustained Emergency: As the emergency response phase continues, and life-saving and property protection operations are decreasing, response operations continue with mass care, relocation of evacuees, registration of displaced persons, damage assessment operations, debris removal, and other activities to assist the community as well as maintain a continuity of government services. At some point, the emergency will transition from the response phase to the recovery phase.

3.1.3 Recovery

Recovery operations address returning the area to as close to pre-disaster conditions as possible, as well as the procedures for accessing federal and state programs available for individual, business, and public assistance following a disaster. Examples of recovery activities include:

- Developing a Recovery Plan
- Restoring utilities
- Applying for state and federal assistance programs
- Debris clearance and management
- Conducting hazard mitigation analysis
- Identifying residual hazards (i.e., hazardous materials issues, debris management, water-pipe replacement)
- Determining and recovering costs associated with response and recovery
- Demobilizing operations
- After action reporting

Short-Term Recovery

The goal of short-term recovery is to restore local government services to at least minimal capacity. Short-term recovery operations will begin during the response phase of the emergency. The major objectives of short-term recovery operations include rapid debris removal, clean-up, and orderly and coordinated restoration of essential infrastructure and services, including government operations; communications; medical and mental health services; transportation routes; electricity; water; and sanitation systems.

Long-Term Recovery

The goal of long-term recovery is to restore facilities to pre-disaster conditions. Long-term recovery uses a detailed damage assessment as a basis for determining the type and amount of state and federal financial assistance available for recovery. Operations include hazard mitigation activities, restoration and reconstruction of public facilities, and disaster response cost recovery.

3.1.4 Mitigation

Mitigation efforts occur both before and following disaster events. Post-disaster mitigation is part of the recovery process. Eliminating or reducing the impact of hazards which exist within the city and are a threat to life and property are part of the mitigation efforts. Mitigation tools include:

- Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.)
- Structural measures (physical construction to reduce or avoid impacts of hazards)
- Tax levies or abatements
- Public information and community relations
- Land use planning
- Professional training
- Participation in regional hazard planning / mitigation efforts

The recently developed and approved Contra Costa County Hazard Mitigation Plan enables the City of Walnut Creek to be eligible to apply for potential funding through the Federal Hazard Mitigation Grant Program as set forth in Title 44 of Code of Federal Regulations Section 201.6 (Local Mitigation Plans).

3.2 OPERATIONAL PRIORITIES

The following operational priorities will govern all resource allocation and response strategies:

- **Life safety:** Protection of human life takes precedence over all other considerations.
- **Incident stabilization:** All efforts of the District’s response will be directed towards controlling the causes of the incident or emergency so that the emergency does not expand and the situation is contained.
- **Protection of the environment and property:** The response strategies used to control the emergency will minimize, to the degree possible, the impact to the environment and attempt to prevent property damage

Throughout any emergency, response objectives, strategies and tactics are established based on the priorities given above. The objectives and strategies developed under the programs and processes described in the EMP serve as command guidance for assigned District and mutual assistance resources.

3.3 INCIDENT MANAGEMENT SYSTEMS

3.3.1 Incident Command System (ICS)

The Incident Command System (ICS) is a standardized, on-scene, all-hazards incident management approach that:

- Allows for the integration of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure.
- Enables a coordinated response among various jurisdictions and functional agencies, both public and private.
- Establishes common processes for planning and managing resources.
- ICS is applicable across all disciplines and is structured to facilitate activities in five major functional areas as shown in Table 3.3.1.

Table 3.3.1 ICS Functional Areas	
Functional Area	Activities
Command / Management	Responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.
Operations	Responsible for coordinating all jurisdictional operations in support of the response to the emergency through implementation of the organizational level's action plan.
Planning/Intelligence	Responsible for collecting, evaluating, and disseminating information; developing the organizational level's action plan in coordination with the other functions; and maintaining documentation.
Logistics	Responsible for providing facilities, services, personnel, equipment, and materials.
Finance/Administration	Responsible for financial activities and administrative aspects not assigned to the other functions.

During large, complex incidents the EOC may be activated to assume a coordination role. As an incident expands in size or increases in complexity, and centralized coordination is needed, the EOC can provide support for incident stabilization, continuity of City operations, or crisis communications activities. The EOC provides a central location from which government at any level can provide multi-agency and interagency coordination, and executive decision making in support of the incident response. The EOC does not command or control the on-scene response/field activities. The EOC carries out the coordination function through:

- Information collection and evaluation
- Priority setting
- Resource management

Unified Command

Unified Command is an important element in multi-jurisdictional or multi-agency incident management. It provides guidelines to enable agencies with different legal, geographic, and functional responsibilities to coordinate, plan, and interact effectively. As a team effort, Unified Command allows all agencies with jurisdictional authority or functional responsibility for the incident to jointly provide management direction through a common set of incident objectives and strategies. Each participating agency maintains its authority, responsibility, and accountability. The City of Walnut Creek adheres to the following practices under a Unified Command:

- Collocated at the Incident Command Post
- Identified Operations Section Chief to direct tactical efforts
- Coordinated process for resource ordering
- Shared Planning, Logistics, and Finance/Administration functions, wherever possible
- Coordinated approval of information releases
- Keep each agency informed of specific requirements
- Develop a consolidated Action Plan, written or oral, that is evaluated and updated at regular intervals
- Establish procedures for joint decision making and documentation

The City of Walnut Creek ensures that all agencies in the Unified Command structure contribute to the process of:

- Determining overall incident strategies
- Selecting objectives
- Ensuring that joint planning for tactical activities is accomplished in accordance with approved incident objectives
- Ensuring the integration of tactical operations
- Approving, committing, and making optimum use of all assigned resources

The exact composition of the Unified Command structure will depend on the location(s) of the incident (e.g., which geographical administrative jurisdiction(s) are involved) and the type of incident (e.g., which functional agencies of the involved jurisdiction(s) are required). In the case of some multi-jurisdictional incidents, the designation of a single Incident Commander (IC) may be considered to promote greater

unity of effort and efficiency.

Multi-agency or Inter-agency Command

Multi-agency coordination is a process that allows all levels of government and all disciplines to work together more efficiently and effectively. Multi-agency coordination occurs across the different disciplines involved in incident management, across jurisdictional lines or across levels of government. Multi-agency coordination occurs on a regular basis whenever personnel from different agencies interact in such activities as prevention, preparedness, mitigation, response, and recovery.

