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Foreword

The Pacific Grove Emergency Operations Plan (PGEOP) is an original plan that incorporates the policies and principles of the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) that was originally developed for and employed by the State of California. For the purposes of this plan, NIMS and SEMS, both of which utilize as a foundation the Incident Command System (ICS), are considered transparent. The plan is intended to provide organizational and policy guidance for use during an emergency or disaster based on contemporary standards, an operational reference for training and indoctrination of City employees, germane emergency reference material, and standardized emergency checklists and forms. All City elected officials and employees are encouraged to become functionally familiar with the contents of this plan.

The plan has been written with the **assumption** that the City Council will amend the City Code to reflect the designation of the City Manager as the Emergency Services Director and the Police Chief as the Assistant Emergency Services Director, designations more in keeping and consistent with NIMS/SEMS and contemporary emergency management standards. This **assumption** is reflected within the context of the plan and its associated annexes.

The Pacific Grove Emergency Operations Plan (PGEOP) has been approved by the Pacific Grove City Council; the plan is effective on 5 May 2010.

Pacific Grove City Council

Nick Smith
Mayor

Joe Amelio
Mayor Pro Tempore

Lori McDonnell
Council Member

Chaps Poduri
Council Member

Tina Rau
Council Member

Paul Walkingstick
Council Member

Cynthia Garfield
Council Member

General

Intent and Basic Policy

The intent and basic policy governing the Pacific Grove Emergency Operations Plan (PGEOP) is to ensure that all emergency operations undertaken by the City of Pacific Grove are conducted in a coordinated and integrated manner consistent with the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) (California). By publishing and adopting this plan, the City of Pacific Grove affirms that it will comply with NIMS and SEMS during all future emergency management/disaster evolutions, and that emergency operations will include all applicable agencies, including federal, state, county, local, and tribal governments, and with private sector and non-governmental organizations. The original plan was been approved by the City Council of the City of Pacific Grove on 5 May 2010, and its use in any major emergency or disaster was directed. This plan revises the **City of Pacific Grove Emergency Operations Plan dated 5 May 2010, and is effective 25 September 2025.** Portions of germane Monterey County Operational Area plans that address specific threats or operations within the City of Pacific Grove have been incorporated into this plan in order to facilitate use during an actual emergency.

Emergency Management Cycle

The “Emergency Management Cycle” consists of five essential elements that govern emergency management operations. These are:

- **Prevention:** Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. (See **Annex I – Prevention Plan** for additional details.)
- **Mitigation:** The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. (See **Annex J – Mitigation Plan** for additional details.)
- **Preparedness:** The range of deliberated, critical tasks and activities necessary to build, sustain, and improve operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.
- **Response:** Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation

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activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. (The basic PGEOB provides additional details.)

- **Recovery:** The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of incident lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents. (See **Annex L – Recovery Plan** for additional details.)

The City of Pacific Grove is committed to employing all elements of the “**Emergency Management Cycle**” before, during, and after any emergency incident that affects the City.

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Mission

The mission of the City of Pacific Grove is to protect and preserve the lives and property of its citizens during all phases of emergency management and disaster evolutions that affect the City, and to ensure a comprehensive and coordinated response thereto. Inclusive in this effort is providing accurate, coordinated, complete, timely, understandable, responsive, and appropriate disaster related information and instructions to all elements of the City government and to the residents of the City of Pacific Grove.

The mission of the Pacific Grove Emergency Operations Center (EOC) is:

- Minimize injury and loss of life
- Minimize property damage and adverse economic impact
- Minimize adverse environmental impact.
- Provide for the immediate needs of disaster victims.
- Acquire and assess emergency information and disseminate essential intelligence.
- Provide timely and accurate information to the public regarding emergency actions.
- Establish resource coordination and management operations.
- In conjunction with other county, state and federal agencies, oversee the disaster recovery process throughout the impacted areas.

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Purpose

This document provides guidelines for response operations during all hazard situations resulting from natural, technological, and manmade emergencies that could affect the City of Pacific Grove. The purpose of the Pacific Grove Emergency Operations Plan (PGEOP) is to provide the organization, responsibilities, policies, and doctrine under which the City will manage and prepare for disaster operations.

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Compliance with NIMS/SEMS

This plan complies with the policies and requirements of the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) (California).

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Proponent

The City Manager is designated the Emergency Services Director. The Chief of Police is designated the Assistant Emergency Services Director, unless otherwise designated by the City Manager. The Chief of Police or his/her designee is designated the Disaster Coordinator, responsible for day-to-day emergency services operations. The Emergency Services Director is responsible for the development of emergency plans and for overall emergency services management within the City, and shall have such other powers and duties as may be assigned by the City Council. Departmental Managers/Chiefs are responsible to ensure that their personnel are familiar with the contents herein, and for ensuring that all designated EOC positions under their purview are filled with knowledgeable and experienced personnel. The general powers and duties of the Emergency Services Director and Assistant Emergency Services Director are contained in **Pacific Grove Municipal Code 3.20.080** and subsequent sections of the code, and for the purposes of implementing this plan, are considered the same for each.

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Plan Administration

Emergency Services Director and Plan Development

The Emergency Services Director is responsible for the development of this plan, which provides for the effective mobilization of all City resources, both public and private, to meet any condition constituting a local emergency, state of emergency, or state of war emergency. The plan shall provide for the organization, powers and duties, services, and staff of the emergency organization. The plan shall take effect upon adoption by resolution of the City Council. **(See Pacific Grove Municipal Code 3.20.070 and 3.20.100.)**

Plan Reproduction

This plan is the sole property of the City of Pacific Grove. As such, it may be copied in part or as a whole by employees of the City for use in preparation for and during an actual major emergency or disaster. This plan may not be reproduced or copied by agencies or jurisdictions outside the City of Pacific Grove.

Plan Review and Maintenance

The plan will be reviewed and upgraded/revised bi-annually during even years.

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Policies and Plan Employment

The operational elements of this plan will be employed in the event of a major emergency incident or disaster.

- To accomplish the stated mission and purpose, the City of Pacific Grove will employ the applicable elements of NIMS/SEMS/ICS as a participant in the Monterey County Operational Area.
- To facilitate emergency management, the Pacific Grove Emergency Operations Center (EOC) will be activated. See the following annexes for specific details:
 - **Annex A – Positions and Duty checklists**

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- **Annex B – Communications**
- **Annex C – Facilities and Equipment Requirements**
- **Annex D – Forms**
- **Annex E – Contacts**

The following policies are applicable to plan activation:

- The Pacific Grove Emergency Operations Plan is considered activated when the Pacific Grove Emergency Operations Center (EOC) is activated.
- The plan may be activated by the City Council (if in session), the City Manager (serving as Emergency Services Director), or the Chief of Police (serving as Assistant Emergency Services Director), or a designated Alternate Emergency Services Director. **(See Pacific Grove Municipal Code 3.20.080.)**
- The plan will be activated upon declaration of a “Local State of Emergency” by the City Council (if in session) or upon issuance of a declaration by the Emergency Services Director, or by declaration of a “Local State of Emergency” by Monterey County, or by declaration of “State of Emergency” either as declared by the Governor as defined in the California Emergency Services Act, or a “State of War Emergency” is declared by the President of the United States. **(See Pacific Grove Municipal Code 3.20.080.)**
- Routine, non-disaster emergencies stemming from 9-1-1 calls and other forms of notification will be handled in accordance with the protocols developed and employed by the Pacific Grove Chief of Police, the Monterey Fire Chief, the Public Works/Community Development Director, and the Monterey County Emergency Medical Services Agency.
- The plan will be automatically activated on receipt of an attack warning or the observation of a nuclear detonation.

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Situation and Assumptions

This section reflects the City’s situation current to the approval of this plan, and assumptions regarding potential effects on the City’s operational posture and management that could occur during the tenure of the plan.

- The City of Pacific Grove is situated on the Monterey Peninsula, a scenic area on the Central Coast of California. The City has developed the majority of its land area. Additional expansion is unlikely, but programmed enhancement of existing developed areas and structures will likely continue.

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- The City of Pacific Grove Fire Department has been consolidated under contract with the Monterey Fire Department. The provision of fire services to Pacific Grove will remain under contract to the Monterey Fire Department for the duration of the existing contract and possibly indefinitely. A possibility exists that a “joint powers agreement” or similar agreement may consolidate additional fire agencies into a single regional fire service entity. Should this occur, the operational impact on the City is expected to be minimal.
- The current fire service provision contract states that “In the event of a major disaster in Pacific Grove, Monterey will, to the extent possible, provide the Pacific Grove Emergency Operations Center (EOC) support. In the event of a multi-jurisdictional emergency or disaster, coordination of fire resources may be performed from the Monterey Emergency Operations Center.” It is anticipated that this provision will remain unchanged under any future contract.
- Other areas of City provided services may be subject to consolidation and/or contracting with other municipalities in the interest of cost effectiveness.
- The City of Pacific Grove will continue to be an active and supporting member of the Monterey County Operational Area Authority.
- In a major emergency situation or disaster, City resources could be taxed to or beyond their limits. In these situations, a request for augmentation from the Monterey County Operational Area or for mutual aid from higher authority may be required to sustain viable and responsive operations at the local and/or field levels.
- Routine emergencies stemming from 9-1-1 calls and other forms of notification will continue to be handled in accordance with the protocols developed and employed by the Pacific Grove Chief of Police, the Monterey Fire Chief, the Public Works/Community Development Director, and the Monterey County Emergency Medical Services Agency.
- Management of major emergencies or disasters may be consolidated in the future under a regional concept, to possibly include a “Regional or Peninsula Emergency Operations Center” and participative staffing. An integrated Emergency Operations Plan may be developed to implement a regional concept.

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Emergency Operations Center (EOC)

Emergency Operations Center (EOC) and Support Facilities – Locations

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The City of Pacific Grove is committed to establishing a flexible EOC posture in which several multi-use facilities can be utilized as the EOC. Implementation of this policy will be dependent on the ability of the City to activate the primary, alternate, and backup sites quickly and effectively.

- **Primary EOC:** The primary EOC is a temporary facility located in the training room of the Pacific Grove Police Station located at 580 Pine Avenue. Members of the EOC will meet in the EOC for an initial briefing but then will disperse to their respective regular office locations, in order to utilize their regularly used equipment. See the **Annex D -- EOC Facilities and Equipment** for details and assigned equipment.
- **Alternate EOC:** The Alternate EOC is located in the Pacific Grove Fire Station located at 600 Pine Avenue and will be used in the event that the primary EOC is not usable. The Training Room, and if needed, an Engine Bay, will serve as the Alternate EOC, however additional rooms/spaces may be employed as required. This site is equipped with an emergency power generator. See the **Annex D -- EOC Facilities and Equipment** for details and assigned equipment.
- **Backup EOC:** In the unlikely event that the primary and alternate EOC are rendered inoperable, the Emergency Services Director will establish a Back Up or Field EOC as necessary to conduct emergency response and recovery operations. The requisition of a commercial building, school, or temporary facility is a plausible option. As it is unlikely that facilities of this nature will have an emergency power generator or sufficient telephone lines, consideration should be given to obtaining auxiliary emergency power and additional telephone lines. See the **Annex D -- EOC Facilities and Equipment** for details and assigned equipment.
- **Other Locations:** In the event of a catastrophic emergency or disaster that renders the above locations unavailable or inoperable, the site of the EOC will be chosen by the Emergency Services Director.
- **Temporary Assistance Center (TAC):** The Pacific Grove Community Center located at 515 Junipero Avenue is the designated Temporary Assistance Center for the City of Pacific Grove. It will be used as an evacuation collection point for evacuees, to assess the need for evacuation to shelters, to provide light snacks, and to disseminate public information. The TAC will normally be staffed by representatives of the following agencies:
 - City government/staff.
 - Monterey Bay Area Chapter of the American Red Cross (ARC).
 - A EOC Assistant Public Information Officer.
 - Service Club representatives as available.

EOC Equipment

The equipment to support EOC operations will generally be the equipment that is available to support the normal day-to-day operations of the City government. That equipment and any specialized equipment unique to an activation of the EOC will be maintained by the Administrative

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Department and/or the designated department. See the **Annex C -- Facilities and Equipment** for equipment listings and departmental responsibilities.

Activation Levels -- General

Activation levels are defined herein, and will be set at the discretion of the Emergency Services Director or the Assistant Emergency Services Director. To the maximum extent possible, flexibility will be maintained in order to allow unneeded positions to be deactivated and/or heavily involved positions open to augmentation as needed.

Specific Activation Levels

In order to avoid confusion of terminology, the levels employed in this plan are consistent with those used by the Monterey County Operational Area.

- **Level Three:** Normal routine City operations are in place. The EOC is **not** activated. City personnel are performing their normal duties. This level will be in effect for 99.9 per cent of time.
- **Level Two:** The EOC has been activated at a minimum level to deal with a minor to moderate incident wherein local resources are adequate and available, or for training. Mutual aid may still be required. Only essential personnel are employed in the EOC during this minimum level of activation. Level Two can be employed as a contingency level of activation to be used in anticipation a higher level of activation being required. A Local Emergency may or may not be proclaimed.
- **Level One:** The EOC is activated with all positions being filled for a major disaster that overwhelmed operational area resources and extensive state and federal resources are required. Personnel may be released from the EOC only at the discretion of the Emergency Services Director. Level One would be applicable to a city-wide or county-wide emergency. A Local Emergency will be proclaimed, and a State of Emergency requested.

Operational Area Membership

The City of Pacific Grove is a founding member of the Monterey County Operational Area Authority as originally established to fulfill the requirements of SEMS. Depending on the type of disaster or major emergency involved, it is envisioned that the City could have resources committed at the Local and Field Levels of the NIMS/SEMS organizational structure. The City is committed to operating in accordance with the doctrines and protocols established by the Monterey County Operational Area.

NIMS/SEMS Organizational Structure

The National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS) provide a common, state-wide organizational structure for dealing with major emergency and disasters. Both use a five-tiered system that encompasses all jurisdictions and

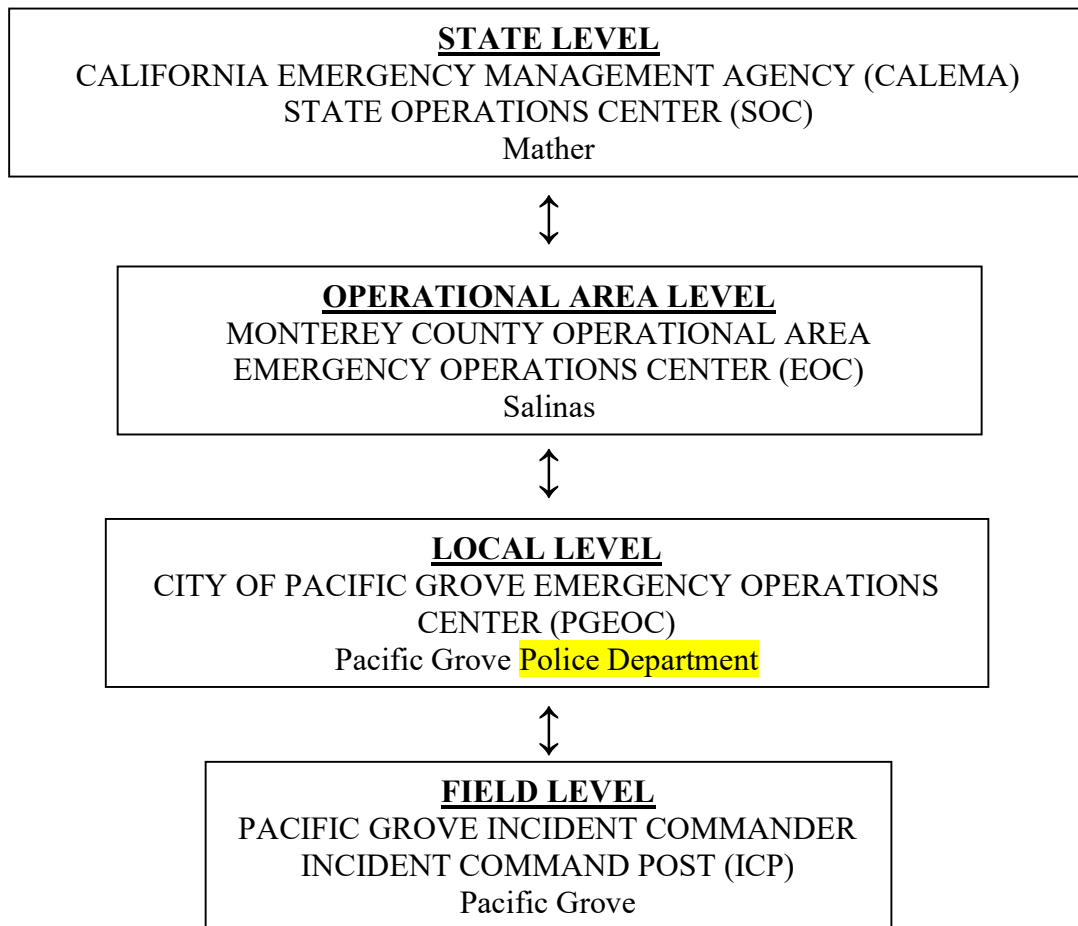
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emergency response organizations with California. NIMS has superseded SEMS in California and is used to manage and direct emergency operations, communicate within the various elements of the structure, and to identify and provide logistic requirements and resources. It does not usurp local authority or responsibilities. The City of Pacific Grove has endorsed the NIMS/SEMS concept, and is an active and viable participant in the Monterey County Operational Area Authority.

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NIMS/SEMS Organizational Structure Diagram

The following NIMS/SEMS Organizational Structure Diagram is applicable to the City:



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EOC Organization

The structure of the EOC organization is derived from the Incident Command System. The City of Pacific Grove Emergency Operations Center Functional Organizational Diagram is found on Page 27. The design and organization of the EOC allows for the centralized management of all operational and support components, permitting maximum use of available resources with a framework of supporting strategies and response objective. The primary purpose of establishing and operating an EOC is to provide a centralized focal point for the effective management of all emergency response operations. Specifically, the establishment and activation of the EOC facilitates the following activities:

- Centralized decision making and command authority.
- Centralized coordination of all emergency functions.
- Centralized management of information.
- Centralized warning dissemination.
- Centralized resource application.
- Centralized resource support and procurement.

EOC Information Flow

The flow of information within the EOC and within the NIMS/SEMS structure is standardized. Within the EOC, information will flow vertically to and from the Section Leader to his/her assigned personnel, and to and from the Emergency Services Director. Information will also flow horizontally between Section Chiefs or their assigned personnel to other Section Chiefs or their assigned personnel. See **Annex A – Positions and Duty checklists.**

NIMS/SEMS Information Flow

The flow of information within the NIMS/SEMS is primarily vertical. The EOC communicates with the Operational Area EOC, the Operational Area EOC communicates with the REOC, and the REOC communicates with the SOC. (See the preceding NIMS/SEMS Organizational Structure Diagram on Page 17.) However, horizontal coordination and communications between the five levels is encouraged. An example would be the City of Pacific Grove EOC coordinating or communicating directly with the Presidio of Monterey or Monterey EOCs during an emergency that affects both cities.

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EOC Functions and Policies

General

The Pacific Grove Emergency Operations Center (EOC) is organized in accordance with NIMS/SEMS/ICS and is designed to function as a team led by the Emergency Services Director or Assistant Emergency Services Director. Personnel assigned to duty in the EOC will be selected on the basis of experience, knowledge of the City, and expertise in emergency management.

Operational Period and Sustained Staffing

The EOC Staff should be capable of sustaining twenty-four operations as demanded by the situation at hand. To do this, two teams, designated the “A Team” and the “B Team” will be formed. When the activation of the EOC is ordered, the “A Team” will accomplish the activation. Depending on the nature of the situation, the “B Team” may be sent home for rest, with instructions to report for duty twelve hours after the activation order. The operational period for each team will be nominally twelve hours, tailored at the discretion of Emergency Services Director to the situation extant.

Section and Positional Staffing

Approximately twenty-five EOC Staff positions are included the City of Pacific Grove Emergency Operations Center Functional Organizational Diagram. In an ideal situation, the City would have the resources to fill all positions during activation. However, reality dictates that without significant augmentation, the City will have only sufficient resources to activate and staff key positions. The EOC Staff duties and functional checklists contained in **Annex A – EOC Positions and Duties Checklists** are included for all positions. It should be noted that the duties of any unfilled positions will be the responsibility of the next highest filled position within the organization.

PG EOC Functions

The EOC will operate in accordance with the provisions of NIMS/SEMS/ICS. The overall function of the EOC will be to ensure the effectiveness and cohesiveness of operations during a major emergency or disaster.

- **Mayor and City Council:** The Mayor and City Council set the overall policies for emergency management and support the Emergency Services Manager in the execution of his/her duties. The Mayor and City Council can also serve as an effective means of communications between residents and the EOC Staff.

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- **Command Section:** The Command Section of the EOC is charged with the overall management of any disaster response and recovery operations for the City of Pacific Grove. The Emergency Services Director (City Manager) or the Assistant Emergency Services Director (Chief of Police) leads the Command Section and the EOC Staff. Specific section responsibilities include:
 - Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness ensuring that appropriate modifications are undertaken as required.
 - Exercise overall management responsibility for the coordination between all departments and responders within the City. Ensure that all City agency actions are accomplished within the priorities established.
 - Ensure that inter-departmental coordination is accomplished effectively within the EOC and the City.
 - Conduct inter-agency liaison and coordination to ensure effective exchange of information and continuity of effort.
 - During the course of a EOC activation, conduct regular, periodic meetings with all section chiefs and cognizant City supervisors to ensure continuity of internal communications, cohesion of purpose, and achievement of goals and objectives.
 - Approve the “Incident Action Plan” and ensure its currency.
 - The Command Section may include the following positions:
 - Emergency Services Director. **(Filled by the City Manager.)**
 - Assistant Emergency Services Director. **(Filled by the Chief of Police.)**
 - Chief of Staff. **(If activated, assigned by the Chief of Police.)**
 - Liaison Officer. **(If activated, assigned by the City Manager.)**
 - Legal Officer. **(Filled by the City Attorney.)**
 - Security Officer. **(If activated, assigned by the Chief of Police.)**
 - Safety Officer. **(If activated, assigned by the City Manager.)**

See **Annex A – EOC Positions and Duties and Annex B -- Position Operational Check-lists** for additional details.

- **Operations Section:** The section is responsible for coordinating response and recovery operations. Specific section responsibilities include:
 - Coordinate field operations directly or through a designated Incident Commander.
 - Ensure that operational objectives and assignments identified in the EOC Action Plan are carried out effectively.

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- Establish the appropriate level of Unit and unit organizations within the Operations Section, continuously monitoring the effectiveness and modifying accordingly, and coordinating all efforts.
- Ensure that the Planning Section is provided with Situation Status Reports on a continuous basis.
- Conduct periodic operations briefings for the EOC Director as required or requested.
- The Operations Section may include the following positions:
 - Operations Section Chief. **(Assigned by the Chief of Police.)**
 - Fire and Rescue Operations Branch Director. **(Assigned by the Fire Chief as available.)**
 - Law Operations Branch Director. **(Assigned by the Chief of Police.)**
 - Construction/Engineering/Water Operations Branch Director. **(Assigned by the Public Works/Community Development Director.)**
 - Health and Welfare Branch **Director. (Assigned by the City Manager.)**

See **Annex A – EOC Positions and Duty Checklists.**

- **Planning/Intelligence Section:** The section is responsible for all operational, strategic, and demobilization planning, disaster intelligence collection, assessment, and processing, report preparation, and incident documentation. Specific section responsibilities include:
 - Develops the **“Incident Action Plan”**.
 - Coordinates with the Monterey County Operational Area EOC Planning Section to ensure that the Operational Area has a clear picture of the situation affecting the City.
 - Analyzes all disaster intelligence, assesses the impact on the City, and disseminates this information to all EOC Sections.
 - Coordinates the inspection of public and private to develop a comprehensive damage assessment.
 - The Planning/Intelligence Section may include the following positions:
 - Planning Section Chief. The Planning Section Chief is a member of the General Staff and reports to the Director. **(Filled by the Public Works/Community Development Director or as assigned.)**
 - Strategic Planning Unit Leader. **(Assigned by the Public Works/Community Development Director, or as assigned.)**
 - Situational Analysis Unit Leader. **(Assigned by the Public Works/Community Development Director, or as assigned.)**

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- Damage Assessment (Building Inspection) Unit Leader. **(Assigned by the Public Works/Community Development Director, or as assigned.)**
- Documentation Unit Leader. **(Assigned by the Public Works/Community Development Director, or as assigned.)**
- Demobilization Unit Leader. **(Assigned by the Public Works/Community Development Director, or as assigned.)**

See **Annex A – EOC Positions and Duties Checklists** for additional details.

- **Logistics Section:** The Logistics Section is responsible for establishment and management of the logistics efforts, including: providing logistical information to the Director; managing and coordinating the provision, allocation and use of essential resources and services to support emergency operations; and participating in the development of the Action Plan. Specific Section responsibilities include:
 - Coordinates the procurement and distribution of disaster supplies and equipment.
 - Maintains an accurate inventory of supplies and equipment available to the City.
 - Coordinates the assignment and employment of City personnel and emergent volunteers.
 - Coordinates the use of facilities needed during a major emergency or disaster.
 - Coordinates the procurement and assignment of transportation assets.
 - Coordinates the activation and operations of public shelters.
 - Coordinates the procurement and distribution of foodstuffs to members of the EOC Staff, disaster services workers, and shelters.
 - The Logistics Section may include the following positions:
 - The Logistics Section Chief. The Logistics Section Chief is a member of the General Staff and reports to the Director. **(Filled by the Administrative Services Manager.)**
 - Resources Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**
 - Personnel/Volunteer Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**
 - Facilities/Utilities Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**
 - Transportation Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**
 - Community Services Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**

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- Communications Unit Leader. **(Assigned by the Police Chief.)**
- Food Services Unit Leader. **(Assigned by the Administrative Services Manager, or as assigned.)**
- Coroner Unit Leader. **(Assigned by the Monterey County Sheriff/Coroner.)**

See **Annex A – EOC Positions and Duties and Annex B -- Position Operational Checklists** for additional details.

- **Finance/Administration Section:** The Finance/Administration Section is responsible for providing, monitoring, and analyzing all elements of direct financial and administrative support to the EOC Staff. Specific Section responsibilities include:
 - Establishes processes to record, track, and analyