

Town of Los Gatos
Emergency Operation Plan

2015

Les White
Town Manager



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Foreword

The Emergency Operational Plan for the Town of Los Gatos is a joint effort between the Town of Los Gatos and the Santa Clara County Fire Department. The Santa Clara County Fire Department promotes a regional approach to the service provided.

Emergency management staff from the Santa Clara County Fire Department has developed the Emergency Operations Plans for the cities of Campbell, Cupertino, Monte Sereno, Saratoga, and the Town of Los Gatos. By doing so all of the emergency plans of the West Valley cities have a common format and inasmuch as possible standardized procedures and protocols. This approach ensures compliance with planning requirements and mandates. By planning this way the West Valley cities are able to participate in joint training programs, conduct joint exercises, and manage disasters with the same approach. The goal of the Santa Clara County Fire Department in this effort is to provide the highest level of service and expertise to the West Valley cities.



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Introduction

Town History & Description

The Town of Los Gatos is one of the oldest communities of Santa Clara County having been founded in 1840 as a 6,600 acre land grant from the Mexican government to Sebastian Peralta and José Hernandez. The Town was incorporated in 1887 and it has grown from slightly over one thousand residents to approximately 30,000 today. It is bordered by San Jose to the north and east, Campbell to the north, Monte Sereno and Saratoga to the west, and unincorporated Santa Clara County and Santa Cruz County to the south. Los Gatos has two school districts as well as a number of private schools, numerous parks and a major shopping district stretching along Santa Cruz Avenue and University Avenue, access to area freeways, mass transit systems, and the San Jose International Airport, and close proximity to major employers in the county.

Plan Philosophy

Emergency planning is not about the document. It is about the *relationships, roles, and responsibilities* that people assume in any given social and/or jurisdictional grouping, in an organized fashion, to effectively anticipate, prevent, mitigate, prepare, respond, and recover from emergencies. The document that you are reading is the product of many hours of work that individuals have invested in order to make the Town of Los Gatos safer and better prepared for all contingencies.

Emergency planning never ends. Nobody is ever prepared – everybody is always in the process of preparing. This does not mean that the level of preparedness cannot be high, or that people can never feel confident about their ability to respond to disasters. It means that there will always be work to do. *It means that emergency planning should always be thought of as a work in progress.* No emergency planner can ever experience the day when all work is complete and there is nothing more to do. With this in mind, it is crucial to realize that complacency is potentially deadly. Disasters and emergencies will happen and all Town personnel must be prepared to deal with them. It is not a question of whether an emergency will happen in Los Gatos. It is a question of when it will happen.

This plan is written with certain fundamentals that are universally accepted:

- Planning must be community-based, representing the whole population and its needs.
- Planning must include participation from all stakeholders in the community.
- Planning uses a logical and analytical problem solving process to help address the complexity and uncertainty inherent in potential hazards and threats.
- Planning considers all hazards and threats.



- Planning should be flexible enough to address both traditional and catastrophic incidents.
- Plans must clearly identify the mission and supporting goals (with desired results).
- Planning depicts the anticipated environment for action.
- Planning identifies tasks, allocates resources to accomplish those tasks, and establishes accountability.
- Planning includes senior officials throughout the process to ensure both understanding and approval.
- Time, uncertainty, risk, and experience influence planning.
- Effective plans tell those with operational responsibilities what to do and why to do it, and they instruct those outside the jurisdiction in how to provide support and what to expect.
- Planning is fundamentally a process to manage risk.
- Planning is one of the key components of the preparedness cycle, in which it is followed by: organizing and equipping, training, exercising, evaluating and improving.

Purpose & Scope

The purposes of this emergency plan:

- To create a framework for Los Gatos response personnel that will make the continual planning process both very clear and relatively easy.
- To identify the hazards that exist in Los Gatos.
- To enhance the development of Local Hazard Mitigation Planning on an ongoing basis.
- To address the needs of all people located in Los Gatos when a disaster happens.
- To support collaborative efforts with not only Town staff, but also external partners such as fire services, utilities, community groups, volunteers, and the American Red Cross. This concept serves to enhance not only response and recovery activities, but also municipal preparedness and community education.
- To outline clearly the strengths and weaknesses of the Town in its preparedness activities. This plan will help Town leadership see where training is needed, and where needs exist for other preparedness activities.
- This plan will guide the Town through an effective and skillful response to any emergency. The Response Section is useful both in relation to the other sections of the plan and as a separate document unto itself. As part of the larger document it provides continuity between the Preparedness and Recovery Sections, and must be kept up to date in concert with those sections. It will also be useful and necessary in the Emergency Operations Center during an emergency, where staff will be able to refer to it at and direct response efforts with it.



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- To aid the recovery process of a disaster.

The scope of this plan primarily is to address the needs and actions of Town personnel before, during, after a disaster, and is to address the activities of all people and organizations in the Town of Los Gatos to develop and ensure communication, cooperation, coordination, and collaboration in all disaster related work.

Plan Structure

This plan is organized into three main parts. They are:

- A. The Basic Plan section describes in detail and in order hazard analysis of the Town, plans and actions that will either prevent particular disasters from happening or mitigate the consequences of disasters that cannot be prevented, describe the preparedness activities of the Town, describe the steps the Town will take to respond to a disaster, and lastly describe the methods of recovering from disasters that will be used in Los Gatos.
- B. The Annexes comprises plans that supplement the Basic Plan by going into greater detail on specific subjects. Plans that fit naturally after the Basic Plan are present here as annexes, but there will be others that logically exist as separate documents and these will be referenced in the Appendices.
- C. The Appendices contain useful information on a variety of subjects that will assist people using this plan. Lists, tables, and references to other documents containing valuable information will be found in the appendices.

Plan Maintenance

Ongoing & Continuous Planning Work – As described in the Introduction to this plan, the planning process is a never ending one that includes organizing and equipping people, training people, exercising plans, policies, and capabilities, and lastly evaluating and improving all of those things. This plan will be maintained on a regular basis by the Santa Clara County Fire Department and the Town of Los Gatos.

SEMS & NIMS Compliance & Updates – The State of California has regular planning updates and revisions through the Standardized Emergency Management System (SEMS) Technical Committee and the SEMS Advisory Group that will influence this document. The United States of America through the Department of Homeland Security and the Federal Emergency Management Agency do the same with annual National Incident Management System Compliance Assistance Support Tool (NIMSCAST) evaluations and modifications to the National Preparedness Goal, the National Response Framework, and annual National Incident Management System (NIMS) requirements that will force this plan to be a living document.

A Plan Revision Log will be maintained in the appendices of this document.



Promulgation, Authorities, Approvals, & References

1. Town Council resolution approving this plan
2. Town Municipal Code – Chapter 8
3. State Law
 - California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
 - California Code of Regulations Title 19, Chapter 2, Subchapter 3, §2620 et seq.
 - Standardized Emergency Management System (SEMS) Regulations, Chapter 1 of Division 2 of Title 21 of the California Code of Regulations (CCR)
 - California Government Code §8607 (a)
4. Federal Laws & Mandates
 - Federal Disaster Relief Act of 1974 (PL 93-288)
 - Federal Civil Defense Act of 1950 (PL 920)
 - Public Law 84-99
 - Homeland Security Presidential Directives 5 & 8
 - National Incident Management System (NIMS) at the NIMS Integration Center, <http://www.fema.gov/emergency/nims/>

Homeland Security Exercise & Evaluation Program (HSEEP)

HSEEP is one of the US Department of Homeland Security's methods of standardizing and guiding training and exercise activity in the United States, and all disaster exercises must be planned using it. It contains the National Exercise Schedule (NEXS), which will include Los Gatos's exercise activities, the Design and Development System (DDS), and the Corrective Action Program (CAP). By using these HSEEP tools Los Gatos's training and exercise program will be consistent with national standards and will systematically improve the Town's capabilities to handle crises.

References

1. Town of Los Gatos General Plan, Safety Element
2. Town of Los Gatos Local Hazard Mitigation Plan
3. Santa Clara County Emergency Operations Plan
4. Santa Clara County Local Hazard Mitigation Plan
5. State of California Emergency Plan
6. California Emergency Services Act
7. California Disaster Assistance Act
8. California Master Mutual Aid Agreement
9. California Emergency Management Mutual Aid Plan



10. National Planning Frameworks
 11. National Incident Management System
 12. National Preparedness Goal
 13. FEMA, Developing and Maintaining Emergency Operations Plans – CPG
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Agency Responsibilities

Town of Los Gatos – The Town will decide when this plan and the Emergency Operations Center (EOC) will be activated, coordinate volunteer response efforts, deploy personnel and resources to address disaster caused needs, issue emergency proclamations when needed, and coordinate response and recovery efforts with the County EOC. Town Council members will approve emergency proclamations, maintain public contact, conduct interviews in conjunction with the PIO, and utilize political connections with their counterparts at the State and Federal levels to ensure response and recovery processes are followed and sustained.

Los Gatos Parks & Public Works (PPW) – PPW has the equipment and the trained personnel to clear debris, transport supplies and heavy materials, and interact professionally with utilities, water, and sewer contract agencies. PPW will act as the Town's Incident Command when dealing with infrastructure damage to the Town, either solely or in a Unified Command as is appropriate.

Los Gatos/Monte Sereno Police Department – The Police Department is responsible for the maintenance of law and order during emergencies, search and rescue operations, Town facility security, and the evacuations of residents as needed. During incidents focused on criminal matters the Police Department will act as Incident Command either solely or in a Unified Command as appropriate.

Santa Clara County Fire Department – The Fire Department is responsible for firefighting, rescue, medical response, and hazardous materials (HAZMAT) response. During incidents in which these capabilities are the primary objectives the Fire Department will act as Incident Command either solely or in a Unified Command as appropriate.

Santa Clara County – Santa Clara County is responsible for the support of the municipalities in the county, the coordination of resources countywide, and as the coordinating agency for the Santa Clara County Operational Area communicates with the State of California regarding disasters in this county.

American Red Cross – The American Red Cross establishes facility agreements with schools, churches, recreation halls and the like in order to shelter evacuees and



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provide mass care feeding and sheltering. It also provides casework services for those who have suffered losses, and physical and mental health services for the victims of disasters.

School Districts – The schools are responsible for the custodial care of students on school property during school hours when disaster strikes. In case the parent/guardian is unable to pick up a student due to the disaster, the school must be prepared to house and feed students for up to three days. High schools in particular are frequently the locations of Red Cross shelters.

Distribution

- American Red Cross, Silicon Valley Chapter
- Los Gatos – Saratoga Joint Union High School District
- Los Gatos Radio Amateur Civil Emergency Service (RACES)
- Los Gatos Union School District
- Santa Clara County Fire Department
- Santa Clara County Office of Emergency Services
- Town of Los Gatos Department Heads
- Town of Los Gatos Public Website
- Town of Los Gatos Town Council Members



Basic Plan

There are three parts to the Town of Los Gatos Emergency Operational Plan: The Basic Plan, Annexes and Appendices.

Basic Plan:

The basic plan describes the fundamental systems, strategies, policies, assumptions, responsibilities and operational priorities that the Town of Los Gatos will utilize to guide and support emergency management efforts. Essential elements of the basic plan include:

- A description of the emergency services that are provided by governmental agencies and how resources are mobilized,
- An outline of the methods for carrying out emergency operations and the process for rendering mutual aid,
- An overview of the system for providing public information and
- Emphasis on the need for continuity planning to ensure uninterrupted government operations.

These elements culminate with a comprehensive emergency management concept of operations that outlines the relationships and responsibilities for state government and its political subdivisions.

Annexes:

This plan uses emergency working groups, which will develop annexes that follow an established format to describe discipline-specific goals, objectives, operational concepts, capabilities, organizational structures and related policies and procedures. The annexes will be developed separately from the basic plan and will make reference to existing agency and department plans and procedures. Supporting plans and documents should be listed in an attachment to each annex.

Appendices:

Subsequent plans, procedures and Emergency Operation Center (EOC) Position Checklists, which are developed in support of the Town of Los Gatos Emergency Operation Plan, such as mutual aid plans, hazard-specific plans, catastrophic plans and related procedures will be incorporated by reference and maintained separate from the basic plan. Some of these supporting plans may be appended to the end of the basic plan as deemed appropriate.



Hazard Analysis

Hazard Analysis Likelihood of Occurrence Chart

Hazard	Likelihood			Severity		
	Infrequent	Sometimes	Frequent	Low	Moderate	High
Aviation Disaster	√			√	√	√
Civil Disturbance	√			√		
Dam Failure	√					√
Earthquake M<5		√		√		
Earthquake M>5	√				√	√
Extreme Weather/Storm			√	√	√	
Fire		√		√	√	
Floods		√		√	√	√
Landslides	√			√		
HAZMAT		√			√	
Heat Wave		√		√	√	
Public Health Emergency	√			√	√	√
Terrorism	√			√	√	√
Transportation – Highway			√	√	√	√
Wildland Fire	√				√	

Aviation Disaster

Commercial aircraft approaching the San Jose International Airport do fly over Los Gatos occasionally and are still fairly high, thus mitigating their risk.



Civil Disturbance

Socially and historically Los Gatos is not a community that lends itself to civil unrest, hence this risk is low.

Dam Failure

The Lenihan Dam, which holds the Lexington Reservoir behind it has never failed since it was built in 1952. It is a 195' tall earthen dam that holds the third largest reservoir in the county with a 1000' width. The Santa Clara Valley Water District maintains that the dam has the ability to withstand significant earthquakes in the area, yet the potential inundation zone in the case of a failure is very significant to the Town. Town Hall along with its neighboring Library and Police Headquarters are in the inundation zone, along with Los Gatos High School, the Town's Corporation Yard, and many homes that line on both sides of Los Gatos Creek. Furthermore, the small amount of time between a dam failure at Lenihan and inundation in the Town is not enough to warn the public and conduct evacuations. In spite of the confidence placed in the dam's stability by the Water District, this is a significant risk for the Town.

Earthquake

Los Gatos is particularly prone to earthquakes and the risk is high. Active fault lines surround the town: San Andreas to the south and west, Hayward and Calaveras to the north and east, and Monte Vista to the west. According to the Branched States Geological Survey the Hayward Fault is of particular concern, as it has a history of 7.0+ earthquakes on an approximately 140 year cycle, the most recent of which was in 1868.

Los Gatos suffered considerable structural damage after the October 17, 1989 Loma Prieta earthquake, which had a 6.7 to 6.8 magnitude. Many houses not bolted to their foundations moved significantly, and considerable unreinforced masonry fell downtown into the streets and sidewalks. As a result of post-earthquake mitigation after Loma Prieta the vast majority of the unreinforced masonry in Los Gatos has been removed but soft story construction (houses held up at least partially by stilts) has not been assessed.

Note: In the past there have been earthquakes on the different fault lines within the area that have caused significant shaking in Los Gatos. It is safe to say that any major earthquake in the Santa Clara County area (including Los Gatos) will cause many injuries, loss of life, residential and commercial structural damage, and infrastructure damage to bridges, roads, utilities, and communications.



Extreme Weather/Storm, Floods, Landslides

Because Los Gatos is at the base of the Santa Cruz Mountains water flows rapidly through the Town's creeks and streams during times of heavy rain. Of particular concern is Los Gatos Creek, which flows down out of the mountains from Lexington Reservoir north alongside Highway 17 to Vasona Lake County Park between the Highway and University Avenue. The Santa Cruz Mountains routinely collect five inches or more of rain in a day or less from winter storms off of the Pacific Ocean which causes a great deal of water flow in Los Gatos Creek. This hazard does threaten developments along the west bank of the Creek alongside University Avenue. Furthermore, landslides in the often, unstable hills above the town do pose some risk, particularly along Highway 17.

Fire

Structural development in Los Gatos encompasses multiple building styles from multiple eras which cause the relative fire risk in Los Gatos to vary from neighborhood to neighborhood. However, considered broadly, the Town is mostly made up of wood framed homes and apartment buildings which pose fire risks neither higher nor lower than typical communities in the area, which in a worst case scenario could spread fire from structure to structure in a wind driven incident. Newer structures with modern building codes mitigate the risk posed by older neighborhoods. Older neighborhoods have many residences with wooden shake shingle roofs, which pose a significant threat, particularly when a strong wind is blowing.

HAZMAT

There are businesses in Los Gatos that manufacture products that pose a hazardous materials risk, but with frequent inspections and compliance the risk is considered moderate.

Heat Wave

The summer heat in Santa Clara County does reach levels that qualify for Heat Warnings from the National Weather Service on occasion, and does occur in Los Gatos. At times the heat reaches oppressive levels, endangering the unprepared. For those without cooling systems in their homes and for those working outdoors, heat exhaustion and heat stroke are real possibilities. The Town of Los Gatos Neighborhood Center is a designated Cooling Center.

Public Health Emergency

Los Gatos is at neither greater nor lesser risk from a public health emergency than most other communities, hence the unpredictability of this risk. Occasional outbreaks of seasonal cold and flu do occur, while all are at risk from serious threats such as pandemic flu.



Terrorism

Although not considered a terrorist target in the category of cities like New York or Washington D.C., Los Gatos shares the risks of the general public from indiscriminate threats such as cyber-terrorism, agro-terrorism, and biological warfare.

Transportation – Highway

Risks from the presence of a heavily travelled highway do exist in Los Gatos because of Highway 17 and Highway 85 bisects the Town. Commercial traffic is restricted on Highway 85 in that no tractor semi-trucks over 4.5 tons are allowed which mitigates most traffic that would contain any hazardous materials, such as heavy tanker trucks. However, the traffic on Highway 17 has no such restrictions and heavy commercial traffic passes through the Town on this route on a regular and routine basis.

Wildfire/Forest Fire

The wildfire risk in Los Gatos and in the Santa Cruz Mountains above it to the south and west is seasonal in nature. Because of the types of vegetation and typically high moisture content this risk is usually small. However, during years of drought there are occasions when winds blowing east to west dry out the hillsides and cause wildfire concerns. The Lexington Fire in 1985, which burned 42 buildings and 13,000 acres, the 1997 Cats Fire that threatened downtown, the Stevens Canyon Fire in 2007 and the Summit Fire of June 2008 are examples of fires that do threaten the area.



Mitigation

Mitigation is the phase where action is taken to reduce or eliminate the long-term risk to human life and property from natural and human-caused hazards. Mitigation efforts occur both before and after an event.

In 2012 Los Gatos completed a Local Hazard Mitigation Plan (LHMP), which serves as an annex to the County's LHMP and to a similar plan with the Association of Bay Area Governments (ABAG). The plan assesses in detail Los Gatos's emergency capabilities, vulnerabilities, and mitigation strategies. Completion of this plan also makes Los Gatos eligible for mitigation grant funds from the Federal Emergency Management Agency (FEMA).

Preparedness

Preparedness in emergency management has two essential parts, planning and training, both of which must be viewed as ongoing and continuous efforts that never end. This document will continue to be analyzed and edited during its lifespan. New annexes will be added, out of date items will be replaced, and procedures and protocols will change. Other plans related to this EOP will be written. Training subjects like the Incident Command System, Standardized Emergency Management System (SEMS) and EOC operations must be kept current for long-term employees through refresher training, and new staff will need introductory training on these and other subjects.

Town Emergency Organization

Los Gatos is staffed with all of the departments that are typically found in a Town of its size with the exception of fire services, which are provided under a contract with the Santa Clara County Fire Department. Town staff is housed for the most part at Town Hall Civic Center with two main exceptions: Parks & Public Works staff is located at that department's facility on Miles Avenue, and most of the Police Department is housed at the Police Operations Building on Los Gatos Boulevard. The Town Manager is both the Director of Emergency Services during a disaster response and sits on the Town's Disaster Council during times of preparedness. Department Directors and EOC Section Chiefs all report to the Town Manager/Director of Emergency Services and that person has the ability to limit or expand staff activated during a disaster and adjust personnel assignments as he or she sees fit. The Town provides for a line of succession if the Town Manager is unavailable or incapacitated.



Town General Plan, Safety Element

The Health & Safety Element of the Los Gatos General Plan describes hazard analysis in great detail, and sets Town goals in enhancing health and safety in the Town.

Vital Records Protection

The Information Technology Department backs up all of the Town's records on a two-part schedule:

- Daily backups are made of incremental files, e-mail, and laser fiche.
- Weekly backups are made of everything in the Town's computer system.

Santa Clara County Role

The Santa Clara County Office of Emergency Services (OES) is a key preparedness partner for the Town in that it convenes Operational Area meetings, manages and makes available to the cities various grants, organizes and hosts trainings, and provides planning guidance. OES also manages the Santa Clara County Operational Area during both response and recovery operations.

State of California Role

The California Emergency Management Agency (Cal EMA) is also a key partner for the Town for many of the same reasons as the County. It is part of the grant management system, it provides training through the California Specialized Training Institute, hosts major exercises (Golden Guardian), gives guidance on SEMS and NIMS compliance, and assists with plan development. Cal EMA organizes and delivers State of California personnel and resources during response and recovery operations.

Relationships With Federal Agencies

The Federal Emergency Management Agency (FEMA) is the main federal agency that has an influence on emergency management in the Town of Los Gatos. FEMA authors the National Planning Frameworks, and other similar plans. The National Planning Frameworks include separate guidance documents on mitigation, prevention, protection, response and recovery. FEMA provides a wealth of training both online and at its Emergency Management Institute that Los Gatos employees can attend. During a disaster response large enough to cause a Presidential Disaster Declaration FEMA will organize and coordinate national response personnel and resources and during the recovery phase FEMA will manage and support Disaster Field Offices in collaboration with the State of California.



Homeland Security Exercise & Evaluation Program (HSEEP)

The US Department of Homeland Security maintains the HSEEP program, which provides a system to guide training and exercises nationwide. All disaster exercise activity in the Town of Los Gatos must be directed by HSEEP including meetings, conferences, goal setting, the use of partner agencies, and after action planning. Adherence to HSEEP processes provides management practice as well that will be of benefit before, during, and after real world disaster activations, particularly in the after action planning process. A formal After Action Conference with the requisite Improvement Plans and Corrective Action Plans must follow all disaster drills, exercises, and real world activations.

Whole Community Preparedness

As part of the plan writing process for this EOP and following FEMA directions for the “Whole Community” approach to emergency planning, the Los Gatos community is being brought into the planning process. This provides an environment where Town institutions improve their planning efforts, and also ensures that those institutions have familiarity with emergency planning at Town Hall and vice versa as well. In particular, the town institutions involved in the planning process are:

- The Los Gatos Chamber of Commerce/Business Community
- Faith Based Organizations/Congregations
- Licensed Residential Facilities
- Schools
- Utilities

Preparing The Public

Public disaster education is delivered in the town in four ways:

- The Santa Clara County Fire Department regularly hosts Personal Emergency Preparedness (PEP) classes in Los Gatos and throughout the West Valley Region. In these classes participants learn what risks they face, how to plan for those risks, and what supplies they should have ready in their homes.
- The Santa Clara County Fire Department and the Town collaborate on Los Gatos’s Community Emergency Response Team (CERT). This is a twenty-hour class in which participants learn disaster preparedness, small fire fighting, disaster medical operations, light search and rescue methods, disaster psychology, team organization, and terrorism facts. Upon graduation participants become volunteers for the Town, organizing themselves systematically so that they are ready to respond within their capabilities in the Town during a disaster.
- The American Red Cross, Silicon Valley Chapter frequently hosts Community Disaster Education classes throughout the County, which are of the same nature as the PEP classes mentioned above.



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- Los Gatos Prepared, a community-based program, which goal is to have every resident and business in Los Gatos have the awareness, skills and resources necessary to be self-sufficient in the event of a disaster.



Response

Activation

EOC activation can be done under the following circumstances:

1. On the order of the following:
 - a. Town Manager
 - b. Assistant Town Manager
 - c. Police Chief
2. When the Governor has proclaimed a State Of Emergency in an area including Los Gatos.
3. 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).
4. A Presidential declaration of a National Emergency in an area including Los Gatos.
5. Automatically on receipt of an attack warning or actual attack on the United States.
6. The Town EOC can be activated prior to and completely without an emergency proclamation. Both the EOP and the EOC are flexible instruments of disaster response that can be used only in the parts needed for smaller responses, and can also be used to the fullest for major responses. Generally, there are three considerations when deciding to activate the EOC:
 - a. The ability of the Town government to function
 - b. The ability of the people in the Town to go about their daily lives
 - c. The status of infrastructure in the Town including roads, electricity, gas, bridges, water, sewage, etc.

Levels of Emergency

- **Level I** – A minor to moderate incident characterized by adequate local response capability and sufficient resources to favorably resolve the situation. A local emergency may or may not be proclaimed.
- **Level II** – A moderate to severe emergency characterized by a need for Mutual Aid to ensure a favorable resolution of the situation. In most cases, a Local Emergency will be proclaimed. The Governor may proclaim a State Of Emergency.
- **Level III** – A major disaster, exemplified by depletion of resources and Mutual Aid response capability area-wide, necessitating extensive statewide and federal assistance. Generally, a Local Emergency and a State Of Emergency will be proclaimed. A Presidential declaration may or may not be proclaimed.



- Notifying The Public
 - In the case of a serious earthquake there is no need to notify the public that an earthquake has occurred; everybody in Los Gatos will have felt it. However, the Town will need to communicate with the public so that residents know what the Town is doing and so that residents will receive instructions from the Town. The Town has multiple methods of communicating with the public at its disposal that are listed on page 26 under “Communications”. The alert and warning systems listed below may or may not be available depending on the infrastructure damage caused by the earthquake.
 - The Town will need to notify the public in circumstances where people may be unaware that an incident has happened. Examples include hazardous materials spills, transportation incidents, fire, or a criminal incident. In these situations the Town will use the Alert SCC system. This is an alert and warning system available to the Town and the Santa Clara County Fire Department. Both agencies have the ability to use this system to send out public messages via text, voice, and e-mail on behalf of the Town of Los Gatos.
- Notifying Employees & Volunteers
 - Business Hours
 - Employees – It will be easier to notify employees during business hours because most of them will be at work in the Town and available. When an incident happens during these hours the Town can use the Alert SCC system to send out a message to all employees, it can utilize a phone tree system in which department heads contact their staff with pre-determined messages, or both. In a serious earthquake notifications will not be necessary, but instructions will need to be sent and received amongst the employees.
 - Volunteers – it will be harder to notify volunteers during business hours. Some volunteers will be available at this time but many will be at their places of employment which in many cases will be outside of Santa Clara County. The Alert SCC system will be used in these circumstances. Note that the Los Gatos CERT, RACES, and DART organizations have their own operating protocols that prompt volunteers into action during a major earthquake.
 - Non-Business Hours
 - Employees – It will be harder to notify employees and give them instructions during non-business hours. Some live outside of Santa Clara County and on weekends some will be away from the Bay Area entirely. The Alert SCC system will be used in these situations to notify employees of an incident and to give them instructions. In a serious earthquake notification will not be necessary, but



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instructions will need to be sent and received amongst the employees.

- Volunteers – Most will be in Los Gatos during the week which will make notifications via the Alert SCC system easier. However, on weekends it is safe to expect that while some will be in the Town others will not which will make for unknown success when notified. The Alert SCC system will be used in these situations. Note that the Los Gatos CERT, RACES, and DART organizations have their own operating protocols that prompt volunteers into action during a major earthquake.

Town Staff Protocols:

1. Earthquakes 6.5 and above, within a 60 mile radius of the Town of Los Gatos, Town Management should consider immediate activation of the EOC. Off duty EOC staff, Town employees and volunteer should use all communications methods available to contact their supervisors or other Town leadership. If paid and volunteer personnel are successful in their communications efforts they are to follow the directions given to them. If communications efforts fail, EOC personnel are to report to the EOC immediately and Town employees are to report to their supervisor immediately. Town Radio Amateur Civil Emergency Service (RACES) personnel are to report to the EOC immediately. CERT members are to check on their homes and families first, then their neighborhoods, and then report to their staging areas. An earthquake of this size or bigger is probably the only disaster in which the above personnel may respond automatically without further notification.
2. In all other disasters, once the appropriate Town leadership has decided to activate the EOC, the Director of Emergency Services and/or his designees will make the appropriate notifications to Town EOC staff to report to the EOC immediately. This includes EOC volunteers like RACES, CERT and DART.
3. Some notes on activation and notification: Chaos to one degree or another is to be expected in the opening minutes and hours of a major disaster. Crucial factors will be the time of day and the day of the week. Activations that happen Monday through Friday during business hours will have the advantage of most if not all Town staff present, but will have the disadvantage of many volunteers being scattered across the Bay Area at their places of employment. Activations during non-business hours and weekends will have the advantage of many volunteers present at their homes, but Town staff will be slow to assemble at their posts and some may not even be able to travel to Los Gatos because of infrastructure damage. Communications will also be a difficult issue for many if power and phone lines are down. In this environment amateur radio communications, radio stations, and KCAT (<http://www.kcat.org>) television channels 15 (Comcast) will become important sources of public information as soon as possible.



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Field Incident Command Relationship With EOC Incident Management

Field Incident Command will be led at Incident Command Posts by the Police Department, County Fire Department, the Public Works Department, or some combination of the three in a Unified Command. With the communications methods available to them Incident Commanders will keep their respective disciplines located in the Operations Section of the EOC informed of response progress, and EOC personnel will assist field responders with personnel, facilities, and material needed to accomplish tactical objectives.

Comparison of Field and EOC SEMS Functions

PRIMARY SEMS FUNCTION	FIELD RESPONSE LEVEL	EOC LEVEL
Command / Management	Command is responsible for the directing, ordering, and/or controlling of resources.	Management is responsible for facilitation of overall policy, coordination and support of the incident.
Operations	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	The coordination of all jurisdictional operations in support of the response to the emergency in accordance with the EOC Action Plan.
Planning / Intelligence	The collection, evaluation, documentation and use of intelligence related to the incident.	Collecting, evaluating and disseminating information and maintaining documentation relative to all jurisdiction activities.
Logistics	Providing facilities, services, personnel, equipment and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials in support of all jurisdiction activities as required.
Finance / Administration	Financial and cost analysis and administrative aspects not handled by the other functions.	Responsible for coordinating and supporting administrative and fiscal consideration surrounding an emergency incident.



Lines of Succession

1. Town Manager
2. Assistant Town Manager
3. Police Chief

Alternate Seat of Government locations include the:

1. Town of Los Gatos Library at 100 Villa Avenue
2. Jewish Community Center at 14855 Oka Road
3. Monte Sereno City Hall at 18041 Saratoga Los Gatos Road
4. Schools in Los Gatos as appropriate

Santa Clara County Operational Area

Coordinated by the County EOC the Santa Clara County Operational Area, which consists of the County, all 15 municipalities, and the special districts (school, water, etc.), will support Incident Command Posts in the field and the Los Gatos EOC with personnel and material resources. Should the resources of the Operational Area be exhausted the County EOC will communicate with the Coastal Region and the State for further mutual aid.

Mutual Aid

Mutual Aid resources will be made available through the Operational Area coordinated at the County EOC, only after internal logistical supplies and the purchasing ability of the Town have been exhausted. This does not apply to law enforcement and fire services mutual aid, which have their own county and statewide mutual aid systems as described in the California Master Mutual Aid Agreement and other related documents.

Special Districts

Special districts such as School Districts will send agency representatives to the Town EOC as needed, and will coordinate with the Town response activities in their areas. Life safety and preservation of property are the top priorities for all, and the Town and the special districts will endeavor to assist each other as much as possible.

Operations Centers

- Emergency Operations Center (EOC) – Located at the Police Operation Building, 15300 Los Gatos Boulevard.
 - Purpose & Function – The EOC exists to support tactical objectives in the field at Incident Command posts, and to manage response resources in the Town when multiple incidents need support.
 - Representation – See the EOC Staffing Roster in the Appendices.



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- Backup Location: Parking lot areas at Town Hall, 110 East Main Street; Calvary Baptist Church, 16330 Los Gatos Boulevard; and the Jewish Community Center, 14855 Oka Road.
- Los Gatos Union School District – Located at the District Office
- Los Gatos – Saratoga Joint Union High School District – Located at the District Office

Communications

During a disaster response the Town will use multiple communications methods that will serve different groups of people with different objectives:

- The Los Gatos/Monte Sereno Police Department dispatchers will be placed in the Operations Section of the EOC and will provide communications in the service of their department.
- The Town will use different radio station to broadcast emergency information to the Los Gatos area.
- The Town cable channel KCAT (Comcast 15) will also broadcast emergency information to the Los Gatos area.
- Los Gatos amateur radio operators will serve in the Logistics Section of the EOC and will provide communications to all who need their services. Their primary tasks will be to provide communications to CERT volunteers in the field, other amateur radio operators in the field, and provide communications if needed between the Town and the Operational Area EOC. They will operate as described by the Federal Communications Commission in their Radio Amateur Civil Emergency Service capacity.

EOC Staffing Pattern

The Town EOC is staffed with an EOC Roster that lists two shifts over a 24-hour period of Town personnel to the Section Chief and Branch Coordinator level for most EOC positions in all of the ICS sections. It is important to note that an EOC can be staffed partially or fully depending on need and Director of Emergency Services has the flexibility to staff the EOC partially or fully.

Town of Los Gatos and the City of Monte Sereno, have agreed to work together in one EOC using Unified Command.

Position checklists for each of the EOC positions are located in the appendices. Broken down into each of its sections and branches, the EOC staff at its fullest would exist as follows:

- **Management**
 - Director of Emergency Services
 - Legal Officer



- Liaison Officer
- Public Information Officer
- Safety & Security Officer
- **Operations**
 - Fire & Rescue
 - Law Enforcement
 - Dispatch
 - Care and Shelter
 - Community Emergency Response Team (CERT)
 - Public Works
- **Planning**
 - Damage Assessment
 - Documentation
 - Resource Status
 - Situation Status
- **Logistics**
 - Information Technology
 - Communications
 - Donations Management
 - Facilities
 - Personnel
 - Spontaneous Volunteers
 - Supplies
 - Transportation
- **Finance**
 - Purchasing
 - Time Keeping

EOC Unified Command

During an area disaster that affects both Town of Los Gatos and the City of Monte Sereno; to be more efficient and have larger pool of EOC staff, the two Director of Emergency Services have agreed to work together under the concept of Unified Command (Appendix: Emergency Operation Center Unified Command).

Web EOC

Web EOC is an emergency management software tool used by all of the Santa Clara County Operational Area to share information, make resource requests, provide situation status reports, and organize disaster responses in general. If during the initial hours or days of a response power and the internet are not available the Los Gatos/Monte Sereno EOC is prepared to manage a response within its borders using paper, handwritten forms, but when power and the internet are available this work will be done using Web EOC.



Recovery

Recovery refers to those measures undertaken by an entity following a disaster that will return all systems (utilities, phones, government offices, etc.) to normal levels of service. Effective recovery consists of a complex array of interdependent and coordinated actions. Some jurisdictions may have recovery operations as a separate manual, referenced in the EOP.

Concept of Operations

Recovery operations should begin as soon as possible after a disaster. Many think recovery operations generally are initiated after the disaster response has been ongoing and appears to show some promise of diminishing. A successful recovery starts at the moment of impact. There is no clearly defined separation between response and recovery. The tasks are different from response, but they should be carried out simultaneously. Establishing a recovery organization prior to a disaster has proven effective in enabling a smooth and speedier recovery.

Although SEMS is required for emergency response, it is not specifically required for recovery operations. However, emergency planners may find it useful to continue using SEMS principles and procedures for recovery when personnel are already in a SEMS environment.

Short Term

Recovery operations are divided into two phases. The first phase is short term. This involves restoring the infrastructure that includes:

- Electric power
- Communications
- Water and sewer
- High impact areas and special populations, schools, hospitals, etc.
- Economic and social systems of the Community.

Continued coordination from the response phase into the recovery phase is necessary to identify high priority areas for resumption of utilities, liability concerns, financing, and recovery ordinances. Jurisdictional emergency managers should develop checklists for short-term recovery to ensure governing boards are kept up-to-date, to identify potential areas of mitigation, and to improve preparedness and response planning.



Long Term

Long-term recovery consists of actions that will return the jurisdiction back to normal pre-disaster levels of service. Long-term considerations include:

- Development of a recovery team.
- Economic and resource stabilization.
- Hazard mitigation.
- Updating plans based on lessons learned.
- Post-event assessments.

It is critical that the documentation functions during response continue and expand into recovery. Checklists should be developed for recovery operations to ensure accountability. Failure to strictly account for damage documentation and personnel costs can result in loss of possible reimbursement.

SEMS Recovery Organization

Recovery operations differ significantly from emergency response. SEMS is not required for recovery operations, although it is used by the California Office of Emergency Service (Cal OES) in recovery operations and may provide for greater efficiency at all levels.

Response activity is greater in the SEMS Operations and Logistics functions. Recovery activities see much more activity in the Finance/Administration function and less in the other SEMS functions.

The Operational Area plays a different role in recovery than in response. The Operational Area may act as an information and coordination point for its constituent jurisdiction. However, each local jurisdiction rather than the Operational Area, works directly with state and federal recovery programs. Recovery plans utilizing SEMS functions may have the following tasking:

Management Section

This section is responsible for the jurisdiction's overall recovery.

Tasks include:

- Informing and brief elected officials.
- Providing lead for policy decisions.
- Issuing public information releases.
- Ensuring safety of response activities.



Operations Section

This section is responsible for operations that restore the jurisdiction back to normal day-to-day operations.

Tasks include:

- Restoring medical facilities and service.
- Restoring government facility functions.
- Removing debris.
- Demolishing buildings.
- Restoring utilities.
- Providing emergency housing.
- Providing application process for disaster assistance.
- Providing building and public safety inspections.

Planning Section

This section documents and provides management with direction for recovery activities.

Tasks include:

- Providing documentation of SEMS compliance for disaster assistance.
- Providing after-action reports consistent with SEMS requirements.
- Providing direction in land use and zoning issues.
- Issuing building permits.
- Developing alternative building regulations and code enforcement.
- Reviewing the general plan.
- Providing an action plan for recovery operations.
- Developing redevelopment plans.
- Developing recovery situation reports.
- Documenting recovery operations.
- Creating mitigation plans.

Logistics Section

Logistics section is responsible for obtaining resources necessary to carry out recovery operations.

Tasks include:

- Providing government operations and allocating office space.
- Providing recovery supplies and equipment.
- Providing vehicles and personnel.



Finance/Administration Section

Finance/Administration handles the jurisdiction's recovery financial transactions.

Tasks include:

- Managing public finance.
- Preparing and maintaining the budget.
- Developing and maintaining contracts.
- Processing accounting and claims.
- Collecting taxes.
- Managing insurance settlements.
- FEMA reimbursement

Personnel should be assigned appropriate SEMS functions to address the tasks listed above.

Damage Assessment

During the early phase of a disaster, the initial damage is only estimated. Plans should include procedures for conducting more detailed surveys to be used in disaster project applications. It is critical to understand that damage assessment, especially after an earthquake, will be a continuous project almost on a daily basis for a month or more due to the high frequency of aftershocks. Structures that were not damaged initially could become severely damaged after a minor aftershock. A significant number of building inspectors providing assessments will be key to state and federal reimbursement monies. The procedures should include the following:

Safety Concerns

Safety precautions that will contribute to recovery operations include:

- Ensuring gas, water, sewer leaks are identified.
- Ensuring utilities are turned off in unsafe or damaged structures.
- Securing hazardous materials sites and preparing cleanup plan.
- Ensuring unsafe buildings are vacated, clearly marked and access is restricted.
- Identifying safety precautions to be undertaken by emergency workers.

Structural Damage

Checklists and procedures for survey teams should include the following terms when describing damages:

- Destroyed: Building/item is a total loss or is damaged to the extent that it is not usable and not economically repairable. No longer in existence, or sustaining greater than 75% uninsured damage.
- Major Damage: Building/item is damaged to the extent that it is no longer usable and may be returned to service only with extensive repairs. Not habitable, unsafe, or sustaining between 40 and 75% uninsured damages.



- Minor Damage: Building/item is damaged and may only be used under limited conditions, but may be restored with minor repairs.

Note: Damages are limited to the structure and not contents.

Structural Categories

The following are categories used for private structures applying for disaster assistance:

- Homes, includes Town Homes and Condominiums
- Mobile Homes
- Rental Units
- Farm Dwellings
- Businesses

Recovery Activities

Common terms for recovery activities are listed below:

Category A	Debris Clearance	Clearance of debris, wreckage, demolition, and removal of buildings damaged beyond repair.
Category B	Protective Measures	Measures to eliminate or lessen immediate threats to life, and public health, and safety
Category C	Roads & Bridges	All non-emergency work and any that may require more time for decision-making, preparation of detailed design, construction plans, cost estimates, and schedules.
Category D	Water Control Facilities	Includes flood control, drainage, levees, dams, dikes, irrigation works, seawalls, and bulkheads.
Category E	Public Buildings and Equipment	Buildings, vehicles or other equipment, transportation systems, fire stations, supplies or inventory, higher education facilities, libraries, and schools.
Category F	Utilities	Water supply systems, sanitary sewerage treatment plants, storm drainage, light/power.
Category G	Other	Park facilities, piers, boat ramps, public and private non-profit facilities, recreational facilities, playground equipment.



List of Damages

Once a Presidential Disaster Declaration has been made, a "List of Damage" needs to be completed by each jurisdiction and transmitted to the Operational Area. The Operational Area will transmit damages to the Cal EMA Region, who will in turn send them to the State and FEMA.

It should include:

1. Location of Action/Damage
 - Geographical location of damaged facility or emergency work.
2. Description of Action/Damages
 - Narrative description explaining the nature of the disaster-related problem (engineering details are not needed).
3. Estimates of Cost
 - A separate estimate for each facility or system affected.

Disaster Assistance

Disaster assistance is divided into two forms: Individual and Public Assistance. Recovery plans should address both types of assistance, methods of acquiring help, restrictions, and other pertinent information.

Individual Assistance

Individual assistance consists of services provided to individuals and businesses - the private sector.

Government Assistance to Individuals

Effective recovery plans should have the following federal programs for individual assistance included:

Federal Programs

- **Disaster Housing Assistance Program**
This is a federal program administered by FEMA that provides temporary housing to disaster victims during presidentially declared disasters.
- **Disaster Mortgage and Rental Assistance Program**
This program provides grants for home-related mortgage or rent payments to disaster victims who as a result of a disaster, have lost their job or business



and face foreclosure or eviction from their homes. It is a federal program available under a presidentially declared disaster.

- **Housing and Urban Development (HUD) Program**

This program is offered to families with an income below \$20,000. It provides up to 70% of the rental cost for a maximum of 18 months to disaster victims. It is also available under a presidentially declared disaster.

- **Small Business Administration (SBA)**

This program is automatically implemented following a presidential disaster declaration for Individual Assistance, or may be implemented at the request of the governor. It provides low interest loans to businesses and individuals who have suffered disaster losses.

- **Individual and Family Grant Program (IFGP)**

This is authorized only by a federal disaster declaration. It provides grants to disaster victims who are not eligible for SBA loans.

- **Cora Brown Fund**

This is authorized only by a federal disaster declaration. The fund provides disaster victims with assistance provided they are not eligible for any other disaster assistance award from the government or other organizations. These are only a few federal programs that could be activated under a presidentially declared disaster. Disaster assistance may be altered by legislation passed at the time of the event. Other types of assistance may also be available. EOPs should have all programs addressed either in the plan or in a supplement.

Non-profit Volunteer Charitable Organizations

Recovery plans should include all forms of assistance available, including volunteer charitable organizations such as the American Red Cross, Salvation Army, and others. Plans should identify what is available, conditions, and client focus.

In Santa Clara County, the Collaborating Agencies' Disaster Relief Effort (CADRE) is the umbrella organization for these organizations, and serves formally as the local Voluntary Organization Active in Disaster. In the wake of major disasters VOADs set up "Unmet Needs Committees" that provide a method for their constituent agencies to connect with disaster victims and make their resources available. CADRE is prepared to provide this service in Cupertino when the need arises.



Public Assistance

Public assistance consists of various programs of disaster relief to the public sector. Public sector includes state and local government (Town, county, special district). Recovery plans should include the following forms of assistance and the application process:

- **California Disaster Assistance Act (CDAA)**

CDAA is available to counties, cities, and special districts to repair disaster-related damages to public buildings, levees, flood control works, channels, irrigation works, Town streets, county roads, bridges, and other public works (except those facilities used solely for recreational purposes). This program offers up to 75% of the eligible cost to: repair, restore, reconstruct or replace public property or facilities; to cover direct and indirect costs of grant administration with the Cal OES Director's concurrence; and, to cover the cost of overtime and supplies used for response.

Conditions for Implementation of CDAA:

- Cal OES Director must concur with local emergency declaration for permanent restoration assistance.
 - Governor must proclaim a state of emergency (for disaster response and permanent restoration assistance).
 - President must declare a major disaster or emergency (for matching fund assistance for cost sharing required under federal public assistance programs).
- **Federal-Robert T. Stafford Disaster Relief Act of 1974**
The following is a brief overview of this program. This information would be useful in a recovery plan because it is the primary source of public assistance. Recovery planners may choose to go into more detail about this program. A Presidential Declaration of Major Disaster or Emergency is required to activate the provisions of this law.

Eligible applicants include the following:

- State agencies
- Counties
- Cities
- Special districts
- Schools K-12
- Colleges and institutions of higher education
- Private non-profit organizations organized under § 501(c) 3 of the Internal Revenue Code



- Utilities
- Emergency agencies.
- Medical agencies
- Custodial care organizations
- Government services such as: community centers, libraries, homeless shelters, senior citizen centers, and similar facilities open to the general public

To provide efficiency in the recovery process the particulars of work and cost eligibility, wage information, and other pertinent information should be included in the recovery plan. This could be in the form of information sheets on each program, checklists or written procedures.

- **Disaster Field Office (DFO)**

Following a Presidential Declaration of a Major Disaster or Emergency, a Disaster Field Office will be established in the proximity of the disaster area. The DFO provides the direction and coordination point for federal assistance.

Typical functions of the DFO include:

- Management - Coordination of the overall federal assistance programs for Individual and Public Assistance, as well as any existing emergency work.
- Public Information - Overall direction of public news releases on the progress of the emergency recovery actions, public notices on obtaining assistance, problems, and other pertinent information.
- Liaison - Provides coordination and cooperation with other federal and state agencies.
- Operations - Responsible for damage survey teams, outreach activities, and program implementation (i.e., Public Assistance, Individual Assistance, Hazard Mitigation, etc.).
- Logistics - Provides materials and resources to perform the tasks associated with recovery.
- Finance/Administration - Tracks and monitors costs, approves purchases, and audits activities as needed.
- Plans/Intelligence - Develops action plans, identifies priorities, potential problems, and documents the overall recovery actions.



Mitigation

This aspect of recovery operations is critical in reducing or eliminating disaster related property damage and loss of lives from reoccurring. The immediate post-disaster period presents a rare opportunity for mitigation. During this time, officials and citizens are more responsive to mitigation recommendations, and unique opportunities to rebuild or redirect development may be available. Recovery plans would benefit from addressing mitigation planning as part of the recovery process.

The following represents some information that would be useful in recovery sections of emergency plans.

Forms of Mitigation:

- Changes in building codes
- Variances or set-backs in construction
- Zoning to reduce types of construction in high hazard areas
- Relocation or removal of structures from high hazard zones



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Appendices

Municipal Codes, Administrative Policies and Procedures



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Town of Los Gatos Municipal Code – Chapter 8

Sections:

- 8.10.010 – Purposes
- 8.10.015 – Definitions
- 8.10.020 – Disaster Council – Composition
- 8.10.025 – Same – Powers and Duties
- 8.10.030 – Director of Emergency Services – Office Created
- 8.10.035 – Same – Powers and Duties
- 8.10.040 – Emergency Organization – Generally
- 8.10.045 – Same – Structure, Duties, Functions
- 8.10.050 – Mutual Aid
- 8.10.055 – Expenditures
- 8.10.060 – Violations

8.10.010 – Purposes

The declared purposes of this chapter are to provide for the preparation and carrying out of plans for the protection of persons and property within the Town in the event of an emergency, the direction of the emergency organization, and the coordination of the emergency functions of this Town with all other public agencies, corporations, organizations, and affected private persons.

8.10.015 – Definitions

As used in this chapter:

LOCAL EMERGENCY means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of the Town caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the Town and require the combined forces of other political subdivisions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the State Public Utilities Commission.

STATE OF EMERGENCY means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the State caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor’s warning of an



earthquake or volcanic prediction or an earthquake, or other conditions, other than conditions resulting from a labor controversy or conditions causing a state of war emergency, which conditions, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the State Public Utilities Commission.

“State of War Emergency” means the conditions which exist immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy of the United States, or upon receipt by the state of a warning from the federal government indicating that such an enemy attack is probable or imminent.

(Code 1968, section 8-2)

State law reference – Similar provision, Government Code 8558

8.10.020 – Disaster Council – Composition

The Los Gatos Disaster Council is hereby created and shall consist of the following:

- A. The Mayor, who shall be Chair.
- B. The Director of Emergency Services, who shall be the Vice-Chair.
- C. The Assistant Director of Emergency Services.
- D. Such other persons as may be appointed by the Director with the advice and consent of the Town Council.

(Code 1968, section 8-3)

8.10.025 – Same – Powers and Duties

It shall be the duty of the Disaster Council, and it is empowered to develop and recommend for adoption by the Town Council, emergency and mutual aid plans and agreements, and such ordinances, resolutions, rules, and regulations as are necessary to implement such plans and agreements. The Disaster Council shall meet upon call of the Chair or in the Chair’s absence from the Town or inability to call such meeting, upon the call of the Vice-Chair.

8.10.030 – Director of Emergency Services – Office Created

There is hereby created the office of Director of Emergency Services. The Town Manager shall be the Director of Emergency Services. There is hereby created the Office of Assistant Director of Emergency Services who shall be the Town Chief of Police.



8.10.035 – Same – Powers and Duties

(a) The Director is hereby empowered to:

- (1) Request the Town Council to proclaim the existence of threatened existence of a local emergency if the Town Council is in session, or to issue such proclamation if the Town Council is not in session. Whenever a local emergency is proclaimed by the Director, the Town Council shall take action to ratify the proclamation within seven (7) days thereafter or the proclamation shall have no further force or effect.
- (2) Request the Governor to proclaim a state of emergency when in the opinion of the Director; the locally available resources are inadequate to cope with the emergency.
- (3) Develop emergency plans with the assistance of emergency service chiefs for consideration by the Disaster Council and manage the emergency programs of this Town.
- (4) Control and direct the effort of the emergency organization of this Town for the accomplishment of the purposes of this chapter.
- (5) Direct cooperation between and coordination of services and staff of the emergency organization of this Town; and resolve questions of authority and responsibility that may arise between them.
- (6) Represent the Town in all dealings with public or private agencies on matters pertaining to emergencies as defined herein.

(b) In the event of the proclamation of a local emergency, the proclamation of a state of emergency by the Governor or the Director of the State Office of Emergency Services, or the existence of a state of war emergency, the Director is empowered to:

- (1) Make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the Town Council.
- (2) Obtain vital supplies, equipment, and such other properties found lacking and needed for the protection of life and property and to bind the Town for the fair value thereof and, if required immediately, to commandeer the same for public use.



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- (3) Require emergency services of any Town officer or employee and, in the event of the proclamation of a state of emergency in the county in which this Town is located or the existence of a state of war emergency, to command the aid of as many citizens of this community as the director deems necessary in the execution of the Director's duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster service workers.
- (4) Requisition necessary personnel or material of any Town department or agency.
- (5) Execute all of his/her ordinary power as Town Manager, all of the special powers conferred upon the Director by this chapter or by resolution or emergency plan pursuant to this chapter adopted by the Town Council, all powers conferred upon him by statute, by any agreement approved by the Town Council, and by any other lawful authority.

(Code 1968, section 8-6)

8.10.040 – Emergency Organization – Generally

All officers and employees of this Town, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may, by agreement or operation of law, including persons impressed into service under the provisions of section 8.10.35(b)(3), be charged with duties incident to the protection of life and property in this Town during such emergency, shall constitute the emergency organization of the Town.

8.10.045 – Same – Structure, Duties, Functions

The structure, duties and functions of the emergency organization and the order of emergency succession to the position of Director of Emergency Services in the event of the absence or incapacitation of the Assistant Director of Emergency Services, shall be adopted by resolution of the Town Council. Neither the status of volunteers nor plans and agreements, rules and regulations or resolutions adopted pursuant to prior ordinances which are not in conflict with the provisions of this chapter shall be affected by the provisions of this chapter until they are specifically amended, modified or superseded.

8.10.050 – Mutual Aid

It is the purpose of the Town Council in enacting this chapter to facilitate the rendering of mutual aid to and for the people of this Town. Emergency plans adopted and approved by the Town Council shall provide for the interchange of mutual aid and for coordination with the emergency plans of the County Operational Area.



(Code 1968, section 8-9)

8.10.055 – Expenditures

Any expenditure made in connection with emergency activities, including mutual aid activities, shall be deemed conclusively to be for the direct protection and benefit of the inhabitants and property of the Town.

(Code 1968, section 8-10)

8.10.060 – Violations

It shall be unlawful and a misdemeanor for any person during an emergency to:

- (1) Willfully obstruct, or hinder or delay any member of the emergency organization in the enforcement of any lawful rule of regulation issued pursuant to this chapter, or in the performance of any duty imposed upon the member by virtue of this chapter.
- (2) Perform any act, which is forbidden by any lawful rule or regulation issued pursuant to this chapter.
- (3) Wear, carry or display, without authority, any means of identification specified by the emergency agency of the State.

(Code 1968, section 8-11)



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Proclamations



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Proclamation by the Director or the Assistant Director of Emergency Services of the Existence of a Local Emergency

WHEREAS, Ordinance No. 8.10.035, Article A-1 of the Los Gatos Municipal Code empowers the Director of Emergency Services, or in the Director's absence the Acting Director to proclaim the existence or threatened existence of a local emergency when the Town of Los Gatos is affected or likely to be affected by a public calamity and the Town Council is not in session, and;

WHEREAS, the Director of Emergency Services of the Town of Los Gatos does hereby find; That conditions of extreme peril to the safety of people and property have arisen within the Town of Los Gatos, 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 the Town of Los Gatos, and;

That the Town Council of the Town of Los Gatos is not in session and cannot immediately be called into session:

NOW, THEREFORE, IT IS HEREBY PROCLAIMED that a local emergency now exists throughout the Town of Los Gatos, 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 the Town of Los Gatos shall be those prescribed by state law, by ordinances, and resolutions of this Town, and; That this emergency proclamation shall expire in 7 days after issuance unless confirmed and ratified by the Town Council of the Town of Los Gatos.

Dated: _____ By: _____

Print Name _____

Address _____



Proclamation by the Town Council Confirming the Existence of a Local Emergency that was proclaimed by the Director or the Acting Director of Emergency Services

WHEREAS, Ordinance No. 8.10.035, Article A-1 of the Los Gatos Municipal Code empowers the Director of Emergency Services or the Acting Director to proclaim the existence or threatened existence of a local emergency when the Town of Los Gatos is affected or likely to be affected by a public calamity and the Town Council is not in session, subject to ratification by the Town Council within seven days; and,

WHEREAS, conditions of extreme peril to the safety of people and property have arisen within the Town of Los Gatos caused by _____ (*fire, flood, storm, mudslides, torrential rain, wind, earthquake, drought, or other causes*)

Commencing on or about _____ .m., on the _____ day of _____, 20____, at which time the Town Council was not in session; and

WHEREAS, the Los Gatos Town Council does hereby find that the aforesaid conditions of extreme peril did warrant and necessitate the proclamation of the existence of a local emergency; and

WHEREAS, the Director of Emergency Services of the Town of Los Gatos, or the Acting Director, did proclaim the existence of a local emergency with the Town of Los Gatos on the _____ day of _____, 20_____;

NOW, THEREFORE, IT IS HEREBY PROCLAIMED AND ORDERED that said local emergency shall be deemed to continue to exist until its termination is proclaimed by the Town Council of the Town of Los Gatos, State of California.

Dated: _____

Town Council, Town of Los Gatos

Attest:

(Mayor)

Town Clerk



Emergency Operation Plan Records



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Town of Los Gatos Emergency Drill / Exercise Record

Date	Name of Drill/Exercise	Type of Drill/Exercise (Tabletop, Functional, Full Scale, etc.)	External Partners Participating	After Action Report Completed



EXTERNAL RESOURCES



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PUBLIC SAFETY

Service	Agency	Phone	Website
Fire Services	Santa Clara County Fire	408-378-4010	www.sccfd.org
	Santa Clara County Mutual Aid (SCCFD)	408-378-4010	www.sccfd.org
	California State Mutual Aid (SCCFD)	408-378-4010	www.sccfd.org
Law Enforcement	Santa Clara County Sheriff's Office	408-808-4900	www.sccsheriff.org
	Campbell Police Department	408-866-2121	www.ci.campbell.ca.us/Police
	California Highway Patrol	408-467-5400	www.chp.ca.gov
	San Jose Police Department	408-277-8900	www.sjpd.org
	Santa Clara Police Department	408-615-4700	http://scpd.org
	Sunnyvale Department of Public Safety	408-730-7100	http://sunnyvale.ca.gov/Departments/PublicSafety.aspx
Animal Control	Silicon Valley Animal Control Authority	408-764-0344	www.svaca.com
Poison Control	California Poison Control Center	800-222-1222	www.calpoison.org



GOVERNMENTS

Jurisdiction	Agency	Phone	Website
Santa Clara County	Coroner's Office	408-793-1900	www.sccgov.org/portal/site/coroner
	County Communications	408-299-3144 408-299-2507	
	Emergency Medical Services	408-885-4250	www.sccgov.org/portal/site/ems
	Mental Health Services	408-885-5770	www.sccmhd.org
	Office of Emergency Services (OES)	408-808-7800	www.sccgov.org/portal/site/oes
	Public Health	408-792-5163	www.sccgov.org/portal/site/phd
Regional Agencies	Association of Bay Area Governments (ABAG)	510-464-5163	www.abag.ca.gov
	Bay Area Air Quality Management District	415-771-6000	www.baaqmd.gov
State of California	Cal Fire – Santa Clara Unit HQ	408-779-2121	www.fire.ca.gov
	Caltrans	510-286-4444	www.dot.ca.gov
	Insurance Commissioner's Office	800-927-4357	www.insurance.ca.gov
	California Emergency Management Agency	916-845-8510	www.oes.ca.gov
	Regional Emergency Operations Center – Mather	916-845-8911	**Resource requests to the REOC need to be routed through the Op Area EOC.
	State Operations Center - Mather	916-845-8911	**Resource requests to the SOC need to be routed through the OpArea EOC.



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Jurisdiction	Agency	Phone	Website
United States of America	Federal Emergency Management Agency (FEMA) hotline	800-621-3362	www.fema.gov
	Internal Revenue Service (IRS)	408-817-6747	www.irs.gov
	Small Business Administration (SBA)	800-659-2955	www.sba.gov
	United States Geological Survey (USGS) – Menlo Park	650-329-4002	www.usgs.gov



SCHOOLS

District / Schools	Phone	Website
Los Gatos Union School District 17010 Roberts Road Los Gatos, California 95032	408-335-2000	www.lgusd.k12.ca.us
Blossom Hill Elementary 16400 Blossom Hill Road Los Gatos, California 95032	408-335-2100	www.bh.lgusd.k12.ca.us
Daves Avenue Elementary 17770 Daves Avenue Los Gatos, California 95030	408-335-2200	www.daves.lgusd.k12.ca.us
Alta Vista Elementary 200 Blossom Valley Dr. Los Gatos, CA 95032	408-356-6146 408-356-3679	www.altavista.unionsd.org
Van Meter Elementary 16445 Los Gatos Boulevard Los Gatos, California 95032	408-335-2250	www.lvm.lgusd.k12.ca.us
Raymond J. Fisher Middle 19195 Fisher Avenue Los Gatos, California 95032	408-335-2300	www.rjfisher.lgusd.k12.ca.us
Los Gatos-Saratoga Union High School District 17421 Farley Road West Los Gatos, California 95132	408-354-2520	www.lgsuhd.org
Los Gatos High 20 High School Court Los Gatos, California 95030	408-354-2730	www.lghs.net
Campbell Union School District 155 N. Third Street Campbell, CA 95008	408-364-4200	www.campbellusd.org
Capri Elementary 850 Chapman Drive Campbell, CA 95008	408-364-4260	http://www.capri.campbellusd.org
Rolling Hills Middle 295 Cherry Lane Campbell, CA 95008	408-364-4235	www.campbellusd.org/rollinghills



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District / Schools	Phone	Website
Campbell Union High School District 3235 Union Avenue San Jose, CA 95124	408-371-0960	www.cuhsd.org
Leigh High 5210 Leigh Avenue San Jose, CA 95124	408-626-3404	www.leigh.cuhsd.org
Westmont High 4805 Westmont Avenue Campbell, CA 95008	408-626-3406	www.westmont.cuhsd.org
Union School District 5175 Union Avenue San Jose, CA 95124	408-377-8010	www.unionsd.org
Carlton Avenue Elementary 2421 Carlton Avenue San Jose, 95123	408-356-1141	www.unionsd.org/site/Default.aspx?PageID=570
Dartmouth Middle 5575 Dartmouth Drive San Jose, CA 95118	408-264-1122	www.unionsd.org/Domain/258
Noddin Elementary 1755 Gilda Way San Jose, CA 95124	408-356-2126	www.unionsd.org/site/Default.aspx?PageID=1961
Union Middle 2130 Los Gatos-Almaden Road San Jose, CA 95124	408-371-0366	www.unionsd.org/site/Default.aspx?PageID=2290



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Other Schools		
Hillbrook School 300 Marchmont Drive Los Gatos, California 95032	408-356-6116	www.hillbrook.org
Los Gatos Christian 16845 Hicks Road Los Gatos, California 95032	408-997-4682; 4680	www.losgatoschristianschool.com
Mulberry School 220 Belgatos Road Los Gatos, California 95032	408-358-9080	www.mulberry.org
St. Mary's School 30 Lyndon Avenue Los Gatos, California 95030	408-354-3944	www.edline.net/pages/stmarys_school
Stratford School 220 Kensington Way Los Gatos, California 95032	408-371-3020	www.stratfordschools.com
Yavneh Day School 14855 Oka Road Los Gatos, California 95032	408-984-6700	www.yavnehdayschool.org



TRAUMA CENTERS

Hospital	Phone	Website
Santa Clara County Valley Medical Center 751 S. Bascom Avenue San Jose, California 95128	408-885-5000	www.svmed.org
Regional Medical Center San Jose 225 North Jackson Ave San Jose, CA 95116	408-259-5000	http://regionalmedicalsanjose.com/
Stanford Hospital 300 Pasteur Drive Stanford, CA 94304	650-723-7570	http://stanfordhospital.org/

LOCAL HOSPITALS

Hospital	Phone	Website
El Camino Hospital of Los Gatos 815 Pollard Road Los Gatos, California 95030	408-378-6131	http://www.elcaminohospital.org
El Camino Hospital of Mountain View 2500 Grant Road Mountain View, CA 94040	650-940-7000	http://www.elcaminohospital.org
Good Samaritan 2425 Samaritan Drive San Jose, California 95124	408-559-2011	http://goodsamsanjose.com/
Kaiser Medical Center Santa Clara 700 Lawrence Expressway Santa Clara, CA 95051	408 851-1000	https://healthy.kaiserpermanente.org
Kaiser Medical Center San Jose 250 Hospital Parkway San Jose, CA 95119	408-972-3000	https://healthy.kaiserpermanente.org
O'Connor Hospital 2105 Forest Ave San Jose, CA 95128	408-947-2500	http://oconnor.dochs.org/



UTILITIES

Service	Name	Phone	Website
Gas and Elect	PG&E	408-823-5267 (local representative)	www.pge.com
Communication	AT&T		www.att.com
	Sprint		www.sprint.com
	T-Mobile		www.tmobile.com
	Verizon		www.verizon.com
	Comcast	(800) 945-2288	http://www.comcast.com
Sewer	West Valley Sanitation District	408-378-2407 business hours 408-299-2507 non business hours	www.westvalleysan.org
Waste Disposal	West Valley Collection & Recycling	408-283-9250	www.westvalleyrecycles.com
Water Services	San Jose Water Company	408-298-0994	www.sjwater.com
	Santa Clara Valley Water District	408-808-7800	www.valleywater.org



TRANSPORTATION

Service	Name	Phone	Website
Public Mass Transit	Outreach	408-436-2865	www.outreach1.org
	Valley Transportation Authority	408-321-2300	www.vta.org
Taxi & Limousine Services	Airport Taxi Cab	650-593-1234	
	Yellow Cab	408-666-1051	www.yellowacab.com
Rental Car	Alamo	800-462-5266	www.alamo.com
	Avis	800-331-1212	www.avis.com
	Budget	800-527-0700	www.budget.com
	Enterprise	800-261-7331	www.enterprise.com
	Hertz	800-654-3131	www.hertz.com
	National	800-227-7368	www.nationalcar.com



AMERICAN RED CROSS-SHELTERS CAMPBELL, CUPERTINO, LOS GATOS, & SARATOGA AREA

Facility	Address	City/Town	Zip	POC	Phone
Campbell Community Center	1 W. Campbell Avenue	Campbell	95008	Booth, Misty	408-866-2105
Campbell Middle School	295 Cherry Lane	Campbell	95008	Zimmer, Susan	408-364-4222
Westmont High School	4805 Westmont Avenue	Campbell	95008	Espinoza, Louis	408-626-3406
Cupertino High School	10100 Finch Avenue	Cupertino	95014	Perry, Leonard	408-366-7300
De Anza College	21250 Stevens Creek Boulevard	Cupertino	95014	Schulze, John	408-864-5678
Homestead High School	21370 Homestead Road	Cupertino	95014	Dunn, Carl	408-522-2500
Hyde Middle School	19325 Bollinger Avenue	Cupertino	95014	Parker, Stephen	408-252-6290
Kennedy Middle School	821 Bubba Road	Cupertino	95014	Shurr, Sonia	408-253-1525
Monte Vista High School	21840 McClellan Road	Cupertino	95014	Amoral, Manual	408-366-7600
Quinlan Community Center	10185 N. Stelling Road	Cupertino	95014	Walters, Tom	408-777-3120
Addison-Penzak Jewish Community Center	14855 Oka Road	Los Gatos	95032	Len Connolly	408 358-3636
Lakeside Elementary School	19621 Black Road	Los Gatos	95033	Chrisman, Bob	408-354-2372
The Church of Jesus Christ of Latter-Day Saints	15955 Rose Ave	Los Gatos	95030		
Los Gatos High School	20 High School Court	Los Gatos	95030	Guerra, John	408-354-2730
R.J. Fisher Middle School	19195 Fisher Avenue	Los Gatos	95032	Olds, Ken	408-335-2385
Rolling Hills Middle School	1585 More Avenue	Los Gatos	95032	Gibbs, Kathleen	408-364-4235
Prospect High School	18900 Prospect Avenue	Saratoga	95070	Matthews, Rita	408-626-3408
Redwood Middle School	13925 Fruitvale Avenue	Saratoga	95070	Green, Kelly	408-867-3042
Saratoga Community Center	19655 Allendale Avenue	Saratoga	95070	Cauthorn, Claudia	408-868-1249
Saratoga High School	20300 Herriman Avenue	Saratoga	95070	Anderson, Jeff	408-867-3411
Southwest YMCA	13500 Quito Road	Saratoga	95070		408-370-1877
West Valley College	14000 Fruitvale Avenue	Saratoga	95070	Hartley, Phil	408-867-2200



LOCAL NON-PROFIT AGENCIES

Name	Phone	Website
American Red Cross, Silicon Valley Chapter	408-577-1000	www.siliconvalley-redcross.org
Collaborative Agencies Disaster Relief Effort (CADRE)	408-247-1126 x302	www.vcsv.us/cadre.shtml
Council On Aging Silicon Valley	408-296-8290	www.careaccess.org
Humane Society Silicon Valley	408-727-3383	www.hssv.org
Los Gatos Chamber of Commerce	408-354-9300	http://www.losgatoschamber.com
Second Harvest Food Bank of Santa Clara & San Mateo Counties	408-266-8866	www.2ndharvest.net
United Way Silicon Valley	408-345-4300	www.uwsv.org



NATIONAL NON-PROFITS/VOLUNTARY ORGANIZATIONS ACTIVE IN DISASTER (VOAD)

Agency	Website
Adventist Community Services	www.communityservices.org
American Legion	www.legion.org
American Red Cross	www.redcross.org
Boy Scouts of America	www.scouting.org
Catholic Charities	www.catholiccharities.org
Church of the Brethren	www.brethren.org/genbd/BDM
Church World Service	www.churchworldservice.org
Civil Air Patrol	www.cap.gov
Habitat For Humanity	www.habitat.org/disaster/default.aspx
Humane Society of the United States	www.hsus.org
Jewish Family Services	www.jfcs.org
Latter Day Charities	www.lds.org
Lutheran Disaster Response	www.ldr.org
Mennonite Disaster Services	www.mds.mennonite.net
Noah's Wish	www.noahswish.org
Salvation Army	www.salvationarmyusa.org
Southern Baptist Disaster Relief	www.namb.net
Tzu Chi Foundation	www.tzuchi.org
United Methodist Committee On Relief	www.umcor.org
Voluntary Organizations Active In Disaster	www.nvoad.org



PLACE OF WORSHIP¹

Name	Phone	Website
Addison-Penzak Jewish Community Center 14855 Oka Road Los Gatos, CA 95032	408-358-3636	www.svjcc.org
Calvary Church 16330 Los Gatos Boulevard Los Gatos, California 95032	408-356-5126	www.calvarylosgatos.org
Church of Jesus Christ of Latter Day Saints 15985 Rose Ave Los Gatos, California 95030	408-395-6433	
Congregation Shir Hadash-Reform 20 Cherry Blossom Lane Los Gatos, California 95032	408-358-1751	www.shirhadash.org
First Church of Christ Scientist-Los Gatos 238 E. Main Street Los Gatos, California 95030	408-354-3844	
Legacy Community Church 16735 Lark Avenue Los Gatos, California 95032	408-356-1191	www.fountainoflife.com
Kingdom Hall Jehovah's Witness 16769 Farley Road Los Gatos, California 95032	408-356-8906	
Lone Hill Church 5055 Lone Hill Road Los Gatos, California 95032	408-266-4501	www.lonehillchurch.org
Los Gatos United Methodist Church 111 Church Street Los Gatos, California 95030	408-395-3736	www.lgumc.org
Presbyterian Church of Los Gatos 16575 Shannon Road Los Gatos, California 95032	408-356-6156	www.pclg.org

¹ Places of worship are highly important to the communities they serve during all phases of emergency management work. During the preparedness phase they are common locations for public education program delivery. They are often used as shelters during response operations, and can serve in other capacities as well with tasks ranging from staging areas to Emergency Volunteer Centers. During recovery operations they often are places where communities and neighborhoods can gather for town hall meetings, donations centers, and daycare providers.



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St. Luke's Episcopal Church 20 University Avenue Los Gatos, California 95030	408-354-2195	www.stluqueslg.org
St. Mary's Catholic Church 219 Bean Avenue Los Gatos, California 95030	408-354-3726	www.stmaryslg.org/parish
Venture Christian Church 16845 Hicks Road Los Gatos CA 95032	408-997-4600	www.venturechristian.org



Emergency Operation Center Position Checklists



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Generic Checklist for All EOC Personnel

Activation Phase:

- Check in upon arrival at the EOC.
- Report to the EOC Director, Section Chief, Branch Coordinator, or other assigned Supervisor, and provide your supervisor with your contact information.
- Set up your workstation and review your position responsibilities.
- Monitor EOC information pertinent to your position (E-mail, Web EOC). Respond or take action as appropriate to all pertinent information.
- Monitor the EOC telephone for your position. Respond or take action as appropriate to all messaging.
- Establish and maintain a position log that chronologically describes your actions taken during your shift.
- Determine your resource needs, such as a computer, phone, plan copies, and other reference documents.

Demobilization Phase:

- Deactivate your assigned position and close out logs when authorized by the EOC Director.
- Complete all required forms, reports, and other documentation. All forms should be submitted through your supervisor to the Planning/Intelligence Section, as appropriate, prior to your departure.
- Be prepared to provide input to the after-action report.
- If another person is relieving you, ensure they are thoroughly briefed before you leave your workstation. Clean up your work area before you leave.
- Leave a forwarding phone number where you can be reached.



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Director of Emergency Services (EOC Director) Checklist

Responsibilities

1. Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
2. Exercise overall management responsibility for the coordination between emergency response agencies within the jurisdictional area.
3. In conjunction with staff, set jurisdictional priorities for response efforts. Ensure that all department and agency actions are accomplished within the priorities established at the EOC.
4. Ensure that inter-agency coordination is accomplished effectively.

Activation Phase

- Determine appropriate level of activation based on situation as known.
- Mobilize appropriate personnel for the initial activation of the EOC.
- Respond immediately to EOC site and determine operational status.
- Obtain briefing from whatever sources are available.
- Ensure that the EOC is properly set up and ready for operations.
- Ensure that an EOC check-in procedure is established immediately.
- Ensure that an EOC organization and staffing chart is posted and completed.
- Determine which sections are needed, assign Section Chiefs as appropriate and ensure they are staffing their sections as required.
 - Operations Section Chief
 - Planning/Intelligence Section Chief
 - Logistics Section Chief
 - Finance/Administration Section Chief



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- Determine which Management Staff positions are required and ensure they are filled as soon as possible.
 - Legal Officer
 - Liaison Officer
 - Public Information Officer
 - Safety & Security Officer
- Ensure that communications systems are established and functioning.
- Schedule the initial Action Planning meeting.
- Confer with staff to determine what representation is needed at the EOC from other emergency response agencies.
- Inform members of the Town Council and develop appropriate policy decisions.

Operational Phase:

- Monitor general staff activities to ensure that all appropriate actions are being taken.
- In conjunction with the Public Information Officer, conduct news conferences and review media releases for final approval, following the established procedure for information releases and media briefings.
- Ensure that the Liaison Officer is providing for and maintaining effective inter-agency coordination.
- Based on current status reports, establish initial strategic objectives for the EOC.
- In coordination with Management Staff, prepare EOC objectives for the initial Action Planning Meeting.
- Convene the initial Action Planning meeting. Ensure that all Section Coordinators, Management Staff, and other key agency representatives are in attendance. Ensure that appropriate Action Planning procedures are followed (refer to Planning/Intelligence Section, "Action Planning Guidelines."). Ensure the meeting is facilitated appropriately by the Planning/Intelligence Section Chief.



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- Once the Action Plan is completed by the Planning/Intelligence Section, review, approve and authorize its implementation.
- Conduct periodic briefings with the general staff to ensure strategic objectives are current and appropriate.
- Conduct periodic briefings for elected officials or their representatives.
- Formally issue an Emergency Proclamation as necessary, and coordinate local government proclamations with other emergency response agencies, as appropriate.
- Brief your relief at shift change, ensuring that ongoing activities are identified and follow-up requirements are known.

Demobilization Phase:

- Authorize demobilization of sections and branches when they are no longer required.
- Notify higher-level EOC's and other appropriate organizations of the planned demobilization, as appropriate.
- Ensure that any open actions not yet completed will be handled after demobilization.
- Ensure that all required forms or reports are completed prior to demobilization.
- Be prepared to provide input to the after action report.
- Deactivate the EOC at the designated time, as appropriate.
- Proclaim termination of the emergency response and proceed with recovery operations.



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Legal Officer

Responsibilities:

1. Ensure that proper legal procedures are followed in all phases of disaster response and recovery, including disaster declarations, posting Town Council ratification, emergency power exercised by the Director of Emergency Services, and requests for mutual aid and other forms of outside assistance.
2. Provide legal advice to the EOC staff.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Check in with the Management Section Chief and determine the appropriate level of participation by the Legal Officer at the EOC. Arrange for immediate notification capabilities (pagers, cell phone) if off-site.
- Review special ordinances and laws that may govern a disaster. Ensure that appropriate legal reference materials are ready and accessible to the Legal Officer at the EOC.
- Provide legal advice, when you determine it is needed or when it is requested.

Operational Phase:

- Respond to requests for legal advice and support.
- Keep current on the general status of the disaster, and anticipate steps that could be taken to lessen potential Town liability. Advise the Director of Emergency Services of the timing and implementation of such steps.
- Provide legal advice to EOC staff, when you determine it is needed, or when it is requested.
- Advise on intergovernmental relations, including legal issues involved in notifications and requests for assistance or resources.
- Maintain logs and files associated with your position, keeping custody of all attorney/client documentation.



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Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the person assigned by the Director of Emergency Services.
- Ensure copies of all documentation generated during the operation are submitted to the Planning Section, except for attorney/client matters that you will retain.



Agency Representative

Responsibilities:

1. Agency Representatives should be able to speak on behalf of their agencies, within established policy limits, acting as a liaison between their agencies and the EOC.
2. Agency Representatives may facilitate requests to or from their agencies, but normally do not directly act on or process resource requests.
3. Agency Representatives are responsible for obtaining situation status information and response activities from their agencies for the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Check in with the Liaison Officer and clarify any issues regarding your authority and assignment, including the functions of other representatives from your agency (if any) in the EOC.
- Establish communications with your home agency; notify the Logistics Section Communications Branch and the Liaison Officer of any communications problems.
- Unpack any materials you may have brought with you and set up your assigned station, requesting necessary materials and equipment through the Liaison Officer and/or Logistics Section.
- Obtain an EOC organization chart, floor plan, and telephone list from the Liaison Officer.
- Contact the EOC sections or branches that are appropriate to your responsibility; advise them of your availability and assigned work location in the EOC.



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Operational Phase:

- Facilitate requests for support or information that your agency can provide.
- Keep current on the general status of resources and activity associated with your agency.
- Provide appropriate situation information to the Planning/Intelligence Section.
- Represent your agency at planning meetings, as appropriate, providing update briefings about your agency's activities and priorities.
- Keep your agency executives informed and ensure that you can provide agency policy guidance and clarification for the Director of Emergency Services as required.
- On a regular basis, inform your agency of the EOC priorities and actions that may be of interest.
- Maintain logs and files associated with your position.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- When the Director of Emergency Services approves demobilization, contact your agency and advise them of expected time of demobilization and points of contact for the completion of ongoing actions or new requirements.
- Ensure that you complete all final reports, close out your activity log, and transfer any ongoing missions and/or actions to the Liaison Officer or other appropriate individual.
- Ensure copies of all documentation generated during the operation are submitted to the Planning/Intelligence Section.



Liaison Officer Checklist

Responsibilities:

1. Oversee all liaison activities, including coordinating outside agency representatives assigned to the EOC and handling requests from other EOCs for EOC agency representatives.
2. Establish and maintain a central location for incoming agency representatives, providing workspace and support as needed.
3. Ensure that position specific guidelines, policy directives, situation reports, and a copy of the EOC Action Plan is provided to Agency Representatives upon check-in.
4. Provide orientations for VIPs and other visitors to the EOC.
5. Ensure that demobilization is accomplished when directed by the Director of Emergency Services.

Activation Phase:

- Follow generic Activation Phase Checklist.
- Obtain assistance for your position through the Personnel Branch in Logistics, as required.

Operational Phase:

- Contact Agency Representatives already on-site, ensuring that they:
 - Have signed into the EOC
 - Understand their role in the EOC
 - Know their work locations
 - Understand the EOC organization and floor plan
- Determine if additional representation is required from:
 - Community based organizations
 - Private organizations
 - Utilities not already represented
 - Other agencies



- In conjunction with the Director of Emergency Services establish and maintain an Inter-agency Coordination Group comprised of outside agency representatives and executives not assigned to specific sections within the EOC.
- Assist the Director of Emergency Services in conducting regular briefings for the Inter-agency Coordination Group and with distribution of the current EOC Action Plan and Situation Report.
- Request that Agency Representatives maintain communications with their agencies and obtain situation status reports regularly.
- With the approval of the Director of Emergency Services, coordinate with the Safety & Security Branch EOC tours for visiting VIP's and other visitors.
- With the approval of the Director of Emergency Services, provide agency representatives from the EOC to other EOCs as required and requested.
- Maintain a roster of agency representatives located at the EOC. Roster should include assignment within the EOC (Section or Inter-agency Coordination Group). Roster should be distributed internally on a regular basis.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Release agency representatives that are no longer required in the EOC when authorized by the Director of Emergency Services.



Public Information Officer (PIO) Checklist

Responsibilities:

1. Serve as the central coordination point for the agency or jurisdiction for all media releases.
2. Ensure that the public within the affected area receives complete, accurate, and consistent information about life safety procedures, public health advisories, relief and assistance programs and other vital information.
3. Coordinate media releases with Public Information Officers at incidents or representing other affected emergency response agencies as required.
4. Develop the format for press conferences, in conjunction with the Director of Emergency Services.
5. Maintain a positive relationship with the media representatives.
6. Provide staffing for rumor control telephone bank.
7. Establish a "Disaster Hotline" with an up-to-date recorded message.
8. Ensure that all rumors are responded to in a timely manner and with factual information.
9. Supervise the Public Information Branch.
10. Participate in a Santa Clara County Joint Information Center (JIC) as needed, or delegate others to that duty.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Determine staffing requirements and make required personnel assignments for the Public Information function as necessary.



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Operational Phase:

Public Communication

- Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
- Operate a telephone bank for receiving incoming inquiries from the general public.
- Establish a “Disaster Hotline” recorded message and provide updated message information periodically.
- Provide situation updates / public information to your City/Town websites, neighborhood websites (i.e. Nextdoor), and through the use of social media as appropriate.

Media Relations

- Establish a Media Information Center, as required, providing necessary space, materials, telephones and electrical power.
- Maintain up-to-date status boards and other references at the media information center. Provide adequate staff to answer questions from members of the media.
- Develop and publish a media-briefing schedule, to include location, format, and preparation and distribution of handout materials.
- At the request of the Director of Emergency Services, prepare media briefings for members of the agencies or jurisdiction policy groups and provide other assistance as necessary to facilitate their participation in media briefings and press conferences.
- Refer inquiries from members of the media to the lead Public Information Officer or designated staff.
- Keep the Director of Emergency Services advised of all unusual requests for information and of all major critical or unfavorable media comments. Recommend procedures or measures to improve media relations.
- Ensure that adequate staff is available at the incident sites to coordinate and conduct tours of the affected areas.



Emergency Information Collection

- Coordinate with the Situation Status Branch and identify the method of obtaining and verifying significant information as it is developed.
- Develop content for state Emergency Alert System (EAS) releases if available. Monitor EAS releases as necessary.
- Prepare, update, and distribute to the public a Disaster Assistance Information Directory, which contains locations to obtain food, shelter, supplies, health services, etc.
- Ensure that announcements, emergency information and materials are translated and prepared for special populations (non-English speaking, hearing impaired etc.).
- Ensure that a rumor control function is established to correct false or erroneous information.
- Interact with other EOC PIOs and obtain information relative to public information operations.

Information Dissemination

- Obtain policy guidance from the Director of Emergency Services with regard to media releases.
 - Provide copies of all media releases to the Director of Emergency Services
- Implement and maintain an overall information release program.
- Monitor broadcast media, using information to develop follow-up news releases and correct rumors by providing factual information based on confirmed data.
- Prepare final news releases and advise media representatives of points-of-contact for follow-up stories.
- In coordination with other EOC sections and as approved by the Director of Emergency Services, issue timely and consistent advisories and instructions for life safety, health, and assistance for the public.



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- Provide appropriate staffing and telephones to efficiently handle incoming media and public calls.
- Correct rumors by providing factual information based on confirmed data.
- Ensure that file copies are maintained of all information released.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.
- Conduct shift change briefings in detail, ensuring that in-progress activities are identified and follow-up requirements are known.



Safety & Security Officer

Responsibilities:

1. Ensure that all buildings and other facilities used in support of the EOC are in a safe operating condition.
2. Monitor operational procedures and activities in the EOC to ensure they are being conducted in a safe manner, considering the existing situation and conditions.
3. Stop or modify all unsafe operations outside the scope of the EOC Action Plan, notifying the Director of Emergency Services of actions taken.
4. Provide 24-hour security for the EOC.
5. Control personnel access to the EOC in accordance with policies established by the Director of Emergency Services.
6. Handle any situation arising from inappropriate personnel actions within the EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Tour the entire EOC facility and evaluate conditions; advise the Director of Emergency Services of any conditions and actions that might result in liability, unsafe layout or equipment set-up, etc.
- Study the EOC facility and document the locations of all fire extinguishers, emergency pull stations, and evacuation routes and exits.
- Be familiar with particularly hazardous conditions in the facility; take action when necessary.
- Prepare and present safety briefings for the Director of Emergency Services and staff at appropriate meetings.
- If the event that caused activation was an earthquake, provide guidance regarding actions to be taken in preparation for aftershocks.



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- Ensure that the EOC facility is free from any environmental threats – e.g., radiation exposure, air purity, water quality, etc.
- Keep the Director of Emergency Services advised of unsafe conditions; take action when necessary.
- Determine the current EOC security requirements and arrange for staffing as needed.
- Determine needs for special access to EOC facilities.
- Provide executive and VIP security as appropriate and required.
- Provide recommendations as appropriate to Director of Emergency Services.
- Prepare and present security briefings for the Director of Emergency Services and General Staff at appropriate meetings.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



EOC Reception/Switchboard

Responsibilities:

- Maintain sign-in/sign-out roster of EOC staff, including contact information for on-duty EOC staff
- Staff the main EOC telephone switchboard, transferring telephone calls as appropriate.
- Evaluate the criticality of telephone messages routed to unstaffed positions to ensure that important information is acted upon in a timely manner

Activation Phase:

- Follow generic Activation Phase Checklist.
- Create sign-in/sign-out roster for the designated Operational Period
- Test the EOC main telephone/switchboard to ensure that messages can be transferred to each EOC extension

Operational Phase:

- Answer, transfer, or take messages for all incoming calls to the EOC
- Maintain a sign-in/sign-out roster for all EOC staff
- For on-duty EOC staff who are leaving the EOC, ensure that contact information is listed

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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Operations Section Chief

Responsibilities:

1. Ensure that the Operations function is carried out including coordination of activities for all operational functions assigned to the EOC.
2. Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.
3. Establish the appropriate level of branch and Branch organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly.
4. Exercise overall responsibility for the coordination of Branch activities within the Operations Section.
5. Ensure that the Planning/Intelligence Section is provided with Status Reports and Major Incident Reports.
6. Conduct periodic Operations briefings for the Director of Emergency Services as required or requested.
7. Supervise the Operations Section.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Ensure that the Operations Section is set up properly and that appropriate personnel, equipment, and supplies are in place including maps and status boards.
- Meet with Planning/Intelligence Section Chief; obtain a preliminary situation briefing.
- Based on the situation, activate appropriate branches within the section. Designate Branch Coordinators as necessary:
 - Fire & Rescue Branch
 - Law Enforcement Branch



- Public Works Branch
 - Care & Shelter Branch
 - Communications Branch (RACES)
 - CERT Branch
- ☐ Determine if there are mutual aid requests for these functional areas. Initiate coordination with appropriate mutual aid systems as required.
- ☐ Request additional personnel for the section as necessary for 24-hour operation.
- ☐ Obtain a current communications status briefing from the Communications Branch Coordinator in Operations. Ensure that there is adequate equipment and radio frequencies available as necessary for the section.
- ☐ Determine estimated times of arrival of section staff from the Personnel Branch in Logistics.
- ☐ Confer with the Director of Emergency Services to ensure that the Planning/Intelligence and Logistics Sections are staffed at levels necessary to provide adequate information and support for operations.
- ☐ Coordinate with the Liaison Officer regarding the need for Agency Representatives in the Operations Section.
- ☐ Coordinate with the Planning/Intelligence Section Chief to determine the need for any Technical Specialists.
- ☐ Establish radio or phone communications with Department Operations Centers (DOCs), and/or with Incident Commander(s) as directed, and coordinate accordingly.
- ☐ Based on the situation known or forecasted, determine likely future needs of the Operations Section.
- ☐ Identify key issues currently affecting the Operations Section; meet with section personnel and determine appropriate section objectives for the first operational period.
- ☐ Review responsibilities of branches in section; develop an Operations Plan detailing strategies for carrying out Operations objectives.



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- Adopt a pro-active attitude. Think ahead and anticipate situations and problems before they occur.

Operational Phase:

- Ensure Operations Section position logs and other necessary files are maintained.
- Ensure that situation and resources information is provided to the Planning/Intelligence Section on a regular basis or as the situation requires, including Status Reports and Major Incident Reports.
- Ensure that all media contacts are referred to the Public Information Officer.
- Conduct periodic briefings and work to reach consensus among staff on objectives for forthcoming operational periods.
- Attend and participate in Director of Emergency Service's Action Planning meetings.
- Provide the Planning/Intelligence Section Chief with Operations Section's objectives prior to each Action Planning meeting.
- Work closely with each Branch Coordinator to ensure that the Operations Section objectives, as defined in the current Action Plan, are being addressed.
- Ensure that the branches coordinate all resource needs through the Logistics Section.
- Ensure that intelligence information from Branch Coordinators is made available to the Planning/Intelligence Section in a timely manner.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section (notification of emergency expenditures and daily time sheets).
- Brief the Director of Emergency Services on all major incidents.
- Complete a Major Incident Report for all major incidents; forward a copy to the Planning/Intelligence Section.



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- Brief Branch Coordinators periodically on any updated information you may have received.
- Share status information with other sections as appropriate.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Care & Shelter Branch Coordinator

Responsibilities:

1. Coordinate directly with the American Red Cross and other agencies to provide food, potable water, clothing, shelter and other basic needs as required to disaster victims within the Town.
2. Assist the American Red Cross with inquiries and registration services to reunite families or respond to inquiries from relatives or friends.
3. Assist the American Red Cross with the transition from mass care to separate family/individual housing.
4. Supervise the Care & Shelter Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain your position log and other necessary files.
- Coordinate with the Liaison Officer to request an Agency Representative from the American Red Cross. Work with the Agency Representative to coordinate all shelter and congregate care activity.
- Establish communications with other volunteer agencies to provide clothing and other basic life sustaining needs.
- Ensure that each active shelter meets the requirements as described under the American with Disabilities Act (ADA).
- Assist the American Red Cross in staffing and managing the shelters to the extent possible.
- Assist the American Red Cross with the transition from operating shelters for displaced people to separate family/individual housing.
- Complete and maintain the Care and Shelter Status Report Form.
- Maintain a running tally of the number of displaced people being sheltered.



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- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Fire and Rescue Branch Coordinator

Responsibilities:

1. Coordinate fire, emergency medical, hazardous materials, and urban search and rescue operations in the jurisdictional area.
2. Assist Fire & Rescue Mutual Aid System Coordinator in acquiring mutual aid resources, as necessary.
3. Coordinate the mobilization and transportation of all resources through the Logistics Section.
4. Complete and maintain status reports for major incidents requiring or potentially requiring operational area, state and federal response, and maintains status of unassigned fire and rescue resources.
5. Coordinate with the Law Enforcement Branch Coordinator on jurisdiction Search & Rescue activities.
6. Implement the objectives of the EOC Action Plan assigned to the Fire & Rescue Branch.
7. Supervise the Fire & Rescue Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Fire & Rescue Branch:
 - Fire & Rescue Unit
 - Emergency Medical Unit
 - HazMat Unit
- If the mutual aid system is activated, coordinate use of fire resources with the Operational Area Fire & Rescue Mutual Aid Coordinator.
- Prepare and submit a preliminary status report and major incident reports as appropriate to the Operations Section Chief.



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- Prepare objectives for the Fire & Rescue Branch; provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that Branch logs and other necessary files are maintained.
- Obtain and maintain current status on Fire & Rescue missions being conducted in the jurisdictional area.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Fire & Rescue Branch operations periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Fire & Rescue Status Report.
- Refer all contacts with the media to the Public Information Officer.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (daily time sheets and notification of any emergency expenditures).
- Prepare objectives for the Fire & Rescue Branch for the subsequent operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change; inform him/her of all ongoing activities. Branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Law Enforcement Branch Coordinator

Responsibilities:

1. Coordinate movement and evacuation operations during an emergency.
2. Alert and notify the public of the impending or existing emergency.
3. Coordinate law enforcement, search and rescue, and traffic control operations during the emergency.
4. Coordinate site security at incidents.
5. Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Coordinator at the Operational Area EOC.
6. Supervise the Law Enforcement Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Law Enforcement Branch:
 - Law Enforcement Operations Unit
 - Coroner/Fatalities Management Unit
 - Search and Rescue Unit
- Contact and assist the Operational Area EOC Law Enforcement and Coroner's Mutual Aid Coordinators as required or requested.
- Provide an initial situation report to the Operations Section Chief.
- Based on the initial EOC strategic objectives prepare objectives for the Law Enforcement Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.



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Operational Phase:

- Ensure that Branch position logs and other necessary files are maintained.
- Maintain current status on Law Enforcement missions being conducted.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Law Enforcement Branch operations periodically or as requested during the operational period.
- On a regular basis, complete and maintain the Law Enforcement Status Report.
- Refer all contacts with the media to the Public Information Officer.
- Determine need for Law Enforcement Mutual Aid.
- Determine need for Coroner's Mutual Aid.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (daily time sheets and notification of any emergency expenditures).
- Prepare objectives for the Law Enforcement Branch for the subsequent Operational period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Public Works Branch Coordinator

Responsibilities:

1. Survey all utility systems, and restore systems that have been disrupted, including coordinating with utility service providers in the restoration of disrupted services.
2. Survey all public and private facilities, assessing the damage to such facilities, and coordinating the repair of damage to public facilities.
3. Survey all other infrastructure systems, such as streets and roads within the jurisdictional area.
4. Assist other sections and branches as needed.
5. Supervise the Public Works Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the Public Works Branch.
- Contact and assist the Operational Area Public Works Mutual Aid Coordinator with the coordination of mutual aid resources as necessary.
- Provide an initial situation report to the Operations Section Chief.
- Based on initial EOC strategic objectives prepare objectives for the Public Works Branch and provide them to the Operations Section Chief prior to the first Action Planning meeting.

Operational Phase:

- Ensure that Branch position logs and other necessary files are maintained.
- Maintain current status on all public works activities being conducted.
- Ensure that damage and safety assessments are being carried out for both public and private facilities.



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- Request mutual aid as required through the Operational Area Public Works Mutual Aid Coordinator.
- Determine and document the status of transportation routes into and within affected areas.
- Coordinate debris removal services as required.
- Provide the Operations Section Chief and the Planning/Intelligence Section with an overall summary of Public Works Branch activities periodically during the operational period or as requested.
- Ensure that all Utilities and Construction/Engineering Status Reports, as well as the Initial Damage Estimation are completed and maintained.
- Refer all contacts with the media to the Public Information Officer.
- Ensure that all fiscal and administrative requirements are coordinated through the Finance/Administration Section (daily time sheets and notification of any emergency expenditures).
- Prepare objectives for the Public Works Branch for the subsequent operations period; provide them to the Operations Section Chief prior to the end of the shift and the next Action Planning meeting.
- Provide your relief with a briefing at shift change, informing him/her of all ongoing activities, branch objectives for the next operational period, and any other pertinent information.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Planning/Intelligence Section Chief

Responsibilities:

1. Ensure that the following responsibilities of the Planning/Intelligence Section are addressed as required:
 - a. Collecting, analyzing, and displaying situation information,
 - b. Preparing periodic Situation Reports,
 - c. Preparing and distributing the EOC Action Plan and facilitating the Action Planning meeting,
 - d. Conducting Advance Planning activities and report,
 - e. Providing technical support services to the various EOC sections and branches, and documenting and maintaining files on all EOC activities.
2. Establish the appropriate level of organization for the Planning/Intelligence Section.
3. Exercise overall responsibility for the coordination of Branch activities with the section.
4. Keep the Director of Emergency Services informed of significant issues affecting the Planning/Intelligence Section.
5. In coordination with the other section chiefs, ensure that Status Reports are completed and utilized as a basis for situation reports, and the EOC Action Plan.
6. Develop a Demobilization Plan for the EOC based on a review of all pertinent planning documents, and status reports.
7. Supervise the Planning/Intelligence Section.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Ensure that the Planning/Intelligence Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps and status boards.



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- Based on the situation, activate Branches within the section as needed and designate Branch Coordinators for each element:
 - Damage Assessment Branch
 - Documentation Branch
 - Situation Status Branch
- Request additional personnel for the section as necessary to maintain a 24-hour operation.
- Establish contact with the Operational Area EOC when activated, and coordinate Situation Reports with their Planning/Intelligence Section. Meet with Operations Section Chief; obtain and review any major incident reports.
- Review responsibilities of branches in the section; develop plans for carrying out all responsibilities.
- Make a list of key issues to be addressed by the Planning/Intelligence Section; in consultation with section staff, identify objectives to be accomplished during the initial Operational Period.
- Keep the Director of Emergency Services informed of significant events.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Planning/Intelligence Section position logs and other necessary files are maintained.
- Ensure that the Situation Analysis Branch is maintaining current information for the situation report.
- Ensure that major incidents reports and status reports are completed by the Operations Section and are accessible by Planning/Intelligence.
- Ensure that all status boards and other displays are kept current and that posted information is neat and legible.
- Ensure that the Public Information Officer has immediate and unlimited access to all status reports and displays.



- Conduct periodic briefings with section staff and work to reach consensus among staff on section objectives for forthcoming operational periods.
- Facilitate the Director of Emergency Service's Action Planning meetings approximately two hours before the end of each operational period.
- Ensure that objectives for each section are completed, collected and posted in preparation for the next Action Planning meeting.
- Ensure that the EOC Action Plan is completed and distributed prior to the start of the next operational period.
- Work closely with each branch within the Planning/Intelligence Section to ensure the section objectives, as defined in the current EOC Action Plan are being addressed.
- Ensure that the Situation Status Branch develops and distributes a report which highlights forecasted events or conditions likely to occur beyond the forthcoming operational period; particularly those situations which may influence the overall strategic objectives of the EOC.
- Ensure that the Documentation Branch maintains files on all EOC activities and provides reproduction and archiving services for the EOC, as required.
- Provide technical specialists to all EOC sections as required.
- Ensure that fiscal and administrative requirements are coordinated through the Finance/Administration Section.
- Review EOC personnel roster to determine size and scope of any demobilization efforts.
- Meet individually with the general staff to determine their need for assistance in any Demobilization Planning.
- Decide on the need for a formal written Demobilization Plan.
- If a Demobilization Plan is required, develop the plan using detailed specific responsibilities, release priorities and procedures.
- Establish with each Section Chief which branches/personnel should be demobilized first.



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- Establish timetables for deactivating or downsizing branches.
- Determine if any special needs exist for personnel demobilization (e.g. transportation).
- Develop a checkout procedure if necessary, to ensure all deactivated personnel have cleared their operating position.
- Meet with each assigned Agency Representative and Technical Specialist to determine what assistance may be required for their demobilization from the EOC.
- Monitor the implementation of the Demobilization Plan and be prepared to handle any demobilization issues as they occur.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



Damage Assessment Branch Coordinator

Responsibilities:

1. Collect initial damage assessment information from other branches/units in the EOC.
2. If the emergency is storm, flood, or earthquake related, ensure that inspection teams have been dispatched to assess the condition of the dam.
3. Provide detailed damage assessment information to the rest of the Planning Section, with associated loss damage estimates.
4. Maintain detailed records on damaged areas and structures.
5. Initiate requests for engineers, to inspect structures and/or facilities.
6. Supervise the Damage Assessment Branch.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Obtain initial damage assessment information from the Fire & Rescue Branch, the Law Enforcement Branch, utilities, and other branches/units as necessary.
- Coordinate with the American Red Cross, utility service providers, and other sources for additional damage assessment information.
- Prepare detailed damage assessment information, including estimate of value of the losses, and provide to the rest of the Planning Section.
- Clearly label each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Maintain a list of structures and facilities requiring immediate inspection or engineering assessment.



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- Initiate all requests for engineers and building inspectors through the Operational Area EOC.
- Keep the Planning Section Chief informed of the inspection and engineering assessment status.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Documentation Branch Coordinator

Responsibilities:

1. Collect, organize and file all completed emergency related forms, to include: all EOC position logs, situation reports, EOC Action Plans and any other related information, just prior to the end of each operational period.
2. Provide document reproduction services to the EOC staff.
3. Distribute the EOC situation reports, EOC Action Plan, and other documents, as required.
4. Maintain a permanent electronic archive of all situation reports and Action Plans associated with the emergency.
5. Prepare and distribute the After Action Report.
6. Supervise the Documentation Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Meet with the Planning/Intelligence Section Chief to determine what EOC materials should be maintained as official records.
- Meet with the Recovery Branch Leader to determine what EOC materials and documents are necessary to provide accurate records and documentation for recovery purposes.
- Initiate and maintain a roster of all activated EOC positions to ensure that position logs are accounted for and submitted to the Documentation Branch at the end of each shift.
- Reproduce and distribute the Situation Reports and Action Plans. Ensure distribution is made to the Operational Area EOC.



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- Keep extra copies of reports and plans available for special distribution as required.
- Set up and maintain document reproduction services for the EOC.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Situation Status Branch Coordinator

Responsibilities

1. Oversee the collection, organization, and analysis of situation information related to the emergency.
2. Ensure that information collected from all sources is validated prior to posting on status boards.
3. Ensure that situation reports are developed for dissemination to EOC staff and also to other EOCs as required.
4. Ensure that an EOC Action Plan is developed for each operational period.
5. Ensure that all maps, status boards and other displays contain current and accurate information.
6. Supervise the Situation Status Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Make contact with local government EOCs in the operational area and establish a schedule for obtaining situation reports.
- Ensure there is adequate staff available to collect and analyze incoming information, maintain the Situation Report and facilitate the Action Planning process.
- Prepare the Situation Status Branch objectives for the initial Action Planning meeting.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Oversee the collection and analysis of all emergency related information.
- Oversee the preparation and distribution of the Situation Report. Coordinate with the Documentation Branch for manual distribution and reproduction as required.



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- Ensure that each EOC Section provides the Situation Status Branch with status reports on a regular basis.
- Meet with the PIO to determine the best method for ensuring access to current information.
- Prepare a situation summary for the EOC Action Planning meeting.
- Ensure each section provides their objectives at least 30 minutes prior to each Action Planning meeting.
- In preparation for the Action Planning meeting, ensure that all EOC objectives are posted on chart paper, and that the meeting room is set up with appropriate equipment and materials (easels, markers, situation reports, etc.).
- Following the meeting, ensure that the Documentation Branch publishes and distributes the EOC Action Plan prior to the beginning of the next operational period.
- Ensure that adequate staff is assigned to maintain all maps, status boards and other displays.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Logistics Section Chief

Responsibilities:

1. Ensure the Logistics function is carried out in support of the EOC. This function includes, resource tracking; acquiring equipment, supplies, personnel, facilities, and transportation services; as well as arranging for food, lodging, and other support services as required.
2. Establish the appropriate level of branch and/or Branch staffing within the Logistics Section, continuously monitoring the effectiveness of the organization and modifying as required.
3. Ensure section objectives as stated in the EOC Action Plan are accomplished within the operational period or with the estimated time frame.
4. Coordinate closely with the Operations Section Chief to establish priorities for resource allocation to activated Incident Commands within the affected area.
5. Keep the Director of Emergency Services informed of all significant issues relating to the Logistics Section.
6. Supervise the Logistics Section.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Ensure the Logistics Section is set up properly and that appropriate personnel, equipment, and supplies are in place, including maps, status boards, vendor references, and other resource directories.
- Based on the situation, activate branches within the section as needed and designate Branch Coordinators for each element:
 - Communications Branch
 - IT Branch
 - Facilities Branch
 - Personnel/Volunteer Branch
 - Supplies Branch
 - Transportation Branch
- Mobilize sufficient section staffing for 24-hour operations.



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- Establish communications with the Logistics Section at the Operational Area EOC if activated.
- Advise Branches within the section to coordinate with appropriate branches in the Operations Section to prioritize and validate resource requests from DOCs or Incident Command Posts in the field. This should be done prior to acting on the request.
- Meet with the Director of Emergency Services and staff and identify immediate resource needs.
- Meet with the Finance/Administration Section Chief and determine level of purchasing authority for the Logistics Section.
- Assist Branch Coordinators in developing objectives for the section as well as plans to accomplish their objectives within the first operational period, or in accordance with the Action Plan.
- Provide periodic Section Status reports to the Director of Emergency Services.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Logistics Section position logs and other necessary files are maintained.
- Meet regularly with section staff and work to reach consensus on section objectives for forthcoming operational periods.
- Provide the Planning/Intelligence Section Coordinator with the Logistics Section objectives at least 30 minutes prior to each Action Planning meeting.
- Attend and participate in EOC Action Planning meetings.
- Ensure that the Supplies Branch coordinates closely with the Purchasing Branch in the Finance/Administration Section, and that all required documents and procedures are completed and followed.
- Ensure that transportation requirements, in support of response operations, are met.



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- Ensure that all requests for facilities and facility support are addressed.
- Ensure that all resources are tracked and accounted for, as well as resources ordered through Mutual Aid.
- Provide section staff with information updates as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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Communications Branch Coordinator

Responsibilities:

1. Ensure radio resources and services are provided to EOC staff as required.
2. Ensure that a communications link is established with the Operational Area EOC.
3. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations.
4. Develop and distribute a Communications Plan which identifies all systems in use and lists specific frequencies allotted for the event or disaster.
5. Supervise the Communications Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate Communications Systems personnel.
- Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the initial Action Planning meeting.

Operational Phase:

- Ensure that Communication Branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communications systems.
- Provide communications resources and services as needed to external Town operated sites such as Points of Distribution (POD) and/or Emergency Volunteer Centers (Eva's) as needed.



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- Ensure that the EOC Communications Center is activated to receive and direct all event or disaster related communications to appropriate destinations within the EOC.
- Ensure that adequate communications operators are mobilized to accommodate each discipline on a 24-hour basis or as required. Ensure that communications are established with the Operational Area EOC.
- Ensure that communications links are established with activated EOCs within the Operational Area, as appropriate.
- Continually monitor the operational effectiveness of EOC communications systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Mobilize and coordinate amateur radio resources as required.
- Keep the Logistics Section Chief informed of the status of communications systems.
- Prepare objectives for the Communications Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
- Refer all contacts with the media to the Public Information Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Information Technology Branch Coordinator

Responsibilities:

1. Ensure computer resources and services are provided to EOC staff as required.
2. Oversee the installation of information technology resources within the Town EOC. Ensure that information technology links are established with the Operational Area EOC.
3. Determine specific computer requirements for all EOC positions.
4. Ensure that all EOC messaging is displayed.
5. Supervise the Information Technology Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate Information Systems personnel.
- Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief prior to the initial Action Planning meeting.

Operational Phase:

- Ensure that Information Technology Branch position logs and other necessary files are maintained.
- Keep all sections informed of the status of information technology systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all information technology systems.
- Ensure that adequate information technology specialists are mobilized to accommodate each discipline on a 24-hour basis or as required. Ensure that links are established with the Operational Area EOC.



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- Ensure that e-mail links are established with activated EOCs within the Operational Area, as appropriate.
- Ensure that the EOC information and messaging is displayed.
- Assist EOC staff in creating and projecting EOC display boards
- Continually monitor the operational effectiveness of EOC information technology systems. Provide additional equipment as required.
- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Keep the Logistics Section Chief informed of the status of information technology systems.
- Prepare objectives for the Information Technology Branch; provide them to the Logistics Section Chief prior to the next Action Planning meeting.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Facilities Branch Coordinator

Responsibilities:

1. Ensure that adequate essential facilities are provided for the response effort, including securing access to the facilities and providing staff, furniture, supplies, and materials necessary to configure the facilities in a manner adequate to accomplish the mission.
2. Ensure acquired building, building floors, and or workspaces are returned to their original state when no longer needed.
3. Supervise the Facilities Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Work closely with all sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches in the Operations Section to determine if assistance with facility acquisition and support is needed at the field level.
- Arrange for continuous maintenance of acquired facilities, to include ensuring that utilities and restrooms are operating properly.
- Develop and maintain emergency power for critical facilities. Ensure that there is a fuel supply for all needed generators
- If facilities are acquired away from the EOC, coordinate with assigned personnel and designate a Facility Manager.
- Develop and maintain a status board or other reference which depicts the location of each facility; a general description of furnishings, supplies and



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equipment at the site; hours of operation, and the name and phone number of the Facility Manager.

- Ensure all structures are safe for occupancy and that they comply with ADA requirements.
- As facilities are vacated, coordinate with the facility manager to return the location to its original state. This includes removing and returning furnishings and equipment, arranging for janitorial services, and locking or otherwise securing the facility.
- Keep the Logistics Section Chief informed of significant issues affecting the facilities branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Personnel/Volunteer Branch Coordinator

Responsibilities:

1. Provide personnel resources as requested in support of the EOC and Field Operations.
2. Develop an EOC organization chart.
3. Coordinate and schedule EOC Staffing for current and upcoming EOC operational periods, ensuring that EOC staff have adequate rest periods.
4. Identify and obtain lodging for EOC staff and emergency responders as the circumstances of the event dictate.
5. Work with the Logistics Section to obtain food and water for EOC staff and emergency responders
6. Ensure that workers' compensation claims resulting from the response are processed within a reasonable time, given the nature of the situation.
7. Oversee all functions of the Emergency Volunteer Center (EVC) and coordinating all communications with the EOC.
8. Assign an EVC Manager if needed.
9. Acquire and provide supplies for the EVC.
10. Keep the PIO informed of all media requests and activities at the EVC.
11. Given the size and complexity of managing both EOC and EVC personnel, delegate appropriately so that the branch retains span of control.
12. Supervise the Personnel Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist



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- In consultation with the Logistics Section Chief, decide whether a Town EVC or Regional EVC will be utilized.
- If a Town EVC is to be set up, decide in consultation with the Logistics Section Chief on the facility to be used.
- If a Regional EVC in Los Gatos is to be used, decide in consultation with the Logistics Section Chief and communicate status with other West Valley cities.

All portions of this checklist that follow assume a Town EVC is to be used, and delegate responsibilities appropriately.

- Make contact with the EVC facility representative, and conduct a walkthrough of the facility with that representative to establish the facility's condition prior to use
- Secure and open the facility for the EVC
- Request staffing and other resources for EVC operations
- Assign and supervise lead EVC staff
- Review set-up and layout procedures and assign staff to set up the EVC.

Operational Phase

- Establish and maintain personnel log and other necessary files.
- In conjunction with the Documentation Branch, develop a large poster size EOC organization chart depicting each activated position. Upon check in, indicate the name of the person occupying each position on the chart. The chart should be posted in a conspicuous place, accessible to all EOC personnel.
- Coordinate and schedule EOC staffing for current and upcoming EOC operational periods, ensuring that EOC staff have adequate rest periods
- Identify and obtain lodging for EOC staff and emergency responders as the circumstances of the event dictate.
- Work with the Logistics Section to obtain food and water for EOC staff and emergency responders.



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- Coordinate with the Liaison Officer and Safety Officer to ensure that all EOC staff to include volunteers, receives a current situation and safety briefing upon check-in.
- Coordinate with the Santa Clara County Operational Area EOC to activate the Emergency Management Mutual Aid System (EMMA), if required.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, where they are needed and the person or branch they should report to upon arrival. Determine the estimated time of arrival of responding personnel, and advise the requesting parties accordingly.
- Maintain a status board or other reference to keep track of incoming personnel resources.
- Coordinate with the Liaison Officer and Security Officer to ensure access, badging or identification, and proper direction for responding personnel upon arrival at the EOC.
- Assist the Fire Rescue Branch and Law Enforcement Branch with ordering of mutual aid resources as required.
- To minimize redundancy, coordinate all requests for personnel resources from the field level through the EOC Operations Section prior to acting on the request.
- Ensure that all workers' compensation claims, resulting from the emergency, are processed in a reasonable time-frame, given the nature of the situation.
- In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire mental health specialists as needed.
- Arrange for child care services for EOC personnel as required.
- In a major incident designate an Assistant Volunteer Branch Coordinator/EVC Manager.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklists for both the EOC and the EVC.



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Supplies Branch Coordinator

Responsibilities:

1. Oversee the procurement and allocation of supplies and material not normally provided through mutual aid channels.
2. Coordinate procurement actions with the Finance Section.
3. Coordinate delivery of supplies and material as required.
4. Supervise the Supply Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Determine if requested types and quantities of supplies and material are available in Town inventory.
- Determine procurement spending limits with the Purchasing Branch in the Finance Section. Obtain a list of pre-designated emergency purchase orders as required.
- Whenever possible, meet personally with the requesting party to clarify types and amount of supplies and material, and also verify that the request has not been previously filled through another source.
- In conjunction with the Planning Section Chief, maintain a status board or other reference depicting procurement actions in progress and their current status.
- Determine if the procurement item can be provided without cost from another jurisdiction or through the Operational Area.
- Determine Branch costs of supplies and materials, from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.



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- Orders exceeding the purchase order limit must be approved by the Finance Section before the order can be completed.
- If vendor contracts are required for procurement of specific resources or services, refer the request to the Finance Section for development of necessary agreements.
- Determine if the vendor or provider will deliver the ordered items. If delivery services are not available, coordinate pick up and delivery through the Transportation Branch.
- In coordination with the Personnel Branch, provide food and lodging for EOC staff and volunteers as required. Assist field level with food services at camp locations as requested.
- Coordinate donated goods and services from community groups and private organizations. Set up procedures for collecting, inventorying, and distributing usable donations. Keep the Logistics Section Chief informed of significant issues affecting the Supply Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Transportation Branch Coordinator

Responsibilities:

1. In coordination with the Public Works Branch Coordinator and the Situation Status Branch, develop a transportation plan to support EOC operations.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Transportation Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Situation Status Branch to determine the status of transportation routes in and around the Town.
- Routinely coordinate with the Publics Works Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; thus facilitating the movement of response personnel, the affected population, and shipment of resources and materials.
- Establish contact with local transportation agencies and schools to establish availability of equipment and transportation resources for use in evacuation and other operations as needed.
- Keep the Logistics Section Chief informed of significant issues affecting the Transportation Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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Finance/Administration Section Chief

Responsibilities:

1. Ensure that all financial records are maintained throughout the emergency.
2. Ensure that all on-duty time is recorded for all emergency response personnel.
3. Ensure that all on-duty time sheets are collected from EOC assigned personnel and that departments are collecting this information from Field Level Supervisors or Incident Commanders and their staff.
4. Ensure there is a continuum of the payroll process for all employees responding to the emergency.
5. Determine purchase order limits for the procurement function in Logistics.
6. Ensure that all travel and expense claims are processed within a reasonable time, given the nature of the situation.
7. Provide administrative support to all EOC Sections as required, in coordination with the Personnel Branch.
8. Activate branches within the Finance/Administration Section as required; monitor section activities continuously and modify the organization as needed.
9. Ensure that all recovery documentation is accurately maintained during the response and submitted on the appropriate forms to the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services.
10. Supervise the Finance/Administration Section.