Multi-agency coordination includes a combination of facilities, equipment, personnel, and procedures integrated into a common system with responsibility for coordination of resources and support to emergency operations.

3.3.2 Standardized Emergency Management System (SEMS)

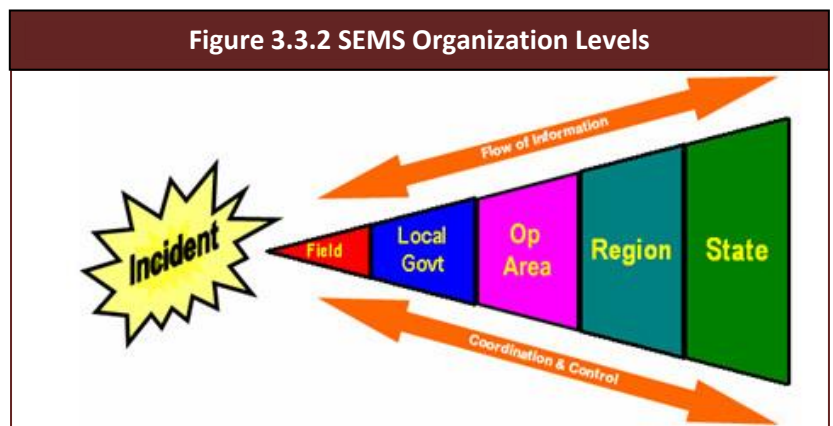
The Standardized Emergency Management System regulations are found in Title 19 Public Safety, Division 2 Office of Emergency Services, Chapter 1, SEMS (Authority cited: Section 8607(a), Government Code). These regulations establish the SEMS based on the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program, the Multi-Agency Coordination System (MACS) as developed by FIRESCOPE program, the operational area concept, and the Master Mutual Aid Agreement and related mutual aid systems.

SEMS legislation was passed in 1996 to improve coordination of state and local emergency response in California. SEMS emphasizes a standard organizational structure and terminology at all emergency management levels. SEMS is required for managing multiagency and multijurisdictional responses to emergencies, and unifies all elements of California’s emergency management community into a single integrated system and standardizes key elements. State agencies are required to use SEMS. Local government entities were required to use SEMS by December 1, 1996, in order to be eligible for reimbursement of response-related costs under the state’s disaster assistance programs.

SEMS Organizational Levels

Fully activated, SEMS consists of five organizational levels to aid in the support and coordination of large scale events. These organizational levels consist of:

- Field Response
- Local Government
- Operational Area
- Regional
- State.



For each organizational level, ICS is used by government as well as non-governmental entities and some aspects of the private sector.

Field Response Level

The field response level is where emergency response personnel and resources, under the direction of an Incident Commander (IC) of the appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. The City of Walnut Creek Police Department and Public Works are the primary field level responders within the city, working closely with the Contra Costa Fire Protection District during fire and rescue responses. Contra Costa Public Health would serve as the IC during a public health emergency. Additional stakeholders may also assist in the response. SEMS regulations require the use of ICS at the field level of a multi-agency or multi-jurisdictional incident. Requests for resources or support that cannot be filled at the field level are requested through a Department Operations Center (DOC) or the EOC. Incident information is reported by the field level to the EOC for use in decision making and the EOC Action Plan.

Local Government Level

Under the SEMS, a local government is defined as a city, county, city and county, school district, or special district. The local government level must use SEMS when the local government EOC is activated, and when a local emergency, as defined in Government Code §8558(c), is declared or proclaimed. The local government role is to manage and coordinate the overall emergency response and recovery activities within its jurisdiction - typically accomplished from within the EOC. Coordination takes place between the field level and the EOC and from the EOC to the OA. Information is reported from the OA to the Cal OES Coastal Region ("Region") and from the Region to the State Operations Center (SOC). The City of Walnut Creek is also responsible for providing resources and mutual aid within their capabilities. Walnut Creek will comply with SEMS regulations in order to be eligible for state funding of response-related personnel costs and will:

- Use SEMS when a local emergency is declared or proclaimed, or the EOC is activated.
- Establish coordination and communications with Incident Commander(s) either through DOCs or the EOC.
- Use existing mutual aid systems for coordinating fire and law enforcement resources.
- Establish coordination and communications between the City of Walnut Creek EOC, the Contra Costa OA EOC, and any state or local emergency response agency having jurisdiction at an incident within the city's boundaries.
- Use multi-agency or inter-agency coordination to facilitate decisions for overall local government level emergency response activities.

Operational Area

The California Emergency Services Act defines an operational area as an intermediate level of the state's emergency services organization consisting of a county and all political subdivisions within the county area. There are 58 operational areas in the state – one for each county. The Contra Costa County Sheriff's Office, Emergency Services Division, is the lead agency for the Contra Costa Operational Area.

The Contra Costa Operational Area is comprised of the County of Contra Costa, 19 cities, and special districts within the boundaries of the county, and is responsible for:

- Managing and coordinating information, resources and priorities among local governments within the Contra Costa OA.

- Serving as the coordination and communication link between the local governments and the Region.
- Using multi-agency or inter-agency coordination to facilitate decisions for overall OA level emergency response activities.

Regional Level

Cal OES has divided California into three Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The regional levels manage and coordinate information and resources among operational areas.

- The City of Walnut Creek is in the Coastal Administrative Region.
- There are 16 counties within the Coastal Administration Region, which is the same area as Mutual Aid Region II.
- The counties represented by the region include Alameda, Contra Costa, Del Norte, Humboldt, Lake, Marin, Mendocino, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.
- Within the region there are 151 incorporated cities with a total population of 8,808,346 for all cities and counties in the Coastal region (Department of Finance E-1 County Population Estimates, 2017).

State

The state level of SEMS prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The state level also serves as the coordination and communication link between the state and the federal emergency response system. The state level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The state level operates out of the State Operations Center (SOC).

Federal

The Department of Homeland Security has designated the Federal Emergency Management Agency (FEMA) to serve as the main federal government contact during disasters and national security emergencies. FEMA Region 9, is headquartered in Oakland, and is one of ten Regional Offices across the country.

In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of Emergency Support Functions as defined in the National Response Framework. All contact with FEMA and other federal agencies is made through the OA to the state during the response phase. During the recovery phase, cities, or special district may have direct contact with FEMA and other federal agencies.

