



Emergency Operations Plan (EOP)

CITY OF ARCATA
JANUARY 2021

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1.0 Introduction

1.1 Mission Statement

The Emergency Operations Plan (EOP) informs City of Arcata response to and recovery from emergencies/disasters and outlines coordination among departments and regional partners.

1.2 Purpose

Purposes of this Plan:

- To identify and address existing and potential hazards that can affect the City of Arcata
- To anticipate and plan for the needs of Arcata residents and visitors when an emergency incident occurs
- To articulate how people and property will be protected in emergencies and disasters
- To create a framework for action by Arcata response personnel (Law Enforcement Officers [LEOs], Arcata Fire, Disaster Service Workers [DSWs], etc.) in any incident, using the Incident Command System (ICS)
- To identify external partners, such as the County of Humboldt, fire services, utilities providers, Arcata Community Emergency Response Team (CERT) and other community groups, volunteers, and the American Red Cross; set forth lines of authority and organizational relationships among these partners; and outline systems for collaborative communication throughout incidents
- To identify personnel, equipment, facilities, supplies, and other resources available within the jurisdiction for use during response and recovery operations
- To support the City's objectives for response and recovery and to acknowledge assumptions

1.3 Plan Maintenance and Review

The City of Arcata will maintain the EOP, as well as its Hazard Annexes and Appendices. Plan reviews will allow the City and other responsible agencies to suggest improvements to the EOP based on accumulated experience. This Plan will be reviewed and updated as problems emerge, situations change, gaps become apparent, and/or State and Federal requirements are altered; the EOP will be adapted annually to remain current.

Key areas of maintenance include the following:

- Internal personnel roster and roles
- Changes in key partner relationships, agreements, and/or capacities
- National Incident Management System (NIMS) changes
- Hazard Annex updates
- Plan Revision Log and Training Log (to be maintained in the Appendices)
- Essential contacts list (to be maintained in the Appendices)

1.4 Situation/Scope

This EOP is organized into three sections:

1. The Basic Plan provides a local hazard analysis, along with plans and actions that can mitigate the consequences of disasters. This section also describes preparedness activities, general steps for incident response, and general methods for disaster recovery.



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2. The functional Hazard Annexes are hazard-specific plans for incident response and recovery. They incorporate ICS structure and best practices for coordination, common process, and integration of resources.
3. Appendices contain useful information for reference, including, but not limited to, an Emergency Operations Center (EOC) Staffing Roster and Staff Training Plan.

This EOP primarily addresses the following local hazards in the Arcata area:

- Wildfire
- Major structure fire
- Extreme weather
- Flooding
- Landslides
- Hazardous materials
- Oil spill
- Energy shortage
- Power outages
- Earthquake
- Tsunamis
- Dam failure
- Communicable disease outbreak
- Civil disturbance
- Mass casualty incident

[1.4.1 Risk Assessment](#)

The following information is from the 2019 Humboldt County Operational Area Hazard Mitigation Plan. Risk assessment is the process of measuring the potential loss of life, personal injury, economic injury, and property damage resulting from natural hazards, in order to determine the vulnerability of people, buildings, and infrastructure to natural hazards. In the 2019 Humboldt County Operational Area Hazard Mitigation Plan, risk assessment models were enhanced with new data and technologies that have become available since 2010. The risk assessment included the following:

- Hazard identification and profiling
- Assessment of the impact of hazards on physical, social, and economic assets
- Identification of particular areas of vulnerability
- Estimates of the cost of potential damage.

Based on the risk assessment, hazards were ranked for the risk they pose to the overall Operational Area, as shown in Table 1 (below).

The 2019 County Hazard Mitigation Plan revealed the following general patterns among jurisdictions and planning partners throughout the risk assessment process:

- Almost all planning partners ranked earthquake as high and more than half ranked wildfire as high.
- The flooding and severe weather hazards were most commonly ranked as medium.
- The drought hazard was most commonly ranked as low.
- Exposure and vulnerability to the hazards differ significantly among the planning partners.



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Hazard Ranking	Hazard Event	Category ^a
1	Earthquake	High
2	Wildfire	High
3	Severe weather	High
4	Landslide	Medium
4	Sea Level Rise	Medium
5	Flooding	Medium
5	Tsunami	Medium
6	Drought	Low
7	Dam Failure	Low

a. Scores of 30 or greater are rated as "high," scores of 15 to 29 are "medium," and scores of less than 15 are "low"

Table 1: Hazard Risk Ranking, 2019 County Hazard Mitigation Plan

The probability of occurrence of a hazard is indicated by a probability factor based on likelihood of annual occurrence:

- High—Hazard event is likely to occur within 25 years (Probability Factor = 3)
- Medium—Hazard event is likely to occur within 100 years (Probability Factor = 2)
- Low—Hazard event is not likely to occur within 100 years (Probability Factor = 1)
- No exposure—There is no probability of occurrence (Probability Factor = 0)

Hazard Event	Probability (high, medium, low)	Probability Factor
Dam Failure	Low	1
Drought	High	3
Earthquake	High	3
Flooding	High	3
Landslide	High	3
Sea Level Rise	High	3
Severe Weather	High	3
Tsunami	High	3
Wildfire	High	3

Table 2: Probability of Hazards, 2019 County Hazard Mitigation Plan

The assessment of hazard frequency is based on past hazard events in the area and the potential for changes in the frequency of these events resulting from climate change. Table 2 (above) summarizes the probability assessment for each natural hazard of concern for this plan.



1.4.2 Hazard Analysis

The following information is from the City of Arcata 2007 Emergency Plan:

HAZARD	Likelihood			Risk Severity		
	INFREQUENT	SOMETIMES	FREQUENT	LOW	MODERATE	HIGH
Civil Disturbance	Infrequent			Low		
Dam Failure	Infrequent			Moderate		
Earthquake M > 5		Moderate		Low		Moderate
Energy Shortage		Moderate		Moderate		
Extreme Weather			Moderate	Moderate		
Flood		Moderate		Moderate		
Landslide	Moderate			Moderate		
Hazardous Material		Moderate		Moderate		
Wildfire / Forest Fire	Infrequent			Moderate		
Major Structure Fire				Moderate		
National Security				Moderate		
Offshore Oil / Toxic Spill				Moderate		
Public Health Emergency				Moderate		
Terrorism				Moderate		
Transportation – Highway		Moderate		Moderate		
Tsunami	Moderate			Low		Moderate

Civil Disturbance. The Arcata community is susceptible to civil unrest. The likelihood of a civil disturbance event is ranked as infrequent, with low risk severity.

Dam Failure. Matthews Dam holds the Ruth Lake Reservoir and was built in 1960-1961. It is 150' tall, with a crest of 630 feet and can hold 48,000 acre feet of water. The dam has not failed since it was built. The Humboldt Bay Municipal Water District states that the dam has the ability to withstand significant earthquakes and flooding in the area. Since the Oroville Dam failure, inspections have increased on the Matthews Dam and spillway.

Nonetheless, should the dam fail, the risk to Arcata is significant. The potential inundation zone includes the northern part of Arcata, areas west of Highway 101, and areas west of Alliance Road. Residences in this area would be affected, as would the City's wastewater treatment facility. Arcata City Hall, including the Arcata Police Department, is outside the inundation zone.

In the event of complete dam failure, there would be 5-6 hours to warn the public and conduct evacuations.

Likelihood of failure is ranked infrequent, with moderate risk severity.



Earthquake Magnitude > 5. The primary and largest scale threat to the City of Arcata and the County of Humboldt is earthquake. A major earthquake along the California North Coast region could result in high casualties, extensive property damage, fire, flooding, tsunami, hazardous materials incidents, mass displacement of residents, business closures, damage to infrastructure (including roads and bridges, power and water supplies, sewers and storm drains, and communication lines and towers), and other related damage and hazards. Furthermore, a major earthquake could negatively impact fire and police services, hospitals, schools, and food supply.

The distinctive geology of the North Coast is different from that of the rest of California. The “Mendocino Triple Junction” is located in Humboldt County—where three plates (the Gorda, North American, and Pacific) are in contact. This region is also part of the Cascadia Subduction Zone—meaning that it is vulnerable to an earthquake in the 9.0 magnitude range.

Each year at least 80 temblors with magnitudes > 3 are recorded off the Cape Mendocino coast, according to the University of California–Berkeley Seismology Laboratory. Historic research shows that every 300 – 400 years the region experiences a quake in the range of around 9 magnitude.

A magnitude 6.5 earthquake occurred offshore of central Humboldt County in 2010. County-wide, approximately 30 people visited hospitals for minor injuries, with one major injury reported. Damage to homes and commercial buildings was greatest in Eureka and included foundation damage, cracked walls and driveways, and toppled chimneys. Structural damage in Arcata was minimal. The likelihood of earthquakes of magnitude greater than 5 is ranked as occurring sometimes and of high risk severity.

Energy Shortage. Disruption of existing distribution systems for petroleum products, natural gas, and electricity would cause a shortage of energy with the potential to impact the Humboldt County Emergency Operational Area, including the City of Arcata, and would impact medical life support systems, emergency generator power systems, and general response systems. Long-term power failure with restrictions and loss of natural gas would affect heating systems.

Approximately 80% of the fuel used by the greater Eureka area (including the City of Arcata) is delivered via barge to Chevron U.S.A.’s Eureka Marine Terminal, a 10.4-acre property that contains the dock and bulk fuel storage facility. From there, Arcata’s petroleum products are shipped by truck to local distribution points, including Arcata gas stations.

Any disaster closing U.S. Highways 101 or 299 has the potential to make trucking petroleum products from out of the area impossible.

A lack of petroleum products could bring daily community activity to a standstill. In addition, during the spring, summer, and fall daily population increases due to an influx of travelers and tourists.

Electricity is distributed to the City from a 115,000-volt transmission line traveling east to west. The City’s electricity distribution system intertie originates from several locations, including southern Oregon generating plants.

The potential loss of communications is another concern during energy shortage events. Downed communications systems can interfere with the availability of petroleum products as well as shut down businesses during a shortage/outage event.

Following two Pacific Gas & Electric Public Safety Power Shutoff (PSPS) events in the fall of 2019, PG&E reconfigured the Humboldt Bay Generating Station (HBGS) to allow for “islanding,” which will allow portions of Humboldt, Mendocino and Trinity Counties to be separated from the larger electric grid and energized exclusively from the HBGS. As a result, the HBGS will be able to provide power to up to 67,000 customers across approximately 20 cities and towns primarily within Humboldt County (including Eureka,



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Arcata, McKinleyville, Fortuna and some tribal communities) during a PSPS event or other emergency outside of the area that impacts transmission lines serving the North Coast.

Energy shortage is ranked as occurring sometimes and of low risk severity.

Extreme Weather, Flood, Landslide. Arcata has a short and varied coastline which includes Humboldt Bay and the Pacific Ocean. The City is laced with numerous streams, creeks, and drainages, which are usually subject to some form of flooding during the annual winter rainy season. Winter storms can generate heavy wave action along coastal areas and, whether alone or combined with high tides and/or high wind, can cause flooding along the harbor and coastline.

Extreme storm events causing major flooding can also result in landslides and mudslides on roads and highways leading into and out of the County. This restricts ground transportation and can create shortages of food, gas, and other supplies.

Climate change will increase the likelihood of extreme weather events in and around the City of Arcata. Furthermore, sea level rise will have increasingly damaging and permanent impacts, including more frequent and severe flooding.

Extreme weather is ranked as occurring frequently and of moderate severity. Flooding is ranked as occurring sometimes and of moderate severity. Land and mudslides are ranked as occurring infrequently and of low risk severity.

Hazardous Material. Certain types of agricultural, commercial, and cannabis businesses in Arcata use and/or manufacture products that pose hazardous material risk. Because of frequent inspections and compliance requirements the risk is ranked as occurring sometimes and of moderate risk severity.

Wildfire / Forest Fire. Wildfire risk exists in varying degrees throughout Humboldt County. The season extends approximately 5-6 months, from late spring through fall. However, Arcata is located close to the ocean and enjoys a coastal climate with higher humidity and moderate summer temperatures. Yet, climate change could increase the likelihood of extreme weather events that could in turn increase the frequency and severity of wildfires in the Arcata area. Wildfire is ranked as occurring infrequently and of low risk severity.

Major Structure Fire. Structure fires in Arcata result from a variety of causes. Older wooden structures, combined with an inexperienced student and rental population, tend toward accidents associated with cooking, woodstoves, and backyard burning activities. Fires may result at properties during new construction. The number of fires resulting from indoor cannabis grows has been reduced since legalization. Major structure fires are ranked as occurring infrequently and of low risk severity.

National Security. National security hazards are difficult to predict with no direct precedent in Arcata. However, the Federal Homeland Security and California Homeland Security offices have implemented a National Terrorism Advisory System (NTAS) to disseminate information about the risk of terrorist acts to Federal, State, and local authorities and the American public.

NTAS will now consist of two types of advisories: Bulletins and Alerts. The Department of Homeland Security (DHS) has added Bulletins to the advisory system to be able to communicate current developments or general trends regarding threats of terrorism. NTAS Bulletins permit the Secretary to communicate critical terrorism information that, while not necessarily indicative of a specific threat against the United States, can reach Homeland Security partners or the public quickly, thereby allowing recipients to implement necessary protective measures. Because DHS may issue NTAS Bulletins in



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circumstances not warranting a more specific warning, NTAS Bulletins provide the Secretary with greater flexibility to provide timely information to stakeholders and members of the public.

As before, when there is specific, credible information about a terrorist threat against the United States, DHS will share an NTAS Alert with the American public when circumstances warrant doing so. The Alert may include specific information, if available, about the nature of the threat, including the geographic region, mode of transportation, or critical infrastructure potentially affected by the threat, as well as steps that individuals and communities can take to protect themselves and help prevent, mitigate or respond to the threat. The Alert may take one of two forms: Elevated, if there is credible threat information but only general information about timing and target such that it is reasonable to recommend implementation of protective measures to thwart or mitigate against an attack; or Imminent, if the threat is credible, specific, and impending in the very near term.

