The City of South Pasadena and the South Pasadena Unified School District

Joint Emergency Operations Plan

Draft Date: February 14, 2012

City Disclaimer: This emergency operations plan is written in compliance with California's Standardized Emergency Management System and the National Incident Management System. The plan is developed with a multi-hazard perspective to make it applicable to the widest range of emergencies and disasters, both natural and human caused. However, Incident Commanders and Emergency Operations Center Directors retain the flexibility to modify procedures and/or organization structure as necessary to accomplish the emergency/disaster response and recovery missions in the context of a particular hazard scenario.

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Part One, Section One
Foreword (CW-#1)

General

This Emergency Operations Plan (EOP) addresses the City of planned response to emergency/disaster situations associated with natural disasters, human made emergencies, and national security emergencies. The plan does not address day-to-day emergencies or the well-established and routine procedures used in coping with such emergencies. Instead, the operational concepts reflected in this plan focus on large-scale events.

This plan is a preparedness document—designed to be read, understood and exercised prior to an emergency/disaster. The plan incorporates the concepts and principles of the California Standardized Emergency Management System (SEMS), National Incident Management System (NIMS) and the Incident Command System (ICS) into the emergency operations of the City of South Pasadena and the South Pasadena Unified School District. This plan is flexible enough to use in all emergencies and will facilitate response and short-term recovery activities. **(CW-#1)**

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

Assumptions

- The City of South Pasadena's is hereafter referred to as the "City" in this plan unless otherwise noted. The South Pasadena Unified School district shall be referred to as the "District."
- The City is responsible for emergency/disaster actions and will commit all available resources to save lives, minimize injury to persons, minimize damage to property and preserve the environment.
- The District is responsible for emergency operations on the five school campuses.
- The City and the District will utilize SEMS and NIMS in emergency/disaster response operations.
- The City and the District will use the Incident Command System (ICS) and the Multi-agency Coordination System (MACS) at all incidents and events.
- During an emergency the Director of Emergency Services (The City Manager) will coordinate the City's disaster response. The Superintendent of Schools will coordinate the response by the District. The City will participate in the Los Angeles County Operational Area.
- The Los Angeles County Operational Area is hereafter referred to as the "Operational Area" in this plan unless otherwise noted.
- Mutual aid assistance will be requested when disaster response and relief requirements exceed the City's ability to meet them.

Emergency/Disaster Management Goals

- Provide effective life safety measures and reduce property loss.
- Provide for the rapid resumption of community services.
- Provide accurate documentation required for cost recovery efforts.

Organization of the Emergency Operations Plan (EOP)

- **Part One – Basic Plan**. Overall organizational and operational concepts of response and recovery, overview of potential hazards and a description of the emergency/disaster response organization.
- **Part Two – Appendices and Annexes**
  - Checklists and supporting documents for each function/position.
  - Supporting documents follow each functional sectional checklist.
  - Appendices
    - Appendix A - Functional Annexes
    - Appendix B – SPUSD Operational Plan
    - Appendix C – Verdugo Fire Communications Plan
    - Appendix D – ICS Forms
    - Appendix E – Acronyms and Glossary
    - Appendix F – Charts and Maps
    - Appendix G – Communications and Contacts (Restricted Use)

Activation of the Emergency Operations Plan (EOP)

- On the order of the City Manager.
- When the Governor has proclaimed a State of Emergency in an area including this jurisdiction.
- Automatically on the proclamation of a State of War Emergency as defined in California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code).
- A Presidential declaration of a National Emergency.
- Automatically on receipt of an attack warning or the observation of a nuclear detonation.

Approval and Promulgation of the Emergency Operations Plan (EOP)

This Emergency Operations Plan (EOP) will be reviewed by all departments/agencies assigned a primary function in the City Emergency/Disaster Responsibilities Matrix (**see Section Eight, Chart 6).** Upon completion of review and written concurrence by these departments/agencies, the EOP will be submitted to the Governor's Office of Emergency Services, Southern Region, for review and then to the City Council for adoption. Upon concurrence by the City Council, the plan will be officially adopted and promulgated.

Maintenance of the Emergency Operations Plan (EOP) (CW-#36)

The EOP will be reviewed regularly to ensure that plan elements are valid and current. Each organization will review and upgrade its portion of the EOP and its standard operating procedures (SOPs) as required by SEMS and NIMS regulations. Changes in government structure and emergency response organizations will also be considered in the EOP

revisions. The Chief of Police or their designee is responsible for making revisions to the EOP and will prepare, coordinate, publish and distribute any necessary changes to the plan to all City departments and other agencies.

Department/Agency Plan Concurrence (CW-#2)

Department/Agency	Signature of Representative	Title	Date
Director of Emergency Services (City Manager) Sergio Gonzalez		City Manager	08/15/12
City Attorney Richard Adams		City Attorney	08/15/12
Fire Department Chief Jerry Wallace		Fire Chief	08/15/12
Police Department Chief Joseph Payne		Police Chief	08/15/12

Adoption Date: August 15, 2012

Letter of Promulgation (CW-#3)

TO: Officials, Employees and Citizens of the City of South Pasadena.

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

While no plan can prevent death and destruction, good plans carried out by knowledgeable and well trained personnel can and will minimize losses. This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

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

This Emergency Operations Plan is an extension of the California Emergency Plan. It will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

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

Concurrence of this promulgation letter constitutes the adoption of the Standardized Emergency Management System, the National Incident Management System and the Incident Command System by the City. This EOP will become effective on adoption by the City Council.

_____
Michael Cacciotti
Mayor
City of South Pasadena

Plan Distribution List (CW-#36)

Departments/Agencies receiving Copies of the Emergency Operations Plan (EOP):	No. of Copies:
State CalEMA, Southern Region	1
Area C DMAC (CD Rom version)	CD
City Emergency Operations Center	1
Mayor/City Council	1
Director of Emergency Services (City Manager)	1
SP Police Department	1
SP Fire Department	1
SPUSD Superintendent	1

Plan Record of Revisions (CW-#36)

Date	Section	Page Numbers	Entered By

Part One, Section Two
General

Purpose (CW-#5)
The Basic Plan addresses the City and the District's planned response to natural or human-caused disasters. It provides an overview of operational concepts, identifies components of both agencies emergency/disaster management organization within the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It describes the overall responsibilities of the federal, state and county entities and the City/District for protecting life and property and assuring the overall well-being of the population.

Scope (CW-#6)
This Emergency Operations Plan (EOP):

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

Preparedness Elements
The City/District will place emphasis on:

- Emergency/disaster planning.
- Training of full-time, auxiliary and reserve personnel and volunteers.
- Public awareness and education.
- Identifying the resources needed to cope with emergency/disaster response.

Emphasis will also be placed on prevention and mitigation measures to reduce losses from disasters, as detailed in the City's Multi-Hazard Mitigation Plan.

Concept of Operations (CW-#19)
Operations involve a full spectrum of response activities, from a minor incident, to a major earthquake, to a nuclear detonation. There are a number of similarities in operational concepts for responding to natural and man-made disasters. Some emergencies/disasters will be preceded by a build-up or warning period, providing sufficient time to warn the population and implement mitigation measures designed to reduce loss of life and property damage. Other emergencies occur with little or no advance warning, thus requiring

immediate activation of the emergency/disaster operations plan and commitment of resources. All agencies must be prepared to respond promptly and effectively to any emergency/disaster, including the provision and utilization of mutual aid (**see Part One, Section Eleven ─ Mutual Aid).**

Emergency/disaster management activities are often associated with the five emergency management phases indicated below. However, not every disaster necessarily includes all indicated phases.

Prevention Phase

Following the addition of a fifth phase of emergency management as outlined in the National Fire Protection Association (NFPA) Standard 1600, communities need to evaluate the potential for preventing damage and life impacts from disasters. An example of prevention would be to avoid building on a flood plain as opposed to elevating homes built on the same flood plain. Prevention strategies will vary based upon risk assessments within a community.

Mitigation Phase

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:

- City's Multi-Hazard Mitigation Plan.
- Local ordinances and statutes (zoning ordinance, building codes and enforcement, etc.).
- Structural measures.
- Tax levee or abatements.
- Public information and community relations.
- Land use planning.
- Professional training.

Preparedness Phase

The preparedness phase involves activities taken in advance of an emergency/disaster. These activities help develop operational capabilities for disaster response. These actions might include mitigation activities, emergency/disaster planning, training, exercises and public education. The agencies and departments identified in this plan as having either a primary or support mission relative to response and recovery should prepare standard operating procedures (SOPs) and checklists detailing personnel assignments, policies, notification rosters and resource lists. Personnel should be acquainted with these SOPs and checklists through periodic training in the activation and use of procedures. **(CW-#37)**

Day to Day

The preparedness phase involves activities undertaken in advance of an emergency. Disaster plans are developed and revised to guide disaster response and increase available resources.

Planning activities include:

- Developing hazard analyses.
- Writing mutual aid plans.
- Developing standard operating procedures (SOPs) and checklists.
- Training personnel and volunteers.
- Improving public information and communications systems.
- Developing systems for logistical support and financial accountability, i.e. disaster accounting system, pre-approved disaster contacts, vendor lists.
- Develop and implement a plan for photo documentation of pre-disaster condition of public buildings and infrastructure.

Increased Readiness

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

- Review and update emergency/disaster plans, standard operating procedures (SOPs) and resources listings.
- Review emergency purchasing agreements and contractor/vendor lists.
- Review disaster cost accounting procedures.
- Review plans for photographic documentation of disaster damages.
- Disseminate accurate and timely public information.
- Accelerate training of all staff and volunteers.
- Recruit volunteers as Disaster Services Workers.
- Prepare resources for possible mobilization.
- Test warning and communications systems.

Response Phase

Pre-Emergency/Disaster

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

- Evacuation of threatened populations to safe areas.
- Advising threatened populations of the emergency/disaster and notifying them of safety measures to be implemented.
- Advising the Operational Area of the emergency/disaster.
- Identifying the need for and requesting mutual aid.
- Consider activation of the City EOC.
- Consider Proclamation of a Local Emergency by local authorities.

Emergency/Disaster Response

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

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

- The City is either minimally impacted or not impacted at all, and is requested to provide mutual aid.
- The situation can be controlled without mutual aid assistance from outside the City.
- The situation requires mutual aid from outside the City.
- The emergency/disaster management organization will give priority to the following operations:
- Dissemination of accurate and timely information and warning to the public.
- Situation analysis.
- Resource allocation and tracking.
- Evacuation and rescue operations.
- Medical care operations.
- Coroner operations.
- Care and shelter operations.
- Perimeter and access control.
- Public health operations.
- Photographic documentation of all disaster damage to public property.
- Restoration of vital services and utilities.

When local resources are committed or are anticipated to be fully committed and additional resources are required, requests for mutual aid will be initiated through the Operational Area. Fire and law enforcement agencies will request or render mutual aid directly through existing mutual aid channels

Depending on the severity of the emergency/disaster, the local Emergency Operations Center (EOC) may be activated and a Local Emergency may be proclaimed. If a Local Emergency is proclaimed, the EOC must be activated. **See Part One, Section Ten − Emergency Proclamation Process and forms in Part Two Appendices.**

Sustained Disaster Operations
In addition to continuing life and property protection operations, mass care, relocation, registration of displaced persons and damage assessment operations will be continued until conditions are stabilized.

Recovery Phase (CW-#29)

Recovery is both short-term activity intended to return critical systems to operation and long-term activity designed to return life to normal in the community.

The City will provide local government leadership in developing economic recovery plans, mitigation plans and local legislative strategies necessary to promote recovery. City departments will review impacts on programs, and the City will aggressively pursue state and federal assistance for local recovery.

Outside agencies and nongovernmental organizations will provide some short-term assistance to disaster victims. Local Assistance Centers (LACs) or telephone call centers

may also be established, providing a "one-stop" service to begin the process of receiving federal, state and local recovery assistance for the community.

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

- Bring families back together.
- Restore government and community services.
- Rebuild damaged property.
- Identify and mitigate hazards caused by the disaster.
- Recover disaster costs associated with response and recovery efforts.

The following recovery issues are addressed in Part Two, Appendix A **(CW #-30, #31, #32, #33 and #34)**

- The recovery organization.
- The recovery damage assessment organization and responsibilities.
- Recovery documentation procedures.
- Recovery After-Action Reports.
- Recovery Disaster Assistance (programs, purpose, restrictions and application process).

Hazard Identification and Analysis (CW-#8)

The City's Multi-Hazard Mitigation Plan shows the City is at risk from certain types of hazards. For further information see the City's Hazard Mitigation Plan (2005) and the Safety Element in the City's General Plan, (1987). These hazards are identified in **Part One, Section Six − Threat Summary**, which also provides general and specific information on their possible impact on the jurisdiction.

Public Awareness and Education (CW-#28)

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

Pre-disaster awareness and education programs must be viewed as equal in importance to all other preparations for emergencies and receive an adequate level of planning. These programs must be coordinated among local, state and federal officials to ensure their contribution to emergency preparedness and response operations. Emergency Public Information procedures are addressed in **Part Two, Appendix A.**

ADA Considerations for Local Government (CW-#16)

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

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

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

Refer to Part Two, Appendix A.

Disaster Animal Care Considerations for Local Government

The PETS Act (Pets Evacuation and Transportation Standards Act of 2006) directs that state and local emergency preparedness plans address the needs of people with pets and service animals after a major disaster, including the rescue, care and sheltering of animals. An annex addressing these needs will be developed and incorporated into this plan when State guidance is provided to the City.

Training and Exercises (CW-#38)

The City's and district will conduct regular training and exercising of city staff in the use of this plan and other specific training as required for compliance with both SEMS and NIMS. The Fire Department is responsible for coordinating, scheduling and documenting training, exercises and After-Action and Corrective Action Reports.

The objective is to train and educate public officials, emergency/disaster response personnel and volunteers. Both training and exercises are important components to prepare personnel for managing disaster operations.

Training includes classroom instruction and drills. All staff who may participate in emergency response in the EOC, in department operating centers (DOCs) or at the field level must receive appropriate SEMS/NIMS/ICS training. **Refer to the CalEMA Emergency Services Training Matrix for specific SEMS/NIMS/ICS classes and target audiences.**

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

- **Tabletop exercises** provide a convenient and low-cost method designed to evaluate policies, plans and procedures and resolve coordination and responsibility issues. Such exercises are a good way to test the effectiveness of policies and procedures.
- **Functional exercises** usually take place in the EOC and simulate an emergency in the most realistic manner possible, without field activities. They are used to test or evaluate the capabilities of one or more functions, such as communications, public information or overall city response.
- **Full-scale exercises** simulate an actual emergency, typically involving personnel in both the field and EOC levels and are designed to evaluate operational capabilities.

After an exercise or actual event, After Action and Corrective Action Reports must be written and submitted to the Operational Area within ninety days.

Alerting and Warning

Warning is the process of alerting government agencies and the general public to the threat of imminent danger. Depending on the nature of the threat and the population groups at risk, warnings can originate at any level of government.

Success in saving lives and property depends on the timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. The City will utilize various modes to alert and warn the community. **See Part Two, Appendix A.**

Part One, Section Three
Standardized Emergency Management System (SEMS) (CW-#10 & #21)

General
The Standardized Emergency Management System has been adopted by the City for managing response to multi-agency and multi-jurisdiction emergencies and to facilitate communications and coordination between all levels of the system and among all responding agencies.

SEMS (Government Code Section 8607(a)) incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area Concept and multi-agency or inter-agency coordination.

The National Incident Management System (NIMS) was adopted by the State of California and is integrated into the existing SEMS. NIMS is further discussed in **Part One, Section Four.**

SEMS consists of five organizational levels: field response, local government, operational area, regional and state.

Field Response Level
The field response level is where emergency response personnel and resources carry out tactical activities. SEMS and NIMS regulations require the use of the Incident Command System (ICS) at the field response level of an incident. The ICS field functions are: command, operations, planning/intelligence, logistics and finance/administration.

Requests for any resources or support that cannot be obtained at the field level are sent to the City EOC.

Local Government Level
Local governments include cities, counties and special districts. Local governments manage and coordinate the overall emergency/disaster response and recovery activities in their jurisdictional emergency operations center (EOC). Local governments are required to use SEMS when their EOC is activated or a local emergency is proclaimed in order to be eligible for state funding of response-related personnel costs. Local governments shall provide the following functions in the EOC: management, operations, planning/intelligence, logistics and finance/ administration.

The City EOC will submit all requests for resources that cannot be obtained through local sources, along with other pertinent disaster information, to the Operational Area.

Local jurisdictions are responsible for overall direction of personnel and equipment provided for emergency/disaster operations through mutual aid (Government Code Section 8618). The City requests all mutual aid (except fire and law) through the Operational Area.

Fire and law mutual aid is coordinated through the designated Regional Fire and Law Coordinators.

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

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

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

City Responsibilities under SEMS/NIMS
The integration of SEMS/NIMS will be a cooperative effort of all departments and agencies within the City that have a disaster/emergency response role. The Fire Department is the Point of Contact for SEMS/NIMS compliance for the City with responsibilities for:

- Communicating information within the City on SEMS/NIMS requirements and guidelines.
- Coordinating SEMS/NIMS compliance among departments and agencies.
- Incorporating SEMS /NIMS into the City's procedures.
- Incorporating SEMS/NIMS into the City's emergency ordinances, agreements, memorandum of understandings, etc.
- Identification of special districts that operate or provide services within the City. The disaster/emergency role of these special districts should be determined and provisions made for coordination during emergencies.
- Identification of local volunteer and private agencies that have a disaster/emergency response role. Contacts should be made to develop arrangements for coordination in emergencies.
- Assist the South Pasadena School District with SEMS/NIMS compliance.

Operational Area (Los Angeles County Operational Area)

Under SEMS, the operational area is defined in the California Emergency Services Act as the intermediate level of the state's emergency services organization, consisting of a county and all political subdivisions within the county area. Political subdivisions include cities, counties and special districts. The operational area is responsible for:

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

In compliance with SEMS regulations, 0n July 5, 1995, the Los Angeles County Board of Supervisors adopted a formal resolution establishing the Los Angeles County Operational Area, which includes the City. An Operational Area Advisory Board was formed which meets quarterly. The cities within Los Angeles County are represented on this Board by the Disaster Management Area Coordinators (DMACs). Los Angeles County Office of Emergency Management (OEM) is the coordinating agency for the Operational Area.

When the Operational Area EOC is activated, the Sheriff of Los Angeles County, designated by County Ordinance, is the Operational Area Coordinator and has the overall responsibility for coordinating and supporting emergency/disaster operations within the County. The Operational Area is the focal point for information sharing and resource requests by cities. The Operational Area submits all requests for resources that cannot be obtained within the County, and other relevant information, to OES Southern Region.

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

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

The City of South Pasadena is in Los Angeles County Mutual Aid Area C.

Regional

Because of its size and geography, the state has been divided into six mutual aid regions and three administrative regions. Los Angeles County is within CalEMA Mutual Aid Region I and the CalEMA Southern Administrative Region, which includes eleven counties. The primary mission of the Southern Region's emergency management organization is to support all the operational areas' response and recovery operations and to coordinate non-law and non-fire mutual aid regional response and recovery operations through the Regional EOC (REOC). **Refer to CalEMA Administrative and Mutual Aid Regions, Chart 14, in Part One, Section Eleven − Mutual Aid.**

Emergency management within the State of California is overseen and directed by the Governor's California Emergency Management Agency.

State

The state level of SEMS manages state resources in response to the emergency/disaster needs of the other levels and coordinates mutual aid among the six mutual aid regions and between the three administrative regions and state level. The state level also serves as the coordination and communication link between the state and the federal disaster response system.

Federal

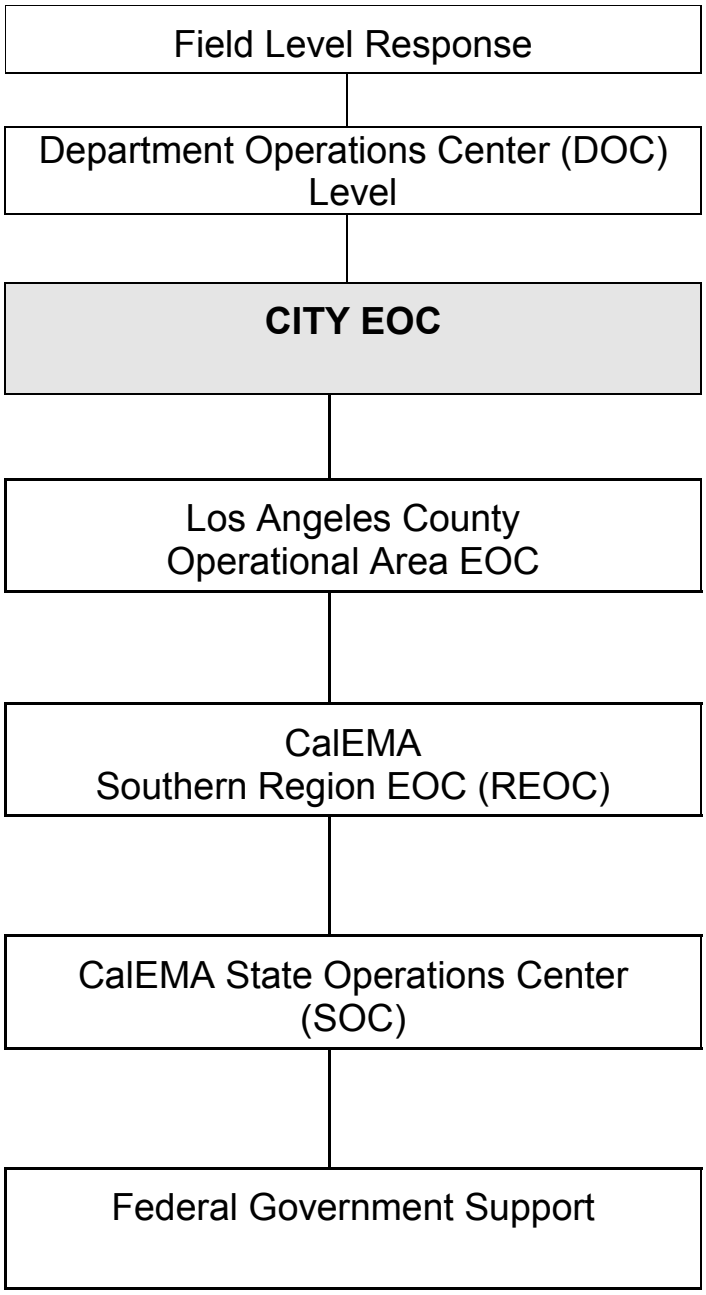
U.S. Department of Homeland Security (DHS)
The Homeland Security Act of 2002 established the Department of Homeland Security (DHS) to:

- Secure the United States from terrorist threats or attacks.
- Reduce the vulnerability of the United States to terrorism, natural disasters and other emergencies.
- Minimize the damage and assist in the recovery from terrorist attacks, natural disasters and other emergencies.

Federal Emergency Management Agency (FEMA)
The Federal Emergency Management Agency (FEMA) serves as the main federal government contact during disasters and national security emergencies. In a disaster, different federal agencies may be involved in the response and recovery operations. Federal disaster assistance is organized under the concept of the Emergency Support Functions (ESFs) as defined in the National Response Framework. All contact with FEMA and other federal agencies must be made through the Operational Area during the response phase. During the recovery phase, there may be direct city contact with FEMA and other federal agencies.

See Chart 1 – SEMS/NIMS Communications and Coordination – on the next page.

Chart 1
SEMS/NIMS Communications and Coordination



SEMS EOC Organization

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

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

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

Special District Involvement (CW-#12)

Special districts are defined as local governments in SEMS. The disaster/emergency response role of special districts is generally focused on providing normal services. During disasters, some special districts will be more involved in the disaster/emergency response by assisting other local governments. The South Pasadena Unified School District serves as a special district for purpose of this joint plan.

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

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

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

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

The initial reporting contact for a special district would be with the Liaison Officer at both the EOC and field levels.

Coordination with Nongovernmental Agencies and Private Sector Businesses (CW-#12)

In disaster/emergency preparedness, response and recovery, the City partners with nongovernmental agencies and private sector business.

- Nongovernmental Organizations (NGOs) provide vital support services to promote the disaster recovery process for disaster victims and some may provide specialized services that help individuals with disabilities. These groups collaborate with first responders, governments at all levels and other agencies and organizations.
- Key business partners should be involved in the local crisis decision-making process or have a direct link to the EOC during an incident.

City EOCs will generally be a focal point for coordination of response activities with many of these nongovernmental agencies and key businesses. The EOC should establish communication with private and volunteer agencies providing services within the city.

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

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

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

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

Major Concepts of SEMS

Organization Flexibility − Modular Organization

The SEMS organization is modular and can be expanded or contracted as the situation develops. The types of activated functions and their relationship to one another will depend upon the size and nature of the incident. Only those functional elements that are required to meet current objectives will be activated. Those functions which are needed but not staffed will be the responsibility of the next higher element in the organization.

Management of Personnel − Hierarchy of Command and Span-of-Control
Each activated function will have a person in charge of it, but a supervisor may be in charge of more than one functional element. Every individual will have a supervisor and each supervisor will generally be responsible for no more than seven employees, with the ideal span-of-control being one supervisor to every five persons or units.

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

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

The action planning process should include all EOC functions and other agency representatives, as needed. The Planning/Intelligence Section is responsible for coordinating the development of the action plan and for facilitation of action planning meetings.

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

Multi-Agency or Inter-Agency Coordination at the Local Government Level (EOC)
Emergency response is coordinated at the EOC through representatives from city departments and agencies, outside agencies, volunteer agencies and private organizations. The South Pasadena Unified School District shall provide a liaison at the City EOC if a City wide emergency is declared and the school district is in session.

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

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

- Facilitating communications.

The City may participate with other local governments and agencies in a multi-agency coordination group organized by another local government.

Part One, Section Four
National Incident Management System (NIMS)

General
Homeland Security Presidential Directive-5 (HSPD-5) established the National Incident Management System (NIMS) as the required emergency/disaster response system. NIMS integrates existing best practices into a consistent, flexible and adjustable nationwide approach for emergency management. Using NIMS, Federal, State, local and tribal governments; the private sector and non-governmental organizations work together to prepare for, respond to and recover from domestic incidents, regardless of cause, size or complexity.

NIMS Components
Six major components make up NIMS.

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

- **The Incident Command System (ICS)** – ICS is a standardized, all-hazard incident management concept. Its organizational structure allows its users to match the complexities and demands of single or multiple incidents without being hindered by jurisdictional boundaries.
- **Multi Agency Coordination Systems (MACS)** – Provides coordination for incident prioritization, critical resource allocation, communications systems and information coordination. These systems include facilities, equipment, emergency operation centers (EOCs), personnel, procedures and communications.
- **Public Information Systems (PIS) −** These refer to processes, procedures and systems for communicating timely and accurate information to the public during crisis or emergency situations.

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

- **Planning** − Plans describe how personnel, equipment, and other resources are used to support incident management and emergency response activities. Plans provide mechanisms and systems for setting priorities, integrating multiple entities and functions, and ensuring that communications and other systems are available and integrated in support of a full spectrum of incident management requirements.
- **Training** − Training includes standard courses on multi agency incident command and management, organizational structure, and operational procedures; discipline-specific and agency-specific incident management courses; and courses on the integration and use of supporting technologies.

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

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

Communications and Information Management
The NIMS identifies the requirement for a standardized framework for communications, information management (collection, analysis, and dissemination), and information-sharing at all levels of incident management. These elements are briefly described as follows:

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

Supporting Technologies

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

Ongoing Management and Maintenance

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

NIMS Compliance

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

Cities should be familiar with the National Response Framework and the Emergency Support Functions (ESFs) process that may provide federal assistance for response and recovery.

Part One, Section Five
Incident Command System (ICS)

General
The Incident Command System (ICS) is a nationally recognized system for managing incidents as well as pre-planned events. It consists of a modular and flexible organizational structure as well as features such as management by objectives, action planning, span of control, organizational hierarchy, accountability and resource management. Detailed information on the Incident Command System (ICS) can be found at www.fema.gov.

Use of ICS at the Field Level (CW-#21 & #22)
The concepts, principles and organizational structure of the Incident Command System (ICS) will be used in managing field operations. The size, complexity, hazard environment and objectives of the situation will determine the ICS size and the support that will be required to support field activities. The incident will be managed by objectives to be achieved and those objectives are communicated to field and EOC personnel through the use of the action planning process.

Typically, an Incident Commander (IC) will communicate with the EOC Director as to situation and resource status through established communications channels. Members of the IC Command and General Staff will communicate with their counterparts in the EOC using the same communications methods. Some members of the EOC Command or General Staff may be asked to attend briefings or planning meetings at the Command Post.

When multiple agencies respond to the incident, the IC will establish a Unified Command/Multi-Agency Coordination System and agency representatives will be asked to report to the Liaison Officer. Outside agencies including those from county, state and federal agencies will participate in the Unified Command/Multi-Agency Coordination System by assisting in identifying objectives, setting priorities and allocating critical resources to the incident.

Field/EOC Communications and Coordination (CW-#23)
The City's communication plan outlines the communications channels and protocols to be used during an incident. **The City and District's communication plan is included in Appendix F.** Typically, field to EOC communications will occur at the Command and General Staff levels or, if they are established, field units will communicate with a Department Operations Center (DOC) who will, in turn, relay the information to the appropriate section/function in the EOC.

The City EOC will communicate situation and resource status information to the Los Angeles County Operational Area and other outside agencies via designated countywide emergency reporting systems and other systems referenced in **the Los Angeles County Operational Area Disaster Information Reporting Procedures.**

Field/EOC Direction and Control Interface (CW-#24)

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. Incident Commander(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the city level by the EOC Director and or City Manager.

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

Field/EOC Coordination with Department Operations Centers (DOCs) (CW-#25)

If a department within the City establishes a 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 who will then relay situation and resource information to the EOC. DOCs act as an intermediate communications and coordination link between field units and the City EOC.

The South Pasadena School District will establish a DOC at District headquarters. The District DOC will oversee all district operations at each campus. The individual school campuses shall report to the District DOC. The district shall supply a representative to the City EOC as part of the unified command function required by SEMS/NIMS. The representative will provide the EOC staff current information on the operational and organizational situation at each campus. They will offer expertise and information related to school district facilities.

The District EOC representative will also serve as the direct communications link between the EOC and the School District DOC. If information from a specific school needs to be communicated to the EOC it will be sent to the District DOC who will forward it to the EOC.

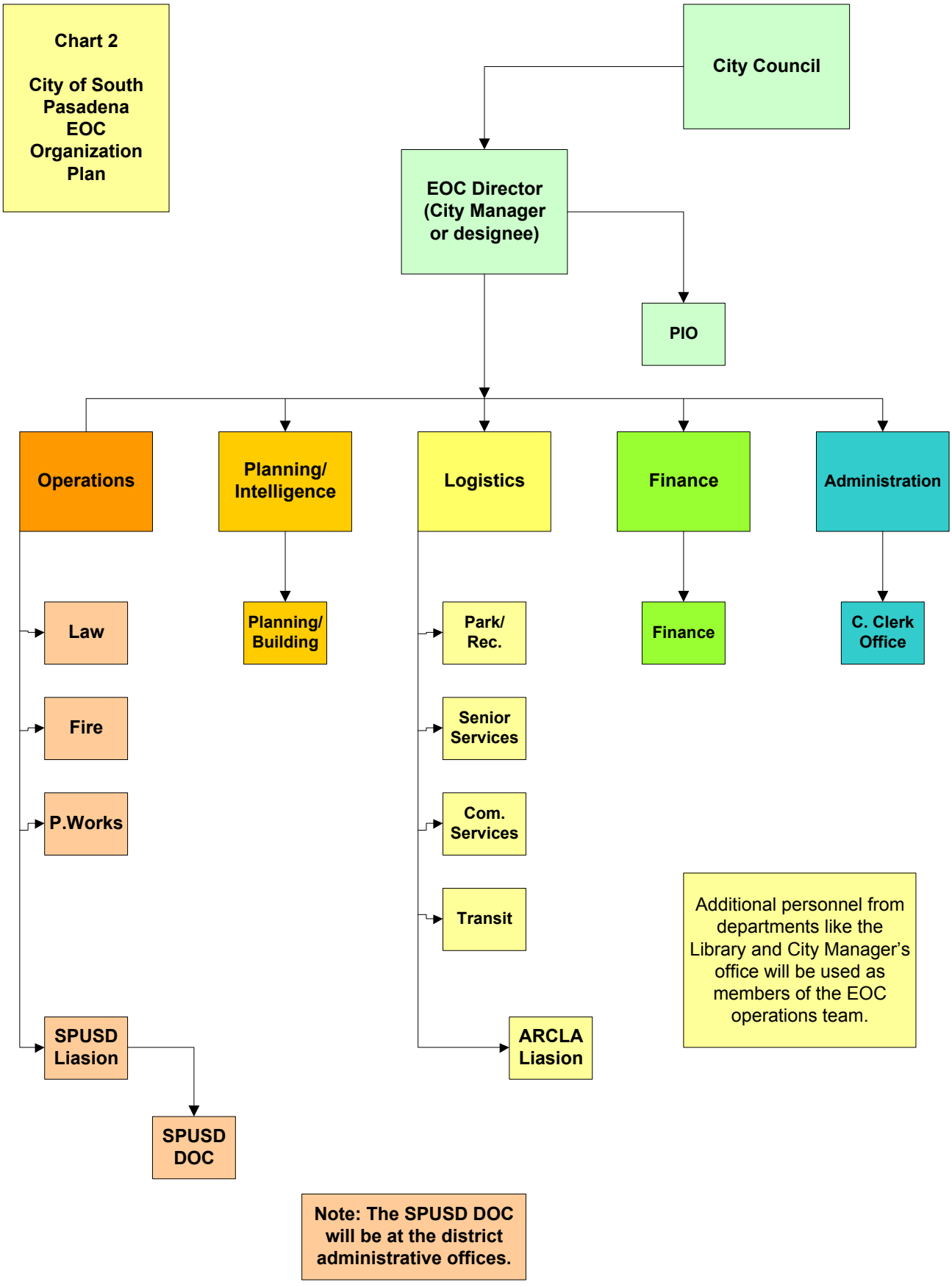
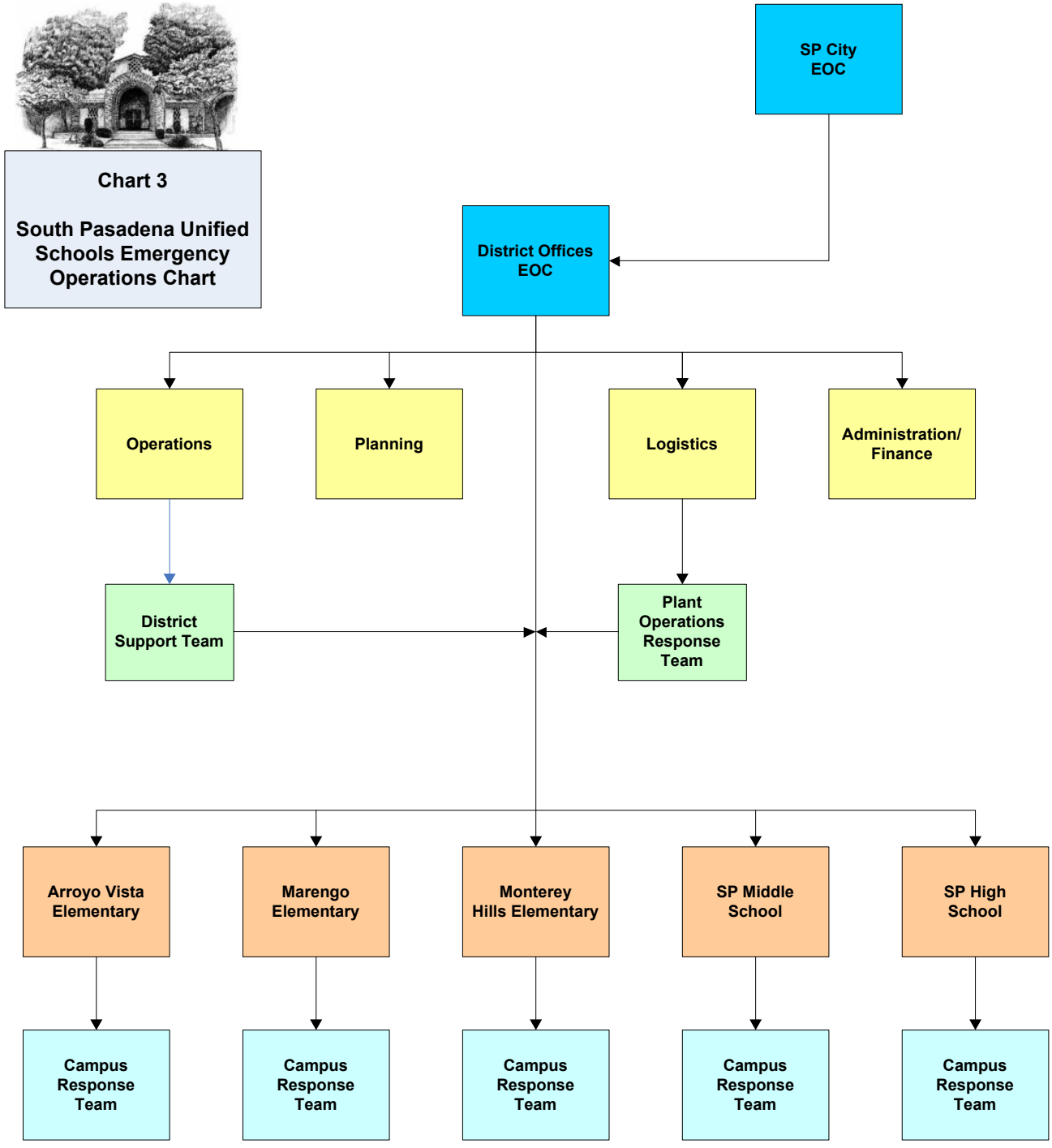


Chart 2
City of South Pasadena EOC Organization Plan
City Council
EOC Director (City Manager or designee)
PIO
Operations
Planning/ Intelligence
Logistics
Finance
Administration
Law
Fire
P.Works
SPUSD Liasion
SPUSD DOC
Planning/ Building
Park/ Rec.
Senior Services
Com. Services
Transit
ARCLA Liasion
Finance
C. Clerk Office
Additional personnel from departments like the Library and City Manager's office will be used as members of the EOC operations team.
Note: The SPUSD DOC will be at the district administrative offices.

Chart 3

South Pasadena Unified Schools Emergency Operations Chart



Part One, Section Six
Threat Summary and Assessment for City of South Pasadena (CW-#8 & #48)

Overview
This section of the Basic Plan consists of a series of threat summaries based on the City's Safety Element of the General Plan, dated 1987, and the Local Hazard Mitigation Plan, dated 2005. The purpose is to describe the area at risk and the anticipated nature of the situation, which could result should the event threaten or occur.

The City is located within Disaster Management Area C in Los Angeles County and in the Southern Administrative Region of the California Emergency Management Agency. The City is located 8.5 miles east of downtown Los Angeles. The City is bordered by Pasadena, Los Angeles, Alhambra, and San Marino. The latitude is 34.1131 and longitude is 118.154. The City has a residential population of 25,619 (2010 Census). The City consists of 3.4 square miles.