3.3.3 National Incident Management System (NIMS)

Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS), integrating best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, federal, state, local and tribal governments, and private sector and non-governmental organizations work together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size or complexity. Federal and state government agencies are required to use NIMS, while local government agencies and special districts must use NIMS in order to be eligible for federal funding for emergency and disaster preparedness activities. The City of Walnut Creek has incorporated the use of NIMS into their regular and emergency operations.

3.4 COORDINATION LEVELS

3.4.1 Field to DOC to EOC

If a department within the City activates a Department Operations Center (DOC) to coordinate and support their departmental field activities, its location, time of establishment and staffing information will be communicated to the City EOC.

- All communications with the field units of that department will be directed to the DOC.
- The DOC will then relay situation and resource information to the EOC.
- The DOCs act as an intermediate communications and coordination link between field units and the City EOC.

The EOC Director will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the EOC Action Plan. The EOC Action Plan does not direct or control field units but supports their activities. The Incident Commander at the field level will ensure incident objectives and priorities are consistent with those policies and guidelines established at the city level by the EOC Director. It is the responsibility of Incident Commander(s) to communicate critical information to the EOC Director in a timely manner, either directly or through an established DOC.

The City EOC and field operations use functions, principals, and components of ICS as required in SEMS regulations. The Incident Commander (IC) oversees all tactical decisions and activities at the field response level of an incident. The EOC Director coordinates response efforts and supports field operations from the City EOC.

3.4.2 Coordination with Operational Area

Coordination and communications will be established between the City's EOC and the OA EOC. The communications link may be through the radio system, telephone, fax, email, or amateur radio to ensure notifications, information sharing, and reporting are completed.

3.4.3 Coordination with Special Districts and other Local Government

The emergency response role of special districts in Walnut Creek is generally focused on normal services, but during disasters, these districts play a vital role in the emergency response and work with assisting state, federal and private agencies. Special districts in Walnut Creek include:

- East Bay Municipal Water District
- Contra Costa Water District
- Contra Costa Fire Protection District
- Walnut Creek School District
- Mount Diablo Unified School District
- Central Contra Costa Sanitary District

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



3.4.4 Coordination with Non-Profit and Private Sector

The Walnut Creek EOC will establish communication with private and volunteer agencies that provide services to the City. Community Emergency Response Teams (CERT) and the American Red Cross are examples of organizations that play key roles assisting in the emergency response. These agencies, if significantly involved in an incident, may assign a representative to the City's EOC as an Agency Representative. Some agencies may have several personnel participating in functional elements in the EOC, e.g., Red Cross personnel may be part of the staffing for the Care and Shelter Unit of the EOC.

Agencies that have countywide response roles and cannot respond to multiple city EOCs should be represented at the OA EOC. Coordination with volunteer and private agencies that do not have representatives at an EOC may be accomplished through telecommunications, liaison with community councils that represent several agencies, or involvement of agencies in special multi-agency groups on specific issues.

3.4.5 Mutual Aid Agreements & Systems

The statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the progressive mobilization of resources to and from emergency response agencies, local governments, operational areas, regions, and state with the intent to provide requesting agencies with adequate resources. The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law enforcement, public health and medical, and public works. The adoption of SEMS and NIMS does not alter these existing systems, but enhances the facilitation of mutual aid through the local government, operational area, regional, and state levels.

Within California, there are several discipline specific mutual aid plans that work in conjunction with the Master Mutual Aid Agreement. These plans derive their authority from the California Emergency Services Act and from the California Disaster and Civil Defense Master Mutual Aid Agreement.

Emergency mutual aid response and recovery activities are generally conducted at the request and under the direction of the affected local government. Resource requests for response and recovery originate at the lowest level of government and are progressively forwarded to the next level until filled. When support requirements cannot be met with State resources, the state may request assistance from those federal agencies having statutory authority to provide assistance in the absence of presidential declarations. The state may also request a Presidential Declaration of an Emergency or Major Disaster under the provisions of the Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93288 as amended.

California Master Mutual Aid Agreement

California's emergency assistance is based on a statewide mutual aid system designed to ensure that additional resources are provided to the state's political subdivisions whenever their own resources are overwhelmed or inadequate. The basis for this system is the *California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)*, which is entered into by local governments and the State of California. The various departments and agencies within the political subdivisions, municipal corporations, and public agencies agree to assist each other by providing resources during an emergency. The agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, federal, and state monies may be appropriated to reimburse public agencies who aid other jurisdictions. If other agreements, memoranda, and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and local entities may only be reimbursed if funds are available.

Emergency Management Assistance Compact

California is a signatory to the interstate Emergency Management Assistance Compact (EMAC); an organization ratified by the U.S. Congress that provides form, structure, and procedures for rendering emergency assistance between states. Once the governor has declared a State of Emergency, Cal OES will assess the needs for the emergency incident. California can then request resources through the EMAC network for assistance provided by other states across the nation. The use of EMAC resolves two of the key issues regarding mutual aid, liability, and reimbursement so that a disaster impacted state can request and receive assistance from other member states quickly and efficiently.

Emergency Management Mutual Aid Plan

The Emergency Management Mutual Aid (EMMA) Plan has been developed in accordance with the MMAA. It provides qualified emergency management personnel and technical specialists (emergency managers) to support the disaster operations of affected jurisdictions during an emergency.

Mutual Aid in City of Walnut Creek

The City of Walnut Creek is a signatory to the California Disaster and Civil Defense Master Mutual Aid Agreement, which gives authority to the fire and law enforcement mutual aid plans and agreements for assistance and resources during emergencies and disasters. The Walnut Creek Police Department is part of the California Law Enforcement Mutual Aid System, established in 1961, and operates in accordance with the California Law Enforcement Mutual Aid Plan. The state is divided into seven Law Enforcement Mutual Aid Regions. Each county sheriff serves as the Law Enforcement Regional Mutual Aid Coordinator. The basic concept provides that during an incident where mutual aid is needed, adjacent or neighboring law enforcement agencies within an operational area (Contra Costa County) will assist each other. Should the incident require assistance from outside the county, the region will provide requested assistance to the impacted county. If the combined resources of the region are insufficient to cope with the incident, the Regional Coordinator contacts the state Law Enforcement Mutual Aid Coordinator at Cal OES. For fire and emergency medical services in Walnut Creek, resource coordination and mutual aid is managed by the Contra Costa County Fire Protection District.

Mutual Aid Coordinators

To facilitate mutual aid, discipline-specific mutual aid systems work through designated mutual aid coordinators at the operational area, regional and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility and pass on unfilled requests to the next level. Law Enforcement, Fire and Rescue Services, and the Medical Health Operational Coordinator work within existing state mutual aid systems for requests and assignments of mutual aid.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, operational area, regional, and state levels. When EOC's are activated, all discipline-specific mutual aid systems should establish coordination and communications within the respective local, operational area, regional, or state EOC's.

Figure 3.2.5 California Mutual Aid Regions



3.5 ALERT, WARNING, AND COMMUNICATIONS

Success in saving lives and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the population within their jurisdiction. Depending on the nature of the threat and the population at risk, warning can originate at any level of government; and depending on the technology and infrastructure available, technology delivered (text alerts) or traditional methods of notifications (PA systems) will be utilized. The City of Walnut Creek has access to various systems that can be used to alert and warn employees and the public.

Whole Community Communications

In order to comply with the Americans with Disabilities Act, communication with people with access and functional needs must be as effective as communicating with others. All public information must be clear and understandable and include accessible visual and audible information. Language assistance services must be provided to persons with limited English proficiency, including bilingual staff, oral interpretation, and written translators. Persons with functional needs must be able to hear verbal announcements, see directional signage, and read and understand messages at a third grade reading level.

Community Warning System

The Contra Costa Community Warning System may be used to provide time-sensitive alerts and warnings to affected members of the public about imminent hazards to human life or health for which specific protective action is recommended. These types of alerts and warnings include hazardous material incidents, public health emergencies, law enforcement emergencies, fires threatening populated areas, severe flooding, or “at risk” missing persons.

The Community Warning System automatically coordinates the transmission of alerts and warnings over a variety of delivery systems, including:

- Sirens near major industrial facilities and in other special safety zones (not available in Walnut Creek)
- Telephone Emergency Notification System (TENS) that includes both landlines (Reverse 911) throughout the county, and pre-registered mobile devices (cell phones, text and email messages)
- Social media, including Facebook and Twitter, and CWS website postings
- California’s Emergency Digital Information System (EDIS)
- Federal Integrated Public Alert and Warning System (IPAWS)
 - Emergency Alert System (EAS)
 - NOAA weather radios
 - Wireless Emergency Alerts (WEA)

The Community Warning System has predesigned templates for a variety of warning messages to expedite the message development process. Although templates exist for many of the hazards common in Contra Costa County, it is important to remember that all messages should include:

- What authority is issuing the warning
- What the hazard is

- A specific affected area for which the warning is in effect
- Who, specifically, is affected by this warning and what they should do
- How long the warning is in effect/when it expires

East Bay Regional Communications System Authority (EBRCSA)

The City of Walnut Creek is part of the East Bay Regional Communications System Authority (EBRCSA). EBRCSA is a P-25 compliant communications system that will provide fully interoperable communications to all 40 member agencies within Alameda and Contra Costa counties. The radio system encompasses a land area of over 1,500 square miles with a combined population of over 2.5 million people. The EBRCSA consists of six cells with a total of 36 sites, and a digital microwave system, linking all the sites to the master site controller, has been installed. The system is designed and sized to offer participation to adjoining counties, as well as State and Federal agencies. The EBRCSA is part of the Bay Area Urban Area Security Initiative (UASI), and has been working closely with its regional partners to ensure region-wide interoperability. EBRCSA also facilitates regional alert and warning capabilities for public safety agencies to warn the public at risk.

Emergency Alert System

The Emergency Alert System (EAS) is designed for the broadcast media to disseminate emergency public information. This system enables the President, and federal, state, and stations. EAS is operated by the broadcast industry on a volunteer basis according to established and approved EAS plans, SOPs, and the rules and regulations of the Federal Communications Commission (FCC). EAS can be accessed at federal, state, and local levels to transmit essential information to the public. Message priorities under Part 73.922(a) of the FCC's rules are as follows:

- Priority One - Presidential Messages (carried live)
- *Priority Two - EAS Operational (Local) Area Programming*
- Priority Three - State Programming
- Priority Four - National Programming and News

National Weather Service

The National Weather Service (NWS) Weather Radio All Hazards transmitters broadcast on one of seven VHF frequencies from 162.400 MHz to 162.550 MHz frequencies. The Weather Service can also access NAWAS to announce severe weather information. Advisories and emergency warnings for Walnut Creek are issued out of the San Francisco/Monterey Bay Area Weather Forecast Office.

California State Warning Center

The California State Warning Center (CSWC) is a signal and information conduit for Cal OES and a central information hub for statewide emergency communications. The CSWC is under the command and direction of the CHP, and staffed by sworn officers and civilian emergency services communications personnel. The CSWC provides service to all California law enforcement agencies and their officers 24 hours a day, 365 days a year. Additionally, the CSWC will provide the means by which fire service agencies can communicate intelligence information to the Federal Bureau of Investigation. The following is a list of current functions and responsibilities of the CSWC:

- Facilitates multi-regional and statewide AMBER Alerts

- Carries out critical incident notifications, warnings, and tactical alerts to all involved agencies and organizations
- Conducts computer crime incident notifications
- Conducts homeland security incident notifications
- Conducts hazardous material notifications
- Monitors natural disasters and coordinates emergency response
- Monitors and maintains state and national emergency response communications
- Conducts Governor and executive staff notifications
- Facilitates toxic call-outs (drug labs)

3.6 EMERGENCY PROCLAMATIONS

A Local Emergency may be proclaimed by the City Council or by the City Manager, serving as the Director of Emergency Services as specified by Walnut Creek Municipal Code. A Local Emergency proclaimed by the City Manager must be ratified within seven days by the City Council. The council must review the need to continue the proclamation at least every fourteen days until the Local Emergency is terminated. The Local Emergency may be terminated by resolution as soon as conditions warrant, or terminate by expiration after fourteen days.

Local Proclamation of Emergency

Proclamations are normally made when there is an actual incident, threat of disaster, or extreme peril to the safety of persons and property within the city caused by natural or technological situations. The proclamation of a Local Emergency provides the governing body with the legal authority to:

- If necessary, request that the Governor proclaim a State of Emergency.
- Promulgate or suspend orders and regulations necessary to provide for the protection of life and property, including issuing orders or regulations imposing a curfew within designated boundaries.
- Exercise full power to provide mutual aid to any affected area in accordance with local ordinances, resolutions, emergency plans, or agreements.
- Request state agencies and other jurisdictions to provide mutual aid.
- Require the emergency services of any local official or employee.
- Requisition necessary personnel and materials from any local department or agency.
- Obtain vital supplies and equipment and, if required, immediately commandeer the same for public use.
- Impose penalties for violation of lawful orders.
- Conduct emergency operations without incurring legal liability for performance or failure of performance (see Article 17 of the Emergency Services Act for privileges/immunities).

State of Emergency

A State of Emergency may be proclaimed by the Governor when:

- Conditions of disaster or extreme peril exist which threaten the safety of persons and property within the state caused by natural or technological incidents.
- The Governor is requested to do so by local authorities.

- The Governor finds that local authority is inadequate to cope with the emergency.
- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any city, city and county, or county for outside assistance.

When a State of Emergency has been proclaimed:

- The Governor shall, to the extent deemed necessary, have the right to exercise all police power vested in the state by the Constitution and the laws of the State of California within the designated area.
- Jurisdictions may command the aid of citizens as deemed necessary to cope with an emergency.
- The Governor may suspend the provisions of orders, rules or regulations of any state agency and any regulatory statute or statute prescribing the procedure for conducting state business.
- The Governor may commandeer or make use of any private property or personnel (other than the media) in carrying out the responsibilities of their office.
- The Governor may promulgate, issue, and enforce orders and regulations deemed necessary.

State of War Emergency

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

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

3.7 CONTINUITY OF GOVERNMENT

A major disaster or national security emergency could result in the death or injury of key government officials, or the partial or complete destruction of established seats of government and public and private records essential to continued operations of government. Government at all levels is responsible for providing continuity of effective leadership, authority, and adequate direction of emergency and recovery operations. The California Government Code Section 8643(b) and the Constitution of California provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve.

3.7.1 Alternate Seat of Government

Section 23600 of the California Government Code provides alternate seats of government:

- The City Council shall designate alternative City seats, which may be located outside city boundaries.
- Real property cannot be purchased for this purpose.
- A resolution designating the alternate City seats must be filed with the Secretary of State.
- Additional sites may be designated subsequent to the original site designations if circumstances warrant.

In the event the primary location is not usable because of emergency conditions, the temporary seat of city government for the City of Walnut Creek will be as follows:

- Alternate EOC – Shooting Range
- Boundary Oak Gold Course
- City of Concord Police Department Headquarters

3.7.2 Succession of City Council

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

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

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

Article 15, Section 8633 of the Emergency Services Act establishes a method for reconstituting the governing body. It authorizes that should all members, including all

Standby Officers

Section 8638, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the governing body to appoint up to three standby officers for each member of the governing body and up to three standby officers for the chief executive, if he/she is not a member of the governing body. In case a standby office becomes vacant because of removal, death, resignation, or other cause, the governing body shall have the power to appoint another person to fill said office. Standby officers shall be designated numbers 1, 2, and 3 as the case may be. A listing of approved Standby Officers will be kept with the City Clerk and reviewed annually.

standbys, be unavailable, temporary officers shall be appointed as follows:

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

Director of Emergency Services

The City Manager shall serve as the Director of Emergency Services (EOC Director). Should the City Manager be unable to serve in that capacity, individuals who hold permanent appointments to the following positions will automatically serve as Acting Director, in the order shown, and serve until a successor can be appointed by the City Council. An individual serving as Acting Director has the full authority and powers of the position of Director.

Alternates by position

1. Assistant City Manager
2. Police Chief

3.7.3 Succession of Department Directors

Section 8637, Article 15, Chapter 7, Division 1, Title 2 of the California Government Code permits the political subdivision to provide for the succession of officers who head departments having duties in the maintenance of law and order or in the furnishing of public services relating to health and safety. The following successors have been identified for key Walnut Creek functions and departments.

Table 3.7.3 Succession of Department Directors		
Department	Successor(s)	
City Manager	1	Chief of Police
	2	Assistant City Manager
Police Chief	1	Patrol Services Captain
	2	Administrative Services Captain
City Clerk	1	Assistant to City Clerk
	2	Office Assistant – Confidential
Administrative Services Director	1	Finance Manager
	2	Information Technology Manager
Arts & Recreation Director	1	Program Manager
	2	Alternate Program Manager
Public Works Director	1	City Engineer
	2	Public Works Manager

3.8 VITAL RECORDS RETENTION

The preservation of vital records is critical to the City’s recovery from a catastrophic event. During an emergency or disaster, all City departments are responsible to maintain and collect documentation of the department’s activities. Although the principal focus of vital records preservation is to support recovery through reimbursement of disaster-related costs, vital records also have a broader and more important function.

Vital records help to describe a reasonably complete compilation of damage, death, physical and mental trauma, and allocation of public and private resources, making it possible to learn from the disaster experience.

Information Technology manages the back-up of systems, archive schedules, and off-site storage of electronic records. Vital records for the City of Walnut Creek are maintained in several locations. A non-inclusive list includes the following:

Types of Records	Storage Location
Birth, Death and Marriage Certificates	Contra Costa County
Property Tax	Contra Costa County
Reimbursable Projects	City of Walnut Creek Finance Division
Real Property	Contra Costa County
Historical Archives	Walnut Creek Historical Society
Licenses and Permits	City of Walnut Creek Business License and Building Divisions
City-Employed Personnel and Contractors	City of Walnut Creek Human Resources Department
Plans and Drawings	City of Walnut Creek Planning Division
Police and Police-Related Records	City of Walnut Creek Police Records Division
Police Personnel Files	City of Walnut Creek Police Administration Division

3.9 TRAINING & EXERCISE

The City of Walnut Creek's Risk, Safety, and Emergency Preparedness Manager is responsible for coordinating and scheduling training and exercises of this plan.

Training and exercises are essential at all levels of government. Ongoing training opportunities include SEMS, NIMS, ICS, Terrorism Awareness, EOP Orientation, and EOC Section training. The City of Walnut Creek also conducts regular EOC disaster exercises, in order to provide EOC staff with an opportunity to become thoroughly familiar with the procedures, equipment, and systems used during an emergency. The frequency and type of training and exercise sessions will be defined in a separate Walnut Creek Emergency Management Training & Exercise Program, a functional annex to the EMP>

Emergency exercises involve three levels of design: tabletop, functional, and full-scale.