National security hazards are ranked as occurring infrequently, with moderate risk severity.

Offshore Oil / Toxic Spill. The Arcata coastline is vulnerable to any level of offshore oil spill or toxic release. In addition to continuous risk for minor releases from the extensive local aquatic traffic, there is daily exposure from passing sea vessel tankers as they travel from Alaska ports-of-call to San Francisco petroleum refineries. The community, environmentally sensitive areas, and the large-scale oyster production on Humboldt Bay could be affected from a minor through a significant degree by offshore spills.

Minor spills could be caused by the release of dirty bilge water or the sinking of a leisure craft or fishing boat. Larger spills could result from a release at a marina or industrial site.

Major spills could be caused by the release of oil from a freighter, tanker, or transfer facility. Offshore spills can result from a number of natural or human-caused causes such as improper navigation, mechanical or steering failure, severe weather, explosions, or uncontrollable fires.

Offshore oil and toxic spills are ranked as occurring infrequently but of high risk severity should a major event occur.

Public Health Emergency. Arcata is at neither greater nor lesser risk from a public health emergency than most other communities, and at lesser risk than major metropolitan areas. Occasional outbreaks of seasonal cold and flu do occur, while all are at risk from serious threats such as pandemic flu. The unpredictability puts the rank at occurring infrequently and of low risk severity.

However, COVID-19 pandemic severely affected the City of Arcata as well as the rest of the Operational Area.

Terrorism. Although the Arcata area is not considered a terrorist target in the category of cities like New York or Washington, D.C., consideration must be given to the entire coastline of the State of California. Arcata shares the risks of the general public from indiscriminate threats such as cyber-terrorism, agro-terrorism, and biological warfare. Given Arcata's location, terrorism is ranked as occurring infrequently and of moderate risk severity.

Transportation: Highway. The main north/south transportation route through Humboldt County is U.S. Highway 101, which travels directly through the City of Arcata. Highway 101 is heavily used most hours of the day, and control of vehicular traffic in and around Arcata could be a primary problem during many emergency situations.

In order to expedite the flow of emergency response vehicles through the area, it will be crucial to divert



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non-essential traffic by using alternate routes and closure points.

The other main travel route is from west to east over Highway 299.

Closures of both Highways 101 and 299 due to slides have occurred in the past and have impacted the City in terms of deliveries of basic supplies, including food and fuel. The City will rely on its relationships with local vendors in times of shortages.

Closure of highways is ranked as occurring sometimes with moderate risk severity.

Tsunami. Since 1933, 32 tsunamis have been observed in Crescent City, located 60 miles north of Arcata. Five of those caused damage, and one of them, on March 28, 1964, remains the largest and most destructive recorded tsunami to ever strike the United States Pacific Coast, according to the University of Southern California's Tsunami Research Center. Historical data show that the greatest potential local damage from a tsunami would most likely occur in the City of Arcata's Humboldt Bay tidal zones.

Generally, the location of an earthquake epicenter determines the amount of time available for emergency response. In the case of distant-source tsunamis (tsunamis that originate from distant epicenters), there will usually be sufficient warning time for evacuation procedures to be implemented. Humboldt County's tsunami watches, warnings, and advisories come from the National Tsunami Warning Center (NTWC) in Palmer, Alaska. The NTWC is responsible for Alaska, Washington, Oregon, California, Canada, and the Gulf/Eastern US coastline.

The Arcata Wastewater Treatment facility has a tsunami siren that is tested monthly.

In the case of tsunamis that originate close to shore (near-source tsunamis), there is usually not enough time for official warning. In this case, the only warning signs may possibly be a long and/or strong earthquake, a loud roar from the ocean and/or unusual ocean behavior. In this case, community members will need to take it upon themselves to recognize the signs of a possible tsunami and quickly move inland or to a high area and remain there until officially notified that it is safe to leave.

[**1.4.3 Jurisdiction-Specific Vulnerabilities and Considerations**](#)

The following information is summarized from the 2019 Humboldt County Operational Area Hazard Mitigation Plan.

Water Storage

The City of Arcata has many woodframed buildings that do not meet current fire code standards. The City of Arcata also has very limited water storage capacity to address the multiple fires and water treatment/distribution interruptions that may result from a major earthquake. The City would need an additional 2.63 million gallons of water storage for fire and emergency use to adequately serve the existing population.

Aging Infrastructure

The City's water distribution system and sewage collection system were constructed in the early 1900s and are in need of replacement. These service lines are beyond their useful service life and very susceptible to breaks due to frequent earthquake shocks, as the City is located in an area that is very susceptible to seismic shaking.

Critical Facilities

The City provides wastewater treatment services at the Arcata Wastewater Treatment Facility (AWTF) for



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residential and commercial sewage that is generated within the City. Hazards that threaten the AWTF include the following: the entire AWTF facility (including its protective levee) is located within both the 100-year floodplain and the tsunami inundation zone; it is prone to damage due to sea level rise, and is in a very high seismic shaking zone.

Emergency Shelters

The Arcata Community Center and the D Street Neighborhood Center are the City of Arcata's two emergency disaster shelters. These centers are set up to supply shelter and amenities in the case of an emergency event. As emergency shelters, the centers need to be able to support community members with various needs. This includes providing food, water, and reliable power. A reliable backup generator at each center would be able to provide power for community members whose medical needs require electricity. Currently only the Community Center has a backup generator.

1.5 Assumptions

- The City of Arcata will continue to be exposed and subject to hazards and incidents described in the Hazard Analysis Summary, as well as others that may develop in the future
- A major disaster can occur at any time and at any place. In many cases, dissemination of warning to the public and implementation of increased readiness measures may be possible; however, some emergency situations occur with little or no warning.
- Following a major or catastrophic incident, the City may have to rely on its own resources to be self-sustaining for an undetermined amount of time.
 - Outside assistance from other local fire, law enforcement, and/or emergency managers may be delayed if a serious incident is also affecting other parts of the region rather than just Arcata.
 - If the incident affects a larger portion of the state, Humboldt County and the City of Arcata may be a low priority for State and Federal resources.
- There may be a number of injuries of varying degrees of seriousness to Arcata residents. Rapid and appropriate response can reduce the number of casualties and severity of injuries.
- Proper prevention, protection, and mitigation actions can reduce incident-related losses; these actions include creating a citywide culture of preparedness among residents, businesses, schools, and other local entities, as well as City support of Arcata CERT.
- Maintaining the EOP and providing frequent opportunities for stakeholders (such as City staff, first responders, partnering agencies, DSWs, CERT, etc.) to practice emergency plans could improve incident response readiness.

2.0 Concept of Operations

2.1 General

This section serves to outline the general tasks needed to ensure an effective incident response.

- Communications must be maintained between the City of Arcata, the County of Humboldt, and other partnering agencies.
- The City Manager may declare a local state of emergency for the City of Arcata and request State/Federal assistance. All requests for assistance should go through Humboldt County OES and the appropriate emergency management officials to the State Emergency Operations Center (SOC).



- Planning for recovery will be implemented at the same time local governments are taking the emergency response actions necessary to protect the public. Preparations will be made for rapid deployment of resources necessary to facilitate recovery.



Figure 1: The emergency management cycle illustrates the ongoing process by which all organizations should plan for and reduce the impact of disasters, react during and immediately following a disaster, and take steps to recover after a disaster has occurred. As a cyclical process, it is never complete. Note: this cycle can also be understood as the 3 R's: Response, Recovery, and Resilience (which includes both Mitigation and Preparedness).

The City of Arcata's emergency management operations follow the principles of the National Incident Management System (NIMS), the Incident Command System (ICS), and the Standardized Emergency Management System (SEMS).

The National Incident Management System (NIMS) is

- Comprehensive, nationwide systematic approach to incident management
- Core set of doctrine, concepts, principles, terminology and organizational processes for all hazards
- Essential principles for a common operating picture and interoperability of communications and information management
- Standardized resource management procedures for coordination among different jurisdictions and organizations
- Scalable and applicable for all incidents

Key benefits of NIMS

- Enhances organizational and technological interoperability and cooperation
- Provides a scalable and flexible framework with universal applicability
- Promotes all-hazards preparedness
- Enables a wide variety of organizations to participate effectively in emergency management/incident response
- Institutionalizes professional emergency management/incident response practices

The Incident Command System (ICS) is a standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective. ICS was initially developed to address problems of interagency responses to wildfires in California and Arizona but is now a component of the National Incident Management System (NIMS).

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As a result of lessons learned from the Loma Prieta Earthquake in 1989 and problems identified in operations at the Oakland Hills Fire in 1991, the State of California enacted **the Standardized Emergency Management System (SEMS)**. SEMS was designed to ensure that response agencies in California had a single, integrated emergency management system.

The components of SEMS include the following:

- Utilization of ICS
- Use of the “Operational Area” concept
- Use of mutual aid
- Multi-agency coordination

These components are similar and complementary to the NIMS components.

City of Arcata employees should receive ongoing introductory and refresher training in ICS, NIMS, SEMS, and Emergency Operations Center (EOC) operations. This training should include exercise in Arcata’s specific EOP, functional Hazard Annexes, and EOC setup. For more information, see Appendix B: Staff Training Plan.

City Emergency Organization.

The City of Arcata’s chain of command (COC) is as follows:

- The City Manager is Director of Emergency Services and can activate staff during an incident, adjust personnel assignments, and limit or expand staffing as they see fit.
- Designated EOC Section Chiefs and City Department Directors report to the City Manager/Director of Emergency Services.
- The City has a line of succession if the City Manager is unavailable or incapacitated. See Section 2.1.1 for the City of Arcata’s line of succession.

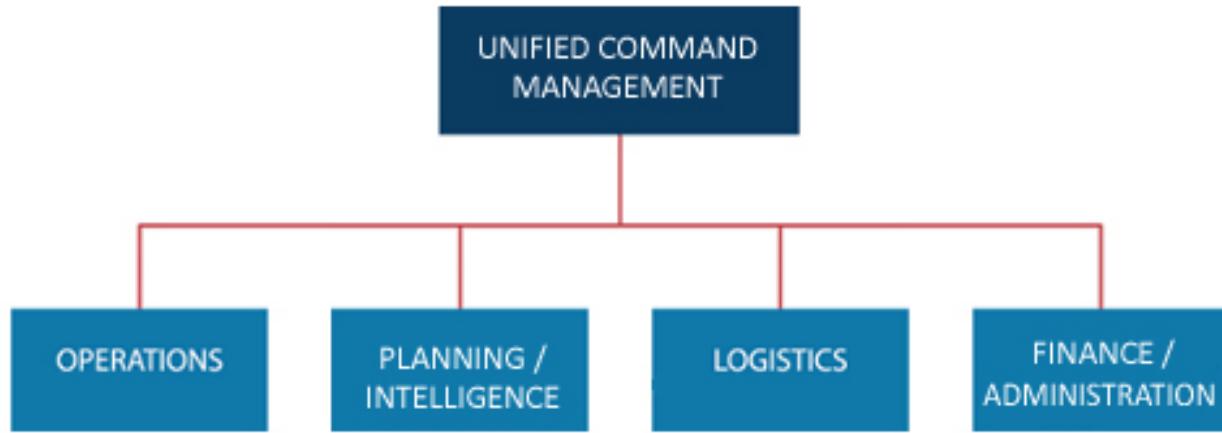
Arcata is organized with departments that are typical for a city of its size. Its City staff is housed at City Hall, 736 F Street, with these exceptions:

- Streets/Fleet, Utilities, Plant Operations and Natural Resources staffs are located at the Wastewater Treatment Facility, 600 South G Street.
- Parks and Facilities staff are located at the Shop, roughly across from the Arcata Community Center, on Martin Luther King, Jr. Blvd.

This Plan follows the principle of tiered response (or the understanding that incidents are handled at the lowest possible level). This means that the City will be the primary responder in all incidents unless the magnitude of the event overwhelms City resources. If City resources become overwhelmed, a key component of tiered response is mutual aid and assistance. The State of California operates under the Mutual Aid System, established in 1961. As a component of the Standardized Emergency Management System [SEMS], the Mutual Aid System is based on four organizational levels: cities, counties, regions and the State. (A county is an operational area along with its political subdivisions). California is divided into seven Law Enforcement Mutual Aid Regions. The County Sheriff is a key role player within the system and each Sheriff serves as the Regional Mutual Aid Coordinator.



2.1.1 EOC and Operational Area Organization



The EOC Unified Command at its most basic is shown above. This section concerns EOC Command Management and Field Incident Command.

Field Incident Command is led at Incident Command Posts by the Police Department, Environmental Services/Engineering, and the Arcata Fire District, or some combination of the three, in a Unified Command.

Incident Commanders keep their respective disciplines, operating out of the Operations section of the EOC, where they can keep informed of response progress. EOC personnel assist Field Responders with personnel, facilities, and materials needed to accomplish tactical objectives.

The City of Arcata uses SEMS principals and procedures for response operations. The chart below shows the distinctions between EOC and field response command and management.

COMPARISON OF FIELD AND EOC FUNCTIONS WITHIN THE SEMS FRAMEWORK:

PRIMARY SEMS FUNCTION	EOC LEVEL	FIELD RESPONSE
Command / Management	Responsible for facilitation of overall policy, coordination, and support of the incident.	Responsible for directing, ordering, and/or controlling resources.
Operations	Coordinates all jurisdictional operations in support of the response to the emergency in accordance with the EOC Action Plan.	Coordinates tactical response of all field operations in accordance with the Incident Action Plan.
Planning / Intelligence	Collects, evaluates, and disseminates information. Maintains documentation relative to all jurisdictional activities.	Collects, evaluates, documents, and uses intelligence related to the incident.

Logistics	Provides facilities, services, personnel, equipment, and materials in support of all jurisdiction activities as required.	Provides facilities, services, personnel, equipment and materials in support of the incident.
Finance / Administration	Coordinates and supports administrative and fiscal considerations surrounding an emergency incident.	Manages financial and cost analysis, and administrative issues not handled by other Command functions.