The City has three public elementary schools, one middle school, and one high school. It has no major hospital. The City is served by the 110, 5 and 210 freeways

The following threat summaries have a potential to impact the City:

- An earthquake could impact major segments of, or the total population.
- Many major highways (and light rail lines) traverse or pass near the City and transportation incidents (including hazardous material incidents) as well as pipeline ruptures or illegal dumping could affect the City. Some areas of the City may be subject to flooding, due to flash flooding, urban flooding (storm drain failure/infrastructure breakdown), river channel overflow, downstream flooding, etc. T
- Some areas of the City may be subject to mud and debris flows.
- The City may be subject to severe weather, including drought, winds, heat and cold.
- A transportation incident such as a major air crash, light train derailment or trucking incident could impact areas within the City.
- The nearest dam is east of the City in the Arroyo Seco Park of the City of Pasadena.
- A civil unrest incident could impact areas within the City or the entire City.
- The entire Los Angeles Basin is considered as a possible risk area for a nuclear event or act of terrorism; therefore both sheltering and evacuation issues should be considered.

Any single incident or a combination of events could require evacuation and/or sheltering of the population. Neither the City nor the County of Los Angeles has the capability to plan for the organized evacuation of the basin; therefore, the extent of planning at this time is restricted to assisting and expediting spontaneous evacuation. In the increased readiness stage, expedient shelters will be utilized as appropriate and information will be provided to the public as the City no longer maintains public fallout shelters.

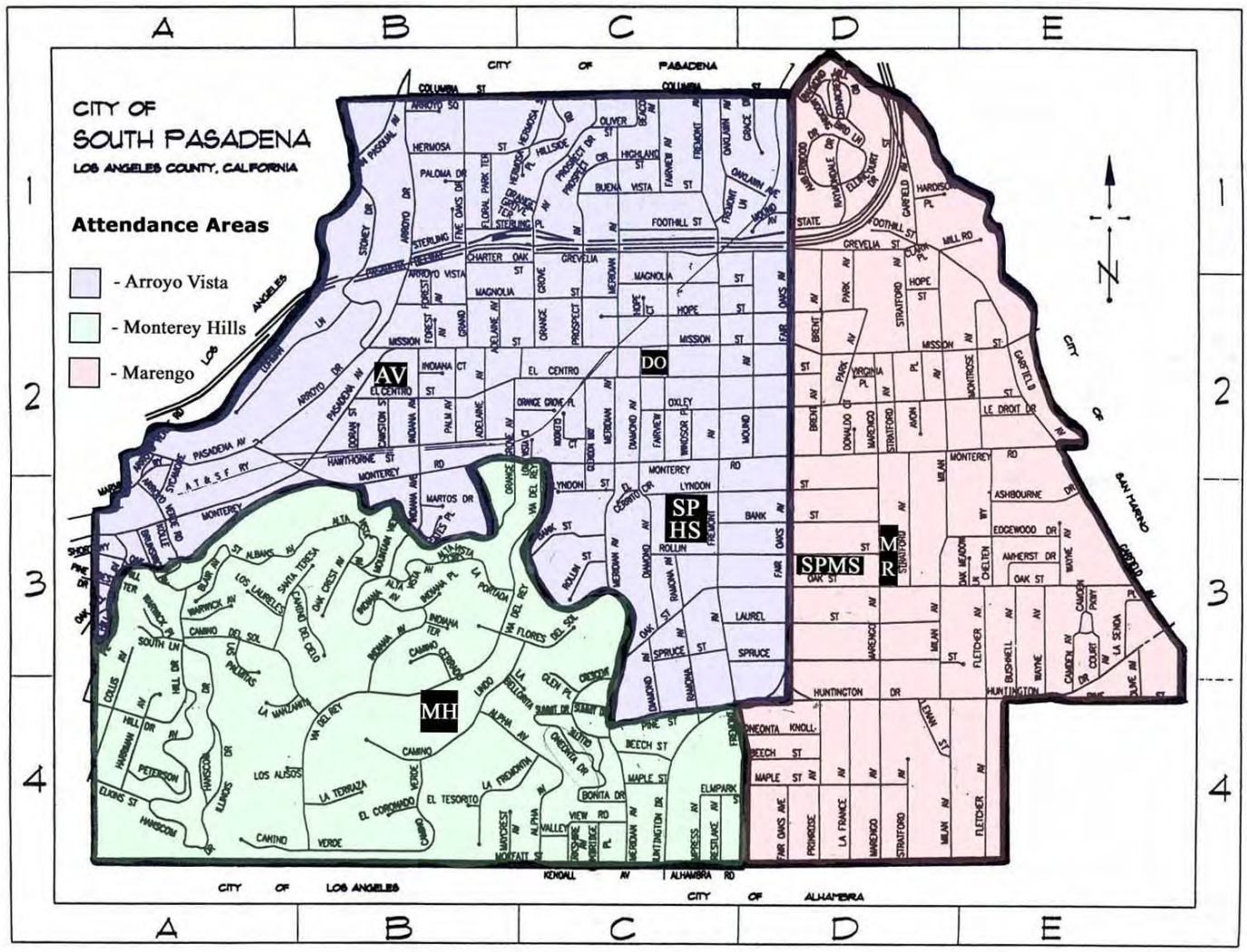
The City provides its own police, fire, and public works services. The City and school districts have partner agreements with the Red Cross for disaster shelter and evacuation services.

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

Threat Assessment 1	Major Earthquake
Threat Assessment 2	Hazardous Materials
Threat Assessment 3	Flooding
Threat Assessment 4	Dam Failure
Threat Assessment 5	Fire
Threat Assessment 6	Landslide/Mudflow
Threat Assessment 7	Tsunami
Threat Assessment 8	Windstorms
Threat Assessment 9A	Transportation − Air Crash
Threat Assessment 9B	Transportation − Train Derailment
Threat Assessment 10	Civil Unrest
Threat Assessment 11	Terrorism
Threat Assessment 12	Public Health Emergency (Pandemic)
Threat Assessment 13	National Security Emergency

References: For more detailed information and maps, refer to the City's Multi-Hazard Mitigation Plan.

Map 1
City of South Pasadena, divided by SPUSD areas



Threat Assessment 1
Major Earthquake

General Situation

A major earthquake will cause significant social disruption and damage to buildings and infrastructure due to severe ground shaking. A large earthquake, catastrophic in its effect upon the population, could exceed the response capabilities of the individual cities and the Operational Area. Response and disaster relief support would be required from other local governmental and private organizations, and from the state and federal governments.

The extent of damage from an earthquake is determined by the magnitude of the earthquake, distance from the epicenter, and characteristics of surface geology. This hazard is the primary cause of the collapse of buildings and other structures.

Los Angeles County is prone to major earthquakes from seismic faults, including the San Andreas Fault, the Newport-Inglewood Fault, and dozens of other faults throughout the County. These are illustrated on page 36 in **Map 2, Earthquake Fault Map**. Earth scientists consider Los Angeles County to be continually prone to moderate to major earthquakes.

Many areas may have buildings destroyed or unusable due to the phenomenon of liquefaction, which occurs during severe ground shaking in soft, poorly graded granular soils where there is a high water table. Structures above the liquefaction strata may sink or structurally fail; pipelines passing through liquefaction materials may sustain an unusually large number of breaks.

Specific Situation

A major earthquake occurring in or near Los Angeles County has the potential to cause many deaths and casualties, extensive property damage, fires and hazardous material spills and other hazards. The effects could be aggravated by after shocks and by the secondary affects of fire, hazardous material/chemical accidents and possible failure of waterways and dams. The closest known fault to South Pasadena is the Whittier Elsinore Fault which has been responsible for several serious earthquakes in the past 100 years.

The shaking from a major earthquake has the potential to cause serious to catastrophic damage to buildings, including hospitals, businesses, schools, public service agencies, and other buildings critical to public and private use. Older buildings, including unreinforced masonry structures, are particularly vulnerable to damage from earthquakes. A major earthquake can also cause serious damage to dams, railways, airports, major highways and bridges, utilities, telephone systems, and other critical facilities. The damage can cause hazardous materials releases and extensive fires.

Extensive search and rescue operations may be required to assist trapped or injured persons. Emergency medical care, food and temporary shelter could be required by injured or displaced persons. In the most serious earthquakes, identification and burial of the dead could exceed the capacity of the Coroner. Public health will be a major concern,

due to potential contamination of water sources. A major earthquake will be a traumatic experience for people in Los Angeles County. Mental Health counseling will be needed for an extended period. A major earthquake will aggravate existing social problems, such as poverty and unemployment.

Evacuations of areas downwind from hazardous material releases may be essential to save lives. Many families could be separated, particularly if the earthquake should occur during working hours. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within the disaster area and by the disruption of public utilities and services.

The negative economic impact on Los Angeles County and its cities due to a major earthquake could be considerable, with a loss of employment and of the local tax base. A major earthquake could cause serious damage and/or outage of critical data processing facilities. The loss of such facilities could curtail or seriously disrupt the operations of banks, insurance companies and other elements of the financial community which could affect the ability of local government, business and the population to make payments and purchases.

The damage to water systems could cause water pollution or water shortages. Two of the three major aqueducts serving Southern California are expected to be out of service from three to six months following a major event; only the Colorado River Aqueduct is expected to remain in service. Ruptures could occur along the water pipelines in the County; damage to reservoir outlets could take weeks to repair. The majority of water wells are expected to be disabled by loss of electricity and the lack of backup power sources. In addition, shear forces could render a third of the wells inoperative for an indefinite period.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Note: For more detailed information and maps on shaking intensity, liquefaction, etc., refer to the City's Multi-Hazard Mitigation Plan.

Map 2 — Southern California Earthquake Faults
Chart 4 — Abridged Modified Mercalli Intensity Scale
Chart 5 — Richter Scale

Map 2
Southern California Earthquake Faults

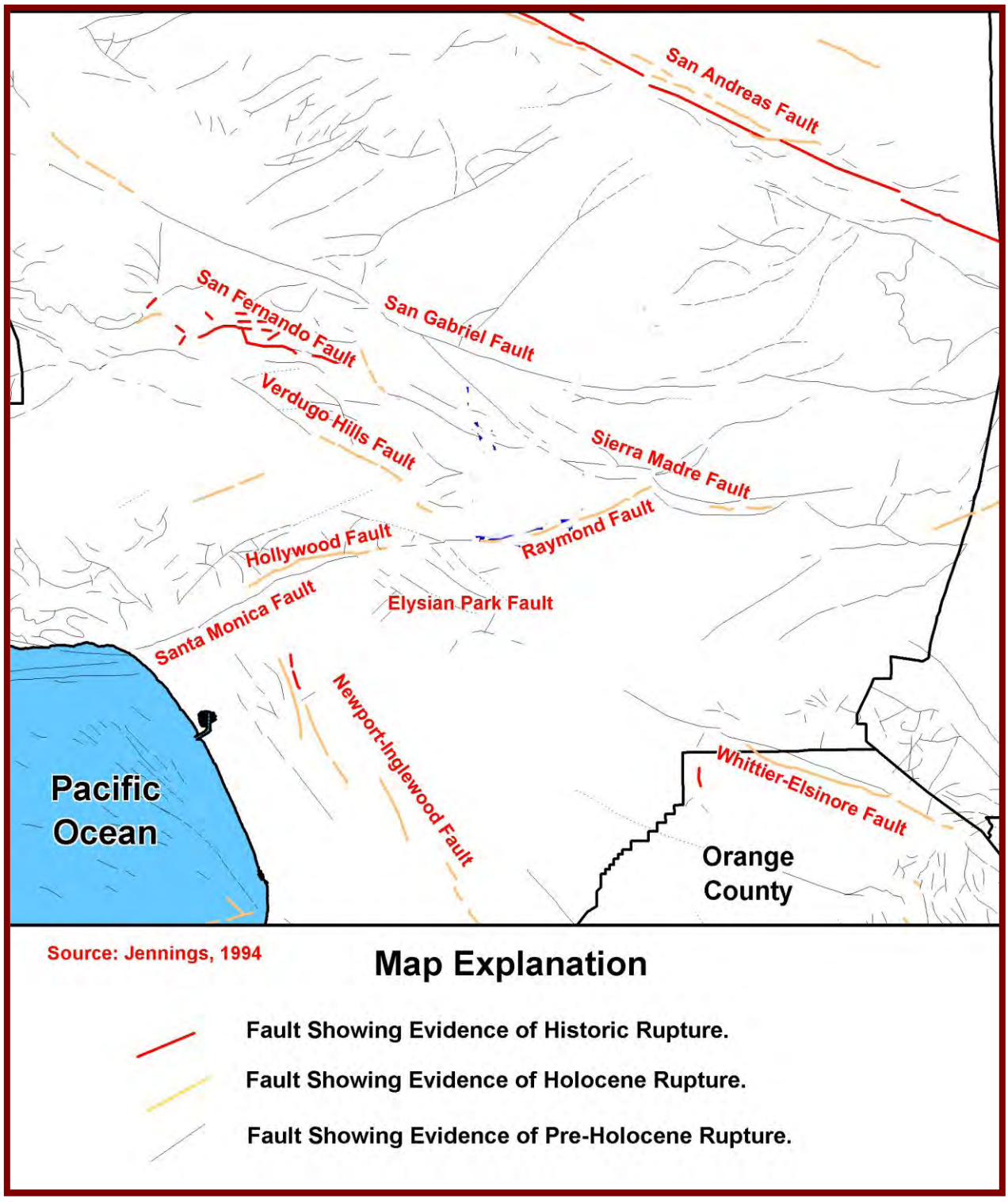
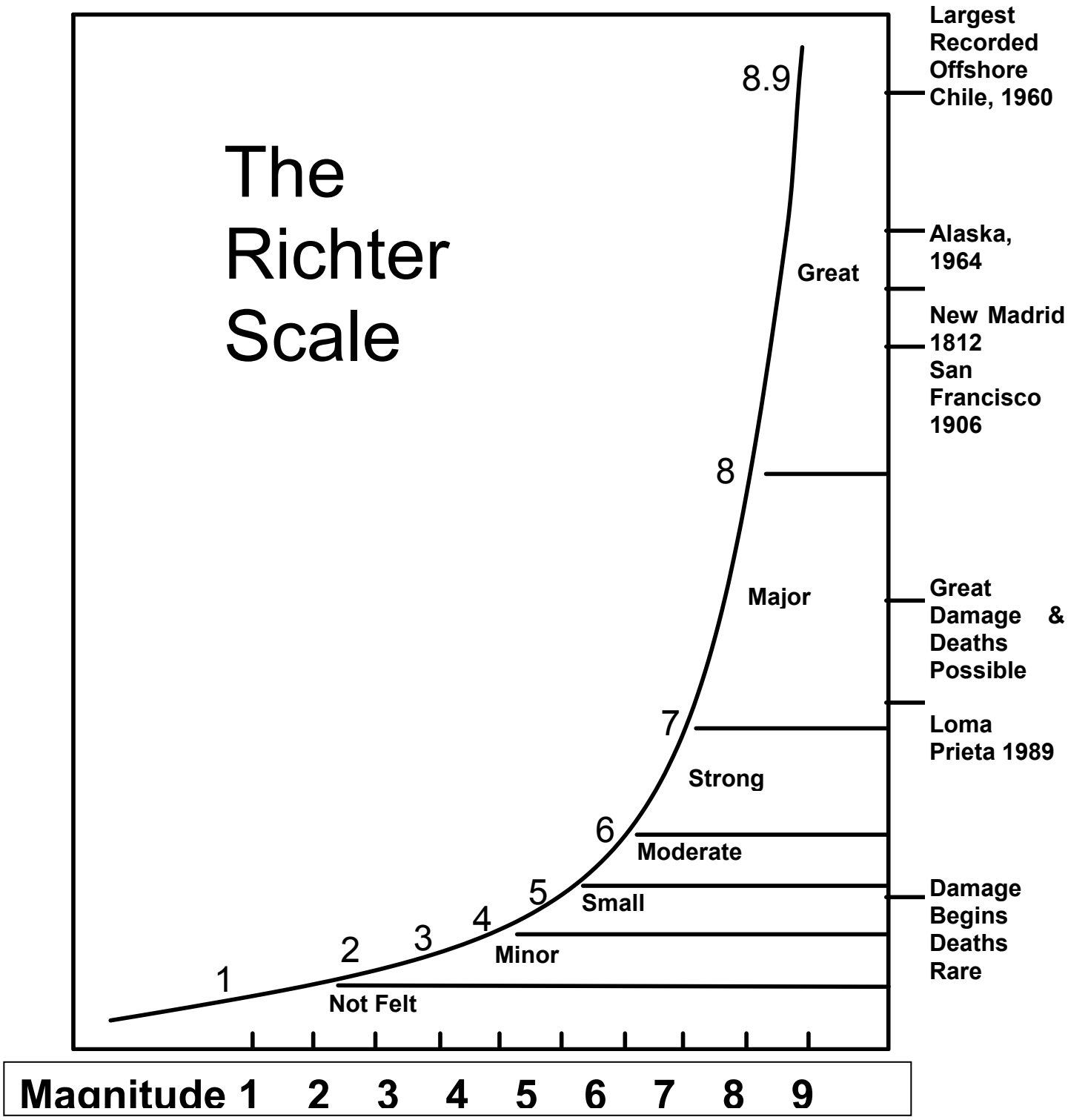


Chart 4
Abridged Modified Mercalli Intensity Scale

Intensity Value and Description	Average Peak Velocity (cm/sec)	Average Peak Acceleration (g = gravity)
I. Not felt except by a very few under especially favorable circumstances (I Rossi-Forel scale). Damage potential: None.	<0.1	<0.0017
II. Felt only by a few persons at rest, especially on upper floors of high-rise buildings. Delicately suspended objects may swing. (I to II Rossi-Forel scale). Damage potential: None.		
III. Felt quite noticeably indoors, especially on upper floors of buildings, but many people do not recognize it as an earthquake. Standing automobiles may rock slightly. Vibration like passing of truck. Duration estimated. (III Rossi-Forel scale). Damage potential: None.		
IV. During the day felt indoors by many, outdoors by few. At night some awakened. Dishes, windows, doors disturbed; walls make creaking sound. Sensation like a heavy truck striking building. Standing automobiles rocked noticeably. (IV to V Rossi-Forel scale). Damage potential: None. Perceived shaking: Light.	1.1 – 3.4	0.014 - 0.039
V. Felt by nearly everyone, many awakened. Some dishes, windows, and so on broken; cracked plaster in a few places; unstable objects overturned. Disturbances of trees, poles, and other tall objects sometimes noticed. Pendulum clocks may stop. (V to VI Rossi-Forel scale). Damage potential: Very light. Perceived shaking: Moderate.	3.4 – 8.1	0.039-0.092
VI. Felt by all, many frightened and run outdoors. Some heavy furniture moved, few instances of fallen plaster and damaged chimneys. Damage slight. (VI to VII Rossi-Forel scale). Damage potential: Light. Perceived shaking: Strong.	8.1 - 16	0.092 -0.18
VII. Everybody runs outdoors. Damage negligible in buildings of good design and construction; slight to moderate in well-built ordinary structures; considerable in poorly built or badly designed structures; some chimneys broken. Noticed by persons driving cars. (VIII Rossi-Forel scale). Damage potential: Moderate. Perceived shaking: Very strong.	16 - 31	0.18 - 0.34
VIII. Damage slight in specially designed structures; considerable in ordinary substantial buildings with partial collapse; great in poorly built structures. Panel walls thrown out of frame structures. Fall of chimneys, factory stacks, columns, monuments, and walls. Heavy furniture overturned. Sand and mud ejected in small amounts. Changes in well water. Persons driving cars disturbed. (VIII+ to IX Rossi-Forel scale). Damage potential: Moderate to heavy. Perceived shaking: Severe.	31 - 60	0.34 - 0.65
IX. Damage considerable in specially designed structures; well-designed frame structures thrown out of plumb; great in substantial buildings with partial collapse. Buildings shifted off foundations. Ground cracked conspicuously. Underground pipes broken. (IX+ Rossi-Forel scale). Damage potential: Heavy. Perceived shaking: Violent.	60 - 116	0.65 – 1.24
X. Some well-built wooden structures destroyed; most masonry and frame structures destroyed; ground badly cracked. Rails bent. Landslides considerable from river banks and steep slopes. Shifted sand and mud. Water splashed, slopped over banks. (X Rossi-Forel scale). Damage potential: Very heavy. Perceived shaking: Extreme.	> 116	> 1.24
XI. Few, if any, (masonry) structures remain standing. Bridges destroyed. Broad fissures in ground. Underground pipelines completely out of service. Earth slumps and land slips in soft ground. Rails bent greatly.		
XII. Damage total. Waves seen on ground surface. Lines of sight and level distorted. Objects thrown into air.		

Modified from Bolt (1993); Wald et al. (1999)

Chart 5
Richter Scale



Threat Assessment 2
Hazardous Materials Incident

General Situation

The close proximity of South Pasadena to freeways and rail lines makes the City vulnerable to the threat of a hazardous materials spill. The significance of the problems to the environment, property, or human health is dependent on the type, location and quantity of the material released. Although hazardous material incidents can happen almost anywhere, certain areas are at higher risk. Jurisdictions near roadways that are frequently used for transporting hazardous materials and jurisdictions with industrial facilities that use, store, or dispose of such materials all have an increasing potential for major mishaps, as do jurisdictions crossed by certain railways, waterways, airways and pipelines.

Releases of explosive and highly flammable materials have caused fatalities and injuries, necessitated large-scale evacuations and destroyed millions of dollars worth of property. Toxic chemicals in gaseous form have caused injuries and fatalities among emergency response teams and passers-by. When toxic materials have entered either surface or ground water supplies, serious health effects have resulted. Releases of hazardous chemicals have been especially damaging when they have occurred in highly populated areas and/or along heavily traveled transportation routes.

Specific Situation

Hazardous materials are transported on freeways throughout Los Angeles County. The City of South Pasadena is near several freeways including the 210 to the north, the 110 from downtown Los Angeles to the west, and the 5 freeway to the south. A hazardous materials release in the City would most likely involve either transportation of chemicals by truck or rail, use of chemicals at a business or illegal dumping of chemical waste.

Transportation Accidents

The greatest probability of a major hazmat incident is from a transportation accident. The amount of hazardous materials transported over roadways on a daily basis is unknown, but estimated to be steadily increasing as our economy grows. There is the potential for a hazardous materials incident almost anywhere on the highways and roads throughout the City**,** especially on the freeways and major highways. Some of the most vulnerable areas along these routes are considered to be the on/off ramps and interchanges near the City.

Besides the immediate effect of a hazardous materials incident on scene, there are also ancillary effects such as the impact on waterways and drainage systems, and the evacuation of schools, business districts, and residential areas.

Fixed Facility

The second most likely serious hazmat threat exists from an accidental spill and/or incident at location where hazardous materials are used within or next to City boundaries.

Clandestine Dumping

Clandestine dumping is the criminal act of disposing of toxic materials and hazardous waste on public or private property. As the costs and restrictions increase for legitimate hazardous waste disposal sites, it might be anticipated that illegal dumping of hazardous materials will increase proportionately.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Note: For specific information refer to the City's Hazardous Materials Area Plan with **the South Pasadena Fire Department)**. **(CW-#46)**

Threat Assessment 3
Flooding

General Situation

The size and frequency of a flood in a particular area depends on a complex combination of conditions, including the amount, intensity and distribution of rainfall, previous moisture condition and drainage patterns.

The magnitude of a flood is measured in terms of its peak discharge, which is the maximum volume of water passing a point along a channel. Floods are usually referred to in terms of their frequency of occurrence, such as 50 or 100 years.

The primary effect of flooding is the threat to life and property. People and animals may drown; structures and their contents may be washed away or destroyed; roads, bridges, and railroad tracks may be washed out; and crops may be destroyed.

Floods may also create health hazards due to the discharge of raw sewage from damaged septic tank leach fields, sewer lines, and sewage treatment plants and due to flammable, explosive, or toxic materials carried off by flood waters. In addition, vital public services may be disrupted.

Floods are generally classed as either slow-rise or flash floods. Slow-rise floods may be preceded by a warning time lasting from hours, to days, or possibly weeks. Evacuation and sand bagging for a slow rise flood may lessen flood related damage. Conversely, flash floods are the most difficult to prepare for due to the extremely short warning time, if available at all. Flash flood warnings usually require immediate evacuation within the hour. On some occasions, adequate warning may be impossible.

Once flooding begins, personnel will be needed to assist in rescuing persons trapped by flood waters, securing utilities, cordoning off flood areas, and controlling traffic. The Public Health Department would be actively involved in addressing the public health impact of a flood, such as disease and environmental health issues. These actions may overwhelm local agencies, and additional personnel and resources may be required. It is anticipated that existing mutual aid resources would be used as necessary to augment local resources.

Areas subject to flooding drain either naturally into flood controls or are assisted by pumping stations designed to handle average and above average flows.
Some flooding may occur in low-lying areas during heavy prolonged storms, or when storm drains are clogged with debris and unable to carry excess water away. Time should be available to organize forces, obtain needed supplies, equipment and outside aid.

Specific Situation

Over the last 125 years, the average annual rainfall in Los Angeles is 14.9 inches. But the term “average” means very little as the annual rainfall during this time period has ranged from only 4.35 inches in 2001-2002 to 38.2 inches in 1883-1884. In fact, in only fifteen of the past 125 years, has the annual rainfall been within plus or minus 10%

of the 14.9 inch average. And in only 38 years has the annual rainfall been within plus or minus 20% of the 14.9 inch average. This makes the Los Angeles basin a land of extremes in terms of annual precipitation.

The City of South Pasadena is in the western region of the San Gabriel Valley. It is in close proximity to the San Gabriel Mountains, which increases the collection of rainwater.

The City of South Pasadena is in the vicinity of the Los Angeles River, which is susceptible to flooding events. The Arroyo Secco Wash runs through the western part of the City and is the primary flooding threat. Another potential for flooding is caused by storm water run-off. Flooding poses a threat to life and safety, and can cause severe damage to public and private property.

The National Flood Insurance Program involves studies of local communities for flood hazards. Flood Insurance Rate Maps (FIRM) are created to provide local officials information about the flood risk to their community. The City of South Pasadena is located on Panel 0650671 in the FIRM index. The City is listed as a zone C area, meaning it is not in a flood plain and the threat of severe flooding is minimal.

Hazard identification is the first phase of flood-hazard assessment. Identification is the process of estimating: (1) the geographic extent of the floodplain (i.e., the area at risk from flooding); (2) the intensity of the flooding that can be expected in specific areas of the floodplain; and (3) the probability of occurrence of flood events. This process usually results in the creation of a floodplain map. Floodplain maps provide detailed information that can assist jurisdictions in making policies and land-use decisions. The City of South Pasadena is not in a flood plain so this hazard is limited.

Emergency Readiness Stages

Flood in the special risk areas can occur rapidly or slowly depending on the heaviness and severity of rainfall. Emergency preparedness will be based on three stages of response actions.

Stage I (Flood Watch)

Stage I indicates light to moderate rain. Monitor storm to establish precise nature of flood risk. Alert key personnel. Ensure availability of Shelters (if it is later necessary to evacuate and look after local people). Ensure availability of sandbags at pre-designated locations

Stage II (Flood Warning or Urban and Small Stream Advisory)

Stage II means moderate to heavy rain. Monitor storm constantly to establish precise nature of flood risk and evolving situation. Establish liaison with all emergency services agencies and consider whether to set up Emergency Operations Center. Deploy staff to risk areas to monitor river levels. If needed alert staff to open shelters. Deploy reserve sand bags. Post flood warnings in affected areas.

Stage III (Flood Statement)
Stage III signifies a continuation of heavy rain and a threat to private property and persons. Areas should be evacuated. In addition to the Flood Warning activities, open shelters, assist with evacuation of flooded area(s), deploy staff to assist in spreading flood warnings, liaison with media to pass on important information.

Evacuation Routes

It is expected that most major streets will be open. As such, evacuation should be easily facilitated. **Other pertinent information relating to evacuation operations are in Part Two Appendix A.**

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Note: For more detailed information and floodplain maps, refer to the City's Multi-Hazard Mitigation Plan.

Threat Assessment 4
Dam Failure (CW-#47)

General Situation

Dam failures can result from a number of natural or manmade causes such as earthquakes, erosion of the face or foundation, improper siting, rapidly rising flood waters, and structural/design flaws. There are three general types of dams: earth and rock fill, concrete arch or hydraulic fill, and concrete gravity. Each of these types of dams has different failure characteristics.

A dam failure will cause loss of life, damage to property, and other ensuing hazards, as well as the displacement of persons residing in the inundation path. Damage to electric transmission lines could impact life support systems in communities outside the immediate hazard areas. A catastrophic dam failure, depending on size of dam and population downstream, could exceed the response capability of local communities. Damage control and disaster relief support would be required from other local governmental and private organizations, and from the state and federal governments.

Mass evacuation of the inundation areas would be essential to save lives, if warning time should permit. Extensive search and rescue operations may be required to assist trapped or injured persons. Emergency medical care, food, and temporary shelter would be required for injured or displaced persons. Identification and burial of many dead persons would pose difficult problems; public health would be a major concern. Many families would be separated, particularly if the failure should occur during working hours.

These and other emergency/disaster operations could be seriously hampered by the loss of communications, damage to transportation routes, and the disruption of public utilities and other essential services. Governmental assistance could be required and may continue for an extended period. Actions would be required to remove debris and clear roadways, demolish unsafe structures, assist in reestablishing public services and utilities, and provide continuing care and welfare for the affected population including, as required, temporary housing for displaced persons.

Specific Situation

There are a total of 103 dams in Los Angeles County, owned by 23 agencies or organizations, ranging from the Federal government to Home Owner Associations. These dams hold billions of gallons of water in reservoirs. Releases of water from the major reservoirs are designed to protect Southern California from flood waters and to store domestic water. Seismic activity can compromise the dam structures, and the resultant flooding could cause catastrophic flooding.

Dam and Reservoir Failure

Dam inundation is defined as the flooding that occurs as the result of structural failure of a dam. Structural failure may be caused by seismic activity. Seismic activity may also cause inundation by the action of a seismically induced wave, which overtops the dam without causing structural failure; this action is referred to as a seiche. Landslides

flowing into a reservoir are also a source of potential dam failure or overtopping.

Failure of dams during a catastrophic event, such as a severe earthquake, is considered very unlikely event. Due to the method of construction, these dams have performed well in earthquakes, and failure is not expected. The closest dam is the Devil's Gate Dam, located north of South Pasadena in the City of Pasadena. This dam is currently full of mud and debris. This lessens the potential for a catastrophic failure but also reduces the dam's ability to contain sudden rainfall and run off from the San Gabriel Mountains.

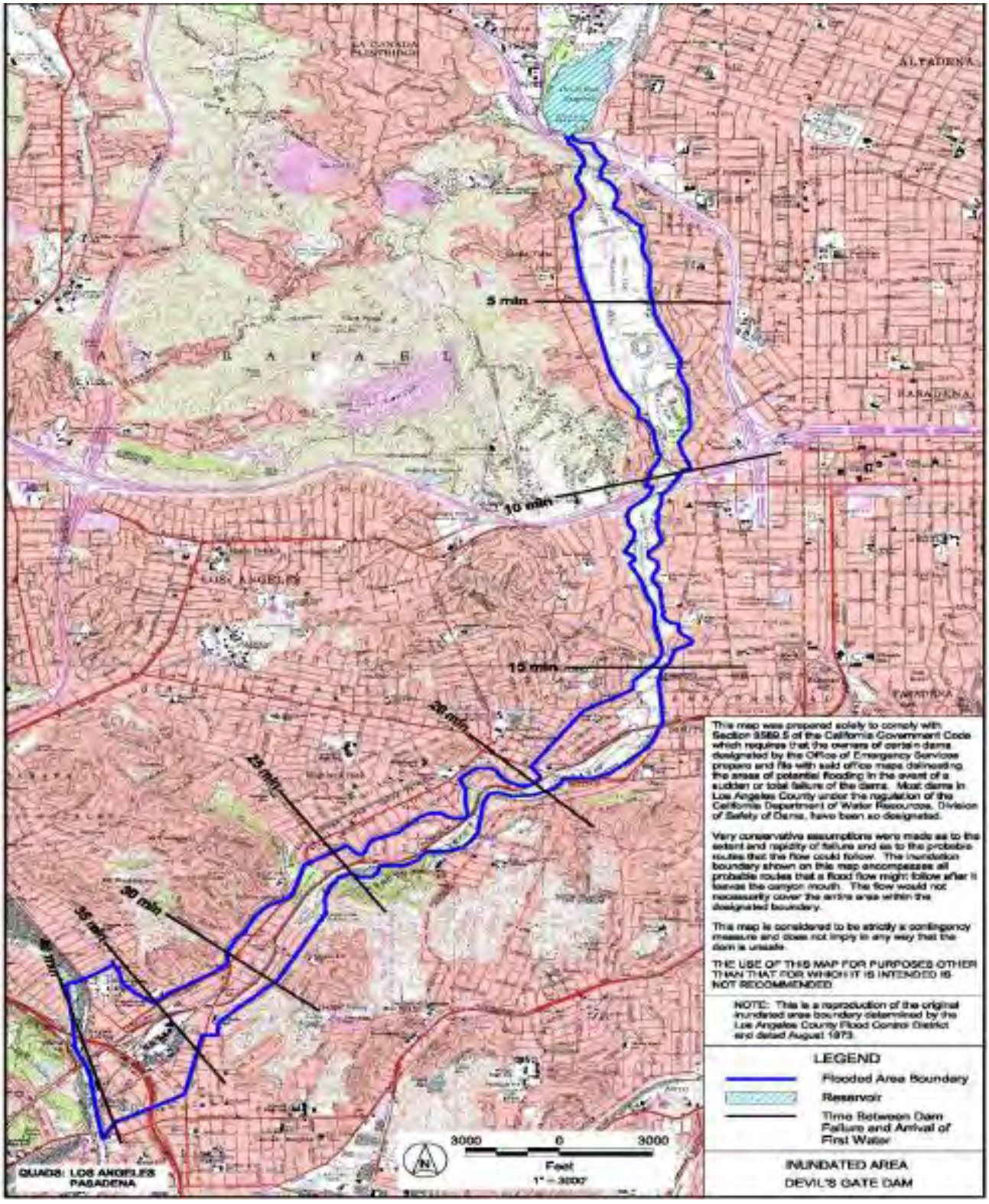
Evacuation Routes

Pertinent information that relates to evacuation operations is included in **Part Two Appendix A.**

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Map 3
Devil's Gate Dam Inundation Map



Threat Assessment 5
Wildland Fire/Urban Interface

General Situation

Due to its weather, topography, and native vegetation, the entire southern California area is at risk from wildland fires. The extended droughts characteristic of California's Mediterranean climate result in large areas of dry vegetation that provide fuel for wildland fires. Furthermore, the native vegetation typically has a high oil content that makes it highly flammable. The area is also intermittently impacted by Santa Ana winds, the hot, dry winds that blow across southern California in the spring and late fall.

Specific Situation

The City of South Pasadena has a low vulnerability to direct wildland fire hazards given the distance from the City to the nearest wildland/urban interface boundary and the natural firebreak of the east west 210 freeway. The greatest threat is transmission of burning embers being blown from fire areas above the 210 freeway. These embers could ignite spot fires in trees and spread into the City.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Threat Assessment 6
Landslide/Mudflow

General Situation

Landslide is a general term for a falling mass of soil or rocks; vertical movement of small pieces of soil. "Mudslide" (mudflow) is a flow of very wet rock and soil. The primary effects of landslides or mudslides can include:

- Abrupt depression and lateral displacement of hillside surfaces over distances of up to several hundreds of feet.
- Disruption of surface drainage.
- Blockage of flood control channels and roadways.
- Displacement or destruction of improvements such as roadways, buildings, oil and water wells.

Specific Situation

The City of South Pasadena has a series of hills in the southwest corner of the City. Heavy or repeated rain events could weaken hillsides and causing landslides or mudflows.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Note: For more detailed information, refer to the City's Multi-Hazard Mitigation Plan.

Threat Assessment 7
Tsunami

General Situation
Tsunamis, though infrequent in the State of California, are very dangerous and can result in the loss of thousands of lives and billions of dollars in property damage. Tsunamis can strike the coastline with as little as 15-20 minutes warning up to several hours of warning.

The Tsunami Threat to Southern California
The Working Group on California Earthquake probabilities of the Southern California Earthquake Center (SCEC) has identified the Palos Verdes, Santa Cruz Island and Santa Rosa Island faults as active and potentially able to generate a tsunami. There is also suggestive evidence of episodes of vertical displacement capable of conventional tsunami generation associated with the offshore extension in the Palos Verdes fault.

The impacts of an earthquake on the Palos Verdes fault and the resulting tsunami may affect the Ports of Los Angeles and Long Beach. Recent field surveys and modeling have projected a 13 foot (4 meter) tsunami that would cause extensive damage and flooding along flat coastlines such as those in Santa Monica Bay. Communities located between the ocean and other water bodies, such as wetlands, river inlets, or salinas, are at very high risk, because of the possibility of overland flow, and simultaneous tsunami attack from multiple directions.

Specific Situation
The City of South Pasadena is approximately 20 miles from the coast and the threat from a tsunami is low. The City of South Pasadena may be called upon to care for or shelter persons evacuated during a tsunami event.

Threat Assessment 8
Windstorms

General Situation
Windstorms occur periodically in Los Angeles County. The most common type of windstorm is known as a Santa Ana wind storm. The Santa Ana winds usually occur in autumn or early winter. They are caused by high pressure over the Great Basin or the Mojave Desert. These winds can blow down out of the mountain passes into the South California region with great intensity.

Specific Situation
On December 1, 2011, the City of South Pasadena was badly damaged by an overnight windstorm that came from the northeast and blew through La Canada Flintridge, across Pasadena, through South Pasadena, and into Temple City and El Monte. This storm caused nearly 40 million dollars in damage to the area.

Windstorms can cause significant damage. These types of winds occur infrequently in South Pasadena but pose a significant threat.

Emergency Response Actions
Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Threat Assessment 9-A
Transportation: Major Air Crash

General Situation

A major air crash that occurs in a populated residential area can result in considerable loss of life and property. The impact of a disabled aircraft as it strikes the ground creates the likely potential for multiple explosions, resulting in intense fires. Regardless of where the crash occurs, the explosions and fires have the potential to cause injuries, fatalities and the destruction of property at and adjacent to the impact point. The time of day when the crash occurs may have a profound affect on the number of dead and injured. Damage assessment and disaster relief efforts associated with an air crash incident will require support from other local governments, private organizations and in certain instances from the state and federal governments.

It can be expected that few, if any, airline passengers will survive a major air crash. The intense fires, until controlled, will limit search and rescue operations. Police barricades will be needed to block off the affected area. The crowds of onlookers and media personnel will have to be controlled. Emergency medical care, food and temporary shelter will be required by injured or displaced persons. Many families may be separated, particularly if the crash occurs during working hours; and a locator system should be established at a location convenient to the public. Investigators from the National Transportation and Safety Board and the Los Angeles County Coroners Office will have short-term jurisdiction over the crash area and investigations will be completed before the area is released for clean up. The clean-up operation may consist of the removal of large debris, clearing of roadways, demolishing unsafe structures and towing of demolished vehicles.

It can be anticipated that the mental health needs of survivors and the surrounding residents will greatly increase due to the trauma associated with such a catastrophe. A coordinated response team, comprised of mental health professionals, should take a proactive approach toward identifying and addressing mental health needs stemming from any traumatic disaster. The American Red Cross is mandated by Congress to provide assistance to families and victims of air crashes.

It is impossible to totally prepare, either physically or psychologically, for the aftermath of a major air crash. However, since Southern California has become one of the nation's most overcrowded air spaces, air crash incidents are no longer a probability but a reality. Therefore, air crash incidents must be included among other potential disasters.

Specific Situation

The skies above the City are occupied by aircraft originating and departing from a number of airports located in Southern California. The airports nearest to the City which handle the greatest amount of air traffic are as follows:

- Los Angeles International Airport (LAX**)**
- Van Nuys Airport
- Burbank Airport

- Long Beach Airport
- John Wayne
- Ontario International

Aircraft flying over the City are located in the Los Angeles Terminal Control Area (TCA). The TCA is airspace restricted to large, commercial airliners. Each TCA has an established maximum and minimum altitude in which a large aircraft must travel. Smaller aircraft desiring to transit the TCA may do so by obtaining Air Traffic Control clearance. The aircraft may then proceed to transit when traffic conditions permit. Aircraft departing from other than LAX, whose route of flight would penetrate the TCA, are required to give this information to Air Traffic Control on appropriate frequencies.

Pilots operating small aircraft often rely on geographical landmarks, rather than charts, to indicate geographical landmarks of the Southern California basin. They may misinterpret a particular landmark and inadvertently enter the restricted TCA airspace. This misunderstanding may result in a mid-air collision.

The El Monte Airport is the closest general aviation airport approximately ten miles from the City of South Pasadena. There is the risk of a small private aircraft colliding with a larger passenger aircraft. In Los Angeles County this last occurred in the City of Cerritos between a DC-9 and a single engine Piper Archer in 1986.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Map 4 – Local Airports

Map 4
Local Airports

Threat Assessment 9-B
Transportation: Train Incident/Derailment

General Situation

Metro and Light Rail
The Metro Rail system consists of:

- **Rail transit lines:**
  - **Metro Blue Line**–runs north and south between Los Angeles and Long Beach
  - **Metro Red Line**–subway meets the Blue Line in Los Angeles and provides service through downtown, the mid-Wilshire area, Hollywood and the San Fernando Valley, where it meets the Metro Orange Line transitway.
  - **Metro Green Line**–crosses the Blue Line in running east and west between Norwalk and Redondo Beach, curving to near the Los Angeles International Airport. It operates in and through the cities of Norwalk, Downey, South Gate, Paramount, Los Angeles, Hawthorne, Inglewood and El Segundo
  - **Metro Gold Line**–connects with the Red Line at Union Station and runs northeast to Pasadena.

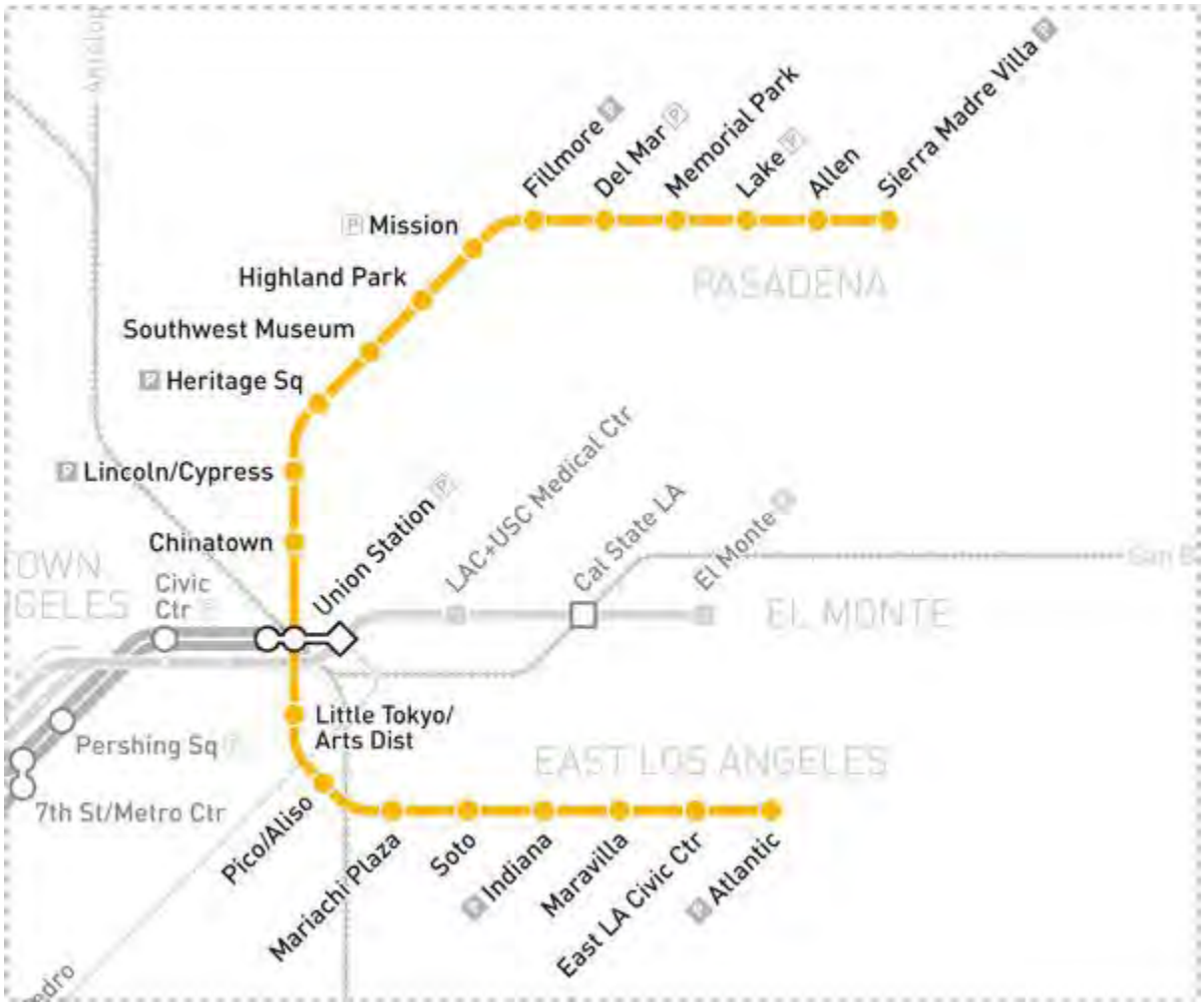
Specific Situation
The greatest specific threats are from the Metro Gold Line's right-of-way crossings at Pasadena Ave, Monterey Road, and the station at Mission St and Meridian Ave. The train schedule heaviest during hours of commuting when large numbers of cars are also sharing the right of way crossings. An emergency involving a train versus a vehicle is a very likely.

The City of South Pasadena Police and Fire Departments maintain copies of the Los Angeles County Metropolitan Transit Authority emergency operations plan.

Emergency Response Actions
Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Map 5 – Metro Gold Line Route

Map 5
Metro Gold Line Route



Threat Assessment 10
Civil Unrest

General Situation

The disruption of normal, orderly conduct and activities in urban areas, or outbreak of rioting or violence that is of a large nature referred to as civil unrest. Civil unrest can be the result of long-term dissatisfaction with authority, social/economic factors or racial or religious tensions. Civil unrest is usually noted by the fact that normal on-duty police and public safety personnel cannot adequately deal with the situation until additional resources can be acquired.

Specific Situation

Situations of civil unrest may include, but not be limited to:

- Neighborhood problems.
- Mistrust of local authorities.
- Problems in the school system, on and off campus.

The City of South Pasadena is between two locations in Los Angeles County which sponsor large public events or attract groups seeking to protest or cause disruptions. To the north is the City of Pasadena, and to the southwest is downtown Los Angeles. Pasadena hosts the Rose Parade and Rose Bowl games which attract nearly a million visitors to the area. In 2012 the Rose Parade events were threatened by protestors from the Occupy LA movement.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Threat Assessment 11
Terrorism

General Situation

Los Angeles County has a diverse population of approximately ten million persons. The County and its cities are home to many business and government agencies, transportation infrastructure and cultural facilities which are vulnerable to terrorist attack. Terrorism is a continuing threat throughout the world and within the United States. A variety of political, social, religious, cultural and economic factors underlie terrorist activities. Terrorists typically target civilians to advance their agenda. The media interest generated by terrorist attacks makes this a high visibility threat.

Specific Situation

Incidents generating significant mass casualties make preparedness and the mechanisms for effective response essential. In addition to large-scale attacks, a full range of assault styles must be considered, including simple letter bombings, assassinations with small arms, major car bombings, etc.

Use of explosive devices remains the weapon of choice for terrorist activity. Related activities include bomb threats which disrupt the normal operations of transit systems, government or corporate facilities. Locations likely to be targets include airports, mass transit targets and government facilities. Entertainment and cultural facilities may also be targeted.

The potential for nuclear, biological or chemical (NBC) terrorism is also a concern. NBC emergencies would necessitate detailed contingency planning and preparation of emergency responders to protect their communities.

The Federal Bureau of Investigation (FBI) is the lead federal agency for all terrorist activities within the United States. The FBI coordinates this activity with local law enforcement through the Joint Regional Intelligence Center (JRIC).

Los Angeles County also participates in the JRIC, which assesses potential threats to determine if they are credible. The JRIC is a multi-agency, multi-jurisdictional group that works with key federal and state agencies and other counties.

A broad threat assessment of potential terrorist targets, threat elements and local response capabilities has been developed. This assessment is contained in restricted use-planning documents. The information contained in this document will be used as necessary during a threat situation or actual event. Following is a general overview of potential terrorist targets in Los Angeles County:

Facilities that store, manufacture, or transport hazardous materials.

- US and State Highways.
- Telecommunications facilities.
- Federal, state, county and city offices.

- Shopping malls.
- Medical centers.
- Schools, churches and religious centers.
- Research facilities.
- Electrical facilities and power plants.
- Water and wastewater facilities, dams.
- Bridges and overpasses.

Emergency Response Actions
Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Threat Assessment 12
Public Health Emergency/Pandemic Event

General Situation

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 amongst species. When strains of animal disease interact with the common strains of human diseases, a mutation can occur, creating a disease capable of human-to-human transmission, initiating a pandemic. Depending on the nature of such a disease, between 25 to 35 percent of the population could become ill. This level of disease activity would disrupt all aspects of society and severely affect the economy.

Public Health Emergency – World Health Organization (WHO) Pandemic Phases

To ensure consistent planning efforts, federal, state and county public health agencies use the World Health Organization (WHO) pandemic phases as described below in **Chart 4**.

Chart 6
WHO Pandemic Phases

Interpandemic Period	General Definition
Phase 1	• No new influenza virus subtypes detected in humans. • May or may not be present in animals. • If present in animals, the risk of human infection is considered to be low.
Phase 2	• No new influenza virus subtypes detected in humans. • A circulating animal virus subtype may be detected in animals. • There may be a substantial risk of human disease.
Pandemic Alert Period	**General Definition**
Phase 3	• Humans have been infected with a novel virus subtype but human-to-human transmission has not occurred or only in rare instances of close contact.
Phase 4	• Small cluster(s) of cases with limited human-to-human transmission are documented, but spread is highly localized. • Virus is not well adapted to humans.

Interpandemic Period	General Definition
Phase 5	• Larger cluster(s) appear, but human-to-human spread is still localized, suggesting that the virus is becoming increasingly better adapted to humans, but may not yet be highly transmissible. • The risk of pandemic is now substantial.
Pandemic Period	**General Definition**
Phase 6	• Increased and sustained transmission is documented in the general population.
Post-Pandemic Period	**General Definition**
Phase 7	• Continuing public health actions, including communication with the public on issues such as when public gatherings can resume and continued monitoring of possible outbreaks of infection, etc.

The Los Angeles County Department of Public Health (LACDPH) is the lead department for the county's response. LACDPH will work closely with local jurisdictions to ensure that:

- planning efforts are consistent throughout the county;
- official information will be provided to the jurisdictions in a timely manner;
- pharmaceutical distribution planning, training and exercising is conducted; and
- the organization is SEMS/NIMS (Standardized Emergency Management System/National Incident Management System) compliant.

Specific Situation

In highly urbanized and densely populated Los Angeles County, quarantine and isolation practices would not be enforceable or practical. With the 710 Freeway and the Metro Gold Line many people travel through the City of South Pasadena every day. During any outbreak of disease commuters passing through the City could increase the risk of disease transmission.

The City of South Pasadena will work in conjunction with county, state and federal agencies to aggressively promote basic sanitation and hygiene public education programs. The City will, at the direction of the Public Health Officer for Los Angeles County, implement the procedures and protocols as outlined in LA County Public Health pandemic response plan.

Emergency Response Actions

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Reference: County of Los Angeles Department of Public Health, All-Hazards Emergency Management Plan, Annex 11, Operational Plan for Implementation and Enforcement of Isolation and Quarantine Measures

Threat Assessment 13
National Security Emergency

General Situation

National security emergencies are typically war-related events or those events which threaten our national infrastructure, both physical and human, including those which hold the potential for destabilizing our national economy. National security emergencies could also include events such as severe petroleum shortages, disruption to food production and the supply chain or a public health emergency such as a pandemic. National security emergencies are, by their nature, catastrophic events which impact us not just on a local or regional level but threaten the well-being of the entire country.

Emergency Response Actions

Response activities to the nuclear materials threat will be far reaching and will consist of in-place protection measures, relocation and spontaneous evacuation.

Emergency response actions applicable to all hazards are included in **Part Two Appendix A.**

Section Seven
Hazard Mitigation

Purpose
This section establishes actions, policies and procedures for implementing hazard mitigation programs at the local level. The City of South Pasadena has submitted a draft Multi-Hazard Mitigation Plan to the State of California Emergency Management Agency.

Authorities and References
The following laws and regulations govern the hazard mitigation process:

- Disaster Mitigation Act (DMA2000) (PL106-390) Section 322 Mitigation Planning establishes the requirement for local, state and tribal mitigation plans.
- Disaster Mitigation Act (DMA2000) (PL106-390) Section 203 authorizes the Pre-disaster Mitigation (PDM) grant program.
- Robert T. Stafford Disaster Assistance and Emergency Relief Act (Stafford Act) (PL93-288) Section 404 authorizes the Hazard Mitigation Grant Program.
- 44 CFR (Code of Federal Regulations, Title 44) Parts 201 and 206 implement policies and procedures that apply to Mitigation Planning and the Hazard Mitigation Grant Program.
- National Flood Insurance Act established the National Flood Insurance Program (NFIP) and the Flood Mitigation Assistance (FMA) Program.
- California Emergency Services Act, Chapter 7, Division 1, Title 2 of the Government Code California Disaster Assistance Act (CDAA), 406 Mitigation.

General
Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from disasters. Section 322 of Public Law 106-390 requires, as a condition of receiving certain federal disaster aid, that local governments develop a mitigation plan that outlines processes for identifying the natural hazards, risks and vulnerabilities in their jurisdiction. Mitigation plans must:

- Describe actions to mitigate hazards, risks and vulnerabilities identified under the plan.
- Establish a strategy to implement those plans.

Specific plan requirements are listed in 44 CFR Section 201.6. Local jurisdictions without an approved hazard mitigation plan will not be eligible to receive funds for the Hazard Mitigation Grant (HMGP), Pre-Disaster Mitigation (PDM) or Flood Mitigation Assistance (FMA) programs.

Local mitigation plans are the jurisdiction's commitment to reduce risks from natural hazards and guide decision makers as they commit resources to reduce the damage from natural hazards. Hazard mitigation planning and actions are continuous year-round efforts.

Reference: The City of South Pasadena Multi Hazard Mitigation Plan (2011).

Hazard Mitigation Grants

Pre-Disaster Mitigation (PDM)

The Pre-Disaster Mitigation (PDM) grant program may provide financial assistance to local jurisdictions to develop and update plans or identify and mitigate pre-disaster conditions to reduce vulnerability.

PDM funding is provided through the National Pre-Disaster Mitigation Fund and is subject to Congressional appropriations. PDM projects are nationally competitive and opportunities to apply for grants are announced once a year by the Governor's Office of Emergency Services.

Hazard Mitigation Grant Program (HMGP)

Following a disaster, mitigation opportunities and financial assistance may be available through the Hazard Mitigation Grant Program (HMGP). The program funds projects that are cost-effective and which substantially reduce the risk of future damage, hardship, loss or suffering as a result of a natural disaster. The HMGP is funded for each disaster. Total allocation is based upon a sliding scale of between 7.5 and 15 percent of the Federal Emergency Management Agency's (FEMA) estimate of all public infrastructure damages (not emergency work) and individual assistance costs in a particular disaster. As an incentive to encourage the development of local plans, DMA2000 permits local governments to be eligible for up to a 20 percent share of the total damages estimated in the Public and Individual Assistance programs if they have an approved multi-hazard mitigation plan. HMGP awards are competitive among jurisdictions that are part of the disaster declaration.

Flood Mitigation Assistance Program (FMA)

FEMA's Flood Mitigation Assistance Program (FMA) provides funding to communities to reduce or eliminate the long-term risk of flood damage to buildings, manufactured homes and other structures insurable under the National Flood Insurance Program (NFIP). The program provides grants for mitigation planning, projects and technical assistance to reduce claims under the NFIP. A priority of the FMA Program is to fund flood mitigation activities that reduce the number of repetitive loss structures insured by the NFIP. Repetitive loss structures are those that have sustained two or more losses, each exceeding $1000, within a ten year period. FEMA encourages communities to develop plans that address repetitive loss properties.

The federal contribution for an individual HMGP, PDM or FMA project can be up to 75 percent of the cost of the proposed project with applicants providing matching funds through a combination of either state, local or private sources. Awards go to projects that best demonstrate the goals and objectives of local mitigation programs. HMGP funding may not be used to fund any mitigation project that is eligible under Public Assistance or other federal programs, though it may be used to complement or enhance mitigation funded under Individual or Public Assistance.

Implementation

Following each federally declared Emergency or Major Disaster, the Regional Director of the Federal Emergency Management Agency (FEMA) and the Governor sign a document called the Federal/State Agreement. This agreement includes appropriate provisions for hazard mitigation, such as:

- Evaluate or have the applicant evaluate specific natural hazards in the disaster area and make appropriate recommendations to mitigate them.
- Follow up with applicants to ensure that the appropriate hazard mitigation actions are taken.
- Follow up with applicants to ensure that the appropriate hazard mitigation plans are developed and submitted to the FEMA Regional Director for concurrence.
- Review and update disaster mitigation portions of emergency plans.

A hazard mitigation officer is appointed for the state and local applicant. These individuals constitute the hazard mitigation survey team which will:

- Identify significant hazards in the affected areas, giving priority to disaster-related hazards.
- Evaluate impacts of these hazards and recommend mitigation measures.

The hazard mitigation survey team uses information from Project Worksheets (PWs) and visits selected sites where significant damage has occurred. The survey team is responsible for ensuring an adequate consultation among interested federal, state and local parties. The survey team also prepares a hazard mitigation plan which is submitted to the FEMA Regional Director through the Governor's Authorized Representative within 180 days after a Presidential declaration. The plan:

- Recommends hazard mitigation measures for local, state and federal agencies.
- Establishes short and long-term planning frameworks for implementation of hazard mitigation efforts.

The State sets mitigation priorities and awards for HMGP grants. FEMA conducts the final eligibility review to ensure that all projects are compliant with Federal regulations. This includes the Federal law that requires States and communities to have FEMA-approved mitigation plans in place prior to receipt of HMGP project funds.

Responsibilities

Hazard mitigation measures include avoidance, reduction and land use regulations. Key responsibilities of local governments are to:

- **Participate** in the process of evaluating hazards and adoption of appropriate hazard mitigation measures, including land use and construction standards.
- **Appoint** a Local Hazard Mitigation Officer, if appropriate.
- **Participate** on Hazard Mitigation Survey Teams and Inter-agency Hazard Mitigation Teams, as appropriate.
- **Participate** in the development and implementation of section 409 plans or plan updates, as appropriate.
- **Coordinate and monitor** the implementation of local hazard mitigation measures.

Part One, Section Eight
Emergency Operations

Concept of Operations (CW-#9)

The City will operate under the following policies during a disaster/emergency as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All city and department operating procedures will be adhered to unless directed otherwise by the Director of Emergency Services.
- All on-duty personnel are expected to remain on duty until relieved of duty. Off-duty personnel will be expected to return to work in accordance with the City's policies.
- While in a disaster mode, work shifts typically will be 12 hours on and 12 hours off for the duration of the event. The City's work shifts will typically begin at 6 a.m. and 6 p.m. The length of the work shifts may be adjusted to meet local conditions.

City Emergency Management Organization and Responsibilities

The City's Disaster/Emergency Management Organization (including emergency/disaster response and recovery) will be directed by the City Manager who serves as the Director of Emergency Services and has the responsibility for:

- Implementing the SEMS/NIMS Emergency Operations Plan (EOP).
- Working with the City Council.
- Oversee all city disaster preparedness.

The designated EOC Director has overall responsibility for:

- Organizing, staffing and operating the Emergency Operations Center (EOC).
- All communications and warning systems.
- Providing information and guidance to the public.
- Maintaining information on the status of resources, services and operations.
- Directing overall operations.
- Obtaining support for the City and providing support to other jurisdictions as required.
- Identifying and analyzing potential hazards and recommending appropriate countermeasures.
- Collecting, evaluating and disseminating damage assessment and other essential information.
- Providing status and other reports to the Operational Area.

The City's EOC Functions are in **Chart 7** and correlate to the City's Emergency/Disaster Responsibilities Matrix in **Chart 8.**

Chart 7
SEMS/NIMS EOC Functions
(CW-#9, #10 and #12)

Full SEMS/NIMS EOC Function
(CW-#9, #10 and #12)

(This would only be used for major incidents and would require all City personnel and volunteers to operate.)

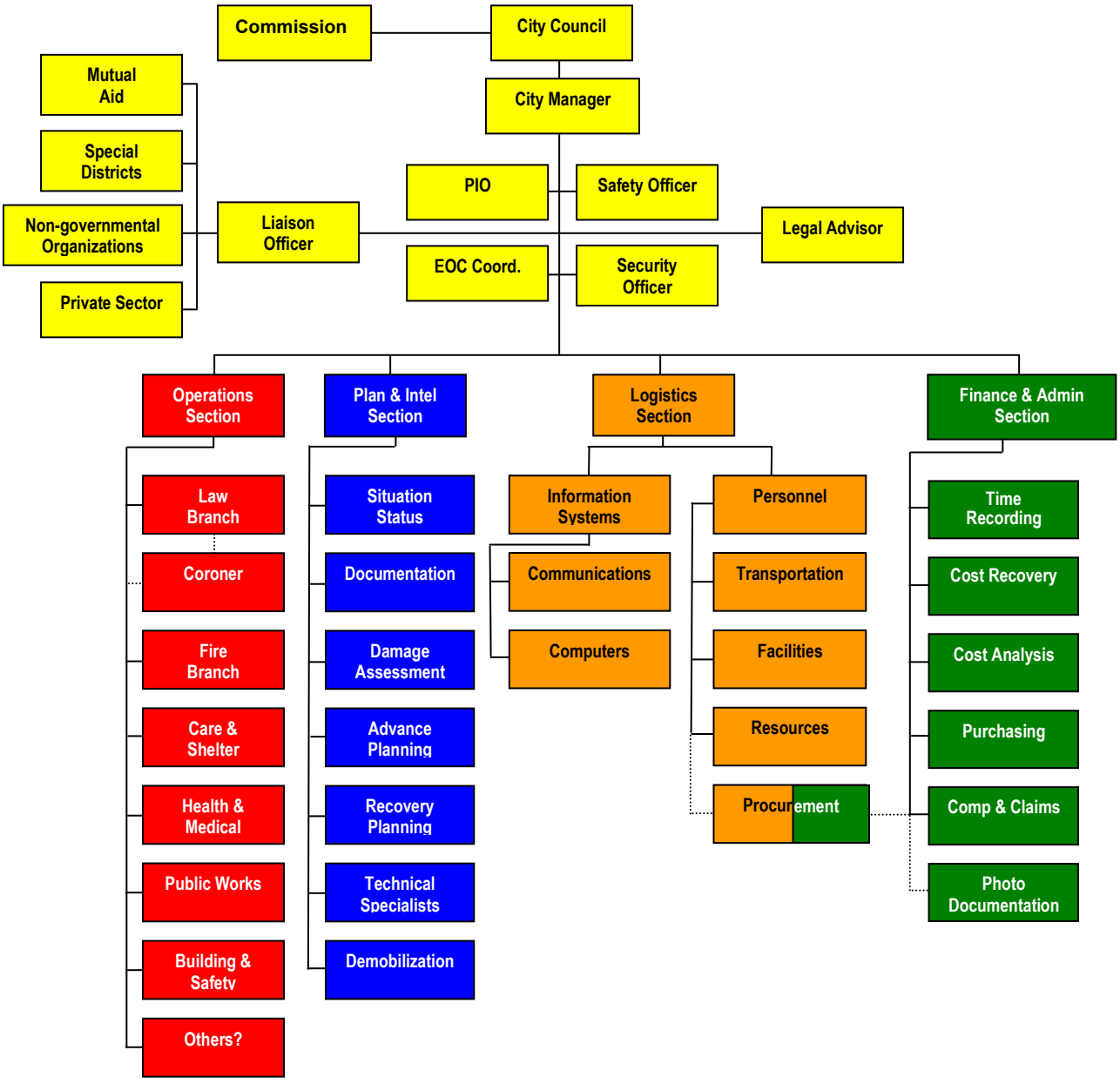


Chart 8

P=Primary S=Support

City Emergency/ Disaster Responsibilities Matrix		City Council	City Manager	City Attorney	City Clerk	Fire	Police	Public Works	Human Resources	Recreation	Information Services	Planning/ Dev.	Finance	Public Safey			
MANAGEMENT	Policy Group	x	X	x													
	EOC Director.		X														
	Liaison Officer																
	EOC Coordinator																
	Safety Officer																
	Security Officer																
	P.I.O.										x						
	Legal Advisor																
OPERATIONS	Operations Section Coord													x			
	Law Branch													x			
	Coroner Unit																
	Fire Branch													x			
	Care & Shelter Branch									x							
	Health & Medical Branch									x							
	Public Works Branch							x									
	Building & Safety Branch											x					
PLANNING	Plans/Intelligence Coord.													x			
	Situation Status Unit																
	Documentation Unit																
	Damage Assessment Unit																
	Advance Planning Unit																
	Recovery Planning Unit																
	Demobilization Unit																
	Technical Specialists																
LOGISTICS	Logistics Section Coord.										x						
	Resources − or in Plans																
	Personnel							x									
	Facilities																
	Transportation																
	Procurement – or in Finance																
	Information Systems																
FINANCE	Finance/Admin Coord.												x				
	Comp & Claims Unit												x				
	Cost Recovery												x				
	Purchasing												x				
	Time Unit												x				
	Cost Analysis												x				

Employee Assignments and Responsibilities
California Labor Code §3211.92(b) identifies public agency employees as Disaster Service Workers. Consequently, all on-duty City employees are expected to remain at work. Off-duty employees should report for work in accordance with City policy. If at home when a disaster occurs, employees are expected to ensure the welfare of their families and homes before reporting to work**.**

At the time of an emergency, all City employees are eligible to be called upon to assume an emergency assignment. Should that become necessary, the City Manager may suspend normal City business activities. The Personnel Unit in the City EOC Logistics Section will coordinate recruiting, orienting and assigning City employees and volunteers to emergency tasks, as directed by the Director of Emergency Services.

In addition to being available for an emergency assignment, it is the responsibility of all City staff to:

- Be familiar with the City emergency organization, concept of emergency operations and the procedures outlined in this Emergency Operations Plan (EOP).
- Be familiar with department emergency procedures.
- Attend required emergency training and exercises.
- Maintain proficiency in any special skills needed for emergency assignment.

City Employee Notification and Recall (See Part Two Appendix A) (CW-#20)

Emergency Operations Center (EOC) (CW-#11)

In normal conditions, day-to-day operations are conducted by departments and agencies that are widely dispersed throughout the City. In a major emergency or disaster, the City will use an Emergency Operations Center (EOC), from which centralized disaster/emergency management can be performed. This facilitates a coordinated response by the City and representatives of other organizations who are involved in the emergency response and recovery. The level of EOC staffing will vary with the specific disaster/emergency situation.

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

- Managing and coordinating disaster/emergency operations.
- Receiving and disseminating warning information.
- Developing emergency policies and procedures.
- Collecting intelligence from, and disseminating information to, the various EOC representatives and to County, State, Federal and other agencies.
- Preparing intelligence summaries, situation reports, operational reports and other reports.
- Maintaining maps, display boards and other disaster related information.
- Continuing analysis of disaster information.
- Coordinating operational and logistical support.

- Maintaining contact and coordination with department operations centers (DOCs), other local government EOCs and the Operational Area.
- Providing disaster/emergency information to the public and making official releases to the news media.
- Communications.
- Resource dispatching and tracking.

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

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

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

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

EOC Location and Description **(CW-#13)**

The EOC is located at: South Pasadena Fire Department, 817 Mound Ave, South Pasadena.

The EOC is approximately 400 square feet and is divided among the Management, Operations, Logistics, Planning/Intelligence and Finance/Administration section. Emergency power is provided by a diesel generator. The emergency fuel reserve is available from the Fire Department fuel tanks.

An alternate EOC may be activated when the primary EOC is unusable. The Logistics Section will coordinate the relocation to the alternate EOC. The operational functions of the alternate EOC will be the same as those of the primary EOC. **(CW-#13)**

EOC Displays

Because the EOC's major purpose is gathering and sharing information for coordinated emergency response, status boards may be used to track information. All EOC sections must track information so that other EOC staff can quickly comprehend what actions have been taken, what resources are available and the damage in the City resulting from the disaster. The Planning/Intelligence Section is responsible for coordinating displays of information. The area maps, assignment board, and section display boards are mounted on the walls.

A significant events log should be compiled for the duration of the emergency. It is the responsibility of the Planning/Intelligence Section to record key disaster information in the logs.

EOC Communications

Communications in the EOC include telephone and radio communications. The Logistics Section is responsible for communications assisted by the radio volunteer team.

EOC Facility Management (CW-#11)

Management of and maintaining operational readiness of the primary and alternate EOC facilities is the responsibility of the Public Safety Officer

The EOC Director will have the primary responsibility for ensuring that the City Council is kept informed of the situation and will bring all major policy issues to the Council for review and decision.

EOC Activation Policy (CW-#14)

The EOC is activated when field response agencies need support, a citywide perspective is needed or multiple-departments need to coordinate their response. Activated EOCs may be partially or fully staffed to meet the demands of the situation.

The Operational Area must be notified via the designated countywide emergency reporting systems when the EOC is activated. The Disaster Management Area Coordinator must also be notified.

When to Activate the EOC

- An emergency situation that has occurred or might occur that will require a large commitment of resources from two or more City Departments over an extended period of time. Examples include: an earthquake, brush fire, bombing, flooding, major hazardous material incident, civil disturbance, aircraft disaster, high rise structure fire, severe weather conditions, uncontrolled release or dam failure, act of terrorism, large-scale school incident and special events.
- An impending or declared "State of War Emergency".

Who Can Activate the EOC

The following individuals, either acting as the EOC Director or on behalf of the EOC Director, or their appointed representatives are authorized to activate the EOC:

City Manager
Police Chief
On Duty Police Watch Commander
Fire Chief
On Duty Fire Battalion Chief

EOC Activation Guidelines

- Call an official who has authority to activate the EOC (see list above) and request activation to the level needed.
- Identify yourself as the Incident Commander or other appropriate authority and provide a call-back confirmation phone number.
- Briefly describe the emergency/disaster situation requiring the EOC activation.
- Identify in general what EOC functions will be needed.
- Contact the City Manager, Police and Fire Chief.

EOC Activation Procedures

- Determine level of EOC activation and staffing levels.
- Notify EOC staff.
- Set up the EOC.
- Notify the Operational Area and your Disaster Management Area Coordinator (DMAC) that the City EOC has been activated.

All employees, elected officials and partner agencies will be advised when either the EOC or alternate EOC is activated.

EOC Deactivation Procedures **(CW-#14)**

- The EOC Director will determine which units, branches or sections are no longer needed and order EOC deactivation to begin.
- Deactivated units will complete all required paperwork and transfer any remaining tasks or responsibilities to the appropriate unit, branch or section.
- As EOC deactivation continues, this process will repeat itself.
- The deactivation should be overseen by the Demobilization Unit to ensure procedures are followed.
- Notify the Operational Area and your Disaster Management Area Coordinator (DMAC) when the EOC deactivation is complete.

Chart 9
EOC Activation and Staffing Guidelines

Event/Situation	Activation Level	Minimum Staffing
Events with potential impacts on the health and safety of the public and/or environment	One	EOC Director Other Designees ***Note: May be limited to Department Operations Center activation***.
Severe Weather Issuances		
Significant incidents involving 2 or more Departments		
Power outages and Stage 1 and 2 power Emergencies		
Earthquake Advisory/Prediction Level One		
Two or more large incidents involving 2 or more departments	Two	EOC Director Section Coordinators, Branches and Units as appropriate to situation Liaison/Agency representatives as appropriate. Public Information Officer
Earthquake Advisory/Prediction Level Two or Three		
Major wind or rain storm		
Wildfire affecting developed area		
Major scheduled event		
Large scale power outages and Stage 3 power emergencies		
Earthquake with damage reported		
Hazardous materials incident involving large-scale or possible large-scale evacuations		
Events with potential impacts on the health and safety of the public and/or environment		
Major city or regional emergency − multiple departments with heavy resource involvement	Three	All EOC positions
Earthquake with damage in the City or adjacent cities.		
Events with potential impacts on the health and safety of the public and/or environment		

Coordination with the Field Response Level

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

Communication and Coordination with the Operational Area Level

Communications should be established between all cities and the Operational Area. Designated countywide emergency reporting systems should be used to coordinate and communicate reports and resource requests with the Operational Area EOC. If those systems are not available, all reports and requests are to be sent to the contact Sheriff's Station by means coordinated with and agreed to by the Watch Commander and City staff. The Sheriff's Station will then be responsible for sending the information to the Operational Area EOC.

A City should report its status to the Operational Area EOC whether or not it has any disaster damage.

The Operational Area will use the Multi-Agency Coordinating System (MACS) concept when developing response and recovery operations.

Reporting to the Operational Area

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

- Activation of the EOC.
- Proclamation of a Local Emergency.
- Reconnaissance (Recon) Reports.
- City Status Reports.
- Initial Damage Estimates.
- Incident Reports.
- Resource Requests.

Established reporting procedures include:

- Use of the designated countywide emergency reporting system (Operational Area Reporting and Request System OARRS).
- Phoning or faxing information to the Operational Area EOC.
- Contacting Mutual Aid Area C by calling the Pasadena Watch Commander

Chart 10
City to Operational Area Information Reporting System – EMIS Is Operational

DISASTER OCCURS

▼

City EOC is activated

▼

Contact your Disaster Management Area Coordinator

▼

IF OARRS IS OPERATIONAL

▼

Enter Initial Event via **OARRS** if it is not already in the system

▼

City should call OEM (during normal work hours) or Duty Officer (after work hours)
to verify receipt of the report unless OEM has already verified with the city
If County cannot verify receipt of report, see Chart 9

▼

All Cities should enter Recon Report in 30 minutes (even in not impacted)

▼

City should call OEM (during normal work hours) or Duty Officer (after work hours)
to verify receipt of the Recon Report unless OEM has already verified receipt with the City

▼

Reports and Updates:
City Status Report (first report filed within 2 hours; subsequent reports as conditions change)
Initial Damage Report (when possible or when requested)
Resource Requests (ongoing)
Major Incident Reports (ongoing)
Messages (ongoing)

▼

OEM will make notification to CalEMA and they will notify other levels of government

Note: Telephone numbers for the various agencies are located in Appendix F (Restricted Use)

Chart 11
City to Operational Area Information Reporting System – OARRS Is Not Operational

DISASTER OCCURS

▼

City EOC is activated

▼

Contact your Disaster Management Area Coordinator

▼

IF OAARS IS NOT OPERATIONAL

▼

Notify your Contact Sheriff Station of the Initial Event

▼

Contact Sheriff Station notifies the Emergency Operations Bureau (EOB) and then relays all reports from the City (both Initial and follow-up) to the EOB until EMIS is operational

▼

EOB notifies OEM of all reports from the City

▼

City should contact OEM (during normal work hours) or Duty Officer (after work hours) to verify receipt of all reports and updates unless OEM has already verified receipt with the City

▼

Reports and Updates:
Recon Report (all cities should enter in 30 minutes even if not impacted)
City Status Report (first report filed within 2 hours; subsequent reports as conditions change)
Initial Damage Report (when possible or when requested)
Resource Requests (ongoing)
Major Incident Reports (ongoing)
Messages (ongoing)

▼

OEM will make notification to CalEMA and they will notify other levels of government

▼

Follow these procedures until OARRS is operational

Note: 1) Telephone numbers for the various agencies are located in Appendix G (Restricted Use)
2) In the event all communication systems are down, relay information to Contact Sheriff Station via runner.

Resource Request Process

When a disaster or emergency occurs, a city will use its own internal assets to provide emergency services. If a city's internal assets are not sufficient, the City will normally make a request to a neighboring jurisdiction for assistance. Internal assets include supplies and equipment available from local vendors.

- If resources are still not available, resource requests should be directed to the Operational Area EOC via the designated countywide emergency reporting systems.
- Existing mutual aid agreements and financial protocols will be followed.

Chart 12
SEMS/NIMS Emergency Activities Flow Chart

DISASTER EVENT OCCURS

▼

Director of Emergency Services determines extent of EOC activation

▼

Make notifications of EOC activation to elected officials and City staff

▼

Set up EOC

▼

Make notifications of EOC activation to outside agencies: Op Area, DMAC, Contact Sheriff Station, Neighboring Cities and others

▼

EOC briefing regarding current status

▼

Begin initial EOC operations

▼

Sustained EOC operations and begin initial recovery planning

▼

Extended recovery operations

▼

Deactivation/Demobilization of EOC

▼

Debriefing and critique of incident

▼

After-Action Report (AAR)/Corrective Action Report (CAR)

▼

Revision of EOP/SOPs/SOGs based on AAR/CAR

▼

Recovery operations continue

Part One, Section Nine
Continuity of Government (CW-#17)

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

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

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

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

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

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

The Emergency Services Act provides for the preservation of city government in the event of a major disaster.

Lines of Succession for Officials with Emergency Responsibilities

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

City Council

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

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

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

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

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

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

Director of Emergency Services

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

- Should the director be unavailable or unable to serve, the positions listed below, in order, shall act as the Director of Emergency Services.
- Should these positions be unavailable or unable to serve, the individuals who hold permanent appointments to the following positions in the city will automatically serve as acting director in the order shown. The individual who serves as acting director shall have the authority and powers of the Director, and will serve until the Director is again able to serve, or until a successor has been appointed by the City Council.
    - **First –Third Alternates: Available Department Head**

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

Department Heads
Article 15, Section 8637 of the Emergency Services Act authorizes political subdivisions to provide for the succession of officers (department heads) having duties related to law and order and/or health and safety.