- Tabletop Exercises
Provide a means to evaluate policies, Standardized Operating Procedures (SOPs), and emergency plans, resolve coordination issues, and learn EOC position roles and responsibilities. The EOC is not activated, but EOC staff simulate a response to a given disaster scenario.
- Functional Exercises
Drills designed to evaluate and test the capability of an individual function, such as evacuation, care and shelter, or communications. The EOC is fully activated during a functional exercise.
- Full-Scale Exercises
Drills designed to simulate an actual emergency. Full-scale exercises involve emergency management staff, response personnel, and multi-agency coordination. The EOC is fully activated during a full-scale exercise, as well as field staff, and other resources.

A separate Emergency Management Training & Exercise Appendix will be created to ensure current compliance of SEMS and NIMS training requirements.

3.10 AFTER-ACTION REVIEWS

Exercise evaluation assesses the ability to meet exercise objectives and capabilities by documenting strengths, areas for improvement, core capability performance, and corrective actions in an After-Action Report/Improvement Plan (AAR/IP). Through improvement planning, organizations take the corrective actions needed to improve plans, build and sustain capabilities, and maintain readiness.

The After Action Report (AAR) will serve as a source for documenting the City's successes and areas in need of improvement in addition to identifying resource gaps. All EOC staff are responsible for participating in the after action review process. The AAR will be written in simple, clear and concise language as a means to ensure lessons learned are understood.

Actions taken, resources utilized, and the economic and human impacts are just a few key captured in an AAR. Each AAR carries over to the next exercise or incident in order to test previously implemented improvements. Generally, AARs lead to an Improvement Plan, and contain corrective actions that are continually monitored and implemented as part of improving readiness.



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4.1 CITY OF WALNUT CREEK ROLES & RESPONSIBILITIES

4.1.1. Disaster Service Workers

While there are some City of Walnut Creek personnel who do not have specific task assignments during a disaster, they are automatically designated by State Law as Disaster Service Workers and serve in the response effort.

- "All public employees and all registered volunteers of a jurisdiction having an accredited disaster council are Disaster Service Workers," per the Government Code, Title I, Division 4, Chapter 8, and Labor Code, Part I, Division 4, Chapters 1 and 10.
- The term public employee includes all persons employed by the State, or any County, City or public district.
- Other personnel including volunteers can be quickly registered by County OES as Disaster Service Workers, which provides Workers Compensation and liability coverage.
- The City also maintains a list of pre-registered volunteers affiliated with the City's Community Emergency Response Team (CERT) program. Registered CERT volunteers are also classified as Disaster Service Workers.

4.1.2. Emergency Organization

The California Emergency Services Act requires the City of Walnut Creek to manage and coordinate the overall emergency response and recovery activities within its jurisdiction. Per Walnut Creek Municipal Code Title 2, Chapter 2, the City's Director of Emergency Services, is responsible to constitute the emergency organization of the city.

The emergency management system for the City of Walnut Creek provides not only for the local on scene management of an incident, but also for the coordination of response activities between the jurisdictions of the operational area. However, a major emergency can change the working relationships between government and industry and among government agencies. Walnut Creek's emergency management structure is based on the following principles:

- Compatibility with the structure of governmental and private organizations.
- Clear lines of authority and channels of communication.
- Simplified functional structure.
- Incorporation into the emergency organization of all available personnel resources having disaster capabilities.
- Formation of special purpose units to perform those activities peculiar to major emergencies.
- Standardized emergency management procedures established under SEMS and NIMS.

4.1.3. Assignment of Emergency Management Responsibilities

Individual assignments for key staff members and the general responsibilities of each city department within the emergency management system are as follows:

- City Manager
Director of Emergency Services (EOC Director); disaster declarations; other protective action decisions as necessary; and exercises overall command and control of all City resources and operations.
- Assistant City Manager
Alternate Director of Emergency Services (EOC Director); disaster declarations; other protective action decisions as necessary; and exercises overall command and control of all City resources and operations. May also serve as Logistics Section Coordinator
- City Attorney
Prepares proclamations, emergency ordinances, and other legal documents; provides legal advice as required; performs other necessary legal functions; and serves as a liaison with other legal and judicial agencies and sections of government.
- City Clerk
Serves as the Document Unit Leader in the Planning Section in the EOC; responsible for collecting, filing, and maintaining all completed incident related documents, including EOC position logs, situation status reports, and EOC Action Plans. Also prepares and distributes the After-Action Report.
- Building Official
Serves as Damage Assessment team leader reporting to the Situation Unit Leader within Planning; deploys damage assessment teams to the field to assess and document damage to public and private property. Prepares an Initial Damage Assessment report of the extent of the damage to the community. Also, prepares and distributes a final damage assessment report at the conclusion of the emergency.
- Director of Arts & Recreation Department
Serves as the Care and Shelter Branch Coordinator in the Operations Section of the EOC; and manages and coordinates care and shelter needs within the City in support of the operations.
- Director of Public Works
Serves as the Operations Section Coordinator; and manages and coordinates public works needs within the City in support of the operations. manages City building safety inspections.
- Administrative Services Director
Serves as the Finance Section Chief; manages and coordinates all cost analysis of City costs associated with the EOC, prepares expense reports, tracks time reports, responsible for procurement and compensation/claims.
- Communications & Outreach Manager
Serves as the Liaison Officer for the EOC Director; and manages and coordinates all interactions with cooperators and partner agencies; manages and directs all public information and outreach.

- Director of Community & Economic Development
Serves as the Planning Section Coordinator; and manages and coordinates information gathering, dissemination, and documentation in support of the operations.
- Chief Information Officer
Serves as the Technology Branch Director in the Logistics Section; responsible for managing all data, computer, and telephone needs of the EOC staff.
- Chief of Police
Serves as the alternate EOC Director and assigns staff to the Operations Section Coordinator and Law Enforcement Branch positions in the EOC; receives and disseminates warning information; directs the movement (evacuation) of citizens; controls traffic and enforcement of laws and temporary rules; coordinates with other law enforcement agencies; assists the County Medical Examiner's Office in the operation of a morgue; and provides for security of City staff and facilities.



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5.0 EMERGENCY OPERATIONS CENTER

5.1 EMERGENCY OPERATIONS CENTER OVERVIEW

The City of Walnut Creek's Emergency Operations Center (EOC) is a centralized location for decision-making and face-to-face coordination in managing the jurisdiction's emergency response. The City of Walnut Creek's EOC performs the following functions:

- Receiving and disseminating warnings.
- Managing emergency operations.
- Determining priorities and developing policies.
- Preparing intelligence / information summaries, situation reports, operation reports, and other reports as required.
- Maintaining general and specific maps, information display boards, and other data pertaining to emergency operations.
- Continuing analysis and evaluation of all data pertaining to emergency operations.
- Controlling and coordinating, within established policy, the operations and logistical support of the departmental resources committed to the emergency operations.
- Maintaining contact with and support Field Incident Command, other jurisdictions, and other levels of government.
- Providing emergency information and instructions to the public.
- Making official releases to the news media and scheduling press conferences as necessary.
- Provide liaison services to City Council and other agencies.
- Ensuring safety and well-being of staff assigned to the EOC and emergency operations within the city.

An EOC should be organized to facilitate effective operations; demonstrating the following characteristics:

- Ability to acquire, analyze, and act on information.
- Flexibility in the face of rapidly changing conditions.
- Ability to anticipate change.
- Ability to maintain public confidence.
- Reliability over time.

5.1.1 Purpose

The role of the EOC is to collect, validate and organize emergency information and to provide for the overall coordination of resources required during response and recovery operations. The EOC does not directly manage or command incidents. Field level emergency responders, such as the Police, Fire, and Public Works departments are managed by on-scene incident commander(s).

The EOC may serve as a multi-agency coordination center from which local governments can provide interagency coordination and executive decision making in support of incident response and recovery operations. The decisions made through the EOC are designed to be broad in scope and offer general guidance on priorities. The EOC is staffed by City personnel that are specially trained to perform the centralized coordination of emergency activities, e.g., emergency management, support to Department Operations Centers (DOCs), public information and warning, communications, and resource coordination.

5.1.2 Department Operations Center(s)

Emergency response departments such as police and public works departments, often utilize a Department Operations Center (DOC) to coordinate the actions of their personnel and maintain internal departmental continuity of operations. DOC's may be activated during serious or major incidents when activation of the EOC is not required, and during major emergencies and disasters when the EOC is activated and essential response departments require coordination and support for their departmental activities. The EOC supports the DOCs and receives emergency information and situation reports from the field level through them to develop situation analysis and resource status of the overall incident. The Department of Public Works as well as the Police Department each manages their own respective DOCs.

5.1.3 EOC Coordination

The EOC may need to coordinate with special districts, private sector businesses, volunteer and civic organizations, churches, and other non-governmental organizations, e.g., Red Cross, to meet disaster needs by connecting available resources within the community with the requests for assistance. Local communities may identify services and resource capabilities that may be coordinated by the EOC. The local organizations may also provide the EOC with a situational awareness within the community, including ongoing monitoring of resource shortfalls and service needs. Often a representative from the agency providing support will respond to the EOC and serve as an Agency Representative. In this scenario, a Liaison Officer will be responsible to coordinate with the Agency Representative in the EOC.

The EOC, when activated, serves as the primary command and control entity for the City and assumes responsibility for all intra- and intergovernmental coordination associated with the incident.

- All field level and tactical decisions are coordinated and supported at the Department Operations Center (DOC).
- The EOC provides support, guidance, and resources in support of the DOCs and field level operations.
- DOC functions are limited to field operations and services and work through the City's EOC for all additional support and coordination.
- The Contra Costa OA EOC is responsible for coordination with State level resources.
- The State will provide support from other Operational Areas, and the Federal government, as needed and available.

5.1.4 EOC Location

The location of the City of Walnut Creek's primary EOC is:

- 3rd Floor Conference Room
Walnut Creek City Hall
1666 North Main Street, Walnut Creek, CA 94596

If the primary EOC location is unusable and/or unable to sustain operations, an alternation location has been identified.

- Police Shooting Range:
Boundary Oak Golf Course
3800 Valley Vista Road
Walnut Creek, CA 94598

If both of these pre-identified locations become unavailable, an alternate location will be identified at the discretion of the EOC Director.

In some cases, the opening of a virtual EOC will be used to support emergency and disaster operations. A virtual EOC allows for staff to work remotely utilizing technology and does not require the physical co-location of EOC staff.

5.1.5 Maintenance of the EOC

The City's Risk, Safety, and Emergency Preparedness Manager will ensure the EOC is maintained in a state of readiness. EOC supplies must also be maintained in preparation for an EOC activation. All personnel responding to an EOC activation are required to bring any day-to-day supplies, equipment, and tools necessary to conduct their assigned position in the EOC.

5.2 EOC ACTIVATION

5.2.1 Activation Authority

The magnitude and complexity of the emergency will dictate Walnut Creek's level of EOC activation. Activation levels are used to match the type of event, extent of coordination or assistance needed, and degree of participation from City departments.

The following roles, or their pre-identified designees, have authority to activate the EOC.

- City Manager or designee
- Police Chief or designee
- Public Works Director or designee
- Senior fire, law enforcement, watch commander or emergency management officials on duty

Once activation has been authorized and the needed level of activation declared, the City's Risk, Safety, and Emergency Preparedness Manager shall be notified immediately to initiate the set-up of the EOC and provide initial staff notifications. Each Department is responsible on notification to contact all appropriate support personnel within their oversight and direct them to their assignment, whether in the EOC, at the field level or to maintain City operations. Each department shall develop and maintain a current duty staff roster to be used to recall staff during off-time emergencies.

The City Manager or official activating the EOC will determine the level of activation. The Director of Emergency Services/EOC Director will determine when it is appropriate to deactivate the EOC.

5.2.2 Activation Triggers

The City of Walnut Creek's EOC is activated when the ordinary use of resources requires support and/or augmentation as appropriate to the scope of the emergency and the City's role in the response to the emergency. Any level of activation, including the activation of a virtual EOC, will be made depending on the situation or in any of the following scenarios.

- The Contra Costa County Operational Area (OA) EOC requests the City EOC to activate.
- An earthquake of a significant magnitude occurs that would impact the City of Walnut Creek, or an earthquake of sufficient magnitude and duration to cause damage in the city or other neighboring jurisdictions.
- An emergency situation has occurred or is likely to occur of such magnitude that it will require a large commitment of resources from two or more City departments over an extended period of time, e.g., a sudden, severe and widespread energy shortage, explosion, fire, or police action (hostage situation, bombing, or other event).
- An impending or a Declared State of War Emergency, national security emergency, or any event that warrants activation (e.g., terrorism event in the greater San Francisco Bay Area).
- Other examples include a major hazardous materials incident, civil disturbance, aircraft disaster, high-rise structure fire or severe weather conditions.

The plan is generally not activated for routine events where law, fire, and city services can handle according to their day-to-day operations.

5.2.3 Levels of Activation

Four levels of activation have been established for responding to an event and they are equivalent to the SEMS activation levels. The City EOC, when activated, may be partially or fully staffed to meet the demands of the situation.

Figure 5.1.3 EOC Activation Levels

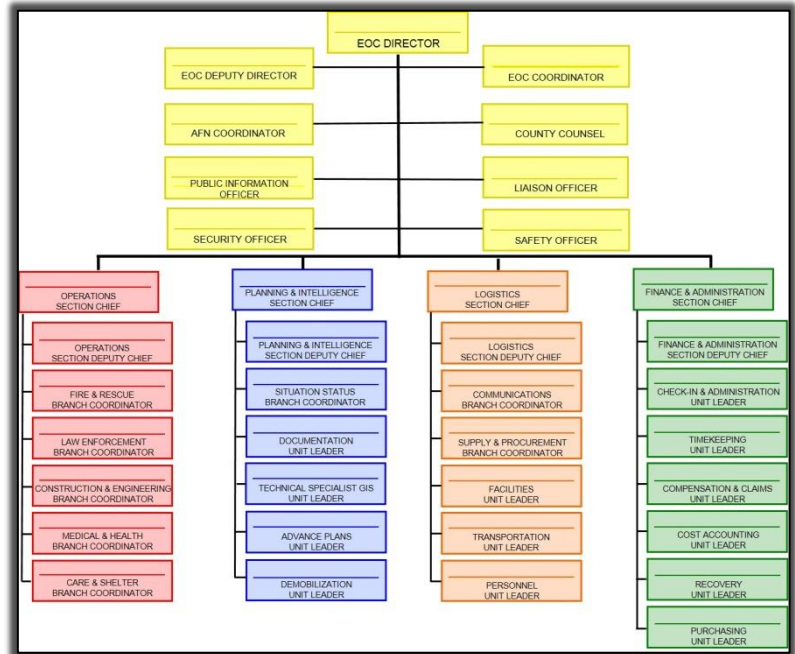
Level	Description	Scenarios
STANDBY	A forward leaning posture may be used for incidents that have the potential to expand rapidly in size, scope, or complexity, and for no-notice incidents.	Monitor issues adjacent to a freeway closure and to assess the public safety situation.
1 Minimum	Used when a situation may require monitoring, coordination, and support to the field with minimal staff required.	Excessive weather conditions, such as a winter storm with high winds and/or flood warnings. Planned events.
2 Partial	Some or all of the core management and general staff are activated, but at a reduced staffing level. This level may be transitioned to a full activation. If once fully staffed and/or based on the incident complexity, size, and duration.	Disruption of utilities or other essential services.
3 Full	The EOC is activated, and all or most of the positions are filled. A full activation occurs for the most significant events involving the use of the full scope of city resources and the need for outside assistance.	Earthquake or large-scale event exhausting local resources.

5.3 EOC ORGANIZATION

The organizational structure for the EOC follows the standard Incident Command System format and should be adjusted depending on the nature and complexity of the event. The EOC is organized into five functional areas:

- Management
- Operations
- Planning & Intelligence
- Logistics
- Finance & Administration

These functions often, as the incident grows, get organized and staffed into Sections within the EOC structure. Initially, the EOC Director may be performing all five functions. As the incident grows, staffing is expanded and each function may be established as a Section with several Units reporting to the Section Coordinator. Only those functional elements required



to meet current objectives should be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

5.3.1 Management Section

The Management Section is responsible for the overall coordination and administration of emergency response operations within the jurisdiction. The EOC Director heads the Management Section. The EOC Director is responsible for the City’s response to and recovery from any disaster or emergency. The City Manager, or designee, serves as the EOC Director. The EOC Director’s primary responsibilities include:

- Establishing the appropriate staffing level of the EOC and continuously monitor organizational effectiveness.
- Exercise overall management responsibility for coordination within the City; set priorities.
- Ensure that Multi-/Inter-Agency Coordination is accomplished effectively within the EOC.
- Ensure that Action Plans are created and implemented.

5.3.2 Operations Section

The Operations Section Coordinator heads the Operations Section and reports to the EOC Director. The Operations Section’s primary responsibilities include:

- Ensuring that the Operations Function is carried out including coordination of response for all operational functions assigned to the EOC.
- Ensuring all operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
- Establishing the appropriate level of branch and unit organization within the Operations Section,

continuously monitoring effectiveness and modifying accordingly.

- Ensuring that Planning/Intelligence Section is provided with Branch Status Reports and Major Incident Reports
- Conducting periodic Operations briefings for the EOC Director as required/requested

5.3.3 Planning & Intelligence Section

The Planning and Intelligence Section Coordinator leads the Planning and Intelligence Section and reports to the EOC Director. The Planning and Intelligence Section's primary responsibilities include:

- Implementing the ICS Planning Process and coordinating development of the Action Plan
- Overseeing the collection, evaluation, verification, and display of current information related to the emergency.
- Maintaining and archiving incident related documentation
- Developing maps and other situational awareness visual aids
- Conducting long range and/or contingency planning
- Understanding the current situation and plans for the next operational period, usually up to 12+ hours.
- Predicting the incident's probable course of events.
- Preparing alternative strategies and control operations for the incident.
- Developing plans for demobilization.

5.3.4 Logistics Section

The Logistics Section Coordinator heads the Logistics section and reports to the EOC Director. The Logistics Section's primary responsibilities include:

- Providing personnel, transportation, facilities, communications, materials, and other type services in support of the incident response.
- Overseeing the acquisition, storage, and distribution of essential resources and support services needed to manage the emergency.
- Tracking the status of resources.

5.3.5 Finance & Administration Section

The Finance and Administration Section Coordinator leads the Finance and Administration Section and reports to the EOC Director. The Finance Section's primary responsibilities include:

- Ensuring that all financial records are maintained throughout the event or disaster.
- Ensuring that all on-duty time is recorded for all District emergency response personnel.
- Ensuring that all on-duty personnel time sheets are collected.
- Ensuring a continuum of the payroll process throughout the event.
- Determining the purchase order limits for the procurement function in Logistics.
- Ensuring that workers' compensations claims are processed within a reasonable time.
- Ensuring that all travel and expense claims are processed within a reasonable time.
- Providing administrative support to all EOC sections as required.
- Activating units within the Finance/Administration section as required.
- Ensuring that all recovery documentation is accurately maintained during the response and submitted to FEMA and/or Governor's Office of Emergency Services.