LINE OF SUCCESSION

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

UNIFIED COMMAND MANAGEMENT ROLES & RESPONSIBILITIES

Management. Management is responsible for the City's overall response and recovery. Activities include the following:

- Ensuring safety of response activities.
- Leading policy decisions.
- Liaising with other agencies.
- Issuing public information releases.
- Informing and briefing elected officials.

Operations. Operations is responsible for activities that restore the jurisdiction to normal day-to-day operations. Activities include the following:

Response

- Implementation of strategies and tactics for emergency response.
- Assigning and supervising resources, including personnel.

Recovery

- Restoring medical facilities and service.
- Restoring utilities.
- Restoring government facilities and functions.
- Providing emergency housing.
- Removing debris.
- Performing building and public safety inspections.
- Demolishing unsafe structures.
- Providing application processes for disaster assistance.

Planning. Planning documents, manages, and directs response and recovery functions. Activities include the following:

- Reviewing and understanding of the EOP.
- Maintaining situational awareness.
- Tracking resources.
- Documenting SEMS compliance for disaster assistance.



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- 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
- Developing and issuing a specific action plan for Recovery operations
- Developing redevelopment plans
- Developing Recovery situation reports
- Documenting Recovery operations
- Creating mitigation plans
- Developing demobilization plans

Logistics. Logistics is responsible for obtaining resources necessary to carry out response and recovery operations. Activities include the following:

- Ordering, maintaining, and accounting for personnel, equipment, and supplies
- Arranging for and maintaining facilities for government and emergency operations, including office space
- Coordinating material and monetary donations as well as volunteer organizations
- Providing communications planning and resources
- Providing support transportation
- Providing food services for responders
- Arranging for medical services for personnel

Finance/Administration. Finance/Administration handles the City financial transactions. Activities include the following:

- Contract negotiation and monitoring
- Ongoing management of public finance and budget
- Time and cost keeping
- Managing insurance settlements
- Managing documentation for reimbursements through the Federal Emergency Management Agency (FEMA) or other sources

ALTERNATE SEAT OF GOVERNMENT LOCATIONS

1. Arcata Fire Protection District, 631 9th Street, Arcata
2. Arcata High School, 1720 M Street, Arcata
3. Humboldt State University, 1 Harpst Street, Arcata
4. Arcata Fire Protection District, 2149 Central Avenue, McKinleyville

HUMBOLDT COUNTY OPERATIONAL AREA

The Humboldt County Operational Area includes the entirety of the County and its cities, towns, and special districts (water, schools, etc.) in coordination with independent tribes. The Sheriff is designated as Director of Emergency Services for the Operational Area by local ordinance. The Humboldt County Operational Area supports the Arcata EOC and Incident Command Posts in the field with personnel and material resources. Should the resources of the Operational Area become exhausted, the County EOC communicates with State and federal agencies for further mutual aid.



MUTUAL AID

Mutual Aid resources are made available through the Operational Area and coordinated through the County EOC only after internal logistical supplies of the City and its purchasing ability 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, shall send agency representatives to the City EOC as needed and coordinate with the City response activities in their areas. As life, safety, and preservation of property are top priorities for all entities, the City and special districts will endeavor to assist each other as much as possible.

Note: Support toward the reopening of schools after a disaster is a City priority. Until schools can reopen, recovery efforts and the return of many employees to businesses and other services could be seriously delayed.

EOC

The Emergency Operations Center (EOC) is located in the Arcata City Council Chambers, 736 F Street, Arcata, CA 95521.

Purpose and Function. The EOC exists to support tactical objectives in the field and at Incident Command posts. It manages response resources in the City when multiple incidents need support.

Representation. The EOC is staffed by City employees and volunteers. See the EOC Staffing Roster in Appendix A.

BACKUP EOC LOCATIONS

1. Arcata Fire Protection District, 2149 Central Avenue, McKinleyville
2. Arcata High School, 1720 M Street, Arcata
3. Humboldt State University, Student and Businesses Services Building, 1 Harpst Street, Arcata
4. Arcata Fire Protection District, 631 9th Street, Arcata

EOC STAFFING

An EOC can be staffed partially or fully, depending on need. The County Director of Emergency Services has the flexibility to staff the County EOC partially or fully, while the City Manager has the same flexibility for the City EOC.

Appendix A is an EOC Roster of City staff. The EOC will be staffed by two 12-hour shifts over each 24-hour period.



POSITION CHECKLISTS

Position checklists for each of the EOC positions are located in the Appendices. A breakdown of staffing for each EOC section and its branches follows.

Command / Management	Operations	Planning / Intelligence	Logistics	Finance / Administration
Director of Emergency Services	Operations Section Chief	Planning/Intelligence Section Chief	Logistics Section Chief	Finance/Administration Section Chief
Legal Officer	Fire & Rescue Branch Coordinator	Damage Assessment Branch Coordinator	Information Technology Branch Coordinator	Purchasing Branch Coordinator
Liaison Officer	Law Enforcement Branch Coordinator	Documentation Branch Coordinator	Communications Branch Coordinator	Timekeeping Branch Coordinator
Public Information Officer	Care and Shelter Branch Coordinator	Resource/Situation Status Branch Coordinator	Personnel/Volunteer Branch Coordinator	Compensation/Claims Branch Coordinator
Safety & Security Officer	Community Emergency Response Team (CERT)		Facilities Branch Coordinator	Recovery Branch Coordinator
EOC Reception/ Switchboard	Environmental Services / Engineering Branch Coordinator		Supplies Branch Coordinator	
			Transportation Branch Coordinator	

EOC UNIFIED COMMAND: THE CITY OF ARCATA AND THE COUNTY OF HUMBOLDT

During a disaster affecting the City of Arcata and the County of Humboldt, the Directors of Emergency Services work together under a Unified Command. A Unified Command promotes efficiency and a larger pool of EOC staff. See Emergency Operations Center Unified Command in Section 2.1.1 for more information.

2.2 Preparedness/Resilience

Preparedness in emergency management has two essential parts: planning and training. Both must be



ongoing and continuous efforts with no end date. Arcata's EOP will continue to be analyzed to ensure that procedures, protocols, and information remain current and relevant. New information may be added and other plans related to this EOP may be written.



Figure 2: The National Incident Management System (NIMS) defines preparedness as "a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response." The cycle is one element of a broader system (represented in Figure 1) to prevent, mitigate, respond to, and recover from natural and human-caused disasters.

The more pre-disaster preparedness activities accomplished throughout Arcata, the fewer serious post-disaster problems City staff, residents, business people, and visitors will need to deal with.

City General Plan, Public Safety Element. The Public Safety Element of Arcata's General Plan describes hazard analysis in detail and sets City goals for enhancing health and safety.

Vital Records Protection. The City's Information Technology Department backs up all City records according to the following schedule:

- Weekly backups of City files, email, and critical infrastructure servers and data
- Daily incremental backups of all altered files across the servers
- Synchronization of all premise-based backups with Amazon Web Services (AWS) for off-site disaster recovery

Other activities in the Preparedness/Resilience phase include

- Hazard mitigation
- Post-event assessments
- Emergency plan updates based on lessons learned

2.2.1 Emergency Partner Relationships

Humboldt County. The Humboldt County Office of Emergency Services (OES) is a key preparedness partner for the City. It convenes operational area meetings, manages and makes various grants available to cities, organizes and hosts trainings, and provides emergency preparedness planning guidance.

State of California. The California Office of Emergency Services (CalOES) is another key partner. CalOES is responsible for overseeing and coordinating emergency preparedness, response, recovery and Homeland Security activities within the State of California. CalOES also provides training through the California Specialized Training Institute (CSTI), gives Standardized Emergency Management System (SEMS) and National Incident Management Systems (NIMS) compliance guidance, and assists with plan development.

CalOES organizes and coordinates state personnel and resources during response and recovery operations.



Federal Agencies. The City has relationships with two key federal agencies.

1. **Federal Emergency Management Agency (FEMA)**. FEMA creates the National Planning Frameworks and related plans. The National Planning Frameworks include separate guidance documents for mitigation, prevention, protection, response, and recovery.

FEMA provides online Incident Command System (ICS) training, which is available to City staff. More information about staff training is available in Appendix B: Staff Training Plan.

When a disaster is severe enough to warrant a Presidential Disaster Declaration, FEMA will organize and coordinate national response personnel and resources during the response phase. During the recovery phase, FEMA will manage and support Disaster Field Offices in collaboration with the State of California.

2. **Homeland Security: Exercise and Evaluation Program (HSEEP)**. The Department of Homeland Security maintains its Exercise and Evaluation Program – HSEEP – which provides a system to guide training and exercises nationwide.

Using and adhering to HSEEP processes provides disaster management practice that is beneficial before, during, and after emergency response in real-world disasters, and particularly in after-action planning. A formal After Action Conference follows all disaster drills, exercises, and real world emergency activations, and may include appropriate Improvement Plans, and Corrective Action Plans.

Whole Community Preparedness. FEMA promotes a “Whole Community” approach to emergency planning. A Whole Community approach attempts to engage the full capacity of the private and nonprofit sectors, including businesses, faith-based and disability organizations, and the general public, in conjunction with the participation of local, tribal, state, territorial, and Federal governmental partners. This EOP stresses bringing the Arcata community into emergency preparedness before disasters occur. This allows all institutional partners to improve their own planning, and ensures that the institutions and the City are familiar with each other’s plans.

Primary partners in Whole Community Preparedness include but are not limited to the following:

- The County of Humboldt
- Arcata City Council
- Arcata Fire Department
- Medical facilities
- Arcata CERT
- National Weather Service (NWS)
- Humboldt State University
- Other volunteer organizations such as the Red Cross, other CERTs in the Operational Area, and/or Community Organizations Active in Disaster (COAD)
- Media outlets
- Arcata Chamber of Commerce
- Business Community
- Faith Based Organizations and Congregations
- Licensed Residential Facilities
- Disability services
- Schools districts and school boards
- Utility providers
- Public transportation systems
- Animal control agencies and animal welfare organizations

Whole Community Principles:

- **Understand and meet the actual needs of the whole community.** Community engagement can lead to a deeper understanding of the unique and diverse needs of a population, including its



demographics, values, norms, community structures, networks, and relationships. The more we know about our communities, the better we can understand their real-life safety and sustaining needs and their motivations to participate in emergency management-related activities prior to an event.

- **Engage and empower all parts of the community.** Engaging the whole community and empowering local action will better position stakeholders to plan for and meet the actual needs of a community and strengthen the local capacity to deal with the consequences of all threats and hazards. This requires all members of the community to be part of the emergency management team, which should include diverse community members, social and community service groups and institutions, faith-based and disability groups, academia, professional associations, and the private and nonprofit sectors, while including government agencies who may not traditionally have been directly involved in emergency management. When the community is engaged in an authentic dialogue, it becomes empowered to identify its needs and the existing resources that may be used to address them.
- **Strengthen what works well in communities on a daily basis.** A Whole Community approach to building community resilience requires finding ways to support and strengthen the institutions, assets, and networks that already work well in communities and are working to address issues that are important to community members on a daily basis. Existing structures and relationships that are present in the daily lives of individuals, families, businesses, and organizations before an incident occurs can be leveraged and empowered to act effectively during and after a disaster strikes.

Whole Community Strategic Themes:

- Understand community complexity.
- Recognize community capabilities and needs.
- Foster relationships with community leaders.
- Build and maintain partnerships.
- Empower local action.
- Leverage and strengthen social infrastructure, networks, and assets.

Preparing the Public. There are several local sources for disaster preparedness education:

- **PEP** – Several Humboldt County fire departments regularly host Personal Emergency Preparedness (PEP) classes. Participants learn about risks they may face and how to plan for those risks (such as supplies to have ready at home).
- **CERT** – The Arcata Police Department sponsors Arcata's Community Emergency Response Team (CERT). The CERT program educates volunteers about disaster preparedness for the hazards that may impact their area and trains them in basic disaster response skills. Its purpose is to offer a consistent, nationwide approach to volunteer training and organization that professional responders can rely on during disaster situations, allowing them to focus on more complex tasks. Arcata CERT members go through a 23-hour class that teaches disaster preparedness, small fire fighting, disaster medical operations, light search and rescue methods, disaster psychology, team organization, and terrorism facts. Graduates are City volunteers, organizing themselves to be ready to respond within their training and capabilities during a disaster. The team is also involved in guiding neighborhood preparedness projects. Arcata CERT meets monthly, with the Arcata Police Department liaison in attendance.
- **City of Arcata Prepared** – This is a community-based program with the purpose of ensuring every



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Arcata resident and business has the awareness, skills, and resources necessary to be self-sufficient in the event of a disaster. Components include the City of Arcata's emergency preparedness website (available at <https://www.cityofarcata.org/241/Emergency-Preparedness>) and public engagement such as tabling events and community meetings.

2.3 Response

The response phase occurs in the immediate aftermath of a disaster. During the response phase, City, business, and community operations do not function normally. Personal safety and well-being in an emergency and the duration of the response phase depend on the level of preparedness.

2.3.1 Activation of the Emergency Operations Center (EOC)

The City of Arcata Emergency Operations Center (EOC) is housed in the City Council Chambers in City Hall when activated. All necessary supplies for EOC set-up can be found in City Hall.

The City of Arcata EOC may be activated under the following circumstances:

1. On the order of the following City officials:
 - a. City Manager
 - b. Police Chief
 - c. Assistant City Manager
2. When the Governor has proclaimed a State of Emergency in an area including the City of Arcata.
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. Upon a Presidential declaration of a National Emergency in an area including the City of Arcata.
5. Automatically on receipt of an attack warning or actual attack on the United States.

The City EOC may be activated prior to, and completely without, an emergency proclamation. The Emergency Operations Plan (EOP) and the EOC are flexible instruments of disaster response. They can be used to the fullest for major responses, or parts of the EOP and EOC may be used for smaller responses. There are three areas to consider when deciding whether to activate the EOC:

1. The capacity of City government functionality
2. The capacity of people in the City to go about their daily lives
3. The status of infrastructure in the City, including roads, electricity, communications, gas, bridges, water, sewage, etc.

However, in many instances of regional emergencies or natural disasters, the City of Arcata EOC will not be activated. In these cases, City staff will communicate regularly with personnel at the Humboldt County EOC and Joint Information Center (JIC) if they are active.

2.3.2 Levels of EOC Activation

- Level I. A minor to moderate incident. Local response capability is adequate, and there are sufficient resources to favorably resolve the situation. A local emergency may or may not be proclaimed.
- Level II. A moderate to severe emergency. Mutual aid is needed to ensure a favorable resolution to the situation. A local emergency will usually be proclaimed. The Governor may proclaim a State of Emergency.
- Level III. A major disaster. Resources and mutual aid responses are depleted throughout the area.



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Extensive State and Federal assistance is needed. A local emergency and State emergency will usually be proclaimed. A Presidential declaration may or may not be declared.

2.3.3 Notifying the Public

The City of Arcata has the responsibility to notify the public in the case of disasters, emergencies, and other incidents that could threaten the lives of Arcata residents. For some emergencies, such as a serious earthquake, there will be no need to notify the public that the incident occurred as all will have experienced it. The City will communicate information about the potential for ensuing events, such as aftershocks and near-source tsunamis, as well as instructions for those affected by the incident.

The City will also notify the public about incidents the public may not directly experience, such as distant-source tsunamis, hazardous materials spills, transportation incidents, fire, or criminal incidents.

The City has multiple methods of communicating with the public (included in Appendix C).

In many situations, the City can use its CodeRED mass communication system to send out public messages via text, voice, and email. Pre-programmed messages can be found in the online OnSolve account.

It is important to be aware that alerts, warnings, and other internet/telecommunications systems may not be available depending on post-incident infrastructure condition.

Another component of the City's preparedness strategy is to continually provide helpful and important information regarding regional hazards to the public in order to promote emergency awareness on an ongoing basis.

2.3.4 Notifying Employees and Volunteers

During business hours

Employees. Most City employees will be at work and available for mobilization and can be notified in two ways. The CodeRED mass communication system holds employee contact information, which is updated periodically, and will send preprogrammed messages. Department heads can also use a phone tree system to contact staff with preprogrammed messages. Messages may both notify employees about incidents and provide recall instructions.

Volunteers. Volunteers may not be available during working hours but may also be notified by CodeRED. In addition, the City's CERT organization has operating protocols to prompt volunteer actions. For more information about volunteer protocols, see 2021 Humboldt County emergency volunteer guidance.

During non-business hours

Employees. CodeRED is used to notify employees and provide instructions through pre-programmed messages.

Volunteers. Volunteers may also be recalled via CodeRED. The City's CERT has operating protocols to mobilize volunteer actions.

2.3.5 City Staff Protocols

1. The most likely emergency requiring a full City response would be an earthquake of 6.5 or greater within a 60-mile radius of Arcata. In this case, staff should take the following actions:
 - a. City leadership consider immediate EOC activation
 - b. On activation, off-duty EOC staff, employees, and volunteers use all available communication methods to contact immediate supervisors or other City leadership



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- i. If successful communication is possible (i.e. telecommunications systems are operational): follow instructions given.
- ii. If successful communication is not possible:
 - A. EOC staff report immediately to the EOC.
 - B. Employees report to their supervisor immediately.
 - C. CERT members check on their families and homes first and then their neighborhoods (most vulnerable people first). Once they are not needed in their own neighborhoods, CERT members should reach out to other nearby members to see whether they need assistance securing their areas. CERT volunteers report to their designated staging area only if officially called up by APD.
 - D. If necessary because of impaired communications systems, Humboldt Amateur Radio Club (HARC) members should be contacted to report to the EOC if available.

2. All other disasters
 - a. City leadership considers EOC activation
 - b. On activation, the Director of Emergency Services or designee makes notifications to:
 - i. City EOC staff
 - ii. EOC volunteers, including Arcata CERT and HARC members
3. Activation and notification considerations
 - In the direct aftermath of a disaster, disorganization and public uncertainty are to be expected. This EOP seeks to ensure all assigned EOC staff, employees, and volunteers are trained in appropriate and necessary action, whether or not direct communication is possible.
 - Communication will be difficult if power and phone service are out. Radio stations, amateur radio, and local television (KIEM) are important sources of information, to be used from the onset of emergencies (if operational).
 - Emergency radio stations:
 - Eureka: KWSW 980 AM
 - Eureka: KEKA 101.5 FM
 - Blue Lake: KINS 106.3 FM
 - Weather radio stations:
 - Eureka: KEC82 on frequency 162.400
 - Horse Mountain: WZ2550 on frequency 162.450

2.3.6 Communications

The City uses multiple communications tools, which serve different groups of people and different objectives.

1. When internet capability is not impacted, the City may use its CodeRED system to send public messages via text, voice, and email.
2. Arcata Police Department dispatchers are placed in the Operations section of the EOC and provide communications in service of the Police Department.



3. The Police Department has radios and satellite phones for use during internet and cell outages.
4. The City may use radio stations to broadcast emergency information to the Arcata area.
5. The cable channel KIEM will broadcast emergency information in the Arcata area.
6. Humboldt Amateur Radio Club, W6ZZK, would serve in the Logistics section of the EOC to provide communications. When activated, their primary task is to provide communications to CERT volunteers in the field, to other licensed amateur operators in the field, and between the City EOC and Operational Area EOC as needed.
7. When the level of emergency warrants use of a loudspeaker to provide public information, the EOC may use City staff and vehicles, such as buses, to provide information as needed.
8. When internet capability is not impacted, the City may use social media tools, including eNotifications, Facebook, Instagram, and Nextdoor. Scripts and triggers for activation are coordinated with the City Communication Specialist.

2.4 Recovery

Recovery, in the context of this Emergency Operations Plan, refers to the measures taken by the City following a disaster in order to return all systems (power, water and sewer, communications, government offices, etc.) to normal levels of service. Effective recovery requires coordination between interdependent operations as outlined in this EOP.

Successful recovery operations will begin at the same time as response operations. There is no clearly defined separation between response and recovery phases; while these phases include different tasks, they are carried out simultaneously. Ensuring that a recovery plan is in place before disasters occur has proven effective in enabling a speedier recovery.

The City of Arcata uses SEMS principals and procedures for recovery operations.

Recovery operations have two phases: short term and long term.

Short Term. This phase of recovery focuses on restoring infrastructure, including the following:

- Electrical power
- Water and sewer services
- Communications
- High impact facilities and special populations (schools, hospitals, residential care facilities etc.)
- Economic and social systems

Coordination between response and recovery operations ensures prompt identification of high-priority areas for resumption of utilities, as well as liability issues, needs for financing, and recovery ordinances.

Long Term. This phase focuses on actions that will return the City to pre-disaster levels of service and initiate improving emergency planning. Long-term recovery after an earthquake or flood may take 1-3 years, while recovery after a wildfire may take up to 6 years. Focus areas in this phase include the following:

- Restoration of critical community functions
- Debris clearance
- Critical stress debriefing for emergency responders and victims
- Economic and resource stabilization



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Checklists for recovery operations are essential; it is critical that documentation of damages and incident-related costs is systematized to function smoothly and ensure accountability. Failure to strictly account for damages and personnel costs can result in loss of possible reimbursement.

Standardized Emergency Management System (SEMS) Organization

The City incorporates SEMS within the Incident Command System structure. This structure is also used by the California Office of Emergency Services (CalOES).

SEMS Finance/Administration functions are most active in the recovery phase. By contrast, Operations and Logistics activities are greater in the response phase.

The County EOC and JIC act as an information and coordination point for Humboldt County Operational Area jurisdictions. However, each local jurisdiction can also work directly with State and Federal Recovery programs.

2.4.1 Damage Assessment

During the early stages of a disaster, initial damage can only be estimated. Through checklists and Incident Action Plans (IAPs), this EOP includes procedures for conducting more detailed surveys of damage for safety reasons. Damage assessment information is also contained in applications for assistance or reimbursement.

Responders must be aware that damage assessment is a continuous project, carried out on an almost daily basis. This is particularly true for earthquake response due to the high frequency and strengths of aftershocks for a month or more. Structures not initially damaged may become severely damaged during an aftershock.

There must be a sufficient number of building and engineering inspectors (primarily from City staff, with support from County or other agencies if necessary) to provide assessments both for safety reasons and to obtain State and Federal reimbursement funds.

Arcata Fire District (AFD) will likely be a primary partner in initial damage assessments following disasters. APD should coordinate with AFD prior to conducting windshield surveys so as not to duplicate efforts.

Checklists for damage assessment will include the following:

Safety Assessments. Identifying and ensuring safety precautions during Recovery operations will include the following:

- Identifying and disseminating the safety precautions to be used by emergency workers
- Identifying gas, water, and sewer leaks and malfunctions
- Ensuring utilities are turned off in unsafe or damaged structures
- Identifying and securing hazardous materials sites, and preparing cleanup plans
- Identifying areas for debris disposal
- Identifying unsafe buildings and ensuring they are vacated, access is restricted, and they are clearly marked

Structural Damage. Ensuring all inspectors use the same definitions when assessing and describing damages will assure accurate estimates and responses. Damage will be assessed for buildings and other integral elements of the built environment. Checklists and procedures will use the following terms:

1. **Destroyed:** Building or integral element is a total loss or is damaged to the extent that it is not



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usable and not economically repairable. The building or item may no longer exist or will have sustained damage greater than 75% of its insured value.

2. **Major Damage:** Building or integral element is damaged to the extent that it is no longer usable and may be returned to service only after extensive repairs. A building is not habitable; a building or integral element is unsafe or has sustained damage between 40% and 75% of its insured value.
3. **Minor Damage:** Building or item is damaged and may be safely used only under limited conditions; building or integral element may be restored with minor repairs.

Structural Categories. Following are the categories of private structures eligible for disaster assistance:

- Homes, including townhomes and condominiums
- Mobile homes
- Rental units
- Farm dwellings
- Businesses

Recovery Activities. Following are categories and terms of activities during Recovery:

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

Many emergency recovery actions are exempt from, or may occur prior/simultaneously to obtaining environmental clearances or agency permits. These exemptions must be coordinated through the City of Arcata's Community Development Department.

List of Damages. When a Presidential Disaster Declaration has been made, a formal list of damages is completed and transmitted to the Operational Area (in Arcata's case, Humboldt County). The Operational Area transmits the list of damages to the CalOES Region, which in turn sends it to the State and FEMA.

The list of damages includes:



1. The geographical location of the damaged facility or emergency work
2. Narrative description of the nature of the disaster-related damages (engineering detail is not needed)
3. A separate estimate of cost, replacement cost, or repair cost for each damaged facility or system

[2.4.2 Disaster Assistance](#)

Disaster assistance is either Individual or Public Assistance. Recovery plans address both types of assistance, methods for acquiring help, assistance restrictions, and other relevant information.

Assistance for Individuals. Individual assistance is provided to private sector individuals and businesses. There are a number of Federal programs that provide assistance to individuals.

1. **Disaster Housing Assistance Program.** This FEMA-administered program provides temporary housing to disaster victims during a Presidentially Declared Disaster (PDD).
2. **Disaster Mortgage and Rental Assistance Program.** This federal program, available under a PDD, provides grants for individuals who face foreclosure or eviction because they have lost their job or business as the result of a disaster.
3. **Housing and Urban Development (HUD) Program.** For a PDD, HUD's Federal Housing Administration (FHA) activates a mortgagee letter making a variety of insured loan programs available for disaster victims and putting into play use of special loan servicing and underwriting requirements.
4. **Small Business Administration (SBA).** Provides low-interest loans to businesses and individuals who have suffered disaster losses. This program is automatically implemented following a PDD or implemented at the request of the Governor.
5. **Individuals and Households Grant Program (IHP).** Provides grants to disaster victims who are not eligible for SBA loans. Authorized only under a federal disaster declaration.
6. **Cora Brown Fund.** Provides assistance to disaster victims when they are not eligible for any other assistance from the government or other organizations and is authorized only under a federal disaster declaration.

Assistance for the Public Sector. Assistance is available for State and local governments—city, county, and special districts.

1. **California Disaster Assistance Act (CDAA).** CDAA grant funds are available to cities, counties, and special districts for repair of disaster-related damage to public buildings, levees, flood control works, channels, irrigation works, city streets, county roads, bridges, and other public works (not including facilities used solely for recreational purposes).

CDAA may provide up to 75% of eligible costs to repair, restore, reconstruct, or replace public property and facilities. It can also cover direct and indirect costs of grant administration with the CalOES Director's concurrence. It may also cover overtime and cost of supplies associated with disaster response.

The following are conditions under which CDAA funds may be granted:

- The CalOES Director must concur with the local emergency declaration for permanent restoration assistance.
- The Governor must proclaim a state of emergency (for disaster response and permanent



restoration assistance).

- The President must declare a major disaster or emergency (for matching funds assistance for cost sharing required under federal public assistance programs).

2. **Robert T. Stafford Disaster Relief Act of 1974.** This is a federal program and is included in recovery plans as it is the primary source of public assistance. Recovery planners are knowledgeable about the Act's provisions. This law may be enacted upon a presidential declaration of major disaster or emergency.

Following is a list of eligible applicants:

- State agencies
- Counties
- Cities
- Special districts
- Schools, K-12
- Colleges and institutions of higher education
- Facilities operated as government services, such as community centers, libraries, homeless shelters, senior citizen centers, and similar facilities open to the general public.
- Private non-profit organizations (must be under 501(c)3 of the Internal Revenue Code)
- Utilities
- Emergency agencies
- Medical agencies
- Custodial care organizations

This EOP stresses the recording and retention of documentation of staff time, work performed, costs (including wages), and other activity information in order to streamline application for these funds. This documentation is part of organizational checklists and IAPs.

3. **Disaster Field Office (DFO).** Following a presidential declaration of a major disaster or emergency, a Disaster Field Office is established in the proximity of the disaster area. The DFO is the direction and coordination point for federal assistance.

Typical DFO functions are part of the Incident Command System and include the following:

- **Management.** Coordination of the overall federal assistance programs for both individual and public sector assistance, as well as necessary emergency work.
- **Public Information.** Overall direction of public new releases on the progress of emergency response actions, public notices about how to obtain assistance, and other pertinent information.
- **Liaison.** Provides coordination and cooperation with other federal and state agencies.
- **Operations.** Responsible for damage survey teams, outreach activities, and implementation of programs such as public assistance, individual assistance, hazard mitigation, etc.
- **Logistics.** Provides materials and resources for recovery operations.
- **Finance/Administration.** Tracks and monitors costs, approves purchases, and complies with audits activities as needed.
- **Planning/Intelligence.** Develops action plans, identifies priorities and potential problems, and documents overall recovery actions.

2.5 Mitigation/Resiliency Planning

Mitigation is critical to reduce or eliminate long-term risk to human life and property from natural and human-caused hazards. Mitigation efforts occur both before and after an incident; these efforts entail



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planning for subsequent disasters and tend to focus on where and how to build.

The immediate post-disaster period presents a rare opportunity for mitigation, as officials and citizens are more responsive to mitigation recommendations, and unique opportunities to rebuild or redirect development may be available.

Recovery plans benefit by incorporating mitigation planning prior to the need for the recovery process. The purpose of this section of the City's EOP is to provide a beginning point for mitigation analysis in the recovery phase of upcoming incidents.

The following list recommends potential areas for mitigation review.

Forms of Mitigation/Resiliency planning

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

Examples that are more specific include zoning and building code requirements for rebuilding in high-hazard areas, floodplain buyouts, and analyses of floodplain and other hazard-related data to determine where it is safe to build in normal times, to open shelters in emergencies, or to locate temporary housing in the aftermath of a disaster.

Ongoing efforts to aid mitigation planning might include

- Educating the private sector about what can be done to mitigate at home and at work
- Reaching out to planning, zoning, and development agencies to ensure that hazard conditions are considered in comprehensive plans, construction permits, building codes, design approvals, etc.
- Creating inventories of existing structures and their vulnerabilities

The Federal Emergency Management Agency (FEMA) approved the Humboldt Operational Area Hazard Mitigation Plan on October 24, 2019. The plan includes an assessment of Humboldt County area risks from hazard events. It also includes a list of proposed initiatives that would minimize future damage from these hazards. The plan serves as a coordinating document for risk reduction efforts of participating jurisdictions during its five-year term.

Jurisdictions that adopted the plan (including Arcata) are eligible for project grants under FEMA's hazard mitigation assistance grant programs, including Hazard Mitigation, Pre-Disaster Mitigation, and Flood Mitigation Assistance.

The following is a summary of Arcata's Hazard Mitigation Action Plan and Evaluation of Recommended Actions from the 2019 Humboldt County Operational Area Hazard Mitigation Plan:

- Where appropriate, support retrofitting, purchase or relocation of structures located in hazard areas, prioritizing any critical facilities and those structures that have experienced repeated losses and/or are located in high- or medium-risk hazard areas.
- Integrate hazard mitigation into other City plans, ordinances, and programs that dictate land use decisions in the community, including the Local Coastal Program, the Forest Management Plan, the Arcata General Plan Safety Element, and the Arcata Land Use Code.
- Continue to maintain good standing and compliance under the National Flood Insurance Program (NFIP) through implementation of floodplain management programs that, at a minimum, meet the NFIP requirements:



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- Enforce the flood damage prevention ordinance.
- Participate in floodplain identification and mapping updates.
- Provide public assistance/information on floodplain requirements and impacts.
- Seek NFIP Certification for a City staff person
- Purchase generators for critical facilities and infrastructure that lack adequate backup power, including Arcata Community Center and D Street Neighborhood Center.
- Improve reliability of continued operations of critical water and wastewater facilities and infrastructure during emergencies, including the pump station on Alliance Rd.
- Continue to improve shoreline protections (including levees, seawalls, living shorelines, etc.) around critical facilities, including the Corporation Yard and Wastewater Treatment Plant.
- Develop a list of needed seismic retrofits of the City's critical facilities.
- Improve local radio and other emergency response and operational communications on a designated shared channel, and support regional efforts to broaden communications capacity.
- Develop detailed lists of existing and needed emergency resources (shelters, food sources, etc.) and seek funds to develop resources that are identified as lacking.
- Continue to support the development and ongoing training of the Arcata Community Emergency Response Team (CERT).
- Maintain updated hazard and emergency preparedness information on the City's website.
- Develop semi-annual City staff training in community emergency response.
- Increase emergency water storage capacity for fire protection, back-up supply, etc.
- Develop a Debris Management Plan that identifies potential hazardous waste storage locations.
- Develop a citywide evacuation plan and maps with predesignated routes based on each area/zone of the city. Include alternate routes, having taken into consideration the likelihood that some or all of our limited routes might be unusable. Post the written evacuation plan, along with maps of predesignated evacuation routes and alternate routes, on the City's website and publish them every year in local newspapers.



Appendix A: EOC Staffing Roster and Position Checklists



EOC Positions during Activation		1st Choice	2nd Choice	3rd Choice
1	Director of Emergency Services	City Manager	Police Chief	City Engineer
2	EOC Director	Police Chief	Director of Environmental Services	Director of Community Development
3	EOC Coordinator	W/WW Secretary	Police Lieutenant	Administrative Sergeant
4	Legal Officer	City Attorney	City Attorney	City Attorney
5	Agency Representative	Administrative Seargent	Secretary- W/WW	ES Admin Assistant
6	Liaison Officer	Assistant City Manager	Personnel Specialist	CMO Admin Assistant
7	Public Information Officer	Communication Specialist	Administrative Sergeant	Police Business Manager
8	Safety & Security Officer	Police Sergeant	Police Field Training Officer	Police Field Training Officer
9	EOC Reception/ Switchboard	Police Dispatch	Police Dispatch	CMO Admin Assistant
10	Operations Section Chief	Patrol Lieutenant	Patrol Lieutenant	Administrative Sergeant
11	Care & Shelter Branch Coordinator	Rec Supervisor- Facilities	Parks/Fac/NR Supervisor	NR or Parks Crew Leader
12	Fire & Rescue Branch Coordinator	Arcata Fire District	Arcata Fire District	Arcata Fire District
13	Law Enforcement Branch Coordinator	Police Chief	Police Lieutenant	Police Lieutenant
14	ES/ Engineering Branch Coordinator	Director- ES	Deputy Director- Streets/ Utilities	Streets Supervisor
15	Planning/ Intelligence Section Chief	Investigation Lieutenant	Director- ES	Arcata Fire District
16	Damage Assessment Branch Coordinator	City Engineer	Building Official	Building Inspector
17	Documentation Branch Coordinator	CMO Admin Assistant	City Clerk	ES Admin Assistant
18	Resource Status Branch Coordinator	Senior Planner	Comm Dev Specialist	Comm Dev Specialist
19	Situation Status Branch Coordinator	Assistant City Engineer	Engineering Tech	Engineering Tech
20	Logistics Section Chief	Director- Comm Dev	Deputy Director- Comm Dev	Police Business Manager
21	Information Technology/Communications Branch Coordinator	IT Manager	SCADA Systems Manager	Communications Specialist
22	Facilities Branch Coordinator	Deputy Director- ES Comm Services	Parks/Fac/NR Supervisor	Facilities Supervisor
23	Personnel/ Volunteer Branch Coordinator	Community Development Specialist	Secretary- W/WW	Admin Assistant- Eng./Bldg.
24	Supplies Branch Coordinator	Environmental Programs Manager	Deputy Director- ES Comm Services	Secretary- Streets
25	Transportation Branch Coordinator	Transit Manager	Transit Operations Assistant	Transit Staff
26	Finance/ Administration Section Chief	Director- Finance	Finance Manager	Finance Specialist
27	Purchasing Branch Coordinator	Property & Special Projects Manager	Director- Finance	Finance Manager
28	Time Keeping Branch Coordinator	Payroll Specialist	City Clerk	Finance Specialist
29	Compensation & Claims Branch Coordinator	Finance Manager	Personnel Specialist	City Clerk
30	Recovery Branch Coordinator	Deputy Director- Comm Dev	Senior Planner/ Planner	Comm Dev Specialist
31	Community Emergency Response Team (CERT)	Police Sergeant	CERT Member	CERT Member

EMERGENCY OPERATIONS CENTER POSITIONAL CHECKLISTS

Management Section

City of Arcata

EMERGENCY OPERATIONS PLAN

Director of Emergency Services Checklist

Responsible for the overall management of the incident through its completion or until officially relieved of command. Oversees the development and implementation of strategic decisions and approves ordering and release of resources. Has complete authority and responsibility for conducting the overall operation.

Action Checklist

Responsibilities

1. If necessary, declare a local State of Emergency
2. Exercise overall management responsibility for the coordination between the EOC Director and the Management Policy Group.
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 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 City 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.
- 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.

Demobilization Phase:

- Authorize demobilization of EOC when it is 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.
- 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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EOC Director Position Checklist

The EOC Director is responsible for EOC activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources. The director will be the source of operational information for the Director of Emergency Services and the Policy Management Group.

Action 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
- 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

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
- Agency Representative

- 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 City Council and develop appropriate policy decisions.

City of Arcata

EMERGENCY OPERATIONS PLAN

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.
- 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.

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EOC Coordinator Position Checklist

Responsible for the management of the Emergency Operations Center until officially relieved of command. Oversees the development and implementation of the EOC and works with the Emergency Operations Director to ensure orderly operation of the command center. Has complete authority and responsibility for conducting supervision of the EOC.

Action Checklist

Responsibilities

1. Initiate the physical activation of the EOC. Ensure that applicable EOC personnel are notified of the activation and if necessary, activate CodeRED notifications.
2. Monitor the appropriate staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
3. Exercise overall management responsibility for the Emergency Operations Center.
4. Ensure that inter-agency coordination is accomplished effectively.

Activation Phase

- 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.
- Ensure that communications systems are established and functioning.
- Confer with staff to determine what representation is needed at the EOC from other emergency response agencies.
- Continuously act as liaison within the EOC sections

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.
- 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.
- 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.

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Legal Officer

The Legal Officer is the city Attorney or his/her designee. The Legal Officer provides advice to the Director of Emergency Services in all legal matters relating to the emergency. The Legal Officer assists the Director of Emergency Services in declaring a local emergency and implementation of emergency powers.

Action Checklist

Responsibilities:

1. Ensure that proper legal procedures are followed in all phases of disaster response and recovery, including disaster declarations, posting City 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 City 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

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.

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EMERGENCY OPERATIONS PLAN

Agency Representative

The EOC Director may elect to send an Agency Representative to the County EOC or some other location. In doing so, the EOC Director may delegate whatever authority to the Agency Representative that the situation requires to share information, report back regarding County priorities and objectives, or to speak on behalf of the EOC Director.

Action Checklist

Responsibilities:

1. Represent the City of Arcata at the County EOC
2. Ensure the EOC Director or designated point of contact is kept informed of County priorities, objectives and action plans.
3. Be the primary point of contact and coordination between the City of Arcata EOC and the County EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Meet with your point of contact (POC) at the County EOC (usually the County Liaison).
- Identify your duty station and ensure you have proper equipment, connectivity, and communications with the City of Arcata EOC.
- Obtain briefing from your point of contact or other authority.
- Keep the County Liaison informed of City of Arcata EOC priorities, objectives and action plans.
- Act as the primary point of contact for City of Arcata EOC staff contact with the County EOC. Accomplish other duties and requests as assigned.
- Attend briefings and planning meetings as required.
- Provide input on the use of City of Arcata resources or facilities.
- Advise your point of contact (County EOC Liaison) of any special agency needs or requirements.
- Report to the City of Arcata EOC on the pre-arranged schedule.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

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EMERGENCY OPERATIONS PLAN

Liaison Officer

Acts as point of contact for personnel who have been assigned to the event response from assisting or cooperating agencies. This may include, but is not limited to Law Enforcement agencies, Fire Services, Public Works, Water Districts, Red Cross, hospitals, schools, etc. Ensures that these people are informed and involved in the event response.

Action 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:
 - o Have signed into the EOC
 - o Understand their role in the EOC
 - o Know their work locations
 - o Understand the EOC organization and floor plan
- Determine if additional representation is required from:
 - o Community based organizations
 - o Private organizations
 - o Utilities not already represented
 - o Other agencies

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- 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.

City of Arcata

EMERGENCY OPERATIONS PLAN

Public Information Officer

Responsible for the formulation and release of information about the event, as well as the point of contact for news media and other appropriate agencies and organizations.

Action 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 Humboldt 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

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 website, neighborhood websites (i.e. Nextdoor), and through the use of social media as appropriate.

City of Arcata

EMERGENCY OPERATIONS PLAN

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 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.).
- Interact with other EOC PIOs and obtain information relative to public information operations.

Information Dissemination

- Obtain policy guidance from the Director of Emergency Services regarding 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.

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

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Safety & Security Officer

Responsible for maintaining the EOC in operational order by procuring and repairing equipment, and obtaining supplies as needed. Also, the Safety & Security Officer identifies and anticipates EOC hazards or unsafe conditions. This includes situations created as a result of or directly influenced by the event. Develops and recommends measures to ensure personnel safety.

Action Checklist

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.
- 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

City of Arcata
EMERGENCY OPERATIONS PLAN

EOC Reception/ Switchboard

Action Checklist

Responsibilities:

1. Maintain sign-in/sign-out roster of EOC staff, including contact information for on-duty EOC staff
2. Staff the main EOC telephone switchboard, transferring telephone calls as appropriate.
3. 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.

City of Arcata
EMERGENCY OPERATIONS PLAN

**EMERGENCY
OPERATIONS
CENTER
POSITIONAL
CHECKLISTS**

Operations Section

City of Arcata

EMERGENCY OPERATIONS PLAN

Operations Section Chief

Responsible for the management of all tactical operations directly applicable to the primary mission. Coordinates the emergency operation units. Activates and supervises the organizational elements in accordance with the Incident Action Plan.

Action Checklist

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 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
 - Environmental Services Branch
 - Care & Shelter Branch
 - Communications Branch
 - 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.

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- 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 strategy for carrying out Operations objectives
- 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
- 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

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Care and Shelter Unit Leader

Provide for the food, clothing and shelter needs of city employees, their families; and victims of the emergency; provide for a central registration and inquiry service.

Action Checklist

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 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.

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Fire & Rescue Branch Coordinator

The primary mission of the Fire & Rescue Unit is the prevention, rescue, suppression and control of fires. In addition, they will determine the medical needs of the city and coordinate with Humboldt County Emergency Operations Center for the appropriate medical response. Also, as the availability of personnel permits, it supports medical treatment at Fire Stations, conducts rescue operations with the assistance of Public Works and other outside agencies as required for heavy rescue.

Action Checklist

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

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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.

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Law Enforcement Branch Coordinator

The Law Enforcement Unit provides warning information, evacuates citizens, controls traffic, and provides security. The Unit also enforces temporary laws and controls crime.

Action Checklist

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:
 - o Law Enforcement Operations Unit
 - o Coroner/Fatalities Management Unit
 - o 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

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).

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- 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.

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Environmental Services/ Engineering Branch Coordinator

The ES/ Engineering Branch is responsible for maintaining the city's infrastructure and related services, as well as restoring those damaged or destroyed. This branch will evaluate the safety of roadways, bridges and other public areas. ES will also assist other units with traffic control, search and rescue, and transportation as needed.

Action Checklist

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 Environmental Services Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the ES Branch.
- Contact and assist the Operational Area ES 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 ES 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 ES activities being conducted.
- Ensure that damage and safety assessments are being carried out for both public and private facilities
- Request mutual aid as required through the Operational Area ES 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 ES 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

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expenditures).

- Prepare objectives for the ES 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.

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**Planning and
Intelligence Section**

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Planning & Intelligence Section Chief

Responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Information and intelligence are needed to (1) understand the current situation, (2) predict probable course of incident events, and (3) prepare alternative strategies to control operations for the incident.

Action Checklist

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 Branch

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.
- Based on the situation, activate Branches within the section as needed and designate Branch Coordinators for each element:
 - o Damage Assessment Branch
 - o Documentation Branch
 - o 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.

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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 report 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
- 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.

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Damage Assessment Branch Coordinator

Responsible for inspecting the city's infrastructure and collating data to provide an assessment of the impact of the event.

Action Checklist

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 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.
- 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.

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Documentation Branch Coordinator

Maintain and file a copy of all EOC messages; file, maintain and store all documents relating to the emergency; maintain the official history of the emergency; assist in preparation of situation summaries and damage assessment reports; provide duplication services as required; prepare an AFTER ACTION REPORT at the deactivation of the EOC.

Action Checklist

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 Coordinator 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.
- 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.

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Resource Status Branch Coordinator

Responsible for documenting the current status and location of controlled resources, transportation and support vehicles. Assists the Situation Status Branch and Documentation Branch in strategy planning and briefing presentations.

Action Checklist

Responsibilities:

1. Direct collection, organization, and display status of incident resources to include allocation, deployment and staging areas.
2. Establish a check-in procedure of resources at specified incident locations.
3. Make recommendations to the Planning and Intelligence Section Chief of resources that are not deployed or should be de-activated. Develop a Demobilization Plan.
4. Activate elements of the Branch, establish work areas, assign duties, and ensure Branch Log is maintained.
5. If the emergency is storm, flood, or earthquake related, ensure that inspection teams have been dispatched to assess the condition of the affected areas.
6. Provide detailed damage assessment information to the rest of the Planning/ Intelligence Section, with associated loss damage estimates.

Activation Phase:

- Follow generic Activation 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/ Intelligence Section.
- Clearly label each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Ensure "human" communications pathways are identified and established within the Planning and Intelligence Section, with other Sections, and direct the maintenance of individual logs.
- Keep the Planning Section Chief informed of resource status.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Situation Status Branch Coordinator

Responsible for collection and organization of event and situation information and displaying the information in the EOC.

Action Checklist

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 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
- 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.

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Logistics Section

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Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, transportation, equipment and supplies.

Action Checklist

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 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:
 - o Communications Branch
 - o IT Branch
 - o Facilities Branch
 - o Personnel/Volunteer Branch
 - o Supplies Branch
 - o 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
- 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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Information Technology/ Communications Branch Coordinator

Provide for the technical support of the EOC

Action Checklist

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the EOC.
3. Ensure that communications links are established with the State Regional EOC (REOC) and with adjacent EOCs as required.
4. Determine specific computer requirements for all EOC positions.
5. Implement CALEOC if available, for internal information management to include message and e-mail systems.
6. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
7. Develop and distribute a Communications Plan that identifies all systems in use and lists specific frequencies allotted for the emergency.
8. Assist EOC positions in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
9. Acquire radio frequencies as necessary to facilitate operations.
10. Assign Amateur Radio Operators as needed to augment primary communications networks.
11. Supervise the EOC Communications Center and Communications Branch

Activation Phase:

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

Operational Phase:

- Keep all sections informed of the status of the communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Ensure that the EOC Communications Center is activated to receive and direct all emergency 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 CALEOC communications links are established with the REOC and with local governments that have CALEOC installed.
- Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.
- Continually monitor the operational effectiveness of EOC communications systems.

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- Provide additional equipment as required.
- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Keep the Logistics Section Chief informed of the status of the communications systems.
- Prepare objectives for the Communications Unit; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
- Continually monitor and test the activated radio and telephone systems. Keep the Logistics Section Chief informed of system failures and restoration activities. Develop instructional guidance for use of radios and telephones and conduct training sessions for EOC staff as necessary.
- Meet periodically with the Operations Section Branches to ensure that their radio frequencies are adequate. Make modifications as necessary to maintain their operational capability.
- Coordinate with Telephone Company to obtain portable telephone banks, as necessary.
- Refer all contacts with the media to the Public Information Branch.
- Ensure that the EOC information and messaging is displayed.
- Assist EOC staff in creating and projecting EOC display boards
- Ensure that technical personnel are available for communications equipment maintenance and repair.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Facilities Branch Coordinator

Coordinates and maintains all pertinent Facilities and necessary resources.

Action Checklist

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 buildings, 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

Operational Phase:

- Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches and units 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.
- 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 equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- 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.
- Maintain unit/activity log.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Personnel/ Volunteer Branch Coordinator

Provide personnel resources as requested in support of the EOC, DOC and Field

Action Checklist

Responsibilities:

1. Identify, recruit, track and register volunteers as required.
2. Develop an EOC organization chart.
3. Supervise the Personnel Branch.

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

- In coordination with the Documentation Unit, 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 with the Liaison Officer and Safety Officer to ensure that all EOC staff, including volunteers, receives a current situation and safety briefing upon check in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- If applicable, coordinate to activate the Emergency Management Mutual Aid (EMMA) System if approved by the Logistics Section Chief, and ONLY AFTER REQUESTED BY THE EOC DIRECTOR.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, reporting location, and the person or unit 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 and proper direction for responding personnel upon arrival at the EOC.
- To minimize redundancy, coordinate all requests for personnel resources from the field level, or from activated DOCs within the jurisdiction, through the EOC Operations Section prior to acting on the request.
- In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire a mental health specialist as needed.
- Arrange for childcare, eldercare, and pet care services for EOC personnel as required.
- Keep the Logistics Section Chief informed of significant issues affecting the Personnel Branch.
- Maintain unit/activity log.

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Supplies Branch Coordinator

The Supply Branch Coordinator is under the direction of the Logistics Chief and is primarily responsible for ordering, receiving, inventory, storage and distribution of supplies for the incident; and servicing non-expendable supplies and equipment.

Action Checklist

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

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 City 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 Branch costs of supplies and materials from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- 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.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Transportation Branch Coordinator

Coordinate the allocation of transportation resources required to move people, equipment and essential supplies. Coordinates the maintenance of all city owned equipment and agencies assisting via Mutual Aid.

Action Checklist

Responsibilities:

1. In coordination with the ES/Engineering 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

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 City.
- Routinely coordinate with the ES/Engineering Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; 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.

EMERGENCY OPERATIONS CENTER POSITIONAL CHECKLISTS

**Finance and
Administration
Section**

City of Arcata
EMERGENCY OPERATIONS PLAN

Finance and Administration Section Chief

Provide advice and support to Director of Emergency Services regarding financial issues; ensure that adequate records are maintained to support requests for state and federal assistance; track time worked by all emergency personnel involved in the incident; provide cost analysis and projections.

Action Checklist

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 Branch.

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

City of Arcata

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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.
- 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 timesheets and travel expense claims promptly.
- Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

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Purchasing Branch Coordinator

The Purchasing Branch Coordinator is responsible for implementing the purchasing procedure and all appropriate related tasks to supervising the Purchasing Branch.

Action Checklist

Responsibilities:

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

Activation Phase:

Follow the generic Activation Phase

Operational Phase:

- Review the emergency purchasing procedures.
- Prepare and sign contracts as needed; be sure to obtain concurrence from the Finance/ Administration 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 emergencies.
- 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.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

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Time Keeping Branch Coordinator

The Time Keeping Branch maintains records of all personnel time worked at the emergency which includes all volunteers that may or may not be previously registered as Disaster Service Workers.

Action Checklist

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 City budget and payroll office.
3. Supervise the Time Keeping Branch

Activation Phase:

Follow the generic Activation Phase

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 City policy.
- Obtain completed 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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Compensation and Claims Branch Coordinator

The Claims Branch manages all legal claims for compensation filed against the city. It advises the Director of Emergency Services in areas of claims for bodily injury and property damage compensation presented to the City of Arcata.

Action Checklist

Responsibilities:

1. Determine the need for Compensation for Injury and Claims Specialist positions, assign Injury and Claims Specialists, and obtain other personnel if needed.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Compensation and Claims Branch

Activation Phase:

Follow the generic Activation Phase

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Legal and Finance Branches.
- Coordinate with Logistics Supply Unit on procedures for handling claims
- Ensure that all Compensation for Injury and Claims Logs and forms are up-to-date and routed to the proper agency for post-incident processing prior to demobilization.
- Keep the Finance Section Chief informed of significant issues affecting the Claims & Compensation Branch

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

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Recovery Branch Coordinator

The Recovery Branch Coordinator will coordinate the recovery effort, ensuring that all damaged public facilities and services are restored. In coordination with the Planning Section, the Recovery Branch will prepare the After-Action/Corrective Action Report, submitting it to the State's Office of Emergency Services within 60 days of the disaster/event.

Action Checklist

Responsibilities:

1. Determine impacts of the emergency requiring recovery planning.
2. Initiate recovery planning meetings with appropriate individuals and agencies.
3. Develop the initial recovery plan and strategy for the jurisdiction.
4. Ensure that all appropriate agencies are kept informed and have the opportunity to participate in the recovery planning process.
5. Develop the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort.
6. Supervise the Recovery Unit.

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

- Monitor the current situation report to include recent updates and determine overall impacts of the emergency.
- Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.
- Coordinate with the Planning Branch to determine major mid-to-long range social, economic, environmental and political impacts.
- Assist the Operational Area as necessary in determining appropriate sites for Disaster Application Centers.
- Facilitate recovery planning meetings involving appropriate Management and General Staff personnel and other agencies as needed.
- Develop a recovery plan and strategy for the jurisdiction or agency.
- Coordinate with Finance/Administration to ensure that FEMA, Cal OES and other public reimbursement source documents and applications are consistent with the recovery strategy.
- In conjunction with Finance/Administration, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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CERT

In progress

Action Checklist

Responsibilities:

In Progress

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

In Progress

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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GENERIC ACTIVATION/DEMOBILIZATION CHECKLIST

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.

EMERGENCY OPERATIONS CENTER POSITIONAL CHECKLISTS

Management Section

City of Arcata

EMERGENCY OPERATIONS PLAN

Director of Emergency Services Checklist

Responsible for the overall management of the incident through its completion or until officially relieved of command. Oversees the development and implementation of strategic decisions and approves ordering and release of resources. Has complete authority and responsibility for conducting the overall operation.

Action Checklist

Responsibilities

1. If necessary, declare a local State of Emergency
2. Exercise overall management responsibility for the coordination between the EOC Director and the Management Policy Group.
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 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 City 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.
- 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.

Demobilization Phase:

- Authorize demobilization of EOC when it is 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.
- 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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EOC Director Position Checklist

The EOC Director is responsible for EOC activities including the development and implementation of strategic decisions and for approving the ordering and releasing of resources. The director will be the source of operational information for the Director of Emergency Services and the Policy Management Group.

Action 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
- 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

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
- Agency Representative

- 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 City Council and develop appropriate policy decisions.

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EMERGENCY OPERATIONS PLAN

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.
- 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.

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EOC Coordinator Position Checklist

Responsible for the management of the Emergency Operations Center until officially relieved of command. Oversees the development and implementation of the EOC and works with the Emergency Operations Director to ensure orderly operation of the command center. Has complete authority and responsibility for conducting supervision of the EOC.

Action Checklist

Responsibilities

1. Initiate the physical activation of the EOC. Ensure that applicable EOC personnel are notified of the activation and if necessary, activate CodeRED notifications.
2. Monitor the appropriate staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications occur as required.
3. Exercise overall management responsibility for the Emergency Operations Center.
4. Ensure that inter-agency coordination is accomplished effectively.

Activation Phase

- 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.
- Ensure that communications systems are established and functioning.
- Confer with staff to determine what representation is needed at the EOC from other emergency response agencies.
- Continuously act as liaison within the EOC sections

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.
- 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.
- 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.

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Legal Officer

The Legal Officer is the city Attorney or his/her designee. The Legal Officer provides advice to the Director of Emergency Services in all legal matters relating to the emergency. The Legal Officer assists the Director of Emergency Services in declaring a local emergency and implementation of emergency powers.

Action Checklist

Responsibilities:

1. Ensure that proper legal procedures are followed in all phases of disaster response and recovery, including disaster declarations, posting City 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 City 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

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.