Temporary City Seat and City Council Meeting Location (CW-#15)

Section 23600 of the California Government Code provides among other things:

- The City Council shall designate alternative city seats which may be located outside city boundaries.
- Real property cannot be purchased for this purpose.
- Additional sites may be designated if needed.

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

- Alternate Location: SPUSD Headquarters
  1020 El Centro Street
  South Pasadena, CA 91030

Emergency Operations Center (EOC) (CW-#15)

The EOC is located at South Pasadena Fire Headquarters. Communications information is located in appendices A and F.

Preservation of Vital Records (CW-#18)

The following individuals are responsible for the preservation of vital records in the City: all City Department Heads and the City Clerk for the preservation of records related to their departments.

Vital records are defined as those records that are essential to:

- Protect and preserve the rights and interests of individuals, governments, corporations and other entities. Examples include contracts, legislative actions, land and tax records, license registers, business licenses, and articles of incorporation.
- Conduct emergency response and recovery operations. Records of this type include utility system maps, locations of emergency supplies and equipment, emergency operations plans and procedures, personnel rosters, etc.
- Reestablish normal governmental functions and protect the rights and interests of government. Constitutions and charters, statutes and ordinances, court records, official proceedings and financial records would be included here.

Record depositories should be located well away from potential danger zones and/or housed in facilities designed to withstand most destructive forces.

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

References

- Judicial System, Article VI, Section 1, 4, 5 and 10, of the Constitution of California.
- Local Government, Article XI, of the Constitution of California.
- Preservation of Local Government, Article 15 of the California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code).

Chart 13
Continuity of Government
Lines of Succession

Service/Department	Title/Position
City Manager	1. Director of Emergency Serv.
Police Chief	2.
	3.
City Fire	1.
On Duty BC	2.
	3.
City Police	1.
On Duty W/C or OIC	2.
	3.
Planning and Building	1.
	2.
City Clerk	1.
	2.
Community Services	1.
	2.
Senior Services	1.
	2.
Public Works	1.
	2.
Finance	1.
	2.
	3.
Parks and Recreation	1.
	2.
Public Library	1.
	2.

Part One, Section Ten
Emergency Proclamation Process (CW-#27)

General

The California Emergency Services Act provides the basic authorities for conducting emergency operations following a proclamation of Local Emergency, State of Emergency or State of War Emergency by the Governor and/or appropriate local authorities, consistent with the provisions of the Act. There are three types of proclamations of emergency in the State of California: local emergency, state of emergency and state of war emergency.

Local Emergency (City)

A Local Emergency may be proclaimed by the City Manager and ratified by the City Council. A Local Emergency proclaimed by the City Manager must be ratified by the City Council within seven days. The governing body must review the need to continue the proclamation at least every fourteen days (or every twenty-one days if the governing body does not meet at least weekly) until the Local Emergency is terminated. The Local Emergency must be terminated by resolution as soon as conditions warrant. Proclamations are normally made when there is an actual incident or threat of disaster or extreme peril to the safety of persons and property within the city caused by natural or man-made 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 and/or request a Presidential declaration.
- 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. (Note: Article 17 of the Emergency Services Act, Section 8655, provides for certain privileges and immunities.)

A sample emergency proclamation may be found at the end of this section in **Chart 12**. The City Attorney's Office assisted by the City Clerk is responsible for preparing and submitting the paperwork. Documents will be on file in the City Manager's office**.**

The City should immediately notify and send a copy of the City's proclamation to the Operational Area EOC so that the County can request a Local Emergency proclamation or a concurrence by the County.

Local Emergency (County)

Los Angeles County Office of Emergency Management is the administrative coordinator of the Operational Area (OA). When the County's Office of Emergency Management (OEM) receives the City's proclamation, the County may:

- Proclaim a local emergency or
- Concur with the City's proclamation or
- Take no action.

The County then forwards to the State Office of Emergency Services (OES), Southern Region:

- The City's proclamation.
- The County's proclamation.
- The County's concurrence with the local proclamation.

When the County of Los Angeles proclaims a local emergency, the City will be covered under the County proclamation (62 Ops.Cal.Atty.Gen. 701, 708 (1979). If the emergency/disaster affects the City, it is recommended that the City also proclaim a local emergency, as that will enable the City to adopt emergency ordinances and promulgate regulations that would not otherwise be valid. Note that, according to the Attorney General, the County's ordinances prevail in the event there is a conflict between the County's ordinances and ordinances adopted by the City (62 Ops.Cal.Atty.Gen. 701, 708 (1979).

When the County proclaims a local emergency, they may request that:

- The State OES Director concur with the local proclamation,
- The Governor proclaim a State of Emergency, and/or
- The Governor request a Presidential Declaration of an Emergency or Major Disaster.

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 man-made incidents.
- Requested to do so by local authorities.
- Local authority is inadequate to cope with the emergency.

Whenever the Governor proclaims a State of Emergency:

- Mutual aid shall be rendered in accordance with approved emergency plans when the need arises in any county or city for outside assistance.
- 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 the 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, plus: All state agencies and political subdivisions are required to comply with the lawful orders and regulations of the Governor which are made or given within the limits of authority as provided for in the Emergency Services Act.

Federal Declaration

The Governor can request a Presidential Declaration of an Emergency or a Major Disaster. This opens the door for federal disaster assistance. In some circumstances, a Presidential Declaration may allow for the termination of public works contracts (California Government Code 4410-4412).

Chart 14
SAMPLE EMERGENCY PROCLAMATION

WHEREAS,

Ordinance No. _____ of the *City/County* of _____ empowers the *Director of Emergency Services** to proclaim the existence or threatened existence of a local emergency when said *City/County* is affected or likely to be affected by a public calamity and the City Council/County Board of Supervisors is not in session, and;

WHEREAS,

the *Director of Emergency Services** of the *City/County* of _____does hereby find; That conditions of extreme peril to the safety of persons and property have arisen within said *city/county*, caused by _____*(fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes)*; which began on the _____th day of _____, 20_____. and;

That these conditions are or are likely to be beyond the control of the services, personnel, equipment, and
facilities of said *City/County,* and; That the City Council/County Board of Supervisors of the *City/County* of _____ is not in session and cannot immediately be called into session;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout said *City/County*, and;

IT IS FURTHER PROCLAIMED AND ORDERED that during the existence of said local emergency the powers, functions, and duties of the emergency organization of this *City/County* shall be those prescribed by state law, by ordinances, and resolutions of this *City/County*, and; That this emergency proclamation shall expire in 7 days after issuance unless confirmed and ratified by the governing body of the *City/County* of _____
_____.

Dated: _____ By:_____
*Director of Emergency Services**
Print Name_____
Address_____
**Insert appropriate title and governing body*

Note: *It may not be necessary for a city to proclaim a local emergency if the county has already proclaimed an emergency that applies to the entire geographic county area or for a specific area that includes the impacted city or cities.*

This guide is not intended to be a legal opinion on the emergency proclamation process and related programs under state law. Local governments should consult their own legal counsel when considering proclaiming a local state of emergency.

Part One, Section Eleven
Mutual Aid (CW-#26)

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

Mutual Aid System
A statewide mutual aid system, operating within the framework of the Master Mutual Aid Agreement, allows for the mobilization of resources to and from local governments, operational areas, regions and state to provide requesting agencies with adequate resources. The general flow of mutual aid resource requests and resources within mutual aid systems are depicted in the diagram in **Chart 13.**

The system includes several discipline-specific mutual aid agreements, such as fire and rescue, law, medical, building and safety, coroners, emergency managers (EMMA) and public works. These systems are consistent with SEMS and NIMS at all levels. See **Chart 14.**

In addition to the mutual aid agreements that are in place within the state of California, the Governor signed the Emergency Management Assistance Compact (EMAC) which allows the State of California to participate with the other states in a nationwide mutual aid system.

Mutual Aid Regions
Mutual Aid Regions I-VI were established in California under the Emergency Services Act and each contains designated counties. Los Angeles County and its cities are in Mutual Aid Region I, which is in the OES Southern Administrative Region. See **Chart 15.**

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.

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. In

the Operational Area, this would be coordinated through the Los Angeles County Office of Emergency Management.

Mutual aid system-coordinators at an EOC may be located in various functional elements (sections, branches, groups or units) or serve as an agency representative, depending on how the EOC is organized and the extent to which it is activated.

Participation of Volunteer, Non-Governmental and Private Agencies

Volunteer, non-governmental and private agencies may participate in the mutual aid system along with governmental agencies. For example, the disaster medical mutual aid system relies heavily on private sector involvement for medical/health resources. The City's emergency preparedness partnerships, including volunteer agencies such as the American Red Cross, Salvation Army, Disaster Communications Services, community and faith-based organizations and others are an essential element of local, state and national emergency response to meet the needs of disaster victims. Volunteer agencies and non-governmental organizations mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies and non-governmental organizations with extensive involvement in the emergency response should be represented in EOCs.

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

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

Policies and Procedures

- Mutual aid resources will be provided and utilized in accordance with the California Master Mutual Aid Agreement.
- During a proclaimed emergency/disaster, inter-jurisdictional mutual aid will be coordinated at the county, operational area or mutual aid regional level.
- Make sure a communications plan is in place for response activities.
- The City will make all non-law and non-fire mutual aid requests via designated countywide emergency reporting systems. Requests should specify, at a minimum:
  - Number and type of personnel needed.
  - Type and amount of equipment needed.
  - Reporting time and location.
  - To whom resources should report.
  - Access routes.
  - Estimated duration of operations.

- Risks and hazards.

Authorities and References

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

- California Emergency Managers Mutual Aid Agreement.
- California Fire and Rescue Emergency Plan.
- California Fire Assistance Agreement.
- California Law Enforcement Mutual Aid Plan.
- California Master Mutual Aid Agreement.
- Emergency Management Assistance Compact.
- Robert T. Stafford Disaster Relief and Emergency Assistance Act , Public Law 93-288, as amended: provides federal support to state and local disaster activities.

Chart 15

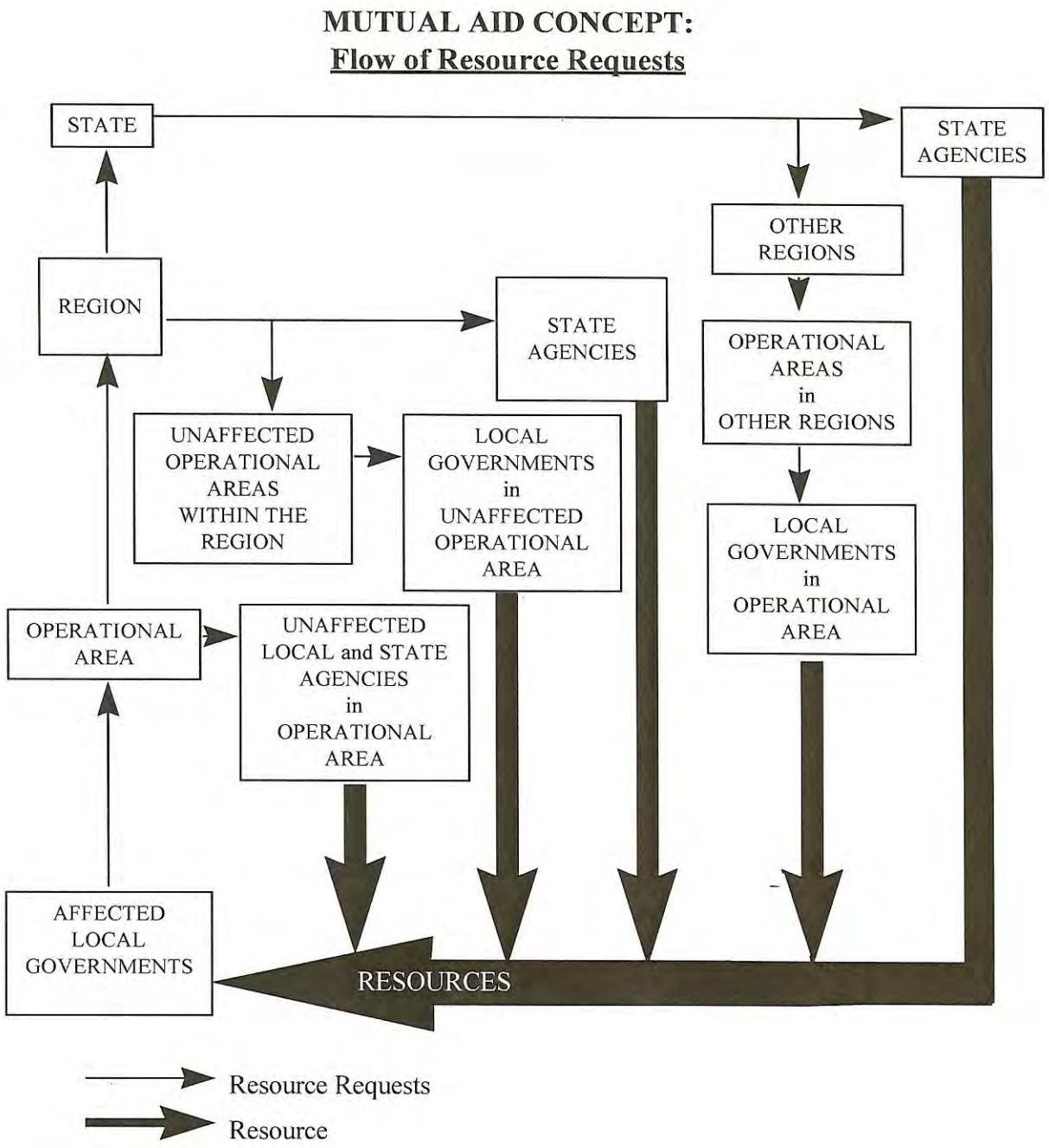
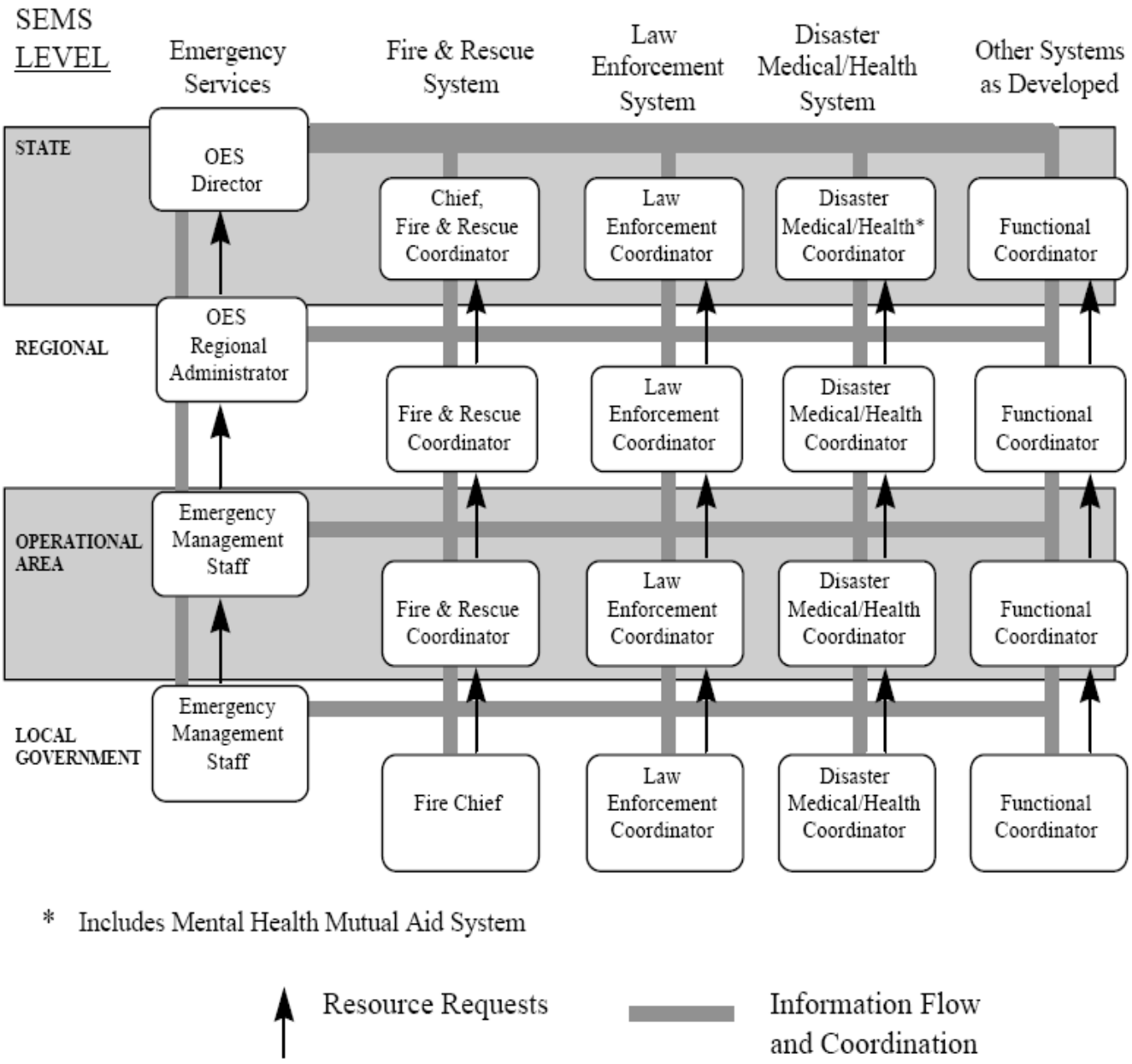

MUTUAL AID CONCEPT:
Flow of Resource Requests
STATE
STATE AGENCIES
OTHER REGIONS
REGION
STATE AGENCIES
OPERATIONAL AREAS in OTHER REGIONS
UNAFFECTED OPERATIONAL AREAS WITHIN THE REGION
LOCAL GOVERNMENTS in UNAFFECTED OPERATIONAL AREA
LOCAL GOVERNMENTS in OPERATIONAL AREA
OPERATIONAL AREA
UNAFFECTED LOCAL and STATE AGENCIES in OPERATIONAL AREA
AFFECTED LOCAL GOVERNMENTS
RESOURCES
Resource Requests
Resource

Chart 16

MUTUAL AID CHANNELS:
Discipline Specific Mutual Aid Systems



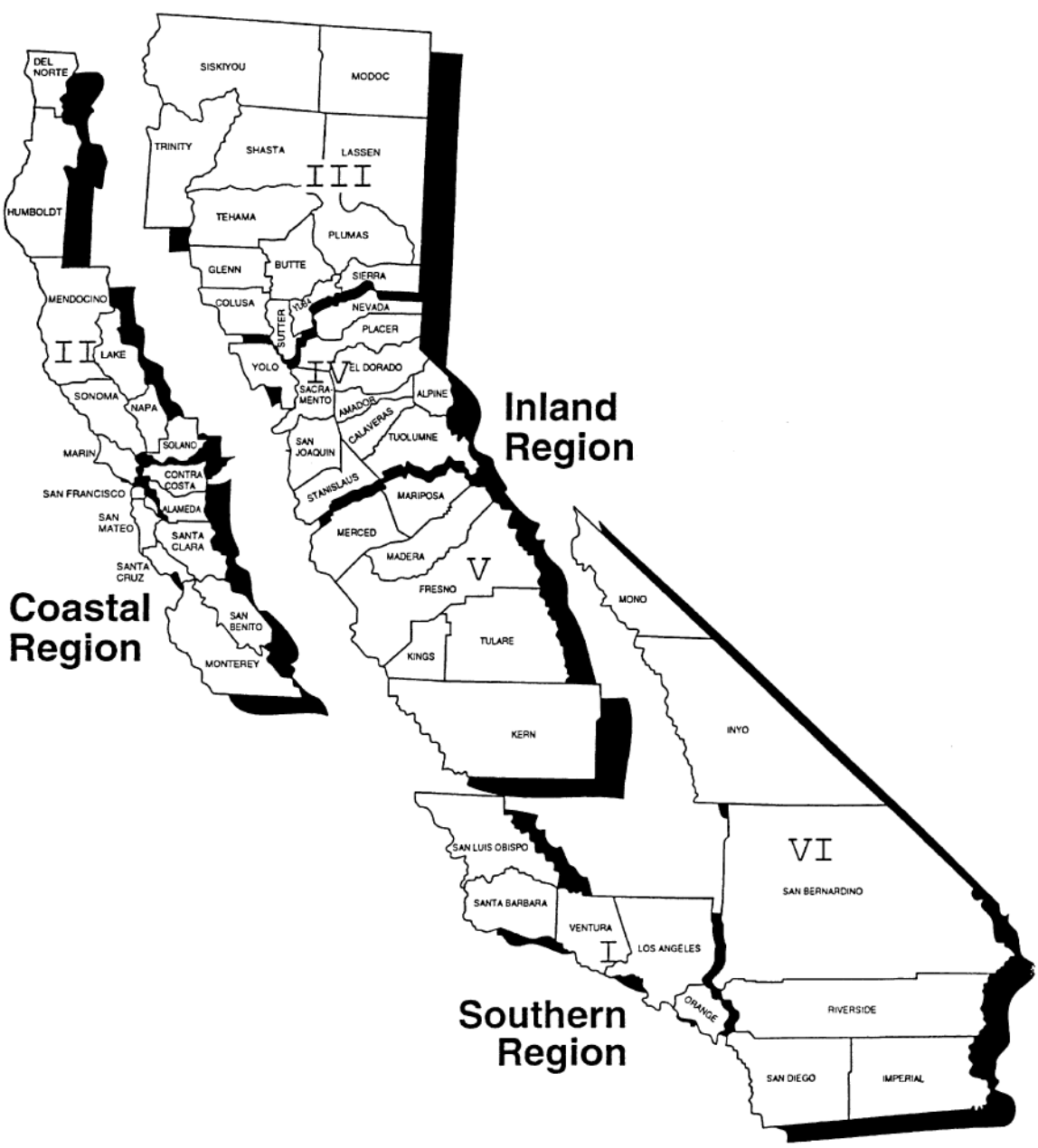
* Includes Mental Health Mutual Aid System

Resource Requests

Information Flow and Coordination

Chart 17

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



Part One, Section Twelve
Authorities and References (CW-#7)

General

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

The Standardized Emergency Management System (SEMS) Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations), hereafter referred to as SEMS, establishes SEMS which incorporates the use of the Incident Command System (ICS), the Master Mutual Aid Agreement and existing mutual aid systems, the Operational Area concept and multi-agency or inter-agency coordination.

The California Emergency Plan, which is promulgated by the Governor, is published in accordance with the Act, provides overall statewide authorities and responsibilities and describes the functions and operations of government at all levels during emergencies or disasters. Section 8568 of the Act states, in part, that "the State Emergency Plan shall be in effect in each political subdivision of the state, and the governing body of each political subdivision shall take such action as may be necessary to carry out the provisions thereof". Therefore, local emergency/disaster plans are considered to be extensions of the California Emergency Plan. The current State plan was reviewed and found to be in compliance with NIMS.

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

The National Response Framework is a guide as to how the nation conducts all-hazards incident response. It is built upon flexible, scalable and adaptable coordinating structures to align key roles and responsibilities across the nation, linking all levels of government and private sector businesses and nongovernmental organizations. Response includes:

- Immediate actions to save lives, protect property and meet basic human needs.
- Implementation of emergency operations plans.
- Actions to support short-term recovery and some short-term mitigation activities.

The federal government does not assume command for local emergency management but rather provides support to local agencies. This Framework is based on the premise that incidents are typically managed at the lowest possible geographic, organizational and jurisdictional level.

Authorities

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

Federal

- Americans with Disabilities Act of 1990 (ADA)
- Emergency Planning and Community Right-To-Know Act of 1986, also known as the Superfund Amendments and Reauthorization Act of 1986, Title III (42 U.S.C. §§ 11001-11050).
- Federal Civil Defense Act of 1950, Public Law 920, as amended.
- Homeland Security Act, Public Law 107-296, as amended (6 U.S.C. §101-557).
- Homeland Security Presidential Directive #5, February 28, 2003
- Homeland Security Presidential Directive #8, December 17, 2005
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, Public Law 93-288, as amended.
- Volunteer Protection Act of 1997, Public Law 105-19 (42 U.S.C. §§ 14501-14505).

State

- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code.
- California Government Code, Title 19, Public Safety, Div. 1, OES, Chapter 2, Emergency and Major Disasters, Subchapter 3, Disaster Services Worker Volunteer Program
- California Health and Safety Code, Division 20, Chapter 6.5, Sections 25115 and 25117, Chapter 6.95, Sections 2550 et seq., Chapter 7, Sections 25600 through 25610, dealing with hazardous materials.
- California Natural Disaster Assistance Act, Chapter 7.5 of Division 1 of Title 2 of the Government Code.
- Executive Order S-2-05, National Incident Management System Integration into the State of California.
- "Good Samaritan" Liability.
- Orders and Regulations Promulgated by the Governor to Take Effect upon the Existence of a State of War Emergency.
- Orders and Regulations which may be Selectively Promulgated by the Governor during a State of Emergency.
- Standardized Emergency Management System (SEMS) Guidelines.
- Standardized Emergency Management System (SEMS) Regulations, Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and Government Code Section 8607(a).

Local: Mutual Aid plans are addressed in Part One, Section Eleven. Hazard Mitigation and Multi-Hazard Mitigation Plans are addressed in Part One, Section Seven.

References

Federal

- An ADA Guide for Local Governments: U.S. Department of Justice
- Hazardous Materials Emergency Planning Guide, NRT-1 and Plan Review Guide, NRT-1A: (Environmental Protection Agency's National Response Team)

- Local and Tribal NIMS Integration; U.S. Department of Homeland Security
- National Fire Protection Association (NFPA) Standard 1600
- National Incident Management System (NIMS): U.S. Department of Homeland Security
- National Response Framework: U.S. Department of Homeland Security
- NIMS Emergency Operations Plan (EOP) Compliance Checklist
- Pets Evacuation and Transportation Standards Act, H.R. 3858

State

- California (OES) Disaster Assistance Procedure Manual
- California Emergency Plan
- California (OES) Emergency Planning Guidance for Local Government
- California (OES) Emergency Planning Guidance for Local Government−Crosswalk (Checklist for Reviewing Emergency Plans)
- California Emergency Resources Management Plan
- California Fire and Rescue Operations Plan
- California Hazardous Materials Incident Contingency Plan.
- California (OES) Implementation Guidelines for the National Incident Management System (NIMS)
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement
- California (OES) State Emergency Plan (SEP) − Checklist Review (Based on Checklist for a NIMS-Compliant EOP from the Template for NIMS Implementation Plan)

County/Operational Area

- Los Angeles County Operational Area Disaster Information Reporting Procedures.
- Los Angeles County Operational Area Emergency Public Information Plan.
- Los Angeles County Operational Area Emergency Response Plan.
- Los Angeles County Operational Area Functional Annex—Recovery.
- Los Angeles County Public Health, Annex 11, Operational Plan for Implementation and Enforcement of Isolation and Quarantine Measures
- Los Angeles County Public Works Disaster Routes Plan

Local

- City of South Pasadena Hazardous Materials Area Plan.
- City of South Pasadena Multi-Hazard Mitigation Plan

Part Two
Appendices and Annexes

Appendix A

OARRS Set-up

OARRS STEP-BY-STEP QUICK REFERENCE GUIDE FILING JURISDICTIONAL (CITY) REPORT AND AGENCY (COUNTY DEPARTMENT) REPORTS USING THE OPERATIONAL AREA RESPONSE AND RECOVERY SYSTEM (OARRS)

Go to https://oarrs.lacounty.gov/oarrs/home.login.jsp

- Go to the "Login" box at the top center of the OARRS sign in page: Enter your:
  - Username: RPOCK
  - Password: SPSBC8
- (If you have forgotten your password, use the "forgot password" feature immediately below the sign in box).
- ***Note: Make sure that you are signed in the "Operations" or the "Training" area of OARRS.***
- Once signed in you will be taken to the "Personal Profile" screen. Verify your personal information and select the "Submit" button located in the upper right hand section of the screen.

CREATING A "JURISDICTION SITUATION" REPORT (CITIES)

You are now at the "All reports By Event/Incident/Activity Screen. Count down eight tabs to the "Situation" tab. Select the tab by pushing the left button on your mouse.

- On the left hand side of the screen are a series of blue reference tabs.
- Count down eight tabs to the "Situation" tab. Select the tab by pushing the left button on your mouse.

The first underline section indicated is the "Jurisdiction Sitrep". This is the report that replaces the "City Status Report" from EMIS. Select "Jurisdiction Sitrep" by pushing the left button on your mouse.

- At the top left portion of the page designated "***Jurisdiction by Event/Incident. Activity"*** there is a button that says "Create". Click on the "Create" button using the left button of your mouse. A Screen will appear which indicates "Jurisdiction Situation Report".
- Fill in the requested information available at the time of the submission of your report. You can return to update this report as additional information is made available.

- Note: An "Event" will be created by the Staff at the Los Angeles County Operational Area Emergency Operations Center (CEOC). If an event has not been created at the time of your report submission, please create an incident. (See below). Your incident will be added to the event as soon as the event is created by CEOC staff.

CREATING AN "AGENCY SITUATION' REPORT (County Departments)

You are now at the "All reports By Event/Incident/Activity Screen. Count down eight tabs to the "Situation" tab. Select the tab by pushing the left button on your mouse.

- On the left hand side of the screen are a series of blue reference tabs.
- Count down eight tabs to the "Situation" tab. Select the tab by pushing the left button on your mouse.

The first underline section indicated is the "Agency Sitrep". This is the report that replaces the "*County Department Status* Report" from EMIS. Select "Agency Sitrep" by pushing the left button on your mouse.

- At the top left portion of the page designated "***Agency by Readiness"*** there is a button that says "Create". Click on the "create" button using the left button of your mouse. A screen will appear which indicates "Agency Situation Report"
- Fill in the requested information available at the time of the submission of your report. You can return to update this report as additional information is made available.
- Note: An "Event" will be created by the staff at the Los Angeles County Operational Area Emergency Operations Center (CEOC). If an event has not been created at the time of your report submission please create an incident. (See below). Your incident will be added to the event as soon as the event is created by CEOC staff.

CREATING AN INCIDENT

- You can create an event by returning to the same series of blue reference tabs that contain your Situation Report.
- Select the "***Event/Incident/Activity"*** tab.
- Select the first underlined section indicated, "Incident".
- At the top left portion of the page designated "Incident by Status" there is a button that says "***Create".*** Click on the "***Create"*** button using the left button of your mouse.
- You have now created an incident that can be used for your Jurisdiction Situation Report.

This incident can be the basis of your Jurisdiction report if an event has not been created by the CEOC. It can also be used to add incidents to the

event if your jurisdiction creates a report regarding an incident related to the current event.

- Fill in the requested information available at the time of the submission of your incident. You can return to update this incident as additional information is made available

CREATING A RESOURCE REQUEST

- You can create a Resource Request by returning to the same Series of blue reference tabs that contain your Situation Report.
- Select the "***Resources"*** tab.
- Select the first underlined section indicated, "Resource Request".
- At the top left portion of the Page designated "Resources by Priority" there is a button that says ***"Create".*** Click on the ***"Create"*** button using the left button of your mouse.
- Fill out the "Basic Info" screen providing the information requested.
- Select an event or incident as part of the information submitted in the "Basic Info" section.
- Select a resource category which best fits the description of the nature of the request.
- Select "**each"** as the unit of measure. CEOC Logistics will determine the actual unit of measurement of your request.
- Select **"One"** as the quantity of your request. CEOC Logistics will determine the actual quantity of your request.
- Indicate the mission that this resource request will support.
- Place additional information regarding the request in the "Special Instructions" section.

THE VENDOR SELECTION FIELD IS NOT AVAILABLE AT THIS TIME. DO NOT USE!

- Under "Summary of Actions" indicate that you are submitting the request and our awaiting a response.
- Estimated cost – **Indicate a "1" no decimals.** CEOC Logistics will determine the actual cost of the request.
- Add your individual contact information.

PRESS "SELECT" BUTTON IN THE UPPER RIGHT HAND CORNER OF THE SCREEN.

Emergency Operations General Guidelines and Checklist

Advise City Manager

Once you become aware of a potential emergency situation you need to make contact with the City Manager or their office.

COP prepares a preliminary briefing for City Manager and Department Heads

As soon as the COP or Fire Chief becomes aware of an emergency they should begin to gather basic information to brief the City Manager and the department heads. Sources may be City employees, contract services providers, or the media. This briefing is intended to sort out the basic details so the response can begin.

(Ex: A private plane from El Monte Airport has crashed into a classroom building at South Pasadena High School. Fire and Sheriffs personnel are responding. This occurred approximately 20 minutes ago. We have no reports on casualties. The school district has opened their emergency operations center at district headquarters.)

Advise elected officials
It is important to advise elected officials any time the City is involved with an emergency or disaster. The first briefing has only preliminary information. The elected officials will receive an in depth briefing of what is happening as the details become available.

(Ex: Mr. Mayor we have information that a private plane has crashed at South Pasadena High School. The Chief of Police is on the way to the incident command post. We have no details about any casualties on the ground. I have the department heads standing by in the conference room. Based on the information from the incident commander we will decide whether to active the EOC. The next full briefing will be one hour from now.)

Inform staff to institute the emergency plan.
The first step is to order everyone to stay at their work stations. If necessary they should make calls to family members and advise them they will be working late. Employees should stand by for a briefing by their department head.

Have each department does a roll call of all employees
Make sure that all employees can be accounted for and their safety verified.

Evaluate EOC requirement (If "No" skip EOC mobilization step)

1) **Are all City resources committed to this emergency?**
2) **Will this take longer than the end of today's business hours to resolve?**
3) **Do we need outside help to handle this emergency?**

If the answer is yes to 2 or more then activate the EOC.

Develop an immediate action plan
An immediate action plan is what you intend to do in the next operational period. This period can be established to fit the contingencies of the emergency. If the emergency is on going the operational periods should fall into a regular pattern of

8 or 12 hour shifts. This plan does not have to be exhaustive but establishes guidelines for what needs to be accomplished by a certain time.

Activate the EOC
If the EOC is activated send someone to get the lights on and check to see if everything is working. It is possible that only one or two people will be in the EOC pending the arrival of more assistance. Start keeping an incident log and begin to answer the phone.

Assign staff to EOC operations team
The EOC operations team consists of three people: a person to answer the telephone, a scribe to keep a log, and an assistant to support the EOC Director.

Log on to OARRS (Report the South Pasadena EOC is open)
Log on to OARRS and report the EOC has been activated. Begin monitoring information from the County EOC.

Contact Area C DMAC
The public safety officer should contact the Area C DMAC.

Advise Area C
Once the South Pasadena EOC has been activated, Area C Law should be advised.

Assign Section Heads
Assign section heads as personnel are available and sections are needed.

Begin incident and telephone log
The incident log should track what and when it happens. All phone calls must be logged in.

Prepare press release
During the first operational period a simple press release should be developed explaining what has happened and what steps the City of South Pasadena has taken.

Prepare automatic telephone emergency message
Have a phone message ready for use by the City or the Sheriff's Department if required.

Contact SPUSD regarding need for a shelter
Remain in contact with the school staff. Some disasters will result in persons going to the schools to seek shelter or relief. Be prepared to open a shelter if required. Contact the Red Cross to see what shelters they have open in the area.

Emergency Operations Checklist

- ☐ Advise City Manager
- ☐ COP or Fire Chief prepares a preliminary briefing for City Manager and Department Heads
- ☐ Advise elected officials
- ☐ Inform staff to institute the emergency plan.
- ☐ Have each department do a roll call of all employees
- ☐ Evaluate EOC requirement (If "No" skip mobilization step)
- ☐ Develop an immediate action plan
- ☐ Mobilize the EOC
- ☐ Assign staff to EOC operations team
- ☐ Log on to OARRS (Report the South Pasadena EOC is open)
- ☐ Contact Area C DMAC
- ☐ Advise Area C Law
- ☐ Assign Section Heads

- ☐ **Begin incident and telephone log**
- ☐ **Prepare press release**
- ☐ **Prepare automatic telephone emergency message**
- ☐ **Contact SPUSD regarding need for a shelter**

Management Section

The management section is responsible for overseeing overall emergency operations in the City of South Pasadena, including the emergency operations center and the ICS team. The management section is comprised of the City manager, their immediate support staff, the department heads, and the public safety officer. The management team is responsible for designation of a public information officer and coordinating all media contacts and public communications during an emergency.

The management section is responsible for the safety of all City employees and the EOC during an emergency. They will designate a safety officer to monitor the continual safety of the employees. Security will be handled by the South Pasadena Police Department. The public safety officer will serve as the liaison for local, state, and federal coordination.

Management Section Checklist

When the City staff becomes aware of an emergency in the City the following steps should be taken:

- ☐ **The management section should review the emergency operations general checklist.**
- ☐ **Oversee EOC mobilization.**
- ☐ **Establish a safety officer for all emergency operations.**

☐ **Assign a Public Information Officer to oversee all media and public information contacts.**

☐ **Assign the ranking Public Safety Officer in the EOC as liaison for county, state, and federal coordination.**

Operations Section

The operations section of the City of South Pasadena is responsible for overseeing the response and coordination of field activities during a disaster. Restoration of utilities will be accomplished by the City contract water services, Southern California Edison, and the Southern California Gas Company.

The City of South Pasadena operations section will be responsible for identifying response requirements and coordination of mitigation activities with these agencies. The City will be responsible for assisting SPUSD with the emergency shelter and the distribution of supplies and water as it is available. The operations section will be responsible for damage assessment of public and private property as necessary. The activation of the mass notification system will be coordinated with the management section. The operations section will provide for crisis counseling for all City employees as required.

Operations Section Checklist

☐ **Identify response requirements.**

☐ **Coordinate response operations with Area C Law and Fire**

☐ **Coordinate with the ranking Public Safety Officer in the EOC regarding the liaison with local, state and federal operations**

☐ **Assist SPUSD shelter operations including the distribution of supplies**

☐ **Monitor the restoration of utility services**

☐ **Prepare a briefing of current operations for the operation period planning briefings**

☐ **Oversee the emergency mass notification system. Coordinate with the management section regarding the development and delivery of all emergency messaging**

Planning/Intelligence Section

The planning and intelligence section is responsible for developing plans for the operations section and gathering information and intelligence as required by the management team. Planning may require coordination with contract service providers or other agencies. This must be coordinated with the public safety officer who serves as the liaison with local, state, and federal authorities. The planning section is responsible for all demobilization planning.

The intelligence function requires the collection of information for decision makers including the management section and the elected employees. This information must be current. This section is responsible for updating the displays in the EOC and preparing situation information for the briefings at the start of each operational period.

Planning/Intelligence Section Checklist

☐ **Monitor local media sources for information.**

☐ **Track information on OARRS regarding the disaster or emergency.**

☐ **Prepare plans as required by the functional sections.**

☐ **Keep all informational displays in the EOC current.**

☐ **Prepare an intelligence situational update for every operational period briefing.**

Logistics Section

The logistics section is responsible for supporting all emergency operations support. This support is twofold: regular/anticipated support requirements and contingency support requirements as required. Regular support requirements are items that will be needed to support on going emergency operations. This would include any supplies needed to support EOC or emergency shelter operations. (Ex: Insuring that back up radio batteries are charged and available for field units.

The logistics section oversees the management of personnel resources. Contingency support requirements are supplies, personnel or resources that are requested to meet a specific situation.

Logistics Section Checklist

☐ **Review all supplies for EOC operations.**

☐ **Review available emergency supplies.**

☐ **Review/prepare staff plan.**

Finance/Administration Section

The finance and administration is responsible for all fiscal management during the disaster/emergency. The section will coordinate with the logistics section to manage time keeping of personnel and all compensation and claims. The section will track all purchasing and cost recovery. This includes the use of all required forms for Stafford Act reimbursements.

Finance/Administration Section Checklist

☐ **Prepare for contingency purchasing.**

☐ **Assist logistics section with tracking personnel time keeping.**

☐ **Prepare all workman's compensation claims as required**.

- [ ] **Monitor all activities and expenses to insure after action reimbursement compliance.**

- [ ] **Track all expenses for possible cost recovery.**

- [ ] **Be prepared to brief elected officials or the management section regarding City finances at the start of each operational period.**

Special Needs Response Plan

The City of South Pasadena is committed to caring for the citizens in our community with special needs. This community primarily resides in home care situations and fulltime nursing or assisted living facilities. During a disaster communicating the needs of persons with unusual medical or access issues can be difficult. The first step is being aware of emergency situations as they occur.

All residents in South Pasadena with disabilities or special needs should register with the Los Angeles County Specific Needs Disaster Voluntary Registration. The purpose of this registry is to facilitate the planning and implementation of disaster response by first-responder agencies to Specific Needs persons living in the County of Los Angeles. The registry is a project of the Los Angeles County Office of Emergency Management in cooperation with other cities and agencies in the Los Angeles County disaster response operational area. Residents can register at http://snap.lacounty.gov .

Special needs residents should have access to the City of South Pasadena Emergency Line for Disabled Residents. This number will be staffed during an emergency. This line is designed for disabled or special needs residents to call in and report if they require assistance. The hearing impaired resident can call in on the City of South Pasadena TTY line. This will be staffed during an emergency.

The second group of special needs and disabled residents will be living in the local convalescent hospitals or assisted living facilities. Each of these facilities will have an emergency plan. In case of a disaster these facilities should contact the City of South Pasadena Emergency Line for Disabled Residents. The staff can provide the current condition of their facility and residents.

Upon mobilization of the City emergency plan the following steps should be taken:

- ☐ The City of South Pasadena Emergency Line for Disabled Residents and TTY line should be staffed.
- ☐ The list of all convalescent, rehabilitation and assisted living facilities should be checked. If these facilities do not contact the EOC within two hours an attempt should be made to contact them by phone.
- ☐ The information collected should be passed on to the LA County Fire Department.
- ☐ If disabled or special needs residents are moved to a local shelter the LA County Department of Public Social Services FAST unit (Functional Assessment Service Team) should be requested.
- ☐ If a disabled or special needs resident is moved to a City shelter the County EOC can be called to provide: assistive technology (AT), durable medical equipment (DME), and consumable medical supplies (CME). (These supplies include walkers, wheelchairs, ostomy supplies, catheters, oxygen, etc.)

Metro Gold Line Emergency Plan

Los Angeles County Metropolitan Transportation Authority (LACMTA) Metro operates the Gold Line light rail train which originates in the San Gabriel Valley, passes through Pasadena and South Pasadena, and terminates in downtown Los Angeles. The emergency management department of the LACMTA has a detailed emergency operations plan for the Gold Line train. This detailed plan is maintained by the LACMTA. Electronic copies of the plan are available to the South Pasadena Fire and Police Departments for emergency operations.

Los Angeles County Area Evacuation Plan

The County of Los Angeles and the City of South Pasadena have developed disaster and evacuation routes that will be used during disasters or emergencies. A disaster route is a major street that will be used for the movement of emergency supplies, equipment, and personnel. A designated disaster route street will be a priority for debris clearance to insure operational mobility during an emergency.

Evacuation routes are designed to allow residents to safely evacuate. Due to the number of residents and limited surface street capacity the preference for emergency operations will normally be for residents to shelter in place. If this becomes impossible resident should be directed to the pre designated evacuation routes while allow for movement out of the City while avoiding the disaster routes.

Disaster Routes
There are four primary surface street disaster routes and one freeway for the City.

Surface Streets
North/South:

Los Robles Ave
Los Robles is a major access street from the north. It allows for convenient access to the 210/134 interchange in the City of Pasadena. As the street proceeds south it passes from Pasadena into San Marino paralleling the eastern border of South Pasadena. It crosses Monterey, Huntington Drive, and Main Street.

Fair Oaks Ave
Fair Oaks is designated from Monterey south to Huntington Drive.

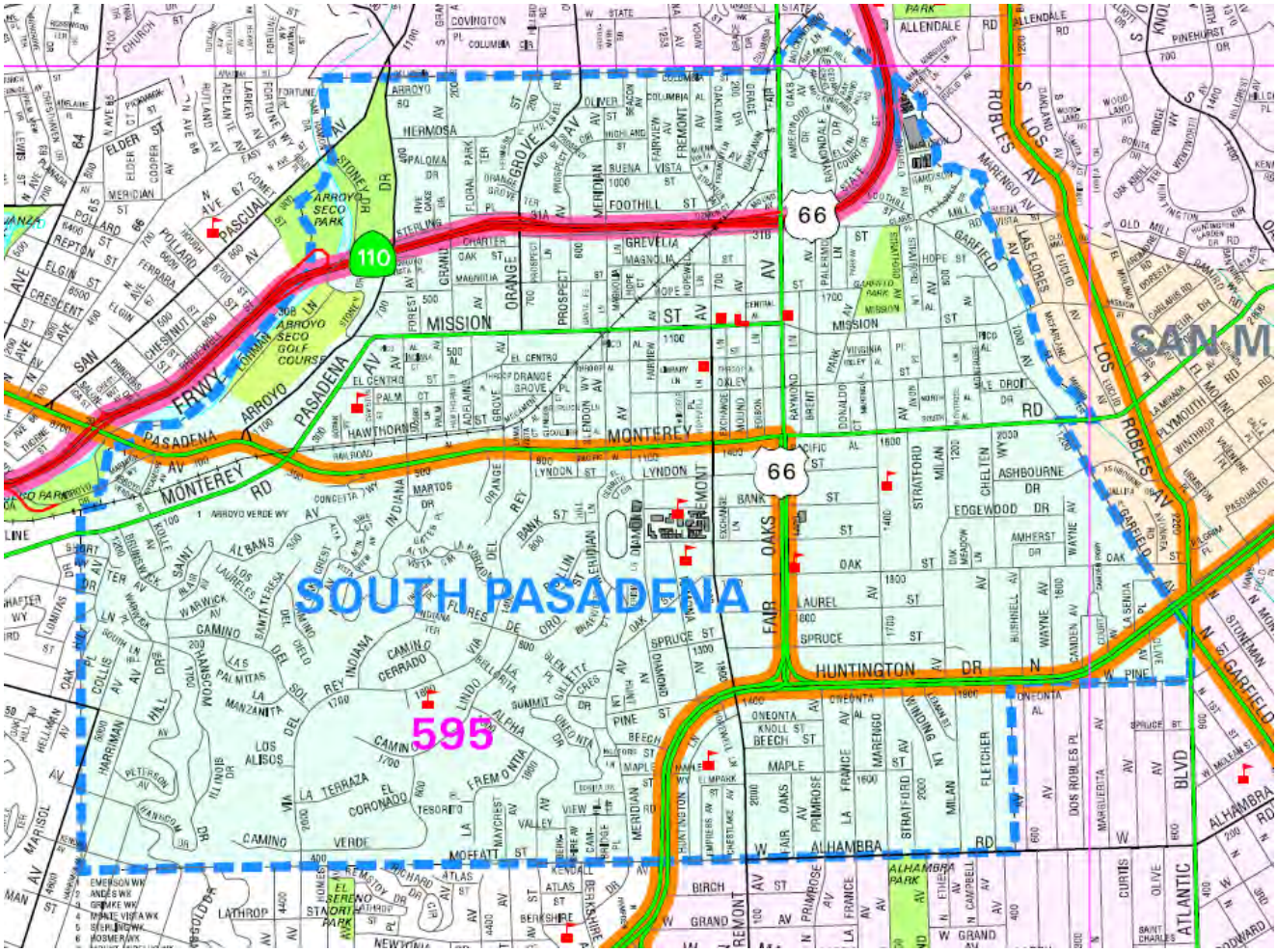
East/West:

Monterey Rd
The Monterey Road disaster route begins at Fair Oaks Ave and goes west into the City of Los Angeles where it becomes Pasadena Boulevard.

Huntington Drive
Huntington Drive begins in the east in San Marino, crosses Los Robles Avenue and Fair Oaks Avenue and then southwest from the City into the City of Los Angeles.

Freeways
The freeway disaster route for the City is the 710 freeway.

Disaster and Evacuation Routes – City of South Pasadena



Disaster Recovery

The City of South Pasadena will follow the following system during a major disaster. The initial efforts will be to respond to immediate threats to lives. As the emergency begins to stabilize the City will shift from the immediate response to managing the effects of the disaster. The final stage in this cycle is recovery. Recovery means the City begins organizing resources, materials and activities to restoring normal conditions to the City.

Normal conditions means the return of citizens to their homes, resumption of commerce, restoration of utilities, repair of public thoroughfares, and resumption of instruction in the South Pasadena schools. The City will be developing a disaster recovery plan for future recovery planning.

The Department of Planning and Building will be responsible for preparing a preliminary damage assessment. This department will be responsible for documenting those buildings that are determined to be unsafe for occupancy. The City Manager's office will coordinate the completion of all disaster assistance programs, after action reports, and documentation. The post disaster after action report required by CalEMA will also include the recovery after action report.

City Employee Recall and Notification

During a disaster employees may be off duty and away from the City. All City of South Pasadena employees are disaster service workers as required by the California Government Code Sections 3100-3109. Being a disaster service worker means:

> All public employees are included in the disaster service worker status which are all persons employed by any county, city, state agency or public district.
>
> Any public employees performing duties as a disaster service worker shall be considered to be acting within the scope of disaster service duties while assisting any unit of the organization or performing any act contributing to the protection of life or property or mitigating the effects of an emergency.

If employees are on duty when a disaster occurs they will remain on duty until released by their supervisor. If an employee is off duty they should contact their department to see if there are needed. If there is no answer from their department they should call the non-emergency number of the South Pasadena Police Department for instructions.

Care of Pets

The care of pets during an emergency will be handled by the Pasadena Humane Society at 361 S. Raymond Ave, Pasadena. Their telephone number is 626-792-7151.

Media/Information Management

During a major emergency or disaster the City of South Pasadena's media and information activities are the responsibility of the City Clerk's office. The City Clerk is the designated public information officer (PIO). The City Clerk's office activities will include:

- Preparation of official press releases
- Contacts and coordinates news and information sharing with local media outlets
- Oversees specific messaging requests and restrictions from the City department heads
- Prepares and delivers Alert LA County emergency notification messages
- Schedules media briefings and press conferences
- Updates the City website during disasters

The PIO should have a new official press release prepared for the start of every operational period.

Immediate Action Plans and Operational Periods

When the EOC is activated Immediate Action Plans (IAP) must be prepared for each operational period. An IAP is a document which outlines the plans for the emergency response during the next operational period. An operational period is usually 8 or 12 hours and represents the period the current employees will be on duty until they are relieved.

The IAP should repent the macro view of emergency plans. It should have 4-5 major goals for the next operational period. These goals represent the plans and priorities of the emergency services director and serves as the general game plan for all emergency responders and support personal. At the end of the current operational period the previous IAP goals should be evaluated and the new goals established. This insures the continuity of the response from one operational period to the next.

Alert and Warning System

Los Angeles County has implemented an emergency mass notification system that will be used to contact County residents and businesses via recorded phone messages, text messages or e-mail messages in case of emergency. The system, called **Alert LA County**, will be used by the County's Emergency Operations Center to notify residents and businesses of emergencies or critical situations and provide information regarding necessary actions, such as evacuations.

The system utilizes the telephone companies' 911 database and is able to contact land-line telephone numbers, whether listed or unlisted. If the call is picked up by an answering machine, the system will leave a recorded message. If the number called is busy or does not answer, the system will redial the number in an attempt to deliver the message. The system is also TTY/TDD compatible.

Training, Planning, and Exercises

The City of South Pasadena conducts annual training, planning, and emergency exercises as part of the city emergency preparedness program. These initiatives are designed to strengthen and expand the capabilities of the staff and administration of the South Pasadena local government.

Training

Training involves developing new skills and information which helps City employees prepare for emergencies. There are two internal and two external training programs which make up the curriculum.

Emergency Operations Team Training
The emergency operations team is comprised of line employees and volunteers. Their task is to operate the systems in the City EOC during a disaster. These tasks include data collection, communications, and operational tasks. Team members receive annual training about changes in EOC operations and disaster management. This training is conducted in the City EOC.

Emergency Shelter Team Training
The emergency shelter team is comprised of employees from the Parks Department and volunteers. Their mission is to assist SPUSD with the emergency shelter at South Pasadena High School. These tasks include survivor care, communications, and operational tasks. Team members receive annual training which is conducted at South Pasadena High School.

OARRS
The OARRS system is the online emergency resource management system for Los Angeles County. The City of South Pasadena must maintain a team of employees capable of using this system in case of a disaster. The City of South Pasadena sends employees as necessary to maintain a pool of qualified OARRS operators. This training is provide by the Los Angeles County Office of Emergency Management and is held at the LA County EOC in East Los Angeles.

Area C
The Disaster Management coordinator of Area C offers training in a variety of topics including FEMA-mandated ICS training. The training is conducted at a variety of locations in Los Angeles County.

Planning
There are two types of planning functions in the city: individual and committee.

Individual
Individual planning involves the Chief of Police working with other disaster management professionals to develop plans and procedures to ensure the City of South Pasadena is prepared for disasters or emergencies. This planning is conducted with the LA County Area C disaster management coordinator and the Area C city representatives. The Chief of Police meets regularly with the City emergency management consultant to oversee the development of any additional plan requirements.

Committee
The City of South Pasadena develops plans related to hazard mitigation for the City.

Exercises
The City of South Pasadena conducts three exercises a year to maintain proficiency in emergency management.

Senior Leadership Team (Annual)
The senior leadership team exercise is designed to help the senior leadership team maintain their proficiency at managing the EOC and the overall operations of the City during a disaster or emergency.

Emergency Shelter Exercise (Annual)
This exercise is designed to test the ability of the SPUSD to open and operate an emergency shelter.

Citywide Exercise (Annual)
This exercise is a test of the entire emergency management system in the City of South Pasadena. It involves City staff, senior leaders, the emergency shelter, and includes representatives of the LA County contract services.

Appendix B

SPUSD Operational Plan

South Pasadena Unified Schools Emergency Operations Chart

SP City EOC

District Offices DEOC

Operations

Planning

Logistics

Administration/ Finance

District Support Team

Plant Operations Response Team

Arroyo Vista Elementary

Marengo Elementary

Monterey Hills Elementary

SP Middle School

SP High School

Campus Response Team

Campus Response Team

Campus Response Team

Campus Response Team

Campus Response Team

Emergency Organization

The South Pasadena Unified School District's emergency operations plans are based on principles of the National Incident Management System (NIMS) and the California Standardized Emergency Management System. The purpose of the California Standardized Emergency Management System (SEMS) is to standardize and coordinate emergency response through the use of common terminology and processes. This allows responders to rapidly integrate with any organization using SEMS and facilitates the flow of information and resources during an emergency.

SEMS consists of the following five functions: Management; Planning/Intelligence; Operations; Logistics; and Finance/Administration. The SPUSD emergency operations plan adapts the SEMS model and uses it as the foundation of emergency planning.
The SPUSD has two levels of emergency organization: district operations and campus operations. Both levels use aspects of the SEMS plan to organize their response systems and procedures.

District Operations

During an emergency the superintendent can active the District Emergency Operations Center (DEOC). The DEOC is responsible for coordinating all emergency operations during a district emergency. The DEOC Incident Commander is the Superintendent of Instruction or their designee. The DEOC has four sections: operations, planning. logistics, and administration.

During a major emergency the City of South Pasadena Emergency Operations Center may be activated. Depending on the nature of the disaster or emergency the Superintendent may wish to relocate to the City EOC to track information and coordinate operations. A school district representative should be present at City EOC anytime the EOC is activated and the district is in session.

Operations

Operations involve direct support and direction of emergency operations at each campus. Under SEMS, the Operations function is responsible for all emergency response actions. This function is supported at each individual school by teams of staff members performing first aid, search and rescue, caring for the staff and students, and managing the release of students to parents.

Operations personnel at the District level work directly with the school principals to direct and assist them during the emergency. Operations also include the District Support Teams (DST). The DSTs consist of two person teams sent from district headquarters to each of the campuses. Their job is to provide administrative support for each of the principals. If an emergency is limited to a single campus more than one team can be sent to provide assistance.

Planning

SEMS Planning and Intelligence at the District level involves the use of various methods to gather information, evaluate data, prepare contingency plans, and continually assess the status of the emergency. This understanding about the situation is critical to support the other functions and the Incident Commander.

The planning section is responsible for preparing any plans that might be required during a major emergency. Typical tasks might include selecting an alternative evacuation point for a school or providing options to the Superintendent for temporarily relocating an individual school's location.

Logistics

The Logistics function of SEMS is to provide the materials and resources needed for the emergency response. Logistics supports emergency operations by coordinating personnel, assembling support systems, and distributing supplies and equipment.

The District Logistics section is responsible for the material support of the five campuses and school district headquarters during an emergency. Typical tasks include locating supplies and delivering them where they are needed. Plant operations are part of the Logistics section. During an emergency the plant operations team will dispatch teams of two to support the facilities employees at each campus as needed. Campus level logistics includes distributing emergency supplies, equipping the response teams, and proving support.

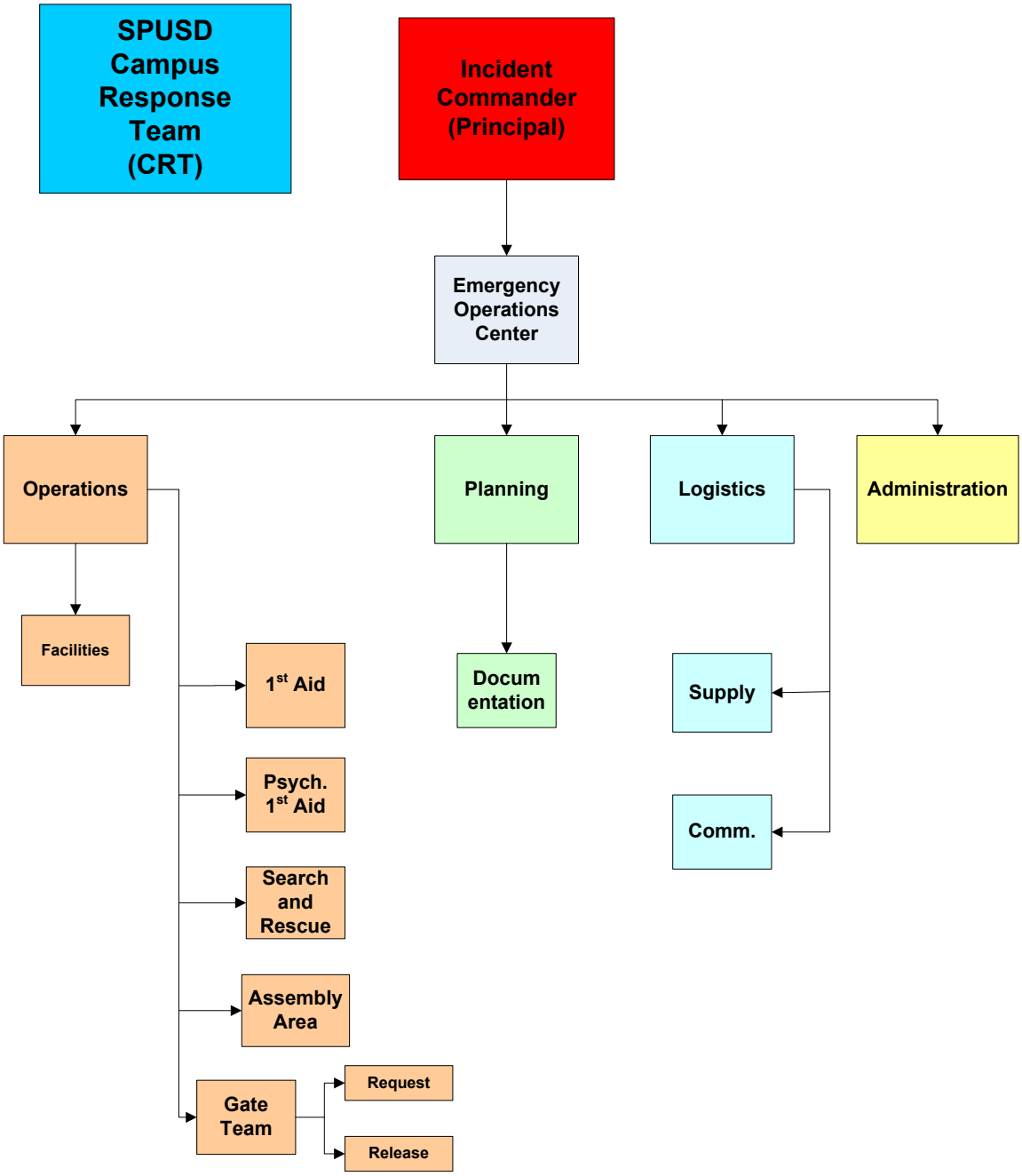
Administration/Finance

The administration section is responsible for any administrative processes or procedures.
Typical tasks include handling workman's compensation claims and tracking employee hours. The finance section is responsible for tracking expenses and disbursing money during the emergency. Typical tasks include paying for supplies and accounting for all money spent during the disaster.

Campus Response Team (CRT)

Each campus has a Campus Response Team (CRT). This team is led by the campus Incident Commander who is the school principal or their designee. The CRT is broken into tasks and teams that are responsible for specific tasks during a disaster.

The Campus Response Team (CRT) is a team of first responders drawn from each campus staff to manage emergencies. The team is headed by the school principal or their designee.


SPUSD Campus Response Team (CRT)
Incident Commander (Principal)
Emergency Operations Center
Operations
Planning
Logistics
Administration
Facilities
1st Aid
Psych. 1st Aid
Search and Rescue
Assembly Area
Gate Team
Request
Release
Docum entation
Supply
Comm.

Personnel Assignments
Principal: Welfare of students, communication, coordinates all activities. Site/shelter management until relieved by other officials. The principal or their designee serves as the Incident Commander on their campus.

Teachers: Provide for the welfare of students, maintain order, keep accurate count of students, and follow direction from the incident commander. Teachers may also be assigned to emergency teams.

Custodian: Shut off utilities, secure (or open) gates, oversee and assist in the safety inspection of each room.

School Secretary: Coordinate communications.

School Clerk: Assist with communications and with student release.

Cafeteria: Coordinate the feeding at the direction of the Incident Commander.

Instructional Assistants: Report to teams as assigned. If not assigned, assist with group control and supervision at the direction of the Incident Commander.

Campus Sections or Team Assignments

Campus staff will be assigned to one of the following sections or teams:

Emergency Operations Center (EOC)
Each campus EOC is responsible for managing all emergency operations on campus and assigned directly to support the Incident Commander. The Incident Commander is the principal or their designee. They will determine team assignments, manage communications, provide direction to staff and students, and provide situational updates to the District Operations Center.

Supplies
School and district walkie-talkie, district cellular phone, megaphone, Incident Commander vest, and red emergency bag with emergency notebook. A site map.

EOC Tasks
District Office will be notified as to the nature of the emergency.
Class lists will be checked once collected from runner.
Staff will be accounted for.
School emergency map will be checked.
Emergency will be assessed and assignments will be communicated to the Grade Level Communicators and other designated staff.
Parents will be kept away from the Emergency Operations Center

Operations

The Operations Section includes the following teams who are responsible for the direct care of the students and staff during an emergency.

Search and Rescue

The Search and Rescue Team is responsible to search campus locations to locate injured, damaged and unsafe areas and reports to Incident Commander. They also manage the removal of the injured.

Supplies

Hard hats, flashlight, chalk, work gloves, and plastic goggles. First aid kit and fire extinguisher. Any available hand tools. Keys to all the buildings. Site map and radio.

Search and Rescue Team Tasks

The Search and Rescue Team will sweep all the campus buildings and property for any students or staff which may have been separated from others during an emergency. The team will help rescue persons who may be trapped or lost. They will coordinate with the First Aid Team to provide care for persons who are injured.

1. Prior to entering a classroom, make a mark "/" (*one half of the letter X)* with the chalk on the outside of the door. This mark will indicate that the Sweep and Rescue team has entered the room, but has not exited.
2. Upon exiting, mark an "X" on the door to indicate that the S & R team has exited.
3. When possible, injured students should be removed and taken to the First Aid Station when exiting a room. If assistance is needed (a gurney, etc.), utilize the walkie-talkie.
4. If there are causalities in the room, leave them there. However, beside the "X" on the outside of the door indicate the number of casualties by writing the number and the letter D. (For example, 2 casualties = X 2 D.(See example)
5. Indicate what rooms have been checked on your map, which is located in your S & R bag.
6. While completing the S & R, report any structural damage to Incident Commander immediately.
7. When all buildings have been checked, report back to the Emergency Operations Center.

First Aid Team

The First Aid Team is responsible for assessing the physical condition of students and staff and providing first aid to the injured.

Supplies
First aid kits, flashlights, latex gloves and plastic goggles. Stretchers and blankets. Site map and radio.

First Aid Team Tasks
The First Aid team will be responsible for establishing a first aid area. They will respond to other locations when injured persons can not be moved. The team will keep track of any injuries. If necessary they are in charge of establishing a temporary morgue.

1. Once the direction is given that the situation warrants "First Aid Station", bring first aid supplies from the bin and set-up station.
2. As students are brought to the station, write the student's name on the First Aid Station form and list any first aid that was applied.
3. Assist those students in need until more students arrive at the station.
4. As more students arrive in the area, those in greater need should be assisted first.
5. Be sure to read the first aid slips that were completed by the teachers and sent with the students.
6. It is vital that students are checked in and checked out. We must know where the students are at all times.
7. Return less injured students to the regular class with the understanding that the student needs to be monitored and returned to the First Aid Station if necessary.
8. Send form "Your Child Was Given First Aid" to student release area to be placed with student card.
9. When all injured have received care, remain at this station in case a student has a relapse or new injuries occur.

Psychological First Aid Team
The Psychological First Aid Team is responsible for assisting with the students in the assembly area. During any emergency students as well as staff members will be under a great deal of stress. The job of this team is to provide any care and comfort which may lower the stress level of everyone involved.

Supplies
Small first aid kit, radio, and note taking materials. Any supplies available to keep the students occupied.

Psychological First Aid Team Tasks
This team will be highly visible in the student assembly area and rotate through all of the working areas of the staff. They are looking for any person who seems to be agitated, upset, and suffering from stress due to the emergency. They will attempt to calm the person and help them by talking and listening. If this is a staff member the team may communicate this to the EOC and ask for a replacement to allow the staff member to recover.

1. After receiving the direction from the Incident Commander or after approximately 30 minutes, obtain grade level entertainment materials from the Emergency Bin and distribute.
2. Utilize older students to read with/to kindergarten and first grade students.
3. Identify siblings and place them together.
4. Use compassion, empathy and TLC at all times.
5. Combine classes if necessary.
6. Organize group activities to keep students occupied.
7. Report to the Incident Commander on a regular basis.

Assembly Area Team
The Assembly Area Team is responsible for organizing any evacuations. As the faculty leads the students to the assembly area the Assembly Team will help to organize the classes.

Supplies
Site map and radio. Bullhorn for outdoor communications.

Assembly Team Tasks
The team is responsible for organizing and managing the students if they are evacuated from the buildings. The team will identify specific needs such as students requiring first aid or assistance with their behavior. The team is also responsible for any off campus relocations should the campus become unsafe.

1. Respond to the Assembly Area and prepare for the students arrival.
2. Organize the classes.
3. Identify siblings and place them together.
4. Combine classes if necessary.
5. Work with the psychological First Aid Team to organize group activities to keep students occupied.
6. Monitor the temperature to insure the students are comfortable.
7. Report to the Incident Commander on a regular basis.
8. If relocation becomes necessary help to organize the staff for the movement of the student body.

Gate Team
The Gate Team is divided into two parts: request and release. They are responsible for assisting parents requests for their students and facilitating the timely and proper release of the students.

Supplies
Radio and clip board. List of students. Release forms. Bullhorn for outdoor communications.

Gate Team Tasks

The tasks of the Gate Team are divided between request and release. The parents will arrive at the request gate where they will identify themselves and request their child. The will be directed to the release gate where the release of the students will occur.

1. Set-up and establish student request gate. Display sign indicating the station and procedure for obtaining students.
2. Parents and other authorized adults must report to the student release area to sign the student(s) out of school.
3. Adults will be asked to identify themselves and names will be verified on student emergency card.
4. Adult will sign student out on "Student Emergency Release Form."
5. If the adult is not the parent, a note will be left with the card indicating who is taking the student and their destination.
6. The location of the student will be identified and the runner will obtain the student.
7. All adults will remain in the student release area until their student is released.

Planning Section
The Planning Section is responsible for all preparing all operations that require preplanning for success. This section takes available information and uses it to help prepare plans which may be needed by the Incident Commander, one of the sections or one of the teams. Typical tasks might include determining with the cafeteria staff what supplies are available and how to prepare and serve food to the students. The Planning Team also assists with documentation. Documentation involves insuring any of the teams or sections which use forms have the correct forms such as student release or student injury forms.

Logistics Section
The District Logistics function of SEMS is to provide the materials and resources needed for the emergency response. They transport materials and resources available at the District level to individual campuses. Logistics sections on individual campuses support emergency operations by coordinating personnel, assembling support systems, and distributing supplies and equipment. There are two logistics groups which are part of the Campus Response Team: supply and communications.

Supply Team
The Supply Team is responsible for the emergency supplies maintained on each campus. They will manage and oversee the distribution of supplies and emergency equipment.

Supplies
A radio and a clipboard with the inventory of all emergency supplies and equipment.

Supply Team Tasks
The supply team will handle all requests for equipment and oversee the distribution of stored emergency supplies. The team will maintain an inventory of the supply level and communicate this to the Incident Commander.

1. Open the emergency bin.
2. Remove the supplies and equipment.
3. Coordinate with the team leaders to provide the equipment as needed.
4. Assist the Cafeteria, Assembly Area, and Psychological First Aid teams
   with the distribution of available food supplies.

Communications Team
The Communications Team will oversee two way radio communications on each campus. Each campus has two way radios for staff campus communications and a single district wide radio.

Supplies
A list of all radios, spare batteries and all extra radios. Radio and site map.

Communications Team Tasks
They will monitor transmissions and relay directions via radio from the CEOC. The team will insure all hand held radios are operational. This includes providing fresh batteries as needed. Should the radios become disabled the team will organize runners to pass messages to and from the CEOC.

1. Make sure all team members have radios.
2. Monitor all radio traffic.
3. Deliver forms as needed between the various teams and the EOC
4. Oversee communications between the Gate Teams and the assembly area.

Administration/Finance
At the District level the Finance/Administration function of SEMS involves the purchase of materials, tracking monetary expenditures, overseeing record keeping at the local schools, timekeeping for emergency responders, and recovering/preserving District records following an emergency. At the individual campuses this section will assist the Incident Commander to track operations and the Planning Section with documentation.

Levels of Emergencies

The SPUSD has three levels of emergencies:

Level One (School Level Emergency)
This is an emergency that is localized to a single campus. This will be handled by the Campus Response Team supported by the district office.

Level Two (District Level) Emergency
District level emergencies are situations which are beyond the ability of a local school to handle or will impact the entire district. Any emergency that requires the suspension of regular instruction at a single campus will be treated as a district level emergency.

Level Three (Community Level) Emergency
Anytime the City of South Pasadena, the County of Los Angeles, Governor of California, or the President of the United States the district declares an emergency.

Level One
The principal will activate the Campus Response Team (CRT). The district offices will be contacted and advised regarding the emergency. The district superintendent shall determine if a district support team should be sent to the campus reporting the emergency. The principal shall determine what response is necessary for the particular emergency situation. Based on the type of emergency the superintendent will determine if the City of South Pasadena will be called. The director of plant operations will be contacted. A plant operations response team will be dispatched if necessary.

Level Two
During a district level emergency normal operations on the various campuses may be directly or indirectly impacted. Each campus shall activate their CRT. District offices shall activate the District Emergency Operations Center (DEOC) at school district headquarters. The principals will determine what steps should be taken to protect their students and staff unless directed otherwise by the DEOC.

District Support Teams (DST) shall be dispatched to the five campuses. The Plant Operations Response Team (PORT) will standby to respond to infrastructure or safety emergencies and to support the individual campuses. These teams will evaluate the situation at their assigned campus and report to the DOC. The district shall contact the City of South Pasadena via SPFD on duty battalion chief or SFPD watch commander and advise them of the emergency. The battalion chief and watch commander shall determine if the City of South Pasadena Emergency Operations Center should be activated.

Level Three
During a district level emergency normal operations on the various campuses may be directly or indirectly impacted. Each campus shall activate their CRT. District offices shall activate the District Operations Center (DOC) at school district headquarters. The City EOC will be activated. The Superintendent (or a designee) and staff will report to the EOC. If the immediate situation does not require a full EOC team a SPUSD representative should be in the EOC. A representative should be present in the City EOC any time the schools are in session.

The principals will determine what steps should be taken to protect their students and staff unless directed otherwise by the DOC. Each campus should be prepared to shelter in place, evacuate, or release students to their parents or guardians.

Emergency Procedures

The following procedures and processes will detail how individual campuses will operate during an emergency. These procedures include:

Communications:

- **Bells:**
  Fire ……..series of long bells
  Drop and Cover ……...will be practiced when students return from a fire drill or announcement from office
  Lock-down ……..…series of short bells
  Evacuate campus immediately…….announcement from office
  All clear ……..……announcement from administrator or designee

- **Evacuation/Response Code:**
  Minor Emergency …….Code Yellow
  Moderate Emergency…..…Code Blue
  Major Emergency …….Code Red

- **Walkie-Talkies:**
  - ✓ Principal, office staff, custodians and noon supervisors have their radios operational at all times. Any additional radios will be given to the leaders of individual operational teams.
  - ✓ The EOC will monitor the district-wide hand held radios.

- **Megaphone:**
  - ✓ Will be carried by the Principal

- ✓ Available for the Assembly and Gate Teams.

- **Telephones:**
  - ✓ In the event that the school evacuates, phone calls will be forwarded to the district office.

  Procedures to forward calls:
  - *Press the superkey on the phone.*
  - *Press the MORE softkey until the Forwarding softkey appears.*
  - *Press the Forwarding softkey.*
  - *Press the ALWAYS softkey, followed by the EXTERNAL softkey.*
  - *Dial the destination number (441-5810).*
  - *Press the SAVE/ON softkey.*

  - ✓ Principal will carry district cellular phone

Emergency Procedures:

- **Evacuation:**
  - ✓ Teachers will take emergency bag with notebook and walkie-talkie.
  - ✓ Emergency procedures for specific event should be followed.
  - ✓ Upon exiting, place red or green hanger on the door. (Red = people present in the room; Green = everyone is out.)
  - ✓ Do not lock the doors to your classroom. The Search and Rescue team may need to enter the building.
  - ✓ All classes evacuate along the assigned fire drill route unless blocked. Refer to emergency routes.
  - ✓ Teacher monitors evacuation of all capable students and then leads the class and inspects route as proceeding. Route should be altered to avoid hazardous objects - trees, power lines, large overhangs, etc.
  - ✓ Students are evacuated to the designated area.

  Once evacuation has occurred,
  - ✓ Teachers complete:
    1. Attendance form,
    2. Yellow sweep team form listing students remaining in the classroom, and
    3. Pink first aid form indicating students in need of medical attention.
  - ✓ All staff members will wear blue color safety vest to identify them as staff. Grade Level Communicators will wear lime green color safety vest. The Incident Commander will wear a dark green color safety vest.

- ✓ Teachers should check on buddy teacher and await further directions. Grade Level Communicators will assist in disseminating information and procedures.
- ✓ Forms will be retrieved by someone from the Emergency Operations Center.
- ✓ Emergency stations will be set up on an as needed basis.
- ✓ Once the sanitation station is set up, students will be escorted to the area beginning with the kindergarten students.

Assembly Sites:

On Campus: The playground will be utilized as the assembly site for all grades provided it is free from fallen power lines, fire, etc.

Off Campus: When it becomes necessary to evacuate the entire school campus, students will be evacuated to their alternative evacuation site.

Students will remain at the assembly site until the buildings are determined to be safe to re-enter or campuses are instructed to relocate.

Rain or Overnight Set-Up:

Located in the Emergency Bin are the following items:
Tarps,
Seat pads,
Rope and wire for attaching tarps to fence,
Mylar blankets; and
Flashlights.

Student Release:

1. Prior to evacuation, school phone calls will be forwarded to the District Office.
2. Upon evacuation, office staff will take the following items: walkie-talkie, red emergency bag with notebook, student medication, and student emergency cards.
3. Parents and other authorized adults must report to the student release area to sign the student(s) out of school.
4. Adults will be asked to identify themselves and names will be verified on student emergency card.
5. Adult will sign student out on "Student Emergency Release Form."
6. If the adult is not the parent, a note will be left with the card indicating who is taking the student and their destination.
7. The location of the student will be identified and the runner will obtain the student.

8. All adults will be directed to the student release area, unless:
   The student is in the first aid area a runner will escort the adult.
   The student is deceased the Incident Commander will be called to assist the parent.

Drop and Cover (earthquake):

1. Classroom:
   The teacher will yell, "drop".
   Students will get under a desk or table and assume the drop and cover position.
   Students hold the leg of the desk or table with one hand. The other hand should be used to cover the student's head. When ducking, students should face away from windows.

2. Cafeteria/Auditorium:
   Students will duck underneath the tables.
   Students should hold the table with one hand and cover their heads with the other hand.
   If the tables are not down in the auditorium, students should sit on the floor with their hands over their heads.

3. Playground:
   Students should drop and cover their heads during an earthquake.
   Students should stay away from buildings, trees and power lines.

4. Evacuate students:
   Red emergency bag with notebook must be carried out of the rooms upon evacuating.
   Upon arriving at designated assembly site, attendance should be taken.
   Appropriate forms should be completed.
   Wait for further directions or all clear signal (long bell).

Fire:

1. Teachers will walk class immediately to designated evacuation area.

2. Doors should be closed, not locked, and lights turned off.

3. Red emergency bag with notebook must be carried out of the rooms upon evacuating.

4. Students on errands or in the bathroom will report immediately to their class evacuation area at the sound of the bell.

5. Children in pullout programs or in different classrooms will remain with that teacher until arriving in the evacuation area.

6. Once inside the evacuation area, teachers will dismiss students to join regular classroom teacher.

7. Once in the evacuation areas,

   Attendance should be taken.
   Appropriate forms should be completed.
   Wait for further directions or all clear signal (long bell).

Lock-down:

1. Upon hearing the lock-down warning bell, teachers should lock classroom doors and windows.

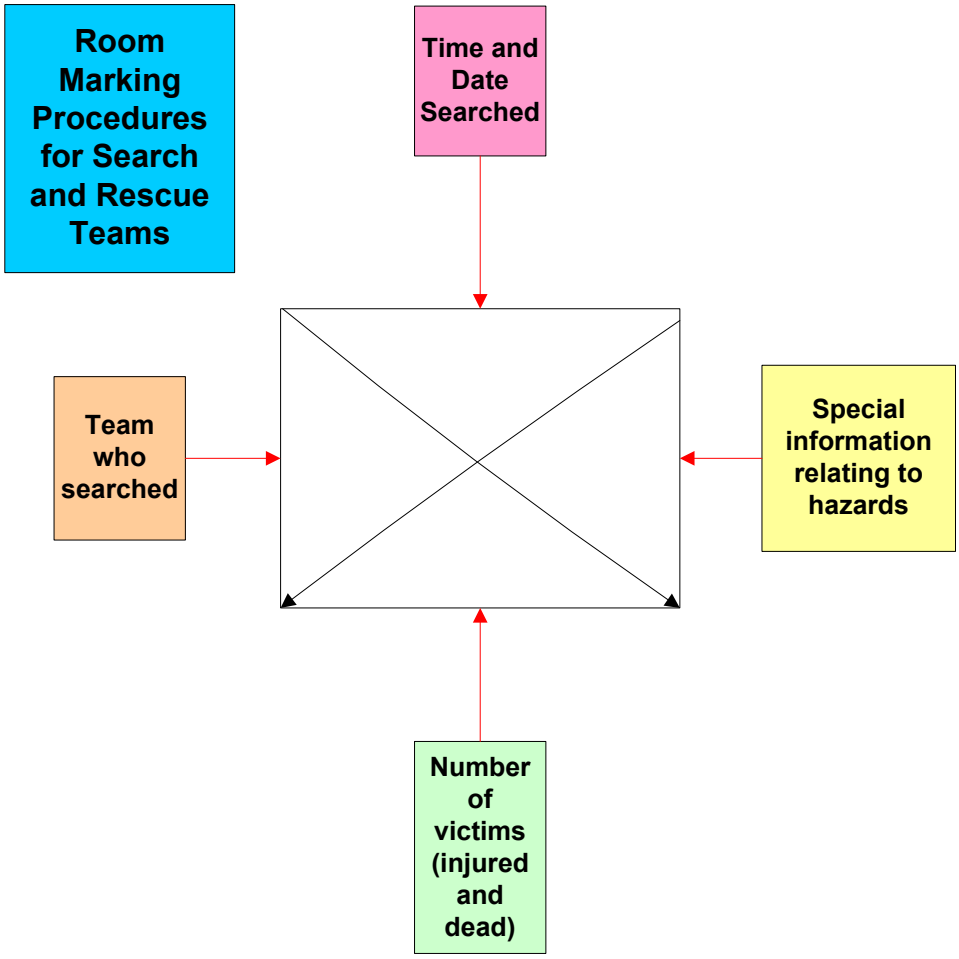
2. If Code Blue, teachers should take attendance, allay fears, maintain normalcy and listen for further instructions.

3. If Code Red, students should assume the duck and cover position under desks or tables. Students should remain silent.

4. Teachers should wait for the all-clear signal or for further directions.

5. If evacuation is necessary, teachers should take red emergency notebook and emergency bag.

6. Once at the designated evacuation site,
   Attendance should be taken.
   Appropriate forms should be completed.
   Wait for further directions or all clear signal (long bell).



When you enter a room you use the chalk to make a single diagonal mark. When you leave the room you make a second mark making an “x.” The top section is where you write the date and time. The left section is where the number of the search team is noted. The bottom section indicates any injured or dead in the room. The right section is where any special information about the room or its contents is written.

Site Survey of South Pasadena Schools

Marengo Elementary School

1400 Marengo Avenue, South Pasadena, CA 91030 Phone -- (626) 441-5850 -- Fax (626) 441-5855

Marengo Elementary School has a student population of 682 and a staff of 50 teachers, assistants, and maintenance personnel. Staff includes two "Sweep Teams" designated to room clearance and disaster response. There is a School Nurse assigned to the school for half days on Fridays and an on-site Health Clerk, who is certified in First Aid and CPR only, also half days (0830-1230 hrs.) Monday through Friday. In cases of emergency, the school district will respond maintenance personnel to the campus to assess and assist in problem mitigation.

Emergency Supplies: The school's emergency supplies consist of emergency lollipops, food and water for each student for up to three days. Inventories or systems testing are formally conducted annually at the start of each school year. In addition, each classroom is equipped and maintains a disaster kit and backpack with rosters and other supplies for emergency, such as first aid kits, flashlights, and some tools (See attached list).

The school does have 11 large containers of water, blankets, first aid kits, pry bars, hard hats, shovels, cots/stretchers, and blue tarps for triage (morgue). There is a small gas operated electric generator.

Emergency Supply Security: The school's emergency supplies are secured in a labeled storage room adjacent to the Kindergarten playground located at the Southwest corner of the campus and secured access by key. Key security is maintained by the Principal, Facility Custodian, and School Secretary, as well as, District's Master Key. There is a set of facility keys maintained in a lock box in the main office. The campus itself is accessible to first responders via Police/Fire accessible lock boxes located at the school entrance.

Utility shut offs: Utility shut off for gas is located at the front of the school, on the west side, south of the entrance. The water shut off is also in front of the school's west side accessed by a metal cover in the lawn. The electricity panels are located in a closet in the Kindergarten classrooms.

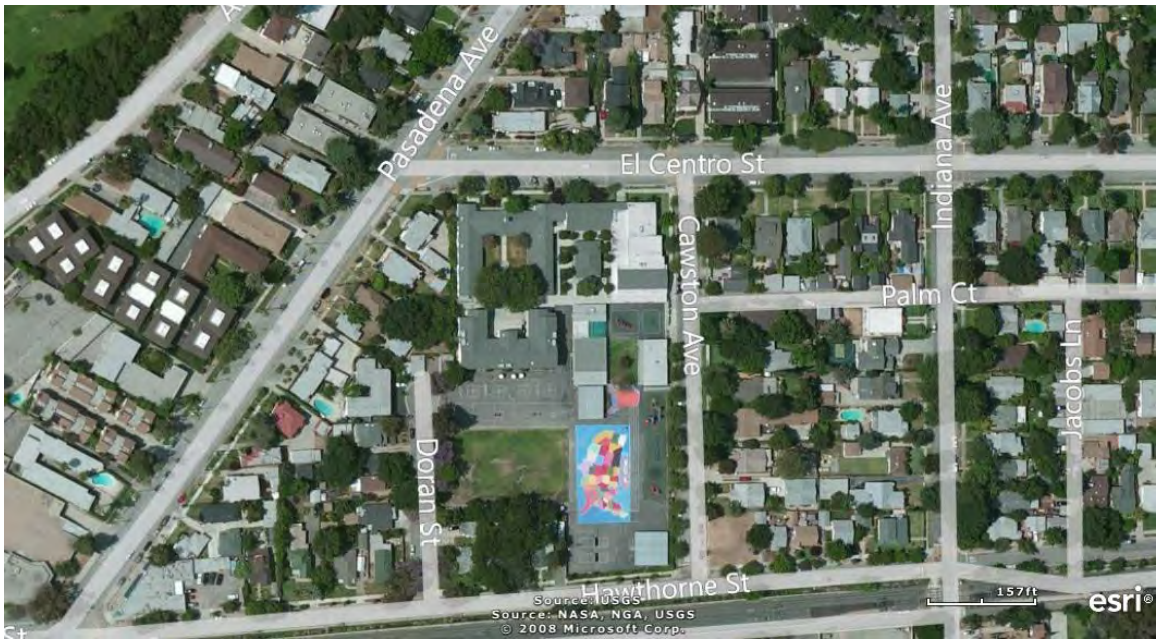
Assembly and Evacuations: The designated parent release area is the Stratford Street Gate at the East fence of the campus. Individual teachers maintain a notebook for their class with information on each student to ensure parental release is correct and documented.

Marengo Elementary School's designated assembly area is the school playground located at the east side of the campus. There are markings on the playground noted for individual classroom assembly. The school conducts monthly fire drills with assembly exercised to the playground.

Traffic plan and off campus relocation: There is an emergency traffic plan, drop off and pick up and the school has a "Valet" program for normal daily drop off at the front Marengo Avenue entrance. The ingress and egress are monitored by school staff daily. Marengo Elementary Schools evacuation plan states that students will walk to South Pasadena Middle School's (SPMS) 1500 Fair Oaks Avenue, rear entrance on Rollin Street from Marengo Avenue; less than two city blocks distance. Marengo Elementary has a written Emergency Plan completed by the Principal and it does articulate emergency procedures that are site specific.

Arroyo Vista Elementary School

335 El Centro Street, South Pasadena, CA 91030 Phone -- (626) 441-5840 -- Fax (626) 441-5845



Arroyo Vista Elementary School is located on the corner of El Centro and Pasadena Avenue. The campus is situated between Cawston to the East and Hawthorne to the South. The cul-de-sac of Doran Street is located beside the Westside of the playground and has both a walk in and drive in gate.

The school has a student population of 668 and a staff of 47 teachers, assistants, and maintenance personnel. Staff includes two "Sweep Teams" designated to room clearance and disaster response. There is a School Nurse assigned to the school for half days on

Tuesdays and an on-site Health Clerk, who is certified in First Aid and CPR only, Monday through Friday. In cases of emergency, the school district will respond maintenance personnel to the campus to assess and assist in problem mitigation.

Emergency Supplies: The school's emergency supplies consist of emergency lollipops, food and water for each student for up to three days. Inventories or systems testing are not formally conducted; however they were last checked in the fall of 2010. In addition, each classroom is equipped and maintains a backpack with rosters and other supplies for emergency, such as color coded vests, first aid kits, flashlights, and some tools (i.e. utility shut off wrench)

The school does have blankets, first aid kits; pry bars, hard hats, shovels, cots/stretchers, and blue tarps for triage (morgue), in unknown numbers. There is a small gas operated electric generator. (No fuel storage)

Emergency Supply Security: The school's emergency supplies are secured in a storage bin (drop steel container type) located at the Southwest corner of the campus along the rear fence line, secured by a standard padlock. Key security is maintained by the Principal, Facility Custodian, and School Secretary. There is a set of facility keys maintained in a lock box in the main office. The campus itself is accessible to first responders via Police/Fire accessible lock boxes located at the school entrance.

Utility shut offs: Utility shut offs for gas area located behind the main building's (Room 1) west exterior wall, secured behind a padlocked chain link fence and another at the parkway of El Centro Street. The water shut offs are located on the Cawston Street sidewalk at the east of the campus, and at the El Centro Street parkway. The electricity panels are located in a closet to the left of the stage in the "MDF" multi-purpose recreation room.

Assembly and Evacuations: The designated parent release area is the East Cawston Street gate off the Kindergarten playground.

Arroyo Vista Elementary School's designated assembly area is the blacktop Playground located at the south side of the campus. There are markings on the playground noted for individual classroom assembly. The school conducts monthly fire drills with assembly exercises to the playground.

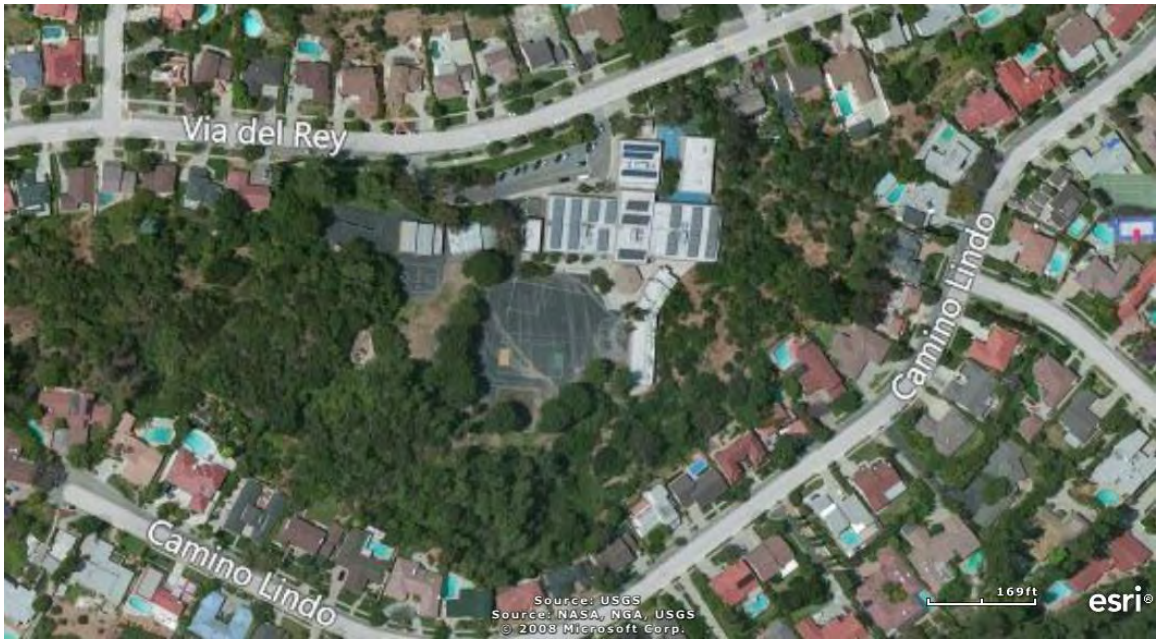
Traffic plan and off campus relocation: Although there is no formal traffic plan, drop off and pick up is managed at the front, El Centro Street entrance. The ingress and egress are monitored by school staff daily.

Although not formally addressed or forwarded to the South Pasadena School District's emergency plan, Arroyo Vista Elementary has a written Emergency Plan (attached) when off campus relocation and evacuations routes are warranted. Principal Busick indicated in her written plan that she would relocate students to Orange Grove Park at 815 Mission

Street. The park is located approximately four blocks to the east via sidewalk with no major streets to traverse.

Monterey Hills Elementary School

1624 Via del Rey, South Pasadena, CA 91030 Phone -- (626) 441-5860 -- Fax (626) 441-5965



Monterey Hills Elementary School has a student population of 586 and a staff of 60 teachers, assistants, and maintenance personnel. Staff includes two "Sweep Teams" designated to room clearance and disaster response. There is a School Nurse assigned to the school for half day on Mondays and an on-site Health Clerk, who is certified as an

EMT, Monday through Friday. In cases of emergency, the school district will respond maintenance personnel to the campus to assess and assist in problem mitigation.

Emergency Supplies: The school's emergency supplies consist of (4) 50 gallon drums of water with an estimated 4-5 year shelf life (barrels dated 10/08). Inventories are conducted annually and were last checked in October 2011. In addition, the parents have purchased individual pre-packaged preparedness kits for each student. These kits contain water, energy bars, and sanitary supplies for one student for one day. Each classroom teacher maintains a grab-bag with rosters and other supplies for emergency, while Sweep Team members maintain a backpack with additional emergencies supplies.

The school has blankets, first aid kits, pry bars, hard hats, shovels, cots/stretchers, blue tarps, buckets for latrine/sanitation, in unknown numbers, and a small gas operated electric generator. Fuel is not stored on site. (Plans are to siphon fuel or receive fuel from district maintenance if needed). It was unknown if the school had any flashlights or additional batteries stocked.

Emergency Supply Security: The school's emergency supplies are secured in a storage bin (drop steel container type) located at the northwest corner of the campus, secured by a standard padlock. Key security is maintained by the Principal, Facility Custodian, and School Secretary. There is a set of facility keys maintained in a lock box in the main office. The campus itself is accessible to first responders via Police/Fire accessible lock boxes located at the school entrance.

Utility shut offs: All utility shut offs for gas, water, and electricity are centrally located in a chain-linked fenced area Northeast of the main office entrance secured by padlocks.

Assembly and Evacuations: The designated parent release area is the West (front) Via del Rey breezeway at the Northwest corner of the main building and parking lot. There are plans to install fencing and gates at this location within the year.

Monterey Hills School's designated assembly area is the Playground located at the south side of the campus. There are markings on the playground noted for individual classroom assembly. The school conducts monthly fire drills with assembly exercised to the playground. The South Pasadena Fire Department has monitored the drills with positive comments for orderly evacuation and assembly in less than three minutes. It should be noted that the school's playground is also a designated helicopter landing zone in case of emergency.

Traffic plan and off campus relocation: Although there is no formal traffic plan, drop off and pick up is managed at the front, Via del Rey entrance. The ingress and egress are

monitored by school staff daily. Monterey Hills School is still awaiting a congestion reduction plan from the police department.

Although not formally addressed or contained in the school's emergency plan, when off campus relocation and evacuations routes were discussed, Principal Johnson indicated that he would relocate to South Pasadena High School (SPHS) Campus, utilizing the Via del Rey sidewalks and which only require right turns to SPHS.

South Pasadena Middle School

1500 Fair Oaks Avenue, South Pasadena, CA 91030 Phone -- (626) 441-5830 -- Fax (626) 441-5835

South Pasadena Middle School (SPMS) has a student population of 1090 and a staff of 78 teachers, assistants, and maintenance personnel. The campus itself is a blend of old and new construction. Emergency plans include two "Sweep Teams" designated to room clearance and disaster response. SPMS has one full time security person and two lunch break and yard security personnel assigned to the campus. In addition SPMS rents classroom space to Los Angeles County for Special Education classes. There are 10 students and 3 staff associated with that program. There is a School Nurse assigned to the school for half days on Tuesdays and an on-site Health Clerk, who is certified in First Aid and CPR only, also half days (0830-1230 hrs.) Monday through Friday. In cases of emergency, the school district will respond maintenance personnel to the campus to assess and assist in problem mitigation.

Emergency Supplies: The school's emergency supplies consist of emergency food for two days and water for each student three to five days. Inventories or systems testing are formally conducted annually. The last inventory was conducted in 2010. The school also

maintains a kitchen and refrigerated food storage. In addition, each classroom is equipped and maintains a disaster kit and backpack with rosters and other supplies for emergency, such as first aid kits, flashlights, and some tools (i.e. pry bar) (Detailed list attached)

The school just received an additional supply of 2600 individual water boxes. There are large containers of water, blankets, first aid kits, pry bars, hard hats, shovels, cots/stretchers, and blue tarps for triage (morgue). There is a small gas operated electric generator. (Detailed Emergency Bin inventory provided)

Emergency Supply Security: The school's emergency supplies are secured in a steel container adjacent to the sports field playground located at the Southeast corner of the campus and secured by a padlock. Keys for the container are assigned to the Principal, Assistant Principal, Facility Custodian, and School Secretary. There is a set of facility keys maintained in a lock box in the main office. The campus itself is accessible to first responders via Police/Fire accessible lock boxes located at the school entrance. Note: the campus is currently not secured by perimeter fencing. New fencing is anticipated to be installed within the next year.

Utility shut offs: The location for utility shut off for gas was not known by staff at the time of survey. The water shut off is located in front of the school's north side, left of the office entrance and marked by blue paint. The electricity panels are located in the second floor breezeway of the old section and in a closet to the rear of the main building in the new section.

Assembly and Evacuations: The designated parent release area is the Rollins Street cul-de-sac at the south end of the campus. Individual teachers are assigned to parental release duties based on the SPMS Emergency Plan. The procedures for student release were last practiced in 2010.

SPMS's designated assembly area is the school sports field/playground located at the southeast side of the campus. There are markings on the playground noted for individual classroom assembly. The school conducts bi-monthly fire drills with assembly exercised to the playground.

Traffic plan and off campus relocation: There is a traffic plan, for drop off and pick up, and the school has a "Valet" program for normal daily drop off at the front Fair Oaks Avenue entrance. Cones are placed for vehicle ingress and egress and are monitored by school staff.

According to Principal Kubela, the SPMS evacuation plan, details that students will walk to South Pasadena High School (SPHS) campus at 1401 Fremont Avenue. This plan has not yet been updated or communicated to the District. SPHS can be accessed via side streets traveling north for less than two city blocks. SPMS has a written Emergency Operation Plan (EOP) completed by the Principal and it does articulate emergency procedures with a SEMS component. The EOP is site-specific.

South Pasadena High School

1401 Fremont Avenue, South Pasadena, CA 91030 Phone -- (626) 441-5820 -- Fax (626) 441-5825

South Pasadena High School (SPHS) School has a student population of 1550 and a staff of 150 teachers, assistants, and maintenance personnel. The campus itself is separated from its sports stadium by Diamond Avenue. Staff includes two "Sweep Teams" designated to room clearance and disaster response. SPMS has two full time security personnel and has been assigned a School Resource Police Officer from SPPD, but is he is not resident on site. There is a School Nurse assigned to the school for half days on Thursdays and a full time on-site Health Clerk, who is certified in First Aid and CPR only. In cases of emergency, the school district will respond maintenance personnel to the campus to assess and assist in problem mitigation.

Emergency Supplies: The school maintains a kitchen and refrigerated food storage. The school's emergency supplies consist of three days' supply of refrigerated food stocks. (Freezer/refrigerator has access from exterior, but no back-up power capability) Inventories or systems testing are not conducted annually. It is unknown when the last inventory was conducted. In addition, each classroom has limited supplies. The Red Cross Club, two years ago, donated personnel and made up "Go Bags" for each classroom that contain emergency supplies, such as first aid kits and flashlights.

The school has multiple 55 gallon drums of water, however they are dated 1996 and 2000 and are all past their usable expiration. There appears to be some blankets, first aid kits, pry bars, hard hats, shovels, cots/stretchers, and blue tarps for triage (morgue).

Emergency Supply Security: The school's emergency supplies are secured in a steel drop off style container adjacent to the sports field playground located at the Northwest corner of the sports stadium (Diamond Avenue). The bin is adjacent to the concrete seating stands and is a cause for concern should the stands collapse in a disaster. The bin is secured access by a padlock. Key security is maintained by the Principal, Assistant Principal, Facility Custodian, and School Secretary, as well as, School Security. There is a set of facility keys maintained in a lock box in the main office. The campus itself is accessible to first responders via Police/Fire accessible lock boxes located at the school entrance.

Utility shut offs: The location for gas utility shut off is to the rear of the auditorium building. The water shut off is located west of the rear Diamond Avenue gate on the

school's North side. The electricity panels are located in a new exterior fenced area at the west Rollin Street gate.

Assembly and Evacuations: The designated parent release area is the Meridian Street Stadium (Ticket Booth) Gate, accessed from the sports stadium north of the campus. Individual teachers are assigned to parental release. SPHS has simulated parent release drill but has no formal plan.

SPMS's designated assembly area is the school stadium sports field located at the North side of the campus across Diamond Avenue. There are markings noted for individual classroom assembly.

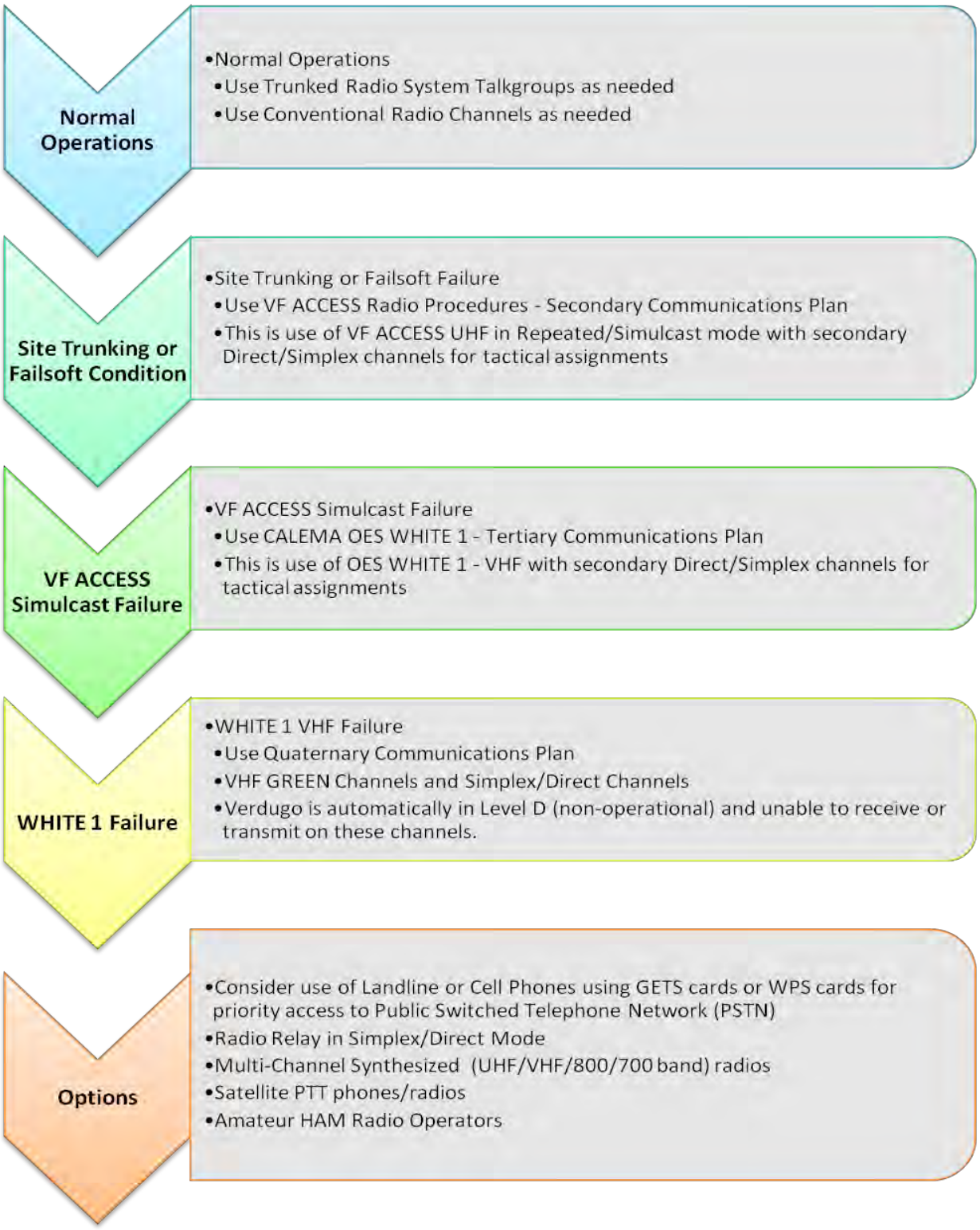
Traffic plan and off campus relocation: There is no documented traffic plan for drop off and pick up, but there are signs and barricades posted for traffic control. Staff and security monitor traffic flow for vehicle ingress and egress daily.

SPHS evacuation plan is only the assembly area at the sports stadium. There are no plans to evacuate further. SPHS has a written Emergency Operation Plan (EOP) completed by the Principal and it does articulate emergency procedures. The EOP is site specific.

Appendix C

Verdugo Fire Communications Plan

AGENCY	VERDUGO 10-DIGIT EMERGENCY PHONE #	POLICE PSAP 10-DIGIT PHONE #	PRIMARY ASSIGNED CHANNEL IN E.M.	SECONDARY CHANNEL PLAN (Tactical)	TERTIARY CHANNEL PLAN (Tactical)	QUATERNARY CHANNEL PLAN
ALH	626-570-5124	626-570-5151	RED 7	VF ACCESS (RED9-D)	WHITE 1 (RED9-D)	GREEN 6
ARC	626-446-6188	626-574-5121	RED 6	VF ACCESS (RED10-D)	WHITE 1 (RED10-D)	GREEN 3
BRK	818-847-8611	818-238-3000	RED 3	VF ACCESS (RED9-D)	WHITE 1 (RED9-D)	RED11-DIRECT
GLN	818-956-4800	818-548-4911	RED 4	VF ACCESS (RED10-D)	WHITE 1 (RED10-D)	RED12-DIRECT
MPK	626-573-1333	626-573-1311	RED 8	VF ACCESS (RED11-D)	WHITE 1 (RED11-D)	GREEN 10
MRV	626-359-9311	626-256-8088	RED 12	VF ACCESS (RED12-R)	WHITE 1 (RED12-R)	GREEN 2
MTB	323-722-2111	323-887-1313	RED 8	VF ACCESS (RED10-D)	WHITE 1 (RED10-D)	MTB ACCESS
PAS	626-792-4161	626-793-3176	RED 5	VF ACCESS (RED9-D)	WHITE 1 (RED9-D)	RED9-DIRECT
SGB	626-288-5050	626-308-2828	RED 7	VF ACCESS (RED12-D)	WHITE 1 (RED12-D)	GREEN 8
SMD	626-355-1402	626-355-1414	RED 6	VF ACCESS (RED12-D)	WHITE 1 (RED12-D)	GREEN 1
SNM	626-300-0799	626-300-0720	RED 7	VF ACCESS (RED11-D)	WHITE 1 (RED11-D)	GREEN 4
SPS	626-441-6497	626-441-1191	RED 11	VF ACCESS (RED11-D)	WHITE 1 (RED11-D)	GREEN 6


Normal Operations
•Normal Operations
•Use Trunked Radio System Talkgroups as needed
•Use Conventional Radio Channels as needed
Site Trunking or Failsoft Condition
•Site Trunking or Failsoft Failure
•Use VF ACCESS Radio Procedures - Secondary Communications Plan
•This is use of VF ACCESS UHF in Repeated/Simulcast mode with secondary Direct/Simplex channels for tactical assignments
VF ACCESS Simulcast Failure
•VF ACCESS Simulcast Failure
•Use CALEMA OES WHITE 1 - Tertiary Communications Plan
•This is use of OES WHITE 1 - VHF with secondary Direct/Simplex channels for tactical assignments
WHITE 1 Failure
•WHITE 1 VHF Failure
•Use Quaternary Communications Plan
•VHF GREEN Channels and Simplex/Direct Channels
•Verdugo is automatically in Level D (non-operational) and unable to receive or transmit on these channels.
Options
•Consider use of Landline or Cell Phones using GETS cards or WPS cards for priority access to Public Switched Telephone Network (PSTN)
•Radio Relay in Simplex/Direct Mode
•Multi-Channel Synthesized (UHF/VHF/800/700 band) radios
•Satellite PTT phones/radios
•Amateur HAM Radio Operators

Primary Channel Matrix – Assignment for Agency Operations **(Users must scan/monitor RED1 & MCTs for their dispatches)**

RED1	RED2	RED3 (6)	RED4 (9)	RED5 (8)	RED6 (5)	RED7 (7)	RED8 (6)	RED12 (1)
Dispatch Channel	Command to Verdugo	BRK	GLN	PAS	ARC SMD SPS	ALH SGB SNM	MPK MTB	MRV

☐ Verdugo does not monitor nor respond to voice traffic on these channels while in this mode of operation. (n) Indicates number of stations on an assigned channel.

1. RED1 shall remain of limited use by field personnel due to any potential de-escalation needs or for Verdugo having a need to establish it as an outbound voice only Primary Dispatch channel. Extreme radio discipline applies.

2. Both the I.C. and field personnel shall scan RED1 for dispatches and their assigned tactical/operations channel for their jurisdictional agency in this mode.

   (1) RED1 for dispatches in the event that communications center operations allows for verbal dispatches and the assigned tactical for on-going direction and communication to/from the B.C.

      (a) Automatic Dispatch Mode may be initiated and used extensively in order to reduce voice radio traffic impacts to the Center. Radio traffic to Verdugo on RED1 shall be limited only to needs or critical information.

         (i) Units operating without MCTs shall acknowledge Verdugo on RED1 on receipt of their dispatch and any other status changes within Radio Standby mode – i.e., Enroute, On-Scene, Available on Radio.

         (ii) Units operating with MCTs shall utilize their MCT for status changes and acknowledgement of dispatch.

3. RED2 shall remain unused by field operations due to any potential de-escalation and/or need for a Command Channel.

a) RED2 shall be the sole contact channel between Verdugo and the B.C., serving as a common Command Channel for communications with Verdugo.

4. FDUMA, a Direct/Simplex channel, may be utilized for interagency coordination.

5. In the event that the trunked system is non-operational VF ACCESS Operations Matrix (Secondary Channel Plan Matrix) shall serve as the systemwide fallback channel for all agencies:

   a) Verdugo shall utilize Automatic Dispatch Mode, utilizing the data system as extensively as possible.

   b) BC's shall remain on VF ACCESS in simulcast/repeated mode as the common Command Channel for inter-agency coordination and for communications to Verdugo.

      (1) Radio Discipline (silence) is key to the success of any operations where all agencies are on VF ACCESS. Radio traffic shall be limited to only that necessary between the B.C. and Verdugo.

         (a) Field Personnel may utilize local repeated channels or direct / simplex channels as coordinated or assigned by Verdugo.

Secondary Channel Matrix – Command and Tactical Operations **(Monitor VF ACCESS & MCTs for dispatches)**

VF ACCESS	RED9-D	RED10-D	RED11-D	RED12-D	RED12 Repeat
Dispatch & Command Channel **Extreme Radio Discipline (silence)!**	ALH BRK PAS	ARC GLN MTB	SNM SPS MPK	SGB SMD	MRV

☐ Verdugo does not monitor nor respond to voice traffic on these channels while in this mode of operation.

6. In the event that both the trunked system and VF ACCESS are non-operational CALEMA WHITE 1 (Tertiary Channel Plan Matrix) shall serve as the systemwide fallback for all agencies:

   a) Verdugo shall utilize Automatic Dispatch Mode, utilizing the data system as extensively as possible.

b) BC's shall remain on WHITE 1 as the common dispatch and Command Channel for inter-agency coordination and for communications to Verdugo.

(1) Radio Discipline (silence) is key to the success of any operations where all agencies are on WHITE 1. Radio traffic shall be limited to only that necessary between the B.C. and Verdugo.

Tertiary Channel Matrix –Command and Tactical Operations (Monitor WHITE 1 & MCTs for dispatches)

WHITE 1	RED9-D	RED10-D	RED11-D	RED12-D	RED12 Repeat
Dispatch Channel All agencies assigned **Extreme Radio Discipline (silence)!**	ALH BRK PAS	ARC GLN MTB	SNM SPS MPK	SGB SMD	MRV

☐ Verdugo does not monitor nor respond to voice traffic on these channels while in this mode of operation.

7. In the event that the Trunked system and VF ACCESS and WHITE 1 are non-operational then local VHF GREEN channels (Quaternary Channel Plan Matrix) shall serve as the fallback communications plan for all agencies:

a) Verdugo shall utilize Automatic Dispatch Mode, utilizing the data system as extensively as possible.

b) Units/personnel operating on any VHF GREEN or UHF Direct channels as part of the Tertiary communications plan should not have an expectation of reaching Verdugo Fire Communications.

c) Verdugo cannot transmit nor receive across these channels. Verdugo is automatically in Level D Operations Mode (non-operational).

d) These channels are not recorded.

Quaternary Channel Matrix – Tactical Operations – Verdugo is automatically Level D (Non-Operational for voice)

ALH	ARC	BRK	GLN	MPK	MRV	MTB	PAS	SGB	SMD	SNM	SPS
GREEN 6	GREEN 3	RED11 Direct	RED12 Direct	GREEN 10	GREEN 2	MTB ACCESS	RED9 Direct	GREEN 8	GREEN 1	GREEN 4	GREEN 6

☐ Verdugo cannot monitor nor respond to voice traffic on these channels while in this mode of operation.

II. EMERGENCY MODE – LEVELS OF OPERATION

Establishing levels of operation within Emergency Mode is vital and helps all users understand what each agency is capable of handling while in this mode. It is the Battalion Chief or I.C. or their designee who determines at what level they will be operating for the first three (3) levels of identified types of operation in coordination with Verdugo Fire Communications. There are however, four (4) levels, each one increasing in severity or ability to respond/communicate effectively:

A. EMERGENCY MODE – LEVEL A – VERDUGO CONTINUES DISPATCHING

1. **LEVEL A** Emergency Mode is indicative of a situation whereby the Center is operational to a considerable degree of effectiveness and so are agency resources.

    a) There are minimal requests for assistance from the public.

    b) However, a significant event has occurred and/or a portion of the radio system, computer system, and/or related networks has been significantly affected or compromised.

    c) This generally means that an unplanned event has occurred, requiring a need for this level of operation to determine what the area's capabilities are in terms of effectiveness to respond and communications.

    d) Verdugo may conduct a Radio Check[1] to determine the effectiveness of the communications system and to inventory the availability of resources:

        (1) Radio Checks across the radio system shall require field personnel to acknowledge the request on the assigned channel.

            (a) Field personnel shall acknowledge the Radio Check on both mobile and portable radios and shall indicate which type of radio is being utilized as part of the Radio Check.

[1] Section V, Part B – Radio Checks

(2) Radio Checks across the radio system may be across a particular channel (i.e., RED2), while dispatching of incidents continues on RED1. Personnel will be directed as such, dependent upon circumstances.

(a) Field personnel shall initially utilize three (3) radios in order to accomplish this. One shall be on RED1 to receive on-going dispatches. One shall be on the assigned channel in order to conduct the Radio Check. One shall be on the assigned operational area channel.

B. EMERGENCY MODE – LEVEL B – VERDUGO CONTINUES DISPATCHING

1. **LEVEL B** Emergency Mode is indicative of a situation whereby the Center is operational to some degree of effectiveness and so are agency resources.

a) A significant event has occurred or is ongoing.

b) There is a high influx of calls coming into the Center.

(1) Verdugo may utilize Automatic Dispatch Mode, dependent upon circumstances and data system capabilities.

(2) Single engine responses will be dispatched on all fire calls, unless the informant indicates a working event (i.e., actual fire).

(3) Medical calls normally requiring an engine and rescue ambulance may be downgraded as needed in order to accommodate the higher number of requests for aid.

Automatic Dispatch Mode:

When the level of system activity increases to the point that normal radio procedures are significantly delaying the dispatch of emergency equipment this mode may be implemented:

- Incident information will be sent by CAD to the MCT's, station computers and printers.
- **There may not be a verbal dispatch! Verdugo will attempt, to the extent possible, to vocally give unit identifiers and an indicator that units have a dispatch. I.e., "Engine 11 dispatched"**
- The station tones, lights, printer, and MCT activation will be the dispatch.
- MCT's will be used to the fullest extent possible and radio traffic will be limited.

Routine notifications shall be handled by field personnel either at scene or at the station upon conclusion of the incident using readily available information files from CAD.

C. EMERGENCY MODE – LEVEL C – VERDUGO RELAYS DISPATCHES TO B.C.

1. **LEVEL C** Emergency Mode is indicative of a situation whereby the Center is operational to a limited degree of effectiveness and so are agency resources.

    a) A significant event has occurred or is ongoing.

    b) Call volume has exceeded the capacity for verbal dispatches to be made.

        (1) Response levels will be determined by the Battalion Chief or Incident Commander or their designee, working in conjunction with Verdugo dispatchers.

            (a) Documentation as to resources that have been assigned is key to supporting this effort. Verdugo will also need this information from the B.C. to document status into CAD.

    c) Verdugo shall utilize Automatic Dispatch Mode, dependent upon circumstances and data system capabilities.

D. EMERGENCY MODE – LEVEL D – VERDUGO IS NON-OPERATIONAL

1. **LEVEL D** Emergency Mode situation or announcement is the most extreme of the four possible levels. It is indicative of a situation whereby the communications center is so impacted, for some reason or event, that the Center becomes non-operational.

    a) A fire engine and agency Battalion Chief shall respond to the local law enforcement PSAP within that agency's respective jurisdiction in order to receive and subsequently dispatch their own Fire/EMS calls for service via radio.

        (1) Each agency will follow their respective city's emergency plans for dispatching. This may include EOC activation.

        (2) Each agency will be responsible for documenting responses for later entry into CAD. This includes all data/information related to the response and status of resources.

    b) The primary Public-Safety Answering Point (PSAP) will be contacted and directed to not make any attempts to transfer calls to Verdugo.

(1) Each agency and/or their PSAP must document any Fire/EMS incidents for later entry into CAD.

c) All units should report via radio directly to the Battalion Chief on duty as to their ability to respond, with both personnel and equipment status. This is essentially a Radio Check as to resource availability and ability to communicate.

d) At this level it is also likely that critical communications systems are impacted. The Emergency Mode Radio Communications Channel Plan and any designated fallback channel plans should be initially tested for reliability within the individual agency and amongst that agency's users and then automatically utilized dependent upon each agency's ability to communicate with their resources.

(1) RED1 shall remain unused due to any potential de-escalation and need for re-establishing it as an outbound only Primary Dispatch channel.

(a) Should the radio system be inoperable, but the data system remains operable, MCTs shall be utilized in Automatic Dispatch mode.

(2) RED2 shall remain unused by field operations due to any potential de-escalation and/or need for a Command Channel.

(3) RED2 is reserved as the common Command Channel for direct communication to Verdugo Fire Communications, if operable.

(4) FDUMA, a direct/simplex channel, may also be utilized for inter-agency coordination and dependent on the ability to use that channel.

(5) Units/personnel operating on any VHF GREEN or UHF direct channels should not have an expectation of reaching the Center.

(a) Verdugo cannot transmit or receive on these channels.

(b) These channels are not recorded.

E. Verdugo will attempt to make contact with each agency's B.C to determine their capacity to operate within the event. Each B.C. shall notify Verdugo of their "Level"; either A, B, C on RED2.

1. This shall be determined by each agency after having completed the following:

    a) All units should report via radio on the assigned tactical channel, directly to the Battalion Chief on duty as to their ability to respond with both personnel and equipment status. This is essentially a Radio Check as to resource availability and ability to communicate.

    b) Verdugo dispatchers will not be able to monitor all assigned channels. Therefore, contact with Verdugo shall be by the I.C. only to Verdugo on RED2.

2. After the determination of a level has been established in coordination with Verdugo Fire, an announcement will be made and simulcast across all RED Channels.

    Example: "Burbank has declared a Level C-Charlie and is assigned to RED 3"

F. Should there be a significant or complete loss of the radio system whereby direct/simplex mode is the only usable method of communications, system users should attempt to perform a radio relay between resources and the operational area Battalion Chief.

1. Relaying of information should be kept simple and brief.

2. Write the message down, noting the date/time and message content, confirming the message if necessary, prior to relaying it to the next company/district.

G. Should the radio system be inoperable, but the data system remains operable, MCTs shall be utilized in Automatic Dispatch mode. (See Radio System Failure in this section)

Sample Matrix of Establishing Levels:

	BRK	GLN	PAS	SPS	SNM	SGB	ARC	Verdugo	Etc.
Levels	A	A	C	A	B	A	C	A	

III. EMERGENCY MODE – DE-ESCALATION

Determination by the Emergency Operations Center (EOC), Fire Chief, Battalion Chief, Incident Commander or their designee that the current level of operation is no longer needed, a de-escalation of Emergency Mode may be announced:

A. All trunked RED Channels shall be set up for simulcast by the Dispatcher. Simulcasting allows the Dispatcher to transmit across all channels simultaneously.

1. The Dispatcher shall request all system users to hold/suspend all radio traffic.

2. All users shall continue to remain in Radio Standby unless otherwise directed.

3. A verbal radio broadcast will be made with a message that is both related to the de-escalation event and simulcast across all RED Channels, followed by "Verdugo Clear" upon completion:

   Example: "Burbank is now operating in Level B-Boy on RED 3"

4. Each city will individually de-escalate until all agencies are operating in Level A. A determination will be mutually made at that time between the affected agency(s) and Verdugo Fire as to whether control should return to Verdugo for normal dispatching operations.

   a) Units will be directed to return to RED 1 only upon this determination.

   b) Units will then be directed to cancel Radio Standby.

   c) If previously at Level D, each primary PSAP and allied agencies will be contacted to re-establish 9-1-1/phone communications procedures/transfers.

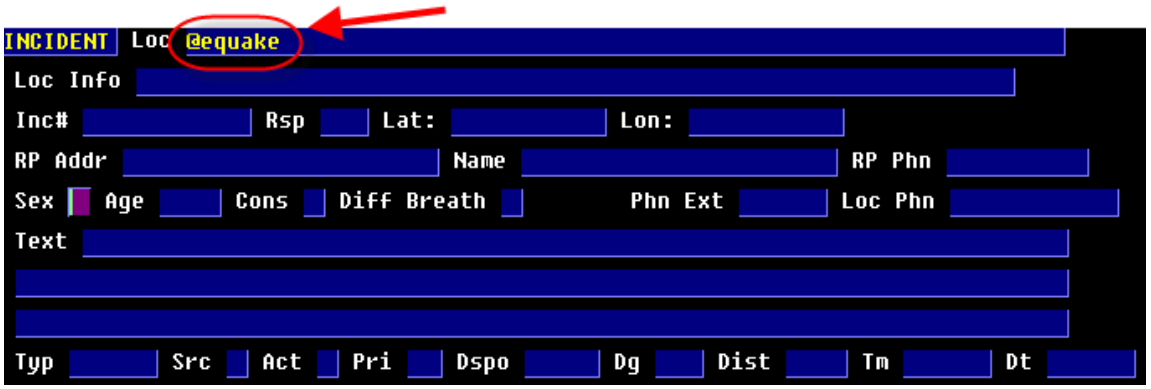
IV. EARTHQUAKE PROCEDURES

A. Emergency Mode Plan:

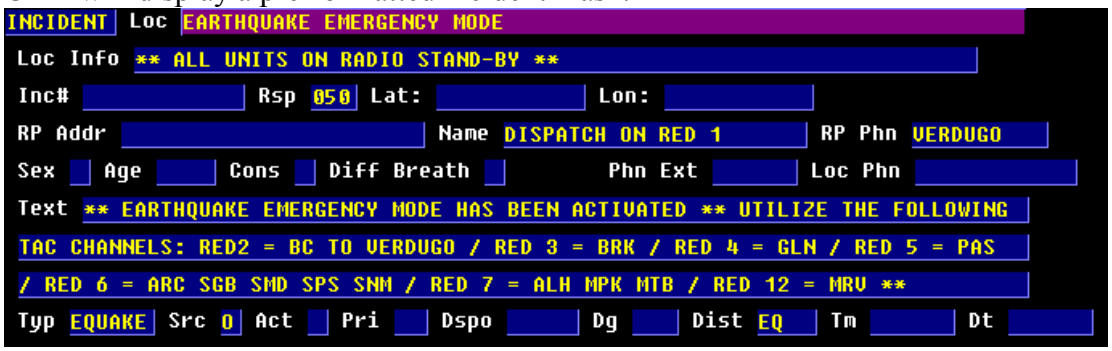
These procedures shall be activated for any earthquake felt within the area, regardless of magnitude, due to the event potentially being a foreshock to a larger event.

B. EQUAKE Incident:

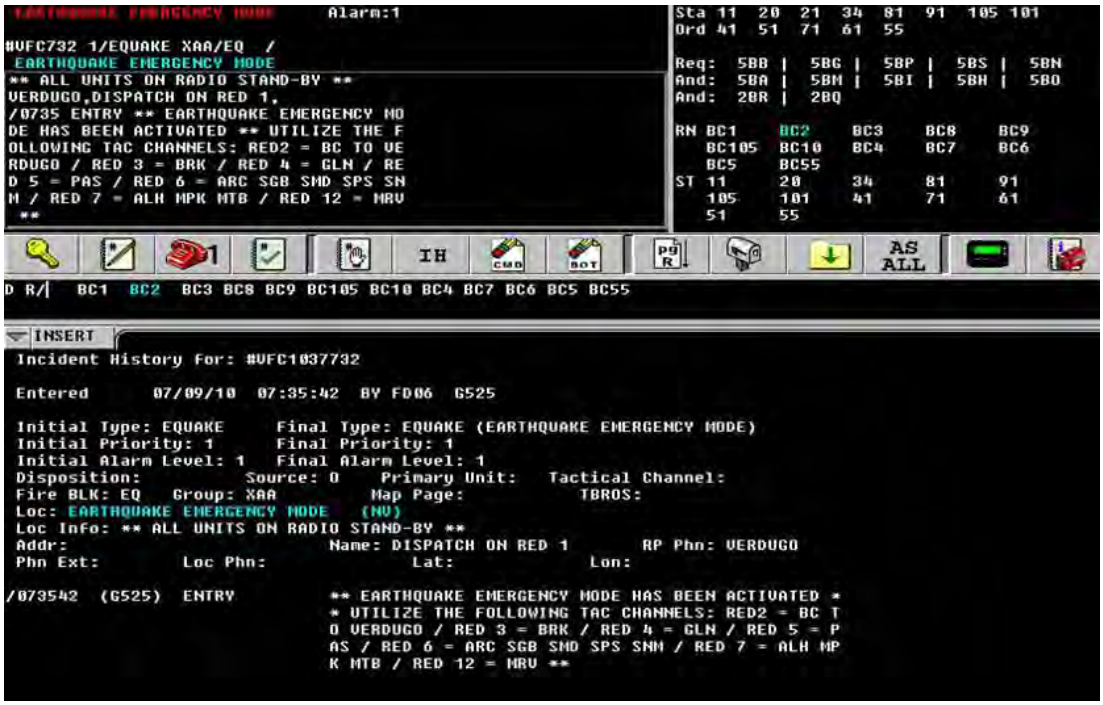
A cataloged incident is created using EQUAKE for type code with the predicator of @ in the LOC field of the incident mask and depressing F12 button [Send].



CAD will display a pre-formatted incident mask.



"Sending" the incident (F12) as displayed will create an Earthquake Emergency Mode incident. An EVENT type code (non-catalogued) could also be created for other situations/scenarios.


Alarm:1
#VFC732 1/EQUAKE XAA/EQ /
EARTHQUAKE EMERGENCY MODE
** ALL UNITS ON RADIO STAND-BY **
VERDUGO,DISPATCH ON RED 1,
/0735 ENTRY ** EARTHQUAKE EMERGENCY MO
DE HAS BEEN ACTIVATED ** UTILIZE THE F
OLLOWING TAC CHANNELS: RED2 = BC TO VE
RDUGO / RED 3 = BRK / RED 4 = GLN / RE
D 5 = PAS / RED 6 = ARC SGB SMD SPS SN
M / RED 7 = ALH MPK MTB / RED 12 = MRV
**
Sta 11 20 21 34 81 91 105 101
Ord 41 51 71 61 55
Req: 5BB | 5BG | 5BP | 5BS | 5BN
And: 5BA | 5BM | 5BI | 5BH | 5BO
And: 2BR | 2BQ
RN BC1 BC2 BC3 BC8 BC9
BC105 BC10 BC4 BC7 BC6
BC5 BC55
ST 11 20 34 81 91
105 101 41 71 61
51 55
IH
AS ALL
D R/ BC1 BC2 BC3 BC8 BC9 BC105 BC10 BC4 BC7 BC6 BC5 BC55
INSERT
Incident History For: #VFC1037732
Entered 07/09/10 07:35:42 BY FD06 G525
Initial Type: EQUAKE Final Type: EQUAKE (EARTHQUAKE EMERGENCY MODE)
Initial Priority: 1 Final Priority: 1
Initial Alarm Level: 1 Final Alarm Level: 1
Disposition: Source: 0 Primary Unit: Tactical Channel:
Fire BLK: EQ Group: XAA Map Page: TBROS:
Loc: EARTHQUAKE EMERGENCY MODE (NV)
Loc Info: ** ALL UNITS ON RADIO STAND-BY **
Addr: Name: DISPATCH ON RED 1 RP Phn: VERDUGO
Phn Ext: Loc Phn: Lat: Lon:
/073542 (G525) ENTRY ** EARTHQUAKE EMERGENCY MODE HAS BEEN ACTIVATED *
* UTILIZE THE FOLLOWING TAC CHANNELS: RED2 = BC T
O VERDUGO / RED 3 = BRK / RED 4 = GLN / RED 5 = P
AS / RED 6 = ARC SGB SMD SPS SNM / RED 7 = ALH MP
K MTB / RED 12 = MRV **

The @EQUAKE cataloged incident will recommend all Verdugo System Battalion Chief's for response; all shall be "dispatched" to the incident and radio assignment information will be displayed on MCTs and printouts as normal.

a) This action supports the radio dispatcher in assigning appropriate operational channels for each agency, saves data entry time, and facilitates quick entry of the incident.

b) This action provides each Battalion Chief, through MCT display and printouts, information on operational channel assignments and related information.

(1) ***Unified Response measures do not apply when all agencies are assigned to the Emergency Mode Communications Plan***. All requests for additional resources by an agency, after having exhausted their own resources, will be considered as a Mutual Aid request within Area C, with Verdugo as Area C Coordinator.

(2) Unless otherwise directed, it is understood that each Battalion Chief (B.C.) shall be considered to be the point of contact for their operational area on their assigned channel per the communications plans.

(3) Each B.C. shall retain operational control as needed for their resources. B.C.'s will not be dispatched as part of full assignments in order to retain jurisdictional control over dispatched and available resources. B.C.'s will utilize contact with Verdugo on Command Channel, RED2.

(4) Unless otherwise directed by the B.C. it is understood that Verdugo shall dispatch available resources until exhausted and solely within each agency's operational area; Unified Response measures no longer apply in this situation. All requests for additional resources, by an agency having exhausted their resources, will be Mutual-Aid.

(i) Incidents shall be entered but not dispatched, until full assessments can be made as to operational capabilities with each agency B.C., on the Command Channel, RED2.

c) The EQUAKE/EVENT incident shall be used to document all activity for the system as a whole – i.e., earthquake magnitude/location, fire department status reports by the B.C., agency damage assessments, vital information into or out of the system, essential personnel check-in, levels of operation, etc.

(1) Dispatchers shall use the CAD command: ROUTE/ALCL/ with incident information. This procedure with information can be sent to all stations as needed for updates. This information can be copied and emailed to other system users via established lists.

C. Infrastructure Check:

Prior to the answering of any phone lines of any type, Verdugo personnel or Fire Station 21 Firefighters shall immediately conduct a facilities check[2] of the Center to determine the impact of the earthquake to the following areas:

1. Status of communications personnel – are there any injuries?
2. Status of the Center – are there any structural hazards/issues?
    a) Are there any electrical hazards or water issues?
3. Status of power to the Center – is it operating on commercial, UPS, or generator?
4. Status of Radio Room equipment and infrastructure.
    a) Field personnel conduct Radio Checks.
    b) Status of MOSCAD and associated system alarms.
    c) Status of GENESIS and associated system alarms.
5. Status of Computer Room equipment and infrastructure.
6. Status of Phone equipment, lines and infrastructure.

[2] See Section IX – Earthquake Operations and Infrastructure Check-off List (Verdugo personnel usage)

a) Dial 9-1-1 from a business line and transfer back to Verdugo.

b) Dial each primary 10-digit Emergency Number from a business line.

c) Dial each cell phone from a business line.

d) Notify allied agencies:

(1) Verdugo System Police Communications Centers

(2) Burbank Airport

(3) Disney Studios

(4) Warner Brothers Studios

(5) Los Angeles County Fire Department

(6) Los Angeles City Fire Department

(7) California Highway Patrol

(8) Los Angeles County Sheriff's Department

(9) Medical Alert Center

(10) Southern California Gas Company

(11) Water & Power Agency's

(12) Public Works Departments

(13) Ask and document each, "Are you operational"?

7. Status of Data System.

a) As field units perform Radio Checks, they should use their Available on Radio button via MCT upon completion of the check, or sooner; Verdugo will have visual indication as to which units have done so or those needing resolution.

8. Status of fire sprinkler system, pre-action system, and fire alarms to Fire Station 21.

9. Status of HVAC controls, equipment and infrastructure.

10. Determine via California Institute for Seismic Network (CISN) connection the size and location of the Earthquake:

    a) Verdugo shall transmit this information when possible; simulcasting the information across all channels.

11. Document all findings from the check-off sheet in the EQUAKE/EVENT incident.

D. Field Personnel Activity:

With Emergency Mode activated, and all system users, personnel and resources assigned to specific channel assignments, concurrently, the following should be occurring for each Fire Station[3]:

1. Each station should follow their normal operating procedures for movement of equipment and personnel to a safe location.

2. Each Battalion Chief or their designee shall conduct a Radio Check to determine the status of their personnel, equipment, communications, and their ability to respond.

    a) Radio Checks[4] across the radio system shall require field personnel to acknowledge the request on the assigned channel and only to their assigned B.C. – not to Verdugo. Verdugo dispatchers will not be monitoring the assigned operational channel in this mode.

    b) Field personnel shall acknowledge the Radio Check on both mobile and portable radios and shall indicate which type of radio is being utilized as part of the Radio Check.

3. Utilize the Earthquake Procedures Cheat Sheet as needed for reference.

E. Incidents:

Only upon completion of Verdugo's facility check will calls for service be handled for dispatch.

1. Upon determination that the Center is operational, calls will be <u>entered only</u>, into CAD for dispatch.

2. No dispatches will be made at this time, regardless of type or number of occurrences.

[3] See Section X – Earthquake Procedures Cheat Sheet (Field personnel usage)
[4] See Section V, Part B, Radio Check Procedures

3. Should CAD be inoperable, Access CAD and/or "Green Sheets" shall be utilized to record the incidents manually.

    a) The manual magnetic status board will be utilized to track resource status.

4. Upon readiness of the Dispatch position and operational readiness of the Center, will the dispatcher then request from the Battalion Chief, Incident Commander, or their designee the following:

    a) Status of personnel, equipment/resources, facilities, and their operational "Level" of either A, B, or C.

    b) This information will be recorded on a Resource Status Form (RESTAT).

F. CAD Incident Summary:

The CAD Incident Summary command will be utilized to provide a summary of calls by agency.

1. The Battalion Chief, Incident Commander or their designee will then be advised by Verdugo on the Command Channel (RED2), of the types and amounts/numbers of requests for assistance received for their agency/city:

Example: "BC1 your city has a total of fifteen (15) calls holding, of these ten (10) are medical requests, three (3) are for building collapse, and two (2) structure fires.
Example: "BC2 your city has no requests for assistance in the City of Glendale"

2. The Battalion Chief, Incident Commander or their designee will then determine what level of operation within Emergency Mode (A, B, C) they will utilize.

    a) Verdugo dispatchers and Battalion Chief's shall work together to determine whether normal dispatch operations occur or whether downgraded response levels are necessary.

    b) EMD pre-arrival instructions, with the exception of the following, shall be halted:

        (1) CPR

        (2) Breathing problems, including choking

        (3) Severe bleeding

(4) OB-GYN

G. Battalion Chief's shall utilize RED2 as the Command Channel for communications with Verdugo, and/or Inter-agency coordination efforts.

H. Dispatches shall be made on RED1. Field personnel shall scan and/or monitor both RED1 and their assigned tactical/operational channel.

1. Verdugo Dispatchers will dispatch only RED1, additionally monitoring and making support contact only with the agency Battalion Chief on Command Channel RED2.

2. Should the radio system be inoperable, but CAD and the data system remain operable, MCTs shall be utilized in Automatic Dispatch mode.

3. Should the radio system and data system be inoperable, Verdugo is considered at Level D[5].

4. Should Incident volume be such that voice communications would hamper the efficiency of the Center, Automatic Dispatch mode may be initiated.

I. Emergency Mode procedures for operations and subsequent de-escalation procedures are utilized at this point.

[5] Section VI, Part D – Level D Operations

V. EARTHQUAKE OPERATIONS AND INFRATRUCTURE CHECK-OFF (Double-Click to open as PDF)

VERDUGO FIRE COMMUNICATIONS CENTER

EARTHQUAKE EMERGENCY MODE (EEM) CHECK-OFF SHEET

DATE/TIME OF EVENT:_____

General Guidelines:

1. To be used in the event of any earthquake felt throughout the Verdugo Fire Communications System, in case the tremor is a foreshock to a larger event. Note that, due to geological conditions, what is felt softly in one area may have more of an impact on another agency.

2. **Unified Response Agreement and related measures are suspended.** Each agency is considered to be operating within their own operational area under the coordination of Verdugo Fire as Area C Coordinator. Each Operational Line Battalion Chief (B.C.) shall be the primary point of contact to determine operational level (A, B, C) and whether to downgrade responses.

   Each agency operates independently of each other until resources are exhausted, then Mutual Aid applies, if resources are available from within Area C and approval is granted from the providing agency's B.C. Should the resource not be available, Verdugo will contact Region I (LAC Fire) for the needed resource. ROSS will be used to create an initial report, then incident, and manage requests and outside resources.

Check-List:

☐ FCSS or Leadworker: Initiates this worksheet

☐ FCSS or Leadworker: Initiates Earthquake Incident using Icon on desktop to initiate automatic Systemwide Page. EQUAKE type code also generates automatic Systemwide Page. Activates Emergency Recall button using Icon on desktop to recall available Verdugo personnel.

☐ FCSS or Leadworker: Account for safety of all personnel on the 3rd floor

Document Who:_____

Document Status:_____

☐ FCSS or Leadworker: **Keep the Area C Coordinator appraised of all activity.**

☐ FCSS or Leadworker: Consider activation of Expanded Dispatch if needed for support.

☐ Call-Taker: Initiates @EQUAKE (Cataloged incident) using incident mask. Fill in details if available and send.

VI. EARTHQUAKE | EMERGENCY MODE CHEAT SHEET (Double-Click to open as PDF)

Verdugo System Field Users– Earthquake/Emergency Mode Procedures

Fire Stations perform the following:	Earthquake Visual Intensity Scale (EVIS):
A. Account for personnel	0 – Nothing Felt
B. Move apparatus to "Safety Zone"	1 – Earthquake felt; no damage
C. Determine status of fire station/facility	2 – Windows broken
D. Go to assigned Primary Radio Channel – Radio Check	3 – Block walls down
E. Report unit status & visual intensity to BC within 15 minutes. Place MCT status as AOR.	4 – Structures shifted off of foundations
	5 – Structural collapse visible

Primary Radio Channel/Talkgroup Assignment Plan

RED1	RED2	RED3	RED4	RED5	RED6	RED7	RED8	RED12
In/Outbound Dispatches	In/Outbound B.C. to Verdugo Only*	BRK	GLN	PAS	ARC SMD SPS	ALH SGB SNM	MPK MTB	MRV

- **Note: Unified Response no longer applies.** RED1 remains dispatch. RED2 is traffic to Verdugo by B.C.'s only. Units may scan either Trunked or Conventional channels, but not both. Agencies assigned to RED12 must use two radios – one on RED1, one on their assigned Conventional channel. MCTs shall be used as extensively as possible. Field users on Trunked must monitor RED1 for their dispatches!

Second Radio Channel/Talkgroup Assignment Plan – Use only if Trunked System is non-operational

VF ACCESS (RED16) – All agencies assigned and on Radio Standby – Strict Radio Discipline – Automatic Dispatch Mode

Third Radio Channel/Talkgroup Assignment Plan– Use only if Trunked System is non-operational

WHITE1 (VHF) – All agencies assigned and on Radio Standby – Strict Radio Discipline – Automatic Dispatch Mode

Fourth Radio Channel/Talkgroup Assignment Plan – Use only if Trunked and VF ACCESS are non-operational

ALH	ARC	BRK	GLN	MPK	MRV	MTB	PAS	SGB	SNM	SMD	SPS
GREEN 6	GREEN 3	RED11-D	RED12-D	GREEN 10	GREEN 2	ACCESS	RED9-D	GREEN 8	GREEN 4	GREEN 1	GREEN 6

Primary Jurisdictional Survey	Secondary Jurisdictional Survey
Report findings to B.C. within 30 minutes of event	Status of essential facilities
Interrupt survey only to respond to life threatening events	Status of major transportation arteries
EVIS of 2 or greater = Code 3 jurisdictional survey	Damage assessment to jurisdiction using EVIS scale
Primary Report: Status of high life/hazard occupancies	Determine resources needed
Primary Report: Damage assessment using EVIS scale	Other significant information
	Record activities on ICS-214 form

Strategic Considerations

Priorities	If Limited Resources	If Adequate Resources
Protect Life	Life Safety	Life Safety
Protect Property	Exposure Protection	Interior Attack
Protect Environment	Exterior Attack	
Assist other Agencies		

Earthquake/Emergency Mode – Levels of Operation

Level-A	Low volume of incidents/calls. Normal operating procedures apply with all units operating on radio standby. Verdugo continues dispatching normally.
Level-B	High volume of incidents/calls. All calls may be downgraded, regardless of nature/type of incident. Verdugo continues dispatching. EOC may be activated.
Level-C	Overwhelming volume - all responses are given by Verdugo to the B.C. and resources assigned are then determined by B.C. – i.e., Structural damage, collapse, victims trapped, etc. – EOC's are likely activated.
Level-D	Verdugo unable to communicate and/or receive calls – EOC activated – 1 Engine and 1 B.C. are to respond to the local PSAP Law Enforcement communications center to receive calls.

- **Note: Verdugo may institute Automatic Dispatch Mode for Level B & C. Limited or no voice traffic will be heard – only data will be transmitted across the MCT as method of dispatch. Radio discipline (silence) applies; use voice radio sparingly and only as needed.**

VII. COMPUTER | CAD | NETWORK FAILURE PROCEDURES

A. The Emergency Mode - Disaster Action Plan is not necessarily needed for this type of event and should not be initiated unless absolutely necessary for control purposes.

B. Workstation Computer Procedures:

1. In event of a singular Verdugo workstation computer failure, Verdugo personnel may move to another workstation.

2. All other systems should be operational.

a) In the event that personnel are not able to log onto a workstation, this is indicative of a more serious issue possibly involving the local or City network. (See Item D, this section, Network Failure procedures).

(1) Third-row Workstations shall remain logged-on with generic account profiles to supplement operations in case of this type of event.

C. CAD Computer Procedures:

1. In event of a CAD failure and until such time as IT personnel can correct the situation:

a) Contact I.T. personnel to reboot CAD.

(1) I.T. Applications Systems Specialist.

(2) Attempt the restart procedure (FCSS Handbook).

(3) Northrop Grumman emergency support (800) 421-7773.

b) Begin Manual Mode procedures:

(1) Utilize Access CAD found on the desktop of each workstation or laptop. Thumb drives with Access CAD are also available.

(2) Utilize “Green Sheets” to manually document calls and incidents.

(3) Utilize RESTAT; Resource Status Form at the Dispatch position to document status of resources/units.

(4) Utilize Manual Mode board with magnetic placeholders for resources.

(5) Utilize Microsoft Streets & Trips as the mapping component.

2. In the event that CAD is functioning but the facility is not able to support personnel in the Center for some reason:

a) Personnel: Personnel shall be moved to a safe area for operations (See Evacuation Procedures, Section XXIII).

b) Phones: The Burbank Police Department shall be contacted to redirect 9-1-1 calls via a backup 9-1-1 transfer switch:

(1) This shall cause all 9-1-1 callers, normally directed to Verdugo Fire Communications via 9-1-1 trunks, to be transferred to three cellular phones with rollover feature.

(2) This measure should only be implemented as a last resort and only if the issue is systemic to Verdugo equipment.

(3) Each supporting and allied agency to Verdugo shall be contacted and made aware of alternate numbers to call and the situation at hand.

c) CAD: Personnel shall utilize Reflections for Web connection to the CAD server remotely; requires City of Glendale network connection or VPN account access.

(1) Utilize Access CAD on laptops if CAD connectivity is not available.

(2) Record incidents and status on Green Sheets and RESTAT form.

d) Radio: Personnel shall utilize portable radios and/or remote radio consoles on ICIS radio network – i.e., Glendale Police Department, Glendale EOC, Command Post, etc.

(1) Initiate an alert using connectivity to CAD. As needed, the group command TOPA/BUFD/ Text or all stations using TOPA/ALCL/ Text, advising all units/stations to go to Radio Standby.

e) Other: Personnel may utilize Microsoft Streets & Trips or other available materials as the mapping component.

D. City of Glendale Network Failure Procedures:

1. CAD, Radio Consoles, and phones functionality are not affected.

2. Automatic Paging and manual pages (i.e., Systemwide Notifications) via paging software will not be functional.

3. Email via intranet may work however outside emails will not be received nor will emails destined for addresses outside of the City of Glendale domain be sent until the situation is resolved.

4. Log-in to workstations will work.

    a) Exception: If the cache is corrupted, then personnel will have issues with logging-in to workstations. In this instance, utilize the third-row of consoles.

VIII. RADIO SYSTEM FAILURE PROCEDURES

In normal radio system operations, a trunked radio system assigns each conversation a frequency from a pool of frequencies. Authorized users can roam from the Burbank cell to the Glendale Cell to the Montebello Cell and other ICIS cells, with the conversation handed off as users roam onto other cells. This is analogous to the way a cellular phone hands-off between cells as a person drives between areas of coverage.

A. A radio system failure is indicative of an event where the trunked radio system reverts from normal mode of operations to either of the following conditions:

1. Site Trunking – a condition of the radio system where the links between the ICICS cities are broken and each system or cell operates independently.

2. FailSoft – a condition of the radio system where channels are no longer assigned dynamically and the system reverts to conventional repeater operations.

B. A radio specific solely to the Glendale Cell is located at FD03 and will both audibly alert and visually indicate either of the two conditions, should the Glendale Cell fail.

C. When either of the radio system failure conditions exist, the following procedures shall be put into effect[6]:

[6] See Section XII – VF ACCESS Procedural Memo for instruction on planned/unplanned events using VF ACCESS

1. Scheduled tests / exercises:

    a) Verdugo will initiate both Radio Standby and Automatic Dispatch modes using the ICIS Trunked Alerting System as the method of alerting users and fire stations, prior to shifting all system users to VF ACCESS.

        (1) System users shall remain in these modes of operation until further directed by Verdugo.

    b) All voice radio traffic will be conducted on VF ACCESS.

        (1) System users shall maintain radio discipline (silence). This action is key to the success of communications and operations when all agencies and users are assigned to this channel.

        (2) Automatic Dispatch mode will be used extensively. Verdugo and system users will utilize the data system and MCTs extensively to alert fire stations and units that they have a dispatch.

            (a) A vocal broadcast of unit identifiers – i.e., "E11 dispatched" ***may*** be made by Verdugo, to the extent possible, to pre-warn units/personnel that they have a response.

            (b) CAD fire station alerting and MCTs will operate normally

            (c) Hospital status on MCTs will be operational.

        (3) A radio check of all units will be made on VF ACCESS by Verdugo to determine communications capabilities.

    c) BC's shall remain on VF ACCESS in simulcast/repeated mode as the common command channel for interagency coordination and for communications to Verdugo.

        (1) Should a full assignment be dispatched, Verdugo will assign a direct channel for tactical, fireground, or field operations.

Agency	Primary Channel	Tactical Channel	Notes - Assign alternate direct/simplex channels as needed, if occupied, using geographically diverse tactics.
Alhambra	VF ACCESS (R)	RED9 - Direct	
Arcadia	VF ACCESS (R)	RED10 - Direct	
Burbank	VF ACCESS (R)	RED9 - Direct	
Glendale	VF ACCESS (R)	RED10 - Direct	
Monterey Park	VF ACCESS (R)	RED11 - Direct	
Monrovia	VF ACCESS (R)	RED12 - Repeated	Local repeater, geographically suitable for MRV only.
Montebello	VF ACCESS (R)	RED10 - Direct	
Pasadena	VF ACCESS (R)	RED9 - Direct	
San Gabriel	VF ACCESS (R)	RED12 - Direct	
Sierra Madre	VF ACCESS (R)	RED12 - Direct	
San Marino	VF ACCESS (R)	RED11 - Direct	
South Pasadena	VF ACCESS (R)	RED11 - Direct	

(2) Locally and geographically placed repeaters will remain operational and can be assigned as needed for tactical, fireground, or field operations:

(a) RED12 – MRV

(3) Verdugo cannot transmit nor receive across Direct / Simplex channels. Therefore, users must return back to VF ACCESS or monitor VF ACCESS for any communications from Verdugo.

(4) Direct/Simplex channels are not recorded.

d) Allied agencies shall be contacted and made aware of the change in operational procedures:

(1) Verdugo System Police Communications Centers

(2) Burbank Airport

(3) Disney Studios

(4) Warner Brothers Studios

(5) Los Angeles County Fire Department

(6) Los Angeles City Fire Department

(7) California Highway Patrol

(8) Los Angeles County Sheriff's Department

(9) Medical Alert Center

(10) Southern California Gas Company

(11) Water & Power Agency's

(12) Public Works Departments

e) As the situation warrants or de-escalates, Verdugo will direct system users to appropriate modes of operations or revert back to the trunked system of radio operations.

2. Unscheduled events:

a) In the event that the Trunked system becomes non-operational, VF ACCESS shall automatically serve as the systemwide fallback channel for all agencies.

(1) Users encountering the issue of not being able to either transmit/receive on the trunked radio system shall automatically revert to VF ACCESS and attempt to communicate with Verdugo on that channel.

b) Verdugo will initiate, to the extent possible, notification of Automatic Dispatch Mode and all personnel shall automatically be considered to be on Radio Standby.

(1) Verdugo will initiate a systemwide notification, using the Orbacom Radio Console, alerting all Fire Stations on VF ACCESS of implementation of Automatic Dispatch and Radio Standby modes of operation.

(2) It is possible that Verdugo may not be able to make systemwide notification that the radio system is in either Site Trunking or FailSoft conditions:

(a) Users of the system shall fallback automatically to VF ACCESS should they encounter an issue in not being able to communicate with either Verdugo or other users.

c) All voice radio traffic will be conducted on VF ACCESS.

(1) System users shall maintain radio discipline (silence). This action is key to the success of communications and operations when all agencies and users are assigned to this channel.

(2) Automatic Dispatch mode will be used extensively. Verdugo and system users will utilize the data system and MCTs extensively to alert fire stations and units that they have a dispatch.

(a) A vocal broadcast of unit identifiers – i.e., "E11 dispatched" ***may*** be made by Verdugo, to the extent possible, to pre-warn units/personnel that they have a response.

(b) CAD Fire Station Alerting and MCTS will operate normally

(c) Hospital status on MCTs will be operational.

(3) A Radio Check of all units will be made on VF ACCESS by Verdugo to determine communications capabilities.

d) BC's shall remain on VF ACCESS in simulcast/repeated mode as the common command channel for inter-agency coordination and for communications to Verdugo.

(1) Should a full-assignment be dispatched, Verdugo will assign a direct channel for tactical, fireground, or field operations.

(2) Locally and geographically placed repeaters will remain operational and can be assigned as needed for tactical, fireground, or field operations:

(a) RED12 – MRV

(3) Verdugo cannot transmit nor receive across Direct / Simplex channels. Therefore, users must return back to VF ACCESS or monitor VF ACCESS for any communications from Verdugo. These channels are not recorded.

e) Allied agencies shall be contacted and made aware of the change in operational procedures:

(1) Verdugo System Police Communications Centers

(2) Burbank Airport

(3) Disney Studios

(4) Warner Brothers Studios

(5) Los Angeles County Fire Department

(6) Los Angeles City Fire Department

(7) California Highway Patrol

(8) Los Angeles County Sheriff's Department

(9) Medical Alert Center

(10) Southern California Gas Company

(11) Water & Power Agency's

(12) Public Works Departments

f) As the situation warrants or de-escalates, Verdugo will direct system users to appropriate modes of operations or revert back to the trunked system of radio operations.

D. In the event that both the Trunked system and VF ACCESS are non-operational, units/personnel shall operate on WHITE 1 as Primary and also follow the previously noted Direct/Simplex Tactical Channel plan.

1. Notify Los Angeles County Fire Department and CALEMA of this type of situation.

E. In the event the Trunked system and VF ACCESS and WHITE 1 are non-operational units/personnel may operate on any VHF GREEN or UHF Direct channels as part of the Quaternary Communications Plan and should not have an expectation of reaching Verdugo Fire Communications. Verdugo is in Level D operations in this situation.

1. Verdugo cannot transmit nor receive across these channels. These channels are not recorded.

F. Site Trunking Failure Condition

1. Radios will display "SITE TRUNKING".

G. FailSoft Failure Condition

1. Radios will display "FAILSOFT".

2. Radios will sound as if there's an open microphone condition.
3. Every few seconds a beeping will be heard on the radio.

IX. VF ACCESS – PROCEDURAL MEMO, Eff: 09-15-09 (Double-Click to Open as PDF)

TO: VERDUGO FIRE DISPATCH PERSONNEL
RE: VF ACCESS PROCEDURAL MEMO, Effective 9/15/2009

For the FAILSOFT/SITE TRUNKING modes, there is a radio at FD03 which provides both audible/visual indicators of the status of the radio system – please be aware that this radio is currently an indicator for just the GLN cell and does not display whether the MTB or BRK or POM cells have gone into one of these conditions. MOSCAD is the only indicator that the other cells/sites have gone into FAILSOFT/SITE TRUNKING and that those sites going into these types of radio failure conditions will also potentially affect communications abilities.

Therefore, should personnel receive a warning indicator from the radio, please utilize the following steps until further notice:

Procedures – Anticipated Event:

- Pre-alert Fire Stations and Field Personnel:
  - ICIS Trunked Alerting – All FS Button – activate the button.
  - Vocalize a message over RED1 (Main Screen) that all system users are to move to VF ACCESS and remain on that channel until directed further and a roll-call will commence shortly:
    - Simultaneously, send an Administrative message using: TO/ALCL/ "message to move to VF ACCESS" and utilize Radio Discipline.

  OR
  - TOPA/ALCL/ "message to move to VF ACCESS" and utilize Radio Discipline.
  - Vocalize a message over RED1 (Main Screen) that all system users are to move to VF ACCESS and remain on that channel until directed further and a roll-call will commence shortly.
- **Do not use both methods at the same time…the alerting system can support one or the other but not both simultaneously.**
- Ensure that any units currently on active incidents are also moved over to VF ACCESS.
- Conduct a unit by unit roll call, requesting that each unit acknowledge how they receive Verdugo's transmission; document results on RESTAT form. Include WBS/AIRPORT/DISNEY.
- CAD and the data system will continue to serve as primary method of alerting units that are both AIQ or AOR.
- Place system users into **Automatic Dispatch mode** for control of communications as part of the administrative message.
- Remind all users to maintain "Radio Discipline" (silence) as part of the administrative text and voice message.
- ICIS Trunked Alerting for Fire Station Alerting/BC Alerting is not operationally reliable in FailSoft.

Procedures – Unforeseen Event:

- The ICIS alerting radio will both audibly and visually cue what condition has occurred. Field personnel radios will also display either "SITE TRUNKING" or "FAILSOFT".
  - TOPA/ALCL/ "message to move to VF ACCESS".
  - **Using the Backup screen – "multi-select" RED1 BU BRK, RED1 BU GLN, and RED1 BU MTB.**
  - Vocalize a message that all system users are to move to VF ACCESS and remain on that channel until directed further and a roll-call will commence shortly; remind field personnel to utilize Radio Discipline.

X. RADIO SYSTEM – COMPONENT/SCENARIO FAILURES (Double-Click to Open as PDF)

Radio System & Failure Scenarios

I. Core Concepts

A. Voice System
The Verdugo Fire voice radio system consists of nine digital talkgroups on the Interagency Communication Interoperability System (ICIS). ICIS is a multi-site Motorola SmartZone trunked system that operates in the UHF T-band. Verdugo Fire normally uses three simulcast cells on the ICIS system as listed below. Additionally there are two single site UHF analog repeaters (each at a different location) that can be used either repeated or simplex on the output frequency, two analog simplex channels, and one analog mutual aid simplex channel.

Lastly there is a single channel seven site voting receive / six site simulcast transmit conventional analog repeater referred to as Verdugo Access. This can be used as a backup in case of a total failure of the trunking system. More commonly it is used for other agencies that do not have trunking capability to be able to contact Verdugo dispatch or operate tactically with Verdugo apparatus. The Verdugo Fire Access channel is also used for tertiary station alerting using 5/6 tone paging.

B. ICIS Cells used:
1. Glendale – fourteen channel six site voting receive / simulcast transmit
2. Burbank – nine channel two site voting receive / simulcast transmit
3. Montebello – eight channel four site voting receive / simulcast transmit

C. Data System
The Verdugo Fire mobile data system consists of six 800 MHz data base stations on a common channel. These data base stations connect via a combination of city owned microwave of fiber optic cable, or TelCo leased circuits to redundant Radio Network Controllers located at VFCC.

D. Data base station locations:
1. Mt. Thom
2. San Augustine
3. El Mirador
4. Garvey Reservoir
5. Montebello Reservoir
6. Whittier Reservoir #12

E. MOSCAD Notification system
MOSCAD is Motorola's alarm and control system for their radio system. It allows alarm and failure indications for all the radios and most of the

XI. DATA SYSTEM FAILURE PROCEDURES

A. The Emergency Mode - Disaster Action Plan is not necessarily needed for this type of event and should not be initiated unless absolutely necessary for span of control purposes.

B. In the event of a systemic failure of the data system (i.e., Radio Network Controller RNC failure), regardless of type of event, a radio announcement shall be simulcast systemwide as to the event; the announcement shall be specific in nature and shall identify that units are on Radio Standby procedures and that all status changes are to be accomplished via the voice radio system.

1. Radio discipline is key to the success of this type of event. Radio silence is necessary and voice traffic shall be restrained unless absolutely necessary.

2. Radio Standby measures apply:

a) Fire Stations will not be alerted.

b) Units shall not identify that they are AIQ or Available in Quarters.

c) Units shall not move from district to district but shall remain in home district.

d) Units are only to acknowledge they are enroute to an incident, on-scene of an incident and available from the incident.

e) Units shall not go into Special Contact or Out of Service status

f) Units already in an Out-of-Service condition and capable of returning to Available on Radio status should do so as soon as feasible.

C. Shift Supervisor shall note that this will cause an increase in voice traffic causing FD01 to become Radio Dispatcher as outbound traffic only, and FD02 to become a support dispatcher to capture status changes as needed. Emergency recall procedures for augmenting staffing apply.

D. CAD to RNC Line Failure – utilize CAD commands and I.S. contacts as appropriate.

E. RNC Failure – a backup RNC that is both fully programmed and powered can be utilized.

F. Single/multiple Data Base Station Failure – determine the area of the outage, placing those agencies affected on Radio Standby until repairs can be put into effect[7].

XII. TELEPHONE FAILURE PROCEDURES

A. The Emergency Mode - Disaster Action Plan is not necessarily needed for this type of event and should not be initiated unless absolutely necessary for span of control purposes.

B. **In the event of a systemic failure of the telephone system (i.e., Central Office failure, all lines severed, etc.**), regardless of type of event, a radio announcement shall be simulcast systemwide as to the event; the announcement shall be specific in nature and shall direct that units are to patrol their districts for incidents. In this scenario, no calls of any type are being received in the communications center.

C. Create an incident using the EVENT type code in CAD.

D. Each Primary PSAP, CHP, LAC, LFD and DNY shall be contacted and alerted of this situation; further, giving instruction and update as to any issues encountered, to the extent possible, and dependent upon available communications methods.

1. Verdugo shall ask each agency being contacted as to their status, documenting as such in the EVENT incident history to help determine the extent of the outage.

E. Verdugo personnel shall receive dispatches/incidents from field units/personnel by radio:

1. Each agency shall remain on RED1 unless the situation indicates a need to implement Emergency Mode Communications Plan procedures:

a) Each agency's field personnel/apparatus shall conduct district patrols until such time as service restoral can be accomplished.

(1) Units shall report via radio, incident location and type for documentation into CAD.

(a) It is vital that radio discipline be maintained while in this situation, reporting to Verdugo,

[7] See Section XIII – Radio System Component /Scenario Failures

incidents only. All other activity shall be performed by MCT as much as possible.

(2) Units shall coordinate with their respective police departments via a separate radio in order to support receipt of incidents in this mode, utilizing police department channels.

F. **In the event of a localized failure of the 9-1-1 system only (10-Digit or Ring-Down Lines are unaffected), for Verdugo or any of the PSAPs within the Verdugo Fire Communications System:**

1. Each Primary PSAP, CHP, LAC, LFD, LASO and DNY shall be contacted and alerted of this situation; further, giving instruction and update as to issues encountered.

2. By system design, 9-1-1 callers will be automatically transferred via *code by the Primary PSAP to the appropriate 10-Digit emergency phone number for that respective city's fire department. That number is answered by Verdugo Fire Communications if being transferred to Verdugo. That number is answered by the respective PSAP if transferred by Verdugo.

3. Callers making contact with the Primary PSAP shall be given the appropriate 10-Digit emergency phone number for the respective city's fire department by the PSAP.

    a) ALI/ANI information may not be available or displayed on any transfers.

        (1) Verdugo personnel shall be sensitive of this issue and question informants appropriately.

4. Call information/activity may increase across "Ring-Down" lines.

    a) Another PSAP may be calling Verdugo for the downed PSAP – i.e., ARCPD may call with incidents occurring in MRV or vice-versa.

5. The public will have access to the 10-Digit published emergency phone numbers in order to reach Verdugo Fire Communications via 4-1-1 or by dialing "O" for the operator.

    a) ALI/ANI information will not be available or displayed.

(1) Verdugo personnel shall be sensitive of this issue and question informants appropriately.

G. **In the event of a localized failure of the 9-1-1 system only (10-Digit or Ring-Down Lines are unaffected), and solely with Verdugo equipment:**

1. By system design, 9-1-1 callers will be automatically transferred via *code by the Primary PSAP to the appropriate 10-Digit emergency phone number for that respective city's fire department. That number is answered by Verdugo Fire Communications if being transferred to Verdugo. That number is answered by the respective PSAP if transferred by Verdugo.

a) ALI/ANI information will not be available or displayed.

(1) Verdugo personnel shall be sensitive of this issue and question informants appropriately.

2. Each Primary PSAP, CHP, LAC, and LFD and DNY shall be contacted and alerted of this process; further, giving instruction and update as to issues with this process.

3. Call information activity may increase across "Ring-Down" lines.

4. The public will have access to the 10-Digit published emergency phone numbers in order to reach Verdugo Fire Communications via 4-1-1 or by dialing "O" for the operator.

a) ALI/ANI information will not be available or displayed.

(1) Verdugo personnel shall be sensitive of this issue and question informants appropriately.

H. **In the event of a localized failure of the 9-1-1 and 10-Digit Emergency and Ring-Down and Business Lines, and solely to Verdugo equipment,** an announcement shall be made systemwide across the radio system as to the specifics of the event. Field personnel and units shall be notified via radio that callbacks and notifications cannot be made by Verdugo:

1. The Burbank Police Department shall be contacted to redirect 9-1-1 calls via a backup 9-1-1 transfer switch:

a) This shall cause all 9-1-1 callers, normally directed to Verdugo Fire Communications via 9-1-1 trunks, to be transferred to three cellular phones with rollover feature.

(1) This measure should only be implemented as a last resort and only if the issue is systemic to Verdugo equipment.

(2) Should other PSAPs remain operational and other type of lines are operational within Verdugo, then this measure should not be utilized; workaround methods should be implemented.

b) Each Primary PSAP, CHP, LAC, LFD and DNY shall be contacted and alerted of this process; further, giving instruction and update as to issues encountered:

(1) ALI/ANI information will not be available or displayed.

(a) Verdugo personnel shall be sensitive of this issue and question informants appropriately.

Appendix D

ICS Form 201

INCIDENT BRIEFING	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Map Sketch			
ICS 201 Page 1 of 4	**5. Prepared by (Name and Position)**		

6. Summary of Current Actions	
ICS 201	Page 2

7. Current Organization	
ICS 201	Page 3

8. Resources Summary				
Resources Ordered	**Resource Identification**	**ETA**	**On Scene**	**Location/Assignment**
ICS 201	Page 4			

ICS Form 202

INCIDENT OBJECTIVES	1. INCIDENT NAME	2. DATE	3. TIME
4. OPERATIONAL PERIOD (DATE/TIME)			
5. GENERAL CONTROL OBJECTIVES FOR THE INCIDENT (INCLUDE ALTERNATIVES)			
6. WEATHER FORECAST FOR OPERATIONAL PERIOD			
7. GENERAL SAFETY MESSAGE			

8. Attachments (☑ if attached)

☐ Organization List (ICS 203)	☐ Medical Plan (ICS 206)	☐ Weather Forecast
☐ Assignment List (ICS 204)	☐ Incident Map	☐
☐ Communications Plan (ICS 205)	☐ Traffic Plan	☐

9. PREPARED BY (PLANNING SECTION CHIEF)	10. APPROVED BY (INCIDENT COMMANDER)

Organization Assignment List, ICS Form 203

ORGANIZATION ASSIGMENT LIST	1. INCIDENT NAME	2. DATE PREPARED	3. TIME PREPARED

POSITION NAME

4. OPERATIONAL PERIOD (DATE/TIME)

5. INCIDENT COMMAND AND STAFF	
INCIDENT COMMANDER	
DEPUTY	
SAFETY OFFICER	
INFORMATION OFFICER	
LIAISON OFFICER	

6. AGENCY REPRESENTATIVES	
AGENCY	**NAME**

7. PLANNING SECTION	
CHIEF	
DEPUTY	
RESOURCES UNIT	
SITUATION UNIT	
DOCUMENTATION UNIT	
DEMOBILIZATION UNIT	
TECHNICAL SPECIALISTS	

8. LOGISTICS SECTION	
CHIEF	
DEPUTY	
a. SUPPORT BRANCH	
DIRECTOR	
SUPPLY UNIT	
FACILITIES UNIT	
GROUND SUPPORT UNIT	
b. SERVICE BRANCH	
DIRECTOR	
COMMUNICATIONS UNIT	
MEDICAL UNIT	
FOOD UNIT	

9. OPERATIONS SECTION		
CHIEF		
DEPUTY		
a. BRANCH I- DIVISION/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/ GROUP		
DIVISION/ GROUP		
DIVISION/GROUP		
DIVISION /GROUP		
b. BRANCH II- DIVISIONS/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
c. BRANCH III- DIVISIONS/GROUPS		
BRANCH DIRECTOR		
DEPUTY		
DIVISION/GROUP		
DIVISION/GROUP		
DIVISION/GROUP		
d. AIR OPERATIONS BRANCH		
AIR OPERATIONS BR. DIR.		
AIR TACTICAL GROUP SUP.		
AIR SUPPORT GROUP SUP.		
HELICOPTER COORDINATOR		
AIR TANKER/FIXED WING CRD.		

10. FINANCE/ADMINISTRATION SECTION	
CHIEF	
DEPUTY	
TIME UNIT	
PROCUREMENT UNIT	
COMPENSATION/CLAIMS UNIT	
COST UNIT	

PREPARED BY (RESOURCES UNIT)

Sample Assignment List, ICS Form 204

1. BRANCH	2. DIVISION/GROUP	**ASSIGNMENT LIST**
3. INCIDENT NAME	4. OPERATIONAL PERIOD DATE _____ TIME _____	

5. OPERATIONAL PERSONNEL

OPERATIONS CHIEF _____ DIVISION/GROUP SUPERVISOR _____

BRANCH DIRECTOR _____ AIR TACTICAL GROUP SUPERVISOR _____

6. RESOURCES ASSIGNED TO THIS PERIOD

STRIKE TEAM/TASK FORCE/ RESOURCE DESIGNATOR	EMT	LEADER	NUMBER PERSONS	TRANS. NEEDED	PICKUP PT./TIME	DROP OFF PT./TIME

7. CONTROL OPERATIONS

8. SPECIAL INSTRUCTIONS

9. DIVISION/GROUP COMMUNICATIONS SUMMARY

FUNCTION		FREQ.	SYSTEM	CHAN.	FUNCTION		FREQ.	SYSTEM	CHAN.
COMMAND	LOCAL				SUPPORT	LOCAL			
	REPEAT					REPEAT			
DIV./GROUP TACTICAL					GROUND TO AIR				

PREPARED BY (RESOURCE UNIT LEADER)	APPROVED BY (PLANNING SECT. CH.)	DATE	TIME

Incident Communications Plan, ICS Form 205

INCIDENT RADIO COMMUNICATIONS PLAN	1. Incident Name	2. Date/Time Prepared	3. Operational Period Date/Time

4. Basic Radio Channel Utilization					
System/Cache	Channel	Function	Frequency/Tone	Assignment	Remarks

5. Prepared by (Communications Unit)

MEDICAL PLAN	1. Incident Name	2. Date Prepared	3. Time Prepared	4. Operational Period

5. Incident Medical Aid Station

Medical Aid Stations	Location	Paramedics Yes	No

6. Transportation

A. Ambulance Services

Name	Address	Phone	Paramedics Yes	No

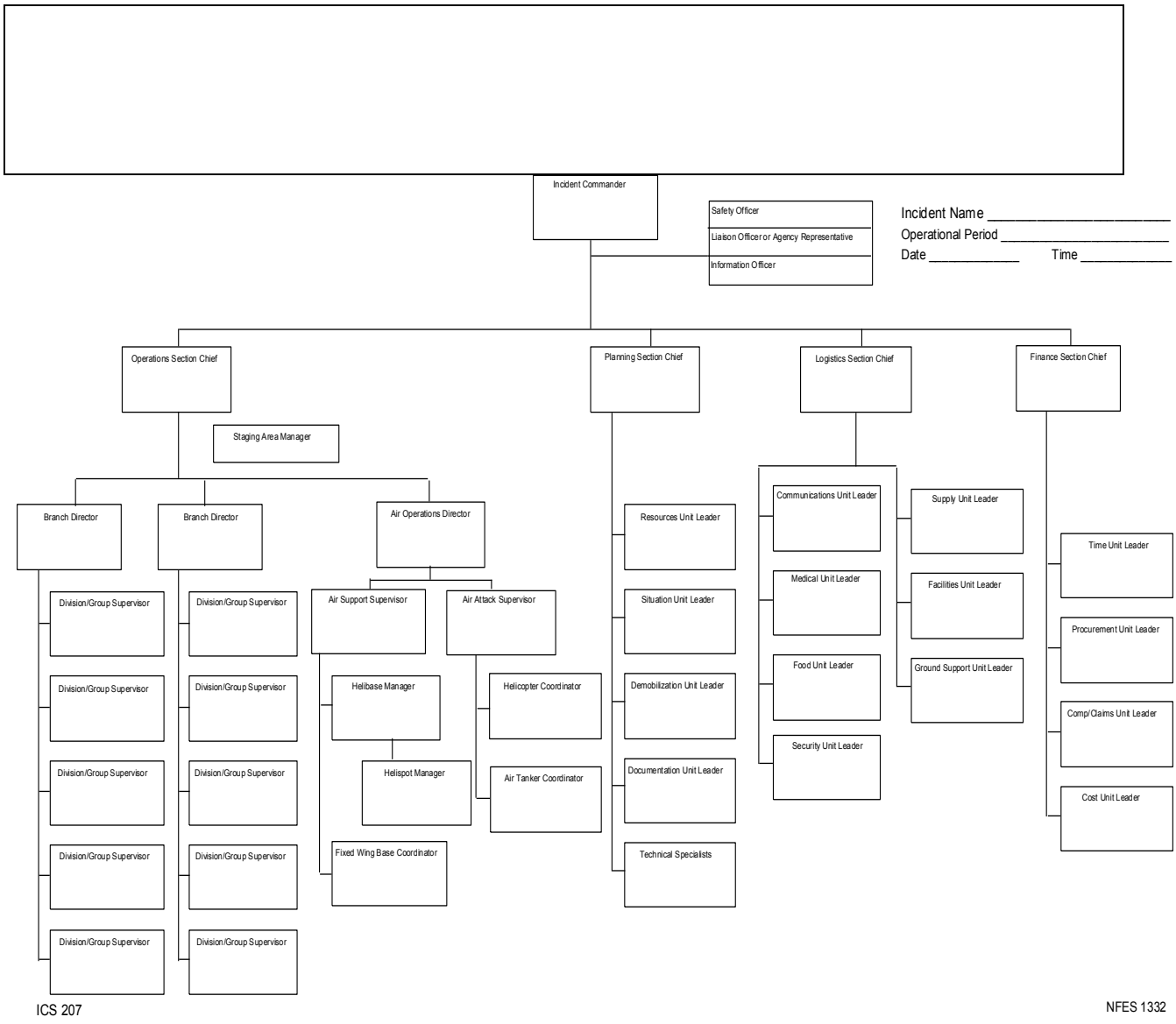
B. Incident Ambulances

Name	Location	Paramedics Yes	No

7. Hospitals

Name	Address	Travel Time Air	Ground	Phone	Helipad Yes	No	Burn Center Yes	No

8. Medical Emergency Procedures


Incident Commander
Safety Officer
Liaison Officer or Agency Representative
Information Officer
Incident Name _____
Operational Period _____
Date _____ Time _____
Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance Section Chief
Staging Area Manager
Branch Director
Branch Director
Air Operations Director
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Division/Group Supervisor
Air Support Supervisor
Air Attack Supervisor
Helibase Manager
Helispot Manager
Fixed Wing Base Coordinator
Helicopter Coordinator
Air Tanker Coordinator
Resources Unit Leader
Situation Unit Leader
Demobilization Unit Leader
Documentation Unit Leader
Technical Specialists
Communications Unit Leader
Medical Unit Leader
Food Unit Leader
Security Unit Leader
Supply Unit Leader
Facilities Unit Leader
Ground Support Unit Leader
Time Unit Leader
Procurement Unit Leader
Comp/Claims Unit Leader
Cost Unit Leader
ICS 207
NFES 1332

INCIDENT STATUS SUMMARY
FS-5100-11

1. Date/Time	2. Initial ☐ Update ☐ Final ☐	3. Incident Name	4. Incident Number

5. Incident Commander	6. Jurisdiction	7. County	8. Type incident	9. Location	10. Started Date/Time

11. Cause	12. Area Involved	13. % Controlled	14. Expected Containment Date/Time	15. Estimated Controlled Date/Time	16. Declared Controlled Date/Time

17. Current Threat	18. Control Problems

19. Est. Loss	20. Est. Savings	21. Injuries	Deaths	22. Line Built	23. Line to Build

24. Current Weather	25. Predicted Weather	26. Cost to Date	27. Est. Total Cost
WS Temp WD RH	WS Temp WD RH		

28. Agencies

Resources																				Totals
Kind of Resource	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	SR	ST	
ENGINES																					
DOZERS																					
CREWS Number of Crews:																					
Number of Crew Personnel:																					
HELICOPTERS																					
AIR TANKERS																					
TRUCK COS.																					
RESCUE/MED.																					
WATER TENDERS																					
OVERHEAD PERSONNEL																					
TOTAL PERSONNEL																					

30. Cooperating Agencies

31. Remarks

32. Prepared by	33. Approved by	34. Sent to: Date Time By

ICS 213

GENERAL MESSAGE		
TO:	POSITION:	
FROM:	POSITION:	
SUBJECT:	DATE:	TIME:
MESSAGE:		
SIGNATURE:	POSITION:	
REPLY:		
DATE:	TIME:	SIGNATURE/POSITION:

UNIT LOG	1. Incident Name	2. Date Prepared	3. Time Prepared
4. Unit Name/Designators	5. Unit Leader (Name and Position)		6. Operational Period

7. Personnel Roster Assigned

Name	ICS Position	Home Base

8. Activity Log

Time	Major Events

9. Prepared by (Name and Position)

Appendix E

Acronyms and Glossary

---A---

ACTION PLAN: (See Incident Action Plan.)

AGENCY: An agency is a division of government with a specific function, or a non-governmental organization (e.g., private contractor, business, etc.) that offers a particular kind of assistance. In ICS, agencies are defined as jurisdictional (having statutory responsibility for incident mitigation) or assisting and/or cooperating (providing resources and/or assistance). (See Assisting Agency, Cooperating Agency, and Multi-agency.)

AGENCY EXECUTIVE OR ADMINISTRATOR: Chief executive officer (or designee) of the agency or jurisdiction that has responsibility for the incident.

AGENCY DISPATCH: The agency or jurisdictional facility from which resources are allocated to incidents.

AGENCY REPRESENTATIVE: An individual assigned to an incident from an assisting or cooperating agency who has been delegated authority to make decisions on matters affecting that agency's participation at the incident. Agency Representatives report to the Incident Liaison Officer.

AIR OPERATIONS BRANCH DIRECTOR: The person primarily responsible for preparing and implementing the air operations portion of the Incident Action Plan. Also responsible for providing logistical support to helicopters operating on the incident.

ALLOCATED RESOURCES: Resources dispatched to an incident.

AREA COMMAND: An organization established to: 1) oversee the management of multiple incidents that are each being handled by an Incident Command System organization; or 2) to oversee the management of a very large incident that has multiple Incident Management Teams assigned to it. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources based on priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed.

ASSIGNED RESOURCES: Resources checked in and assigned work tasks on an incident.

ASSIGNMENTS: Tasks given to resources to perform within a given operational period, based upon tactical objectives in the Incident Action Plan.

ASSISTANT: Title for subordinates of the Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be used to supervise unit activities at camps.

ASSISTING AGENCY: An agency directly contributing tactical or service resources to another agency.

AVAILABLE RESOURCES: Incident-based resources which are ready for deployment.

---B---

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

BRANCH: The organizational level having functional or geographic responsibility for major parts of incident operations. The Branch level is organizationally between Section and Division/Group in the Operations Section, and between Section and Units in the Logistics Section. Branches are identified by the use of Roman Numerals or by functional name (e.g., medical, security, etc.).

---C---

CACHE: A pre-determined complement of tools, equipment, and/or supplies stored in a designated location, available for incident use.

CAMP: A geographical site, within the general incident area, separate from the Incident Base, equipped and staffed to provide sleeping, food, water, and sanitary services to incident personnel.

CHECK-IN: The process whereby resources first report to an incident. Check-in locations include: Incident Command Post (Resources Unit), Incident Base, Camps, Staging Areas, Helibases, Helispots, and Division Supervisors (for direct line assignments).

CHAIN OF COMMAND: A series of management positions in order of authority.

CHIEF: The ICS title for individuals responsible for command of functional sections: Operations, Planning, Logistics, and Finance/Administration.

CLEAR TEXT: The use of plain English in radio communications transmissions. No Ten Codes or agency-specific codes are used when utilizing Clear Text.

COMMAND: The act of directing and/or controlling resources by virtue of explicit legal, agency, or delegated authority. May also refer to the Incident Commander.

COMMAND POST: (See Incident Command Post.)

COMMAND STAFF: The Command Staff consists of the Information Officer, Safety Officer, and Liaison Officer. They report directly to the Incident Commander. They may have an assistant or assistants, as needed.

COMMUNICATIONS UNIT: An organizational unit in the Logistics Section responsible for providing communication services at an incident. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to provide the major part of an Incident Communications Center.

COMPACTS: Formal working agreements among agencies to obtain mutual aid.

COMPENSATION UNIT/CLAIMS UNIT: Functional unit within the Finance/Administration Section responsible for financial concerns resulting from property damage, injuries, or fatalities at the incident.

COMPLEX: Two or more individual incidents located in the same general area which are assigned to a single Incident Commander or to Unified Command.

COOPERATING AGENCY: An agency supplying assistance other than direct tactical or support functions or resources to the incident control effort (e.g., Red Cross, telephone company, etc.).

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

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

COST SHARING AGREEMENTS: Agreements between agencies or jurisdictions to share designated costs related to incidents. Cost sharing agreements are normally written but may also be oral between authorized agency or jurisdictional representatives at the incident.

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

CREW: (See Single Resource.)

---D---

DELEGATION OF AUTHORITY: A statement provided to the Incident Commander by the Agency Executive delegating authority and assigning responsibility. The Delegation of Authority can include objectives, priorities, expectations, constraints, and other considerations or guidelines as needed. Many agencies require written Delegation of Authority to be given to Incident Commanders prior to their assuming command on larger incidents.

DEPUTY: A fully qualified individual who, in the absence of a superior, could be delegated the authority to manage a functional operation or perform a specific task. In some cases, a Deputy could act as relief for a superior and therefore must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

DEMOBILIZATION UNIT: Functional unit within the Planning Section responsible for assuring orderly, safe, and efficient demobilization of incident resources.

DIRECTOR: The ICS title for individuals responsible for supervision of a Branch.

DISPATCH: The implementation of a command decision to move a resource or resources from one place to another.

DISPATCH CENTER: A facility from which resources are assigned to an incident. ICS Glossary 5

DIVISION: Divisions are used to divide an incident into geographical areas of operation. A Division is located within the ICS organization between the Branch and the Task Force/Strike Team. (See Group.) Divisions are identified by alphabetic characters for horizontal applications and, often, by floor numbers when used in buildings.

DOCUMENTATION UNIT: Functional unit within the Planning Section responsible for collecting, recording, and safeguarding all documents relevant to the incident.

---E---

EMERGENCY MANAGEMENT COORDINATOR/DIRECTOR: The individual within each political subdivision that has coordination responsibility for jurisdictional emergency management.

EMERGENCY MEDICAL TECHNICIAN (EMT): A health-care specialist with particular skills and knowledge in pre-hospital emergency medicine.

EMERGENCY OPERATIONS CENTER (EOC): A pre-designated facility established by an agency or jurisdiction to coordinate the overall agency or jurisdictional response and support to an emergency.

EMERGENCY OPERATIONS PLAN: The plan that each jurisdiction has and maintains for responding to appropriate hazards.

EVENT: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

---F---

FACILITIES UNIT: Functional unit within the Support Branch of the Logistics Section that provides fixed facilities for the incident. These facilities may include the Incident Base, feeding areas, sleeping areas, sanitary facilities, etc.

FIELD OPERATIONS GUIDE: A pocket-size manual of instructions on the application of the Incident Command System.

FINANCE/ADMINISTRATION SECTION: The Section responsible for all incident costs and financial considerations. Includes the Time Unit, Procurement Unit, Compensation/Claims Unit, and Cost Unit.

FOOD UNIT: Functional unit within the Service Branch of the Logistics Section responsible for providing meals for incident personnel.

FUNCTION: In ICS, function refers to the five major activities in the ICS, i.e., Command, Operations, Planning, Logistics, and Finance/Administration. The term function is also used when describing the activity involved, e.g., the planning function.

---G---

GENERAL STAFF: The group of incident management personnel reporting to the Incident Commander. They may each have a deputy, as needed. The General Staff consists of:

Operations Section Chief
Planning Section Chief
Logistics Section Chief
Finance/Administration Section Chief

GENERIC ICS: Refers to the description of ICS that is generally applicable to any kind of incident or event.

GROUND SUPPORT UNIT: Functional unit within the Support Branch of the Logistics Section responsible for the fueling, maintaining, and repairing of vehicles, and the transportation of personnel and supplies.

GROUP: Groups are established to divide the incident into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. (See Division.) Groups are located between Branches (when activated) and Resources in the Operations Section.

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HELIBASE: The main location for parking, fueling, maintenance, and loading of helicopters operating in support of an incident. It is usually located at or near the incident base.

HELISPOT: Any designated location where a helicopter can safely take off and land. Some helispots may be used for loading of supplies, equipment, or personnel.

HIERARCHY OF COMMAND: (See Chain of Command.)

---I---

ICS NATIONAL TRAINING CURRICULUM: A series of 17 training modules consisting of instructor guides, visuals, tests, and student materials. The modules cover all aspects of ICS operations. The modules can be intermixed to meet specific training needs.

INCIDENT: An occurrence either human caused or by natural phenomena, that requires action by emergency service personnel to prevent or minimize loss of life or damage to property and/or natural resources.

INCIDENT ACTION PLAN: Contains objectives reflecting the overall incident strategy and specific tactical actions and supporting information for the next operational period. The Plan may be oral or written. When written, the Plan may have a number of forms as attachments (e.g., traffic plan, safety plan, communications plan, map, etc.).

INCIDENT BASE: Location at the incident where the primary logistics functions are coordinated and administered. (Incident name or other designator will be added to the term Base.) The Incident Command Post may be collocated with the Base. There is only one Base per incident.

INCIDENT COMMANDER: The individual responsible for the management of all incident operations at the incident site.

INCIDENT COMMAND POST (ICP): The location at which the primary command functions are executed. The ICP may be collocated with the incident base or other incident facilities.

INCIDENT COMMAND SYSTEM (ICS): A standardized on-scene emergency management concept specifically designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries.

INCIDENT COMMUNICATIONS CENTER: The location of the Communications Unit and the Message Center.

INCIDENT MANAGEMENT TEAM: The Incident Commander and appropriate Command and General Staff personnel assigned to an incident.

INCIDENT OBJECTIVES: Statements of guidance and direction necessary for the selection of appropriate strategy(s), and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished when all allocated resources have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow for strategic and tactical alternatives.

INFORMATION OFFICER: A member of the Command Staff responsible for interfacing with the public and media or with other agencies requiring information directly from the incident. There is only one Information Officer per incident. The Information Officer may have assistants.

INITIAL ACTION: The actions taken by resources which are the first to arrive at an incident.

INITIAL RESPONSE: Resources initially committed to an incident.

INCIDENT SUPPORT ORGANIZATION: Includes any off-incident support provided to an incident. Examples would be Agency Dispatch centers, Airports, Mobilization Centers, etc.

---J---

JURISDICTION: The range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority for incident mitigation. Jurisdictional authority at an incident can be political/geographical (e.g., city, county, state, or federal boundary lines) or functional (e.g., police department, health department, etc.). (See Multijurisdiction.)

JURISDICTIONAL AGENCY: The agency having jurisdiction and responsibility for a specific geographical area, or a mandated function.

---K---

KIND: Refers to the nature of a resource i.e. Single, Strike Team, etc.

---L---

LANDING ZONE: (See Helispot.)

LEADER: The ICS title for an individual responsible for a Task Force, Strike Team, or functional unit.

LIAISON OFFICER: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies.

LOGISTICS SECTION: The Section responsible for providing facilities, services, and materials for the incident.

LIFE-SAFETY: Refers to the joint consideration of both the life and physical well being of individuals.

---M---

MANAGERS: Individuals within ICS organizational units that are assigned specific managerial responsibilities, e.g., Staging Area Manager or Camp Manager.

MANAGEMENT BY OBJECTIVES: In ICS, this is a top-down management activity which involves a three-step process to achieve the incident goal. The steps are: establishing the incident objectives, selection of appropriate strategy(s) to achieve the objectives, and the tactical direction associated with the selected strategy. Tactical direction includes: selection of tactics, selection of resources, resource assignments, and performance monitoring.

MEDICAL UNIT: Functional unit within the Service Branch of the Logistics Section responsible for the development of the Medical Emergency Plan, and for providing emergency medical treatment of incident personnel.

MESSAGE CENTER: The Message Center is part of the Incident Communications Center and is collocated or placed adjacent to it. It receives, records, and routes information about resources reporting to the incident, resource status, and administrative and tactical traffic.

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

MOBILIZATION CENTER: An off-incident location at which emergency service personnel and equipment are temporarily located pending assignment, release, or reassignment.

MULTI-AGENCY INCIDENT: An incident where one or more agencies assist a jurisdictional agency or agencies. May be single or unified command.

MULTI-AGENCY COORDINATION (MAC): A generalized term which describes the functions and activities of representatives of involved agencies and/or jurisdictions who come together to make decisions regarding the prioritizing of incidents, and the sharing and use of critical resources. The MAC organization is not a part of the on-scene ICS and is not involved in developing incident strategy or tactics.

MULTI-AGENCY COORDINATION SYSTEM (MACS): The combination of personnel, facilities, equipment, procedures, and communications integrated into a common system. When activated, MACS has the responsibility for coordination of assisting agency resources and support in a multi-agency or multijurisdictional environment. A MAC Group functions within the MACS.

MULTIJURISDICTION INCIDENT: An incident requiring action from multiple agencies that have a statutory responsibility for incident mitigation. In ICS these incidents will be managed under Unified Command.

MUTUAL AID AGREEMENT: Written agreement between agencies and/or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

---N---

NATIONAL INTERAGENCY INCIDENT MANAGEMENT SYSTEM (NIIMS): An NWCG-developed program consisting of five major subsystems which collectively provide a total systems approach to all-risk incident management.

The subsystems are: The Incident Command System, Training, Qualifications and Certification, Supporting Technologies, and Publications Management.

NATIONAL WILDFIRE COORDINATING GROUP (NWCG): A group formed under the direction of the Secretaries of the Interior and Agriculture to improve the coordination and effectiveness of wildland fire activities, and provide a forum to discuss, recommend appropriate action, or resolve issues and problems of substantive nature. The NWCG has been a primary supporter of ICS development and training.

---O---

OFFICER: The ICS title for the personnel responsible for the Command Staff positions of Safety, Liaison, and Information.

OPERATIONAL PERIOD: The period of time scheduled for execution of a given set of operation actions as specified in the Incident Action Plan. Operational Periods can be of various lengths, although usually not over 24 hours.

OPERATIONS SECTION: The Section responsible for all tactical operations at the incident. Includes Branches, Divisions and/or Groups, Task Forces, Strike Teams, Single Resources, and Staging Areas.

OUT-OF-SERVICE RESOURCES: Resources assigned to an incident but unable to respond for mechanical, rest, or personnel reasons.

OVERHEAD PERSONNEL: Personnel who are assigned to supervisory positions which include Incident Commander, Command Staff, General Staff, Directors, Supervisors, and Unit Leaders.

---P---

PLANNING MEETING: A meeting held as needed throughout the duration of an incident, to select specific strategies and tactics for incident control operations, and for service and support planning. On larger incidents, the planning meeting is a major element in the development of the Incident Action Plan.

PLANNING SECTION: Responsible for the collection, evaluation, and dissemination of tactical information related to the incident, and for the preparation and documentation of Incident Action Plans. The Section also maintains information on the current and forecasted situation, and on the status of resources assigned to the incident. Includes the Situation, Resource, Documentation, and Demobilization Units, as well as Technical Specialists.

PROCUREMENT UNIT: Functional unit within the Finance/Administration Section responsible for financial matters involving vendor contracts.

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RADIO CACHE: A supply of radios stored in a pre-determined location for assignment to incidents.

RECORDERS: Individuals within ICS organizational units who are responsible for recording information. Recorders may be found in Planning, Logistics, and Finance/Administration Units.

REINFORCED RESPONSE: Those resources requested in addition to the initial response.

REPORTING LOCATIONS: Location or facilities where incoming resources can check-in at the incident. (See Check-in.)

RESOURCES UNIT: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. The Unit also evaluates resources currently committed to the incident, the impact that additional responding resources will have on the incident, and anticipated resource needs.

RESOURCES: Personnel and equipment available, or potentially available, for assignment to incidents. Resources are described by kind and type, e.g., ground, water, air, etc., and may be used in tactical support or overhead capacities at an incident.

---S---

SAFETY OFFICER: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations, and for developing measures for ensuring personnel safety. The Safety Officer may have assistants.

SECTION: That organization level with responsibility for a major functional area of the incident, e.g., Operations, Planning, Logistics, Finance/Administration. The Section is organizationally between Branch and Incident Commander.

SECTOR: Term used in some applications to describe an organizational level similar to an ICS Division or Group. Sector is not a part of ICS terminology.

SEGMENT: A geographical area in which a task force/strike team leader or supervisor of a single resource is assigned authority and responsibility for the coordination of resources and implementation of planned tactics. A segment may be a portion of a division or an area inside or outside the perimeter of an incident. Segments are identified with Arabic numbers.

SERVICE BRANCH: A Branch within the Logistics Section responsible for service activities at the incident. Includes the Communications, Medical, and Food Units.

SINGLE RESOURCE: An individual, a piece of equipment and its personnel complement, or a crew or team of individuals with an identified work supervisor that can be used on an incident.

SITUATION UNIT: Functional unit within the Planning Section responsible for the collection, organization, and analysis of incident status information, and for analysis of the situation as it progresses. Reports to the Planning Section Chief.

SPAN OF CONTROL: The supervisory ratio of from three-to-seven individuals, with five-to-one being established as optimum.

STAGING AREA: Staging Areas are locations set up at an incident where resources can be placed while awaiting a tactical assignment. Staging Areas are managed by the Operations Section.

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

STRIKE TEAM: Specified combinations of the same kind and type of resources, with common communications and a leader.

SUPERVISOR: The ICS title for individuals responsible for command of a Division or Group.

SUPPLY UNIT: Functional unit within the Support Branch of the Logistics Section responsible for ordering equipment and supplies required for incident operations.

SUPPORT BRANCH: A Branch within the Logistics Section responsible for providing personnel, equipment, and supplies to support incident operations. Includes the Supply, Facilities, and Ground Support Units.

SUPPORTING MATERIALS: Refers to the several attachments that may be included with an Incident Action Plan, e.g., communications plan, map, safety plan, traffic plan, and medical plan.

SUPPORT RESOURCES: Non-tactical resources under the supervision of the Logistics, Planning, Finance/Administration Sections, or the Command Staff.

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TACTICAL DIRECTION: Direction given by the Operations Section Chief which includes the tactics appropriate for the selected strategy, the selection and assignment of resources, tactics implementation, and performance monitoring for each operational period.

TASK FORCE: A combination of single resources assembled for a particular tactical need, with common communications and a leader.

TEAM: (See Single Resource.)

TECHNICAL SPECIALISTS: Personnel with special skills that can be used anywhere within the ICS organization.

TEMPORARY FLIGHT RESTRICTIONS (TFR): Temporary airspace restrictions for non-emergency aircraft in the incident area. TFRs are established by the FAA to ensure aircraft safety, and are normally limited to a five-nautical-mile radius and 2000 feet in altitude.

TIME UNIT: Functional unit within the Finance/Administration Section responsible for recording time for incident personnel and hired equipment.

TYPE: Refers to resource capability. A Type 1 resource provides a greater overall capability due to power, size, capacity, etc., than would be found in a Type 2 resource. Resource typing provides managers with additional information in selecting the best resource for the task.

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UNIFIED AREA COMMAND: A Unified Area Command is established when incidents under an Area Command are multijurisdictional. (See Area Command and Unified Command.)

UNIFIED COMMAND: In ICS, Unified Command is a unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and strategies. This is accomplished without losing or abdicating agency authority, responsibility, or accountability.

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

UNITY OF COMMAND: The concept by which each person within an organization reports to one and only one designated person.

Appendix F

Part One Charts and Maps

Appendix G

Communication and Contacts (Restricted Use)

Contacts

Contacts

Contacts