Activation Phase:

- Follow generic Activation Phase Checklists.
- Ensure that the Finance/Administration Section is set up properly and that appropriate personnel, equipment, and supplies are in place.



- Based on the situation, activate branches within the section as needed and designate Branch Coordinators for each element:
 - Purchasing Branch
 - Time Keeping Branch
- Ensure that sufficient staff are available for a 24-hour schedule, or as required.
- Meet with the Logistics Section Chief and review financial and administrative support requirements and procedures; determine the level of purchasing authority to be delegated to the Logistics Section.
- Meet with all Branch Coordinators and ensure that responsibilities are clearly understood.
- In conjunction with Branch Coordinators, determine the initial Action Planning objectives for the first operational period.
- Notify the Director of Emergency Services when the Finance/Administration Section is operational.
- Adopt a proactive attitude, thinking ahead and anticipating situations and problems before they occur.

Operational Phase:

- Ensure that Finance/Administration Section position logs and other necessary files are maintained.
- Ensure that displays associated with the Finance/Administrative Section are current, and that information is posted in a legible and concise manner.
- Participate in all Action Planning meetings.
- Brief all Branch Coordinators and ensure they are aware of the EOC objectives as defined in the Action Plan.
- Keep the Director of Emergency Services, staff, and elected/other officials aware of the current fiscal situation and other related matters, on an on-going basis.
- Ensure that all financial records are maintained throughout the emergency for recovery purposes.



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- Ensure that the Time Keeping Branch tracks and records all agency staff time.
- In coordination with the Logistics Section, ensure that the Purchasing Branch processes purchase orders and develops contracts in a timely manner.
- Ensure that the Time Keeping Branch processes all time-sheets and travel expense claims promptly.
- Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.
- Ensure that Accounts Payable tracks travel claims.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.



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Purchasing Branch Coordinator

Responsibilities:

1. Coordinate vendor contracts not previously addressed by existing approved vendor lists.
2. Coordinate with the Supplies Branch on all matters involving the need to exceed established purchase order limits.
3. Supervise the Purchasing Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Review the Town's emergency purchasing procedures.
- Prepare and sign contracts as needed; obtain concurrence from the Finance Section Chief.
- Ensure that all contracts identify the scope of work and specific site locations.
- Negotiate rental rates not already established, or purchase price with vendors as required.
- Admonish vendors as necessary, regarding unethical business practices, such as inflating prices or rental rates for their merchandise or equipment during disasters.
- Finalize all agreements and contracts, as required.
- Complete final processing and send documents to Budget and Payroll for payment.
- Verify costs data in the pre-established vendor contracts and/or agreements.



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- In coordination with the Logistics Section, ensure that the Purchasing Branch processes purchase orders and develops contracts in a timely manner.
- Keep the Finance Section Chief informed of all significant issues involving the Purchasing Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



Time Keeping Branch Coordinator

Responsibilities:

1. Track, record, and report all on-duty time for personnel working during the event or disaster.
2. Ensure that personnel time records, travel expense claims and other related forms are prepared and submitted to the Town budget and payroll office.
3. Supervise the Time Keeping Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.

Operational Phase:

- Establish and maintain position logs and other necessary files.
- Initiate, gather, or update time reports from all personnel, to include volunteers assigned to each shift; ensure that time records are accurate and prepared in compliance with Town policy.
- Obtain complete personnel rosters from the Personnel Branch. Rosters must include all EOC Personnel as well as personnel assigned to the field level.
- Provide instructions for all supervisors to ensure that time sheets and travel expense claims are completed properly and signed by each employee prior to submitting them.
- Establish a file for each employee or volunteer within the first operational period; to maintain a fiscal record for as long as the employee is assigned to the response.
- Keep the Finance/Administration Section Chief informed of significant issues affecting the Time-Keeping Branch.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.



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Emergency Operation Center Unified Command



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EOC Unified Command

Description of Unified Command

Unified Command is a team effort process, allowing all agencies with geographical or functional responsibility for an EOC Director, or to a Unified Command organization.

The Unified Command then establishes a common set of incident objectives and strategies that all can subscribe to. This is accomplished without losing or giving up agency authority, responsibility or accountability.

Unified Command represents an important element in increasing the effectiveness of multi-jurisdictional or multi-agency incidents. As incidents become more complex and involve more agencies, the need for Unified Command is increased.

Elements to Consider in Applying Unified Command

There are four basic elements to consider in applying Unified Command in ICS/SEMS:

- **Policy, Objectives, and Strategy:** Jurisdictional and agency administrators set policy. The Unified Command sets objectives and strategy.
- **Organization:** The Unified Command organization consists of the various jurisdictional or agency on-scene representatives (qualified agency Incident Commanders or EOC Directors) operating within the Unified Command structure.
- **Resources:** Resources, supplied by the jurisdictions and agencies that have functional or jurisdictional responsibility or with whom responsible agencies have agreements, stay under the administrative and policy control of their agencies. However, operationally they respond to mission assignments under the coordination and direction of the Operations Section Chief based on the requirements of the EOC Action Plan.
- **Operations:** After the overall EOC response objectives, strategies, and interagency agreements are decided and described in an EOC Action Plan the Operations Section Chief is designated to develop tactical action plans and to direct tactical operations.

Advantages of Using Unified Command

Below are the principal advantages of using Unified Command:

- One set of objectives is developed for the entire incident.
- A collective approach is made to developing strategies to achieve incident



objectives.

- Information flow and coordination is improved among all jurisdictions and agencies involved in the incident.
- All agencies with responsibility for the incident have an understanding of one another's priorities and restrictions.
- No agency's authority or legal requirements are compromised or neglected.
- Each agency is fully aware of the plans, actions, and constraints of all others on the incident.
- The combined efforts of all agencies are optimized as they perform their respective assignments under a single EOC Action Plan.
- Duplicative efforts are reduced or eliminated, thus reducing cost and chances for frustration and conflict.

Primary Features of a Unified Command Organization

In ICS/SEMS, organizations using Unified Command share key primary features.

These include:

- A single, integrated incident organization.
- Collocated (shared) facilities.
- A single planning process and EOC Action Plan.
- Integrated staffing.
- A coordinated process for resource ordering.

Single Integrated Incident Organization

Under Unified Command, jurisdictions and/or agencies are blended together into an integrated, unified team. The resulting organization may be a mix of personnel from several jurisdictions or agencies, each performing functions as appropriate and working toward a common set of objectives.

The proper mix of participants in a Unified Command organization will depend upon the:

- Location of the incident, which often determines the jurisdictions that must be involved.
- Kind of incident, which dictates the functional agencies of the involved jurisdiction(s), as well as other agencies that may be involved. In a multi-jurisdictional situation, a Unified Command structure could consist of one responsible official from each jurisdiction. In other cases, Unified Command may consist of several EOC Directors from different jurisdiction. Because of common ICS organization and terminology, personnel from other jurisdictions or agencies can easily be integrated into a single organization.

Collocated (Shared) Facilities A single EOC is essential to an effective Unified Command. Bringing the responsible of EOC Directors and Command and General Staff together in a single EOC can allow a coordinated effort for as long as the



Unified Command structure is required.

Single Planning Process and EOC Action Plan The planning process for Unified Command is similar to that used on a single jurisdiction or agency incident. One important distinction is the need for all assigned EOC Directors to meet before the first Operational Period planning meeting in a command meeting. The command meeting provides the EOC Directors with an opportunity to discuss and agree on important issues that will become the foundation of a single planning process.

The end result of the planning process will be an EOC Action Plan that addresses multi-jurisdiction or multi-agency priorities, and provides tactical operations and resource assignments for the unified effort.

Command Meeting Agenda

The agenda for the Command Meeting should include the following:

- State jurisdictional/agency priorities and objectives.
- Present jurisdictional limitations, concerns, and restrictions.
- Develop a collective set of EOC objectives.
- Establish and agree on acceptable priorities.
- Adopt an overall strategy or strategies to accomplish objectives.
- Agree on the basic organizational structure.
- Designate the best-qualified and acceptable Operations Section Chief.
- Agree on General Staff personnel designations and planning, logistical and financial agreements and procedures.
- Agree on the resource ordering process to be followed.
- Agree on cost-sharing procedures.
- Agree on procedures for the release of information.
- Designate one agency official to act as the Unified Command spokesperson.

Command Meeting Requirements

Command Meeting requirements include:

- Prior to the meeting, the EOC Directors must have reviewed the purposes and agenda items, and are prepared to discuss them.
- The Command Meeting should include **only** agency EOC Directors.

The meeting should be brief, and important decisions and agreements should be documented.

EOC Action Planning Meetings

The results of the Command Meeting will be used in EOC Action Planning meetings to:

- Determine strategic and tactical operations for the next Operational Period.



- Establish resource requirements and determining resource availability and sources.
- Make resource assignments.
- Establish integrated Planning, Logistics, and Finance/Administration functions, as needed.

Integrated Staffing

The Unified Command incident organization can also benefit by integrating multi-jurisdictional and/or multi-agency personnel into various other functional areas.

- *Operations and Planning:* Section Chiefs can be designated from an adjacent jurisdiction or a functional agency, who may in future Operational Periods have primary responsibility for Operations and Planning functions.
- *Planning:* Placing other agencies' personnel in the Situation Status, Damage Assessment, Resources Status, and Demobilization Units can result in significant savings in personnel, and increased communication and information sharing.
- *Logistics:* A Section Chief from another agency or jurisdiction can help to coordinate incident support, as well as facilitate resource ordering activities. Placing other agencies' personnel into the Communications Unit helps in developing a single incident-wide Communications Plan.
- *Finance/Administration:* Although this Section often has detailed agency specific procedures to follow, cost savings may be realized through agreements on cost sharing for essential services. For example, one agency might provide food services, another fuel, another security, etc.
- *Command Staff:* An integrated Command Staff can result in more credible information dissemination, better interagency relations, and increased personnel safety.

Coordinated Process for Resource Ordering

Decisions on incident resource ordering procedures are made during the Command Meeting, while the EOC Action Planning Meeting determines resource requirements for all levels of the organization.

If the event is operating under Unified Command, specific kinds and types of resources to be supplied by certain jurisdictions or agencies may be pre-designated as a part of the resource order. This will depend upon the prior commitments of the EOC Directors in the Unified Command meeting. If this information is not known in advance, then it will be up to the individual agency ordering point receiving the resource order to fill the order based on closest available resources.

If clear resource ordering procedures are not established by the Unified Command, there is a very real possibility of lost or duplicated orders resulting in an ineffective



logistical and financial organization. It is also critical that agreements relating to resources be clearly understood by off-incident agency representatives who will be filling the orders. These agreements may run counter to normal day-to-day resource management procedures, and failure to communicate incident-specific changes may result in delays in resource procurement and unnecessary costs.

Guidelines for the Use of Unified Command

There are six general guidelines for the use of Unified Command.

The first guideline is to understand ICS/SEMS Unified Command. It is essential to understand how ICS/SEMS Unified Command functions. Knowledge of ICS/SEMS principles and structure will enable managers to accept and easily adapt to a Unified Command mode of operation when it is required. Lack of knowledge about ICS/SEMS can limit the willingness of some jurisdictions or agencies to participate in a Unified Command incident organization. It is impossible to implement Unified Command unless agencies have agreed to participate in the process.

The second guideline for the use of Unified Command is to collocate essential functions. Establishing a single EOC is essential to an effective Unified Command. Bringing the responsible officials, Command Staffs, and planning elements together in a single EOC can allow a coordinated effort for as long as the Unified Command structure is required. Establish other facilities, as needed, where all agencies can operate together.

The third guideline for the use of Unified Command is to implement Unified Command at an early stage of a multi-jurisdictional or multi-agency incident. It is essential to begin joint planning as early as possible. Unified Command should be initiated as soon as two or more agencies having jurisdictional or functional responsibilities come together on an incident. This is especially important on those incidents where the authority needed to successfully manage the incident is vested in separate agencies or jurisdictions.

The fourth guideline for the use of Unified Command is to concur on an Operations Section Chief and other Command and General Staff members. The Unified Command must agree on the Operations Section Chief, as he or she will have full authority to implement the Operations portion of the EOC Action Plan on behalf of all the agencies involved. The Operations Section Chief will normally be from the jurisdiction or agency that has the greatest involvement in the incident, although that is not essential. The Operations Section Chief should be fully qualified and be the most experienced person available

It is also necessary to agree on other Command and General Staff personnel who will be implementing their portions of the EOC Action Plan. In a Unified Command, it



should be clear that the Public Information Officer speaks for all agencies involved in the incident, not just for the agency of which the Public Information Officer is an employee.

The fifth guideline is to designate one of the EOC Directors to be a spokesperson. The EOC Directors may see the need to identify one member to act as a spokesperson for the Unified Command. This designation can provide a channel of communications from the Command and General Staff members into the Unified Command. The spokesperson does not make Unified Command decisions, but does provide a single point of contact for the Command and General Staff during each operational period.

The sixth guideline is to train often as a team. It is important to conduct training exercises in the use of Unified Command with adjacent jurisdictions and functional agencies, whenever possible.

Functioning in Unified Command

Individually and collectively, the designated agency EOC Directors functioning in a Unified Command have certain responsibilities at an incident. The members of the Unified Command:

- A. Must be clear on their jurisdictional or agency limitations and must know any legal, political, jurisdictional, or safety restrictions.
- B. Must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent.
- C. Have the responsibility to manage the event.
- D. Must function together as a team and ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command.

Unified Command Participant Responsibilities

- A. Must be clear on their jurisdictional or agency limitations and must know any legal, political, jurisdictional, or safety restrictions.
- B. Must be authorized to perform certain activities and actions on behalf of the jurisdiction or agency they represent. These activities could include:
 - 1. Ordering additional resources in support of the EOC Action Plan.
 - 2. Loaning or sharing resources with other jurisdictions.
 - 3. Agreeing to financial cost-sharing arrangements with participating agencies.
- C. Have the responsibility to manage the event. This includes:
 - 1. Working closely with the Field Incident Commanders and other EOC Directors.
 - 2. Providing sufficient qualified staff and resources.
 - 3. Anticipating and resolving problems.



4. Delegating authority as needed.
 5. Monitoring and evaluating performance.
 6. Communicating with their own agencies on agreements, priorities, plans, problems, and progress.
- D. Must function together as a team and ensure that effective coordination takes place. In many ways, this is the most important function they perform in Unified Command. There are two distinct levels of coordination:
1. Coordination with other members of the Unified Command Team. It is essential that all participants be kept mutually informed, involved, and consulted.
 2. Coordination with higher authorities, agency administrators, elected officials, etc. It is important to keep their respective authorities well informed and confident that the incident is being competently managed.



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Acronyms



Acronyms

ACS	Auxiliary Communications Service
ARC	American Red Cross
ARES	Amateur Radio Emergency Service
BRMA	Business Recovery Managers Association
CADRE	Collaborating Agencies Disaster Relief Efforts
CAP	Civil Air Patrol
CARES	Cupertino Amateur Radio Emergency Service
CDC	Centers for Disease Control
CERT	Community Emergency Response Team
CESA	California Emergency Services Association
CHP	California Highway Patrol
CSTI	California Specialized Training Institute
DFO	Disaster Field Office
DHHS	Department of Health and Human Services
DHS	Department of Homeland Security
DMAT	Disaster Medical Assistance Team
DMORT	Disaster Mortuary Operational Response Team
DOC	Departmental Operations Center
DOT	Department of Transportation
DSW	Disaster Service Worker
EAS	Emergency Alert System
EMMA	Emergency Managers Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GETS	Government Emergency Telecommunications Service
GIS	Geographical Information System
HAZMAT	Hazardous Materials



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IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
JIC	Joint Information Center
MACS	Multi Agency Coordination System
MRC	Medical Reserve Corps
NIMS	National Incident Management System
OA	Operational Area
OES	Office of Emergency Services
PIO	Public Information Officer
POD	Point of Dispensing
RACES	Radio Amateur Civil Emergency Service
REOC	Regional Emergency Operations Center
SCCEMS	Santa Clara County Emergency Medical Services
SCCFD	Santa Clara County Fire Department
SCCPHD	Santa Clara County Public Health Department
SCCSO	Santa Clara County Sheriff's Office
SCSSA	Santa Clara County Social Services Agency
SCVWD	Santa Clara Valley Water District
SEMS	Standardized Emergency Management System
SOC	State Operations Center
USAR	Urban Search And Rescue
USGS	United States Geological Survey
VMAT	Veterinary Medical Assistance Team
VOAD	Voluntary Organizations Active in Disaster
WMD	Weapons of Mass Destruction
WPS	Wireless Priority Service