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EMERGENCY OPERATIONS PLAN

Agency Representative

The EOC Director may elect to send an Agency Representative to the County EOC or some other location. In doing so, the EOC Director may delegate whatever authority to the Agency Representative that the situation requires to share information, report back regarding County priorities and objectives, or to speak on behalf of the EOC Director.

Action Checklist

Responsibilities:

1. Represent the City of Arcata at the County EOC
2. Ensure the EOC Director or designated point of contact is kept informed of County priorities, objectives and action plans.
3. Be the primary point of contact and coordination between the City of Arcata EOC and the County EOC.

Activation Phase:

- Follow generic Activation Phase Checklist.

Operational Phase:

- Meet with your point of contact (POC) at the County EOC (usually the County Liaison).
- Identify your duty station and ensure you have proper equipment, connectivity, and communications with the City of Arcata EOC.
- Obtain briefing from your point of contact or other authority.
- Keep the County Liaison informed of City of Arcata EOC priorities, objectives and action plans.
- Act as the primary point of contact for City of Arcata EOC staff contact with the County EOC. Accomplish other duties and requests as assigned.
- Attend briefings and planning meetings as required.
- Provide input on the use of City of Arcata resources or facilities.
- Advise your point of contact (County EOC Liaison) of any special agency needs or requirements.
- Report to the City of Arcata EOC on the pre-arranged schedule.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

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EMERGENCY OPERATIONS PLAN

Liaison Officer

Acts as point of contact for personnel who have been assigned to the event response from assisting or cooperating agencies. This may include, but is not limited to Law Enforcement agencies, Fire Services, Public Works, Water Districts, Red Cross, hospitals, schools, etc. Ensures that these people are informed and involved in the event response.

Action 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:
 - o Have signed into the EOC
 - o Understand their role in the EOC
 - o Know their work locations
 - o Understand the EOC organization and floor plan
- Determine if additional representation is required from:
 - o Community based organizations
 - o Private organizations
 - o Utilities not already represented
 - o Other agencies

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- 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.

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Public Information Officer

Responsible for the formulation and release of information about the event, as well as the point of contact for news media and other appropriate agencies and organizations.

Action 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 Humboldt 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

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 website, neighborhood websites (i.e. Nextdoor), and through the use of social media as appropriate.

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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 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.).
- Interact with other EOC PIOs and obtain information relative to public information operations.

Information Dissemination

- Obtain policy guidance from the Director of Emergency Services regarding 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.

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

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EMERGENCY OPERATIONS PLAN

Safety & Security Officer

Responsible for maintaining the EOC in operational order by procuring and repairing equipment, and obtaining supplies as needed. Also, the Safety & Security Officer identifies and anticipates EOC hazards or unsafe conditions. This includes situations created as a result of or directly influenced by the event. Develops and recommends measures to ensure personnel safety.

Action Checklist

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.
- 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

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EMERGENCY OPERATIONS PLAN

EOC Reception/ Switchboard

Action Checklist

Responsibilities:

1. Maintain sign-in/sign-out roster of EOC staff, including contact information for on-duty EOC staff
2. Staff the main EOC telephone switchboard, transferring telephone calls as appropriate.
3. 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

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Operations Section Chief

Responsible for the management of all tactical operations directly applicable to the primary mission. Coordinates the emergency operation units. Activates and supervises the organizational elements in accordance with the Incident Action Plan.

Action Checklist

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 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
 - Environmental Services Branch
 - Care & Shelter Branch
 - Communications Branch
 - 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.

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- 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 strategy for carrying out Operations objectives
- 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
- 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

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Care and Shelter Unit Leader

Provide for the food, clothing and shelter needs of city employees, their families; and victims of the emergency; provide for a central registration and inquiry service.

Action Checklist

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 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.

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Fire & Rescue Branch Coordinator

The primary mission of the Fire & Rescue Unit is the prevention, rescue, suppression and control of fires. In addition, they will determine the medical needs of the city and coordinate with Humboldt County Emergency Operations Center for the appropriate medical response. Also, as the availability of personnel permits, it supports medical treatment at Fire Stations, conducts rescue operations with the assistance of Public Works and other outside agencies as required for heavy rescue.

Action Checklist

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

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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.

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Law Enforcement Branch Coordinator

The Law Enforcement Unit provides warning information, evacuates citizens, controls traffic, and provides security. The Unit also enforces temporary laws and controls crime.

Action Checklist

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:
 - o Law Enforcement Operations Unit
 - o Coroner/Fatalities Management Unit
 - o 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

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).

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- 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.

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Environmental Services/ Engineering Branch Coordinator

The ES/ Engineering Branch is responsible for maintaining the city's infrastructure and related services, as well as restoring those damaged or destroyed. This branch will evaluate the safety of roadways, bridges and other public areas. ES will also assist other units with traffic control, search and rescue, and transportation as needed.

Action Checklist

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 Environmental Services Branch.

Activation Phase:

- Follow the generic Activation Phase Checklist.
- Based on the situation, activate the necessary units within the ES Branch.
- Contact and assist the Operational Area ES 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 ES 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 ES activities being conducted.
- Ensure that damage and safety assessments are being carried out for both public and private facilities
- Request mutual aid as required through the Operational Area ES 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 ES 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

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expenditures).

- Prepare objectives for the ES 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.

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**Planning and
Intelligence Section**

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Planning & Intelligence Section Chief

Responsible for the collection, evaluation, dissemination and use of information about the development of the incident and the status of resources. Information and intelligence are needed to (1) understand the current situation, (2) predict probable course of incident events, and (3) prepare alternative strategies to control operations for the incident.

Action Checklist

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 Branch

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.
- Based on the situation, activate Branches within the section as needed and designate Branch Coordinators for each element:
 - o Damage Assessment Branch
 - o Documentation Branch
 - o 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.

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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 report 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
- 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.

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Damage Assessment Branch Coordinator

Responsible for inspecting the city's infrastructure and collating data to provide an assessment of the impact of the event.

Action Checklist

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 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.
- 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.

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Documentation Branch Coordinator

Maintain and file a copy of all EOC messages; file, maintain and store all documents relating to the emergency; maintain the official history of the emergency; assist in preparation of situation summaries and damage assessment reports; provide duplication services as required; prepare an AFTER ACTION REPORT at the deactivation of the EOC.

Action Checklist

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 Coordinator 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.
- 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.

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Resource Status Branch Coordinator

Responsible for documenting the current status and location of controlled resources, transportation and support vehicles. Assists the Situation Status Branch and Documentation Branch in strategy planning and briefing presentations.

Action Checklist

Responsibilities:

1. Direct collection, organization, and display status of incident resources to include allocation, deployment and staging areas.
2. Establish a check-in procedure of resources at specified incident locations.
3. Make recommendations to the Planning and Intelligence Section Chief of resources that are not deployed or should be de-activated. Develop a Demobilization Plan.
4. Activate elements of the Branch, establish work areas, assign duties, and ensure Branch Log is maintained.
5. If the emergency is storm, flood, or earthquake related, ensure that inspection teams have been dispatched to assess the condition of the affected areas.
6. Provide detailed damage assessment information to the rest of the Planning/ Intelligence Section, with associated loss damage estimates.

Activation Phase:

- Follow generic Activation 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/ Intelligence Section.
- Clearly label each structure and/or facility inspected in accordance with ATC-20 standards and guidelines.
- Ensure "human" communications pathways are identified and established within the Planning and Intelligence Section, with other Sections, and direct the maintenance of individual logs.
- Keep the Planning Section Chief informed of resource status.
- Refer all contacts with the media to the Public Information Officer.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Situation Status Branch Coordinator

Responsible for collection and organization of event and situation information and displaying the information in the EOC.

Action Checklist

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 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
- 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.

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Logistics Section

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Logistics Section Chief

Responsible for all the services and support needs of the event. This includes procuring and maintaining essential personnel, facilities, transportation, equipment and supplies.

Action Checklist

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 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:
 - o Communications Branch
 - o IT Branch
 - o Facilities Branch
 - o Personnel/Volunteer Branch
 - o Supplies Branch
 - o 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
- 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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Information Technology/ Communications Branch Coordinator

Provide for the technical support of the EOC

Action Checklist

Responsibilities:

1. Ensure radio, telephone, and computer resources and services are provided to EOC staff as required.
2. Oversee the installation of communications resources within the EOC.
3. Ensure that communications links are established with the State Regional EOC (REOC) and with adjacent EOCs as required.
4. Determine specific computer requirements for all EOC positions.
5. Implement CALEOC if available, for internal information management to include message and e-mail systems.
6. Ensure that the EOC Communications Center is established to include sufficient frequencies to facilitate operations, and that adequate communications operators are available for 24-hour coverage.
7. Develop and distribute a Communications Plan that identifies all systems in use and lists specific frequencies allotted for the emergency.
8. Assist EOC positions in determining appropriate numbers of telephones and other communications equipment required to facilitate operations.
9. Acquire radio frequencies as necessary to facilitate operations.
10. Assign Amateur Radio Operators as needed to augment primary communications networks.
11. Supervise the EOC Communications Center and Communications Branch

Activation Phase:

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

Operational Phase:

- Keep all sections informed of the status of the communications systems, particularly those that are being restored.
- Coordinate with all EOC sections/branches/units regarding the use of all communication systems.
- Ensure that the EOC Communications Center is activated to receive and direct all emergency 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 CALEOC communications links are established with the REOC and with local governments that have CALEOC installed.
- Ensure that communications links are established with activated EOC within the Operational Area, as appropriate.
- Continually monitor the operational effectiveness of EOC communications systems.

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- Provide additional equipment as required.
- Ensure that technical personnel are available for communications equipment maintenance and repair.
- Mobilize and coordinate amateur radio resources to augment primary communications systems as required.
- Keep the Logistics Section Chief informed of the status of the communications systems.
- Prepare objectives for the Communications Unit; provide them to the Logistics Section Chief prior to the next Action Planning meeting.
- Continually monitor and test the activated radio and telephone systems. Keep the Logistics Section Chief informed of system failures and restoration activities. Develop instructional guidance for use of radios and telephones and conduct training sessions for EOC staff as necessary.
- Meet periodically with the Operations Section Branches to ensure that their radio frequencies are adequate. Make modifications as necessary to maintain their operational capability.
- Coordinate with Telephone Company to obtain portable telephone banks, as necessary.
- Refer all contacts with the media to the Public Information Branch.
- Ensure that the EOC information and messaging is displayed.
- Assist EOC staff in creating and projecting EOC display boards
- Ensure that technical personnel are available for communications equipment maintenance and repair.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

City of Arcata
EMERGENCY OPERATIONS PLAN

Facilities Branch Coordinator

Coordinates and maintains all pertinent Facilities and necessary resources.

Action Checklist

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 buildings, 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

Operational Phase:

- Work closely with the EOC Coordinator and other sections in determining facilities and furnishings required for effective operation of the EOC.
- Coordinate with branches and units 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.
- 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 equipment at the site, hours of operation, and the name and phone number of the Facility Manager.
- 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.
- Maintain unit/activity log.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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Personnel/ Volunteer Branch Coordinator

Provide personnel resources as requested in support of the EOC, DOC and Field

Action Checklist

Responsibilities:

1. Identify, recruit, track and register volunteers as required.
2. Develop an EOC organization chart.
3. Supervise the Personnel Branch.

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

- In coordination with the Documentation Unit, 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 with the Liaison Officer and Safety Officer to ensure that all EOC staff, including volunteers, receives a current situation and safety briefing upon check in.
- Establish communications with volunteer agencies and other organizations that can provide personnel resources.
- If applicable, coordinate to activate the Emergency Management Mutual Aid (EMMA) System if approved by the Logistics Section Chief, and ONLY AFTER REQUESTED BY THE EOC DIRECTOR.
- Process all incoming requests for personnel support. Identify the number of personnel, special qualifications or training, reporting location, and the person or unit 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 and proper direction for responding personnel upon arrival at the EOC.
- To minimize redundancy, coordinate all requests for personnel resources from the field level, or from activated DOCs within the jurisdiction, through the EOC Operations Section prior to acting on the request.
- In coordination with the Safety Officer, determine the need for crisis counseling for emergency workers; acquire a mental health specialist as needed.
- Arrange for childcare, eldercare, and pet care services for EOC personnel as required.
- Keep the Logistics Section Chief informed of significant issues affecting the Personnel Branch.
- Maintain unit/activity log.

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Supplies Branch Coordinator

The Supply Branch Coordinator is under the direction of the Logistics Chief and is primarily responsible for ordering, receiving, inventory, storage and distribution of supplies for the incident; and servicing non-expendable supplies and equipment.

Action Checklist

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

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 City 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 Branch costs of supplies and materials from suppliers and vendors and if they will accept purchase orders as payment, prior to completing the order.
- 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.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

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Transportation Branch Coordinator

Coordinate the allocation of transportation resources required to move people, equipment and essential supplies. Coordinates the maintenance of all city owned equipment and agencies assisting via Mutual Aid.

Action Checklist

Responsibilities:

1. In coordination with the ES/Engineering 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

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 City.
- Routinely coordinate with the ES/Engineering Branch Coordinator to determine progress of route recovery operations.
- Develop a Transportation Plan which identifies routes of ingress and egress; 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.

EMERGENCY OPERATIONS CENTER POSITIONAL CHECKLISTS

**Finance and
Administration
Section**

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Finance and Administration Section Chief

Provide advice and support to Director of Emergency Services regarding financial issues; ensure that adequate records are maintained to support requests for state and federal assistance; track time worked by all emergency personnel involved in the incident; provide cost analysis and projections.

Action Checklist

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 Branch.

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

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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.
- 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 timesheets and travel expense claims promptly.
- Ensure that the Finance/Administration Section provides administrative support to other EOC Sections as required.

Demobilization Phase:

- Follow generic Demobilization Phase Checklist.

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Purchasing Branch Coordinator

The Purchasing Branch Coordinator is responsible for implementing the purchasing procedure and all appropriate related tasks to supervising the Purchasing Branch.

Action Checklist

Responsibilities:

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

Activation Phase:

Follow the generic Activation Phase

Operational Phase:

- Review the emergency purchasing procedures.
- Prepare and sign contracts as needed; be sure to obtain concurrence from the Finance/ Administration 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 emergencies.
- 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.
- In coordination with the Logistics Section, ensure that the Purchasing Unit processes purchase orders and develops contracts in a timely manner.
- Keep the Finance/Administration Section Chief informed of all significant issues involving the Purchasing Unit.

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

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Time Keeping Branch Coordinator

The Time Keeping Branch maintains records of all personnel time worked at the emergency which includes all volunteers that may or may not be previously registered as Disaster Service Workers.

Action Checklist

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 City budget and payroll office.
3. Supervise the Time Keeping Branch

Activation Phase:

Follow the generic Activation Phase

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 City policy.
- Obtain completed 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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Compensation and Claims Branch Coordinator

The Claims Branch manages all legal claims for compensation filed against the city. It advises the Director of Emergency Services in areas of claims for bodily injury and property damage compensation presented to the City of Arcata.

Action Checklist

Responsibilities:

1. Determine the need for Compensation for Injury and Claims Specialist positions, assign Injury and Claims Specialists, and obtain other personnel if needed.
2. Arrange for the acquisition or use of required transportation resources.
3. Supervise the Compensation and Claims Branch

Activation Phase:

Follow the generic Activation Phase

Operational Phase:

- Establish and maintain a position log and other necessary files.
- Routinely coordinate with the Legal and Finance Branches.
- Coordinate with Logistics Supply Unit on procedures for handling claims
- Ensure that all Compensation for Injury and Claims Logs and forms are up-to-date and routed to the proper agency for post-incident processing prior to demobilization.
- Keep the Finance Section Chief informed of significant issues affecting the Claims & Compensation Branch

Demobilization Phase:

Follow the generic Demobilization Phase Checklist.

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Recovery Branch Coordinator

The Recovery Branch Coordinator will coordinate the recovery effort, ensuring that all damaged public facilities and services are restored. In coordination with the Planning Section, the Recovery Branch will prepare the After-Action/Corrective Action Report, submitting it to the State's Office of Emergency Services within 60 days of the disaster/event.

Action Checklist

Responsibilities:

1. Determine impacts of the emergency requiring recovery planning.
2. Initiate recovery planning meetings with appropriate individuals and agencies.
3. Develop the initial recovery plan and strategy for the jurisdiction.
4. Ensure that all appropriate agencies are kept informed and have the opportunity to participate in the recovery planning process.
5. Develop the strategy to transition from recovery planning in the EOC to a wider post-emergency recovery effort.
6. Supervise the Recovery Unit.

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

- Monitor the current situation report to include recent updates and determine overall impacts of the emergency.
- Based on available information, prepare an initial estimate of likely recovery issues that must be addressed. Document these in a preliminary report.
- Coordinate with the Planning Branch to determine major mid-to-long range social, economic, environmental and political impacts.
- Assist the Operational Area as necessary in determining appropriate sites for Disaster Application Centers.
- Facilitate recovery planning meetings involving appropriate Management and General Staff personnel and other agencies as needed.
- Develop a recovery plan and strategy for the jurisdiction or agency.
- Coordinate with Finance/Administration to ensure that FEMA, Cal OES and other public reimbursement source documents and applications are consistent with the recovery strategy.
- In conjunction with Finance/Administration, ensure that specific project timelines are developed to meet the goals and objectives of the recovery plan.

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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CERT

In progress

Action Checklist

Responsibilities:

In Progress

Activation Phase:

- Follow the generic Activation Phase

Operational Phase:

In Progress

Demobilization Phase:

- Follow the generic Demobilization Phase Checklist.

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GENERIC ACTIVATION/DEMOBILIZATION CHECKLIST

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.

Appendix B: Staff Training Plan

National Incident Management System (NIMS) and Incident Command System (ICS) Training

The National Incident Management System (NIMS) Training Program helps to mitigate risk by achieving greater preparedness. The effectiveness of NIMS hinges on how well incident personnel at all levels understand their roles and responsibilities. Training is critical to building a common understanding and ensuring that responders apply NIMS concepts across state, local, tribal, and territorial jurisdictions and partners. Consequently, NIMS-related training is one of the important elements that City of Arcata staff should complete to become fully compliant with the NIMS, and to best prepare the City for disaster response. Local, state, tribal, and territorial jurisdictions are required to adopt NIMS in order to receive FEMA Preparedness Grants.

One of the most important best practices that has been incorporated into the NIMS is the Incident Command System (ICS), a standard, on-scene, all-hazards incident management system already in use by firefighters, hazardous materials teams, rescuers and emergency medical teams. The ICS has been established by the NIMS as the standardized incident organizational structure for the management of all incidents.

State, local, tribal, territorial, Federal, and private sector stakeholders are responsible for the following:

- Developing and maintaining an organizational training plan, in coordination with local emergency management plans
- Establishing guidance for additional training
- Ensuring that personnel meet the minimum training standards
- Identifying the appropriate personnel to receive NIMS training based on their level of incident responsibility, in coordination with local emergency management plans
- Communicating NIMS training requirements to personnel
- Maintaining training records
- Ensuring that courses delivered meet FEMA's minimum standards
- Encouraging partner organizations, including NGOs and private sector entities with roles in incident management, to participate in NIMS training

In the context of the City of Arcata, the appropriate personnel to receive NIMS training include, but are not limited to, every position transferrable to the Emergency Operations Center (EOC) (see Appendix A: EOC Staffing Roster).

NIMS-related courses offered online by Emergency Management Institute (EMI) include:

- (ICS 100) Introduction to Incident Command System
- (ICS 200) ICS for Single Resources and Initial Action Incidents
- (ICS 300) Intermediate ICS for Expanding Incidents
- (ICS 400) Advanced ICS for Command and General Staff
- (IS 700) National Incident Management System (NIMS), An Introduction
- (IS 701) NIMS Multiagency Coordination System (MACS)
- (IS 702) National Incident Management System (NIMS) Public Information Systems
- (IS 703) NIMS Resource Management Course

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- (IS 706) NIMS Intrastate Mutual Aid - An Introduction
- (IS 800) National Response Framework, An Introduction

Full-time City of Arcata employees, dependent upon job classification, should complete IS 700 National Incident Management (NIMS), an Introduction (estimated time completion: 3.5 hours) and ICS 100 Introduction to Incident Command System (estimated time completion: 2 to 4 hours) within the first six months of employment. For pertinent positions, the employee will ideally complete ICS 200 ICS for Single Resources and Initial Action Incidents (estimated time completion: four hours) as well.

NIMS training is one piece of a comprehensive incident management program involving a continuous cycle of planning, organizing, equipping, exercising, evaluating, and taking corrective actions.

Training and Exercise in Local Emergency Management Plans

Simulation exercises are an important part of emergency preparedness activities. Exercises help build preparedness for threats and hazards by providing a low-risk, cost-effective environment to:

- Test and validate plans, policies, procedures and capabilities
- Identify resource requirements, capability gaps, strengths, areas for improvement, and potential best practices

There are different types of exercises that can be used to evaluate program plans, procedures and capabilities:

- Walkthroughs, workshops, or orientation seminars
- Tabletop Exercises (TTX)
- Functional Exercises
- Full-scale Exercises

It is the goal of this Plan to develop a regular exercise program, beginning with an assessment of needs and current capabilities. Key City staff members should review the risk assessment and objectives laid out in the basic Emergency Operations Plan (EOP) and each functional Hazard Annex. Following this review, a walkthrough or orientation session should be held to familiarize team members with the preparedness plans. These exercises allow staff to review roles and responsibilities and ensure everyone is familiar with incident management, as well as identify probable scenarios for emergencies and business disruption. These scenarios will become the basis for Tabletop Exercises (TTXs). As the program matures, the City will look to hold a Functional Exercise (dependent on funding availability). Finally, the City should coordinate with other regional emergency management officials to stay aware of other opportunities to participate in a Full-scale Exercise within the Humboldt County region.

- Annually, the City will hold a refresher training on the EOP and EOC activation.
- Every 2-3 years, the City will hold a TTX addressing a particular emergency situation. This discussion-based session will allow staff to meet in an informal, classroom-like setting to discuss their roles during emergency response.



Appendix C: Communications

Situation and Assumptions

- Different kinds of emergency conditions that could occur would require the activation of emergency communications systems to support the City of Arcata's response to the situation.
- If it is a large-scale emergency, telecommunications systems overloads may result in call blocking.
- Large-scale emergency operations usually require a communications capability beyond the normal capacities of the equipment of the City of Arcata.
- Large-scale emergency operations usually require a communications capability beyond the staff time of the City's part-time Communications Specialist/Public Information Officer (PIO).
- The City may receive offers of spontaneous voluntary support of ham radio operators, radio clubs, and private organizations with sophisticated communications equipment, and should be able to make efficient use of this support (see 2021 Humboldt County emergency volunteer guidance).
- It is more difficult for people to hear messages during an emergency. Stress, change of routine, and lack of sleep can all be hurdles to overcome when communicating during emergencies.
- If official answers are not available, rumor and speculation quickly fill the information vacuum. Then, not only must you disseminate correct information, but you also need to counter any misinformation that circulated.
- To use media in a timely fashion, the PIO should be familiar with local media news cycles and deadlines.

Concept of Operations

If telecommunications systems are operational under the emergency conditions, the Emergency Operations Center (EOC) and field forces at specific incident scenes (operating under ICS) will communicate via phones. In this situation, internal City communications will function via normal phone and email channels as well. External City communications and methods of notifying the public are described in the sections below.

If telecommunications systems and normal City communications channels are not operational under the emergency conditions, radio will become an important source of internal and external communications. HAM radios, CB radios, satellite phones, and hand crank radios can be utilized to keep the EOC connected to the field and to notify the public via local radio stations.

If cellular data doesn't work, WiFi may still be operational and email, as well as the City website and social media, should still be utilized.

Ideally, all City of Arcata emergency communications will come through the City's PIO (working in partnership with the County EOC/Joint Information Center (JIC) and the City Information Technology (IT) Manager.

Creating effective emergency communications

All emergency communications—regardless of the medium—should conform to general principles of effective communication.

In a crisis, clarity, specificity, and consistency are vitally important. Be sure to:



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- Present the information in sequence. Present the reason for the message, the supporting information, and the conclusion
- Word the message precisely, making every word count
- Avoid jargon, codes, and acronyms
- Use common terminology for all personnel and facilities
- Omit unnecessary details
- Speak in sync with other related authorities
- Keep messages consistent across various media
- Provide information in both English and Spanish

Effective alerts and warnings are those that result in members of the public taking recommended actions to protect themselves. To help ensure that messages are effective, they must be issued in a timely manner and should include the following components:

- Specific hazard: What hazard is threatening? What are the potential risks for the community?
- Location: Where will the impacts occur? Describe the location so those without local knowledge can understand their risk.
- Timeframes: When will it arrive at various locations? How long will the impacts last?
- Warning source: Who is issuing the warning? Identify an official source with public credibility.
- Magnitude: What impact is expected and how bad is it likely to get?
- Likelihood: How probable is occurrence of the impact?
- Protective behavior: What protective actions should people take and when? If evacuation is called for, where should people go and what should they take with them

An example warning: A dangerous wildfire is moving toward Blue Lake and is expected to reach the east edge of Arcata by 2 p.m. All persons remaining within the hazard area must evacuate now to a safe location to the west. A shelter is now open at the Arcata Community Center. Pets are permitted.

Basic messaging tips for the public during an emergency

- Limit non-emergency phone calls
- Text instead of call in non-emergency situations (since texting uses less bandwidth than a phone call, texts might go through long before successful phone calls can be made)
- If possible, charge mobile phones, devices, batteries, and portable rechargers
 - Adjust wireless phones to conserve battery power, turn off when not in use
- Call 911 only for emergencies
- Wait 10 seconds before redialing calls that do not connect
 - Avoid repetitive redialing. Try texting if calls do not go through
- Back up computer data and print out important personal emergency information
- If possible, seek shelter and monitor emergency broadcasts

CodeRED Emergency Alert System

The CodeRED emergency alert system allows the City of Arcata to send public safety notifications to residents and internal City communications to staff via phone, email, SMS, or through the mobile app. Pre-programmed messages can be found in the online account through OnSolve.



Social media

The City's website and social media can provide immediate message dissemination in a wide variety of formats. Social media can provide almost instantaneous messaging to those who follow the City's Facebook, Instagram, and Nextdoor.

Local news media

Television and radio can be used to disseminate information quickly, through the Emergency Alert System (EAS), Public Service Announcements (PSAs), and news programs. More in-depth features can also be presented. Stations that broadcast in other languages can be used as an avenue to reach specific populations within the community.

Final communications considerations

- If possible, provide backup communications capabilities for the EOC
- If possible, provide a backup communications link between the EOC and mass care facilities through use of mobile and portable radio units



Appendix D: Acronyms

AWS	Amazon Web Services
AWTP	Arcata Wastewater Treatment Facility
CalOES	California Office of Emergency Services
CDAA	California Disaster Assistance Act
CERT	Community Emergency Response Team
COAD	Community Organizations Active in Disaster
COC	Chain of Command
CSTI	California Specialized Training Institute
DFO	Disaster Field Office
DHS	Department of Homeland Security
DSW	Disaster Service Worker
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
FHA	Federal Housing Administration
HARC	Humboldt Amateur Radio Club
HBGS	Humboldt Bay Generating Station
HSEEP	Homeland Security Exercise and Evaluation Program
HUD	Housing and Urban Development Program
IAP	Incident Action Plans
ICS	Incident Command System
IHP	Individuals and Households Grant Program
JIC	Joint Information Center
LEO	Law Enforcement Officers
NFIP	National Flood Insurance Program
NIMS	National Incident Management System
NTAS	National Terrorist Advisory System
NTWC	National Tsunami Warning Center
NWS	National Weather Service
OES	Office of Emergency Services
PDD	Presidentially Declared Disaster
PEP	Personal Emergency Preparedness
PSPS	Public Safety Power Shutoff
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
SOC	State Emergency Operations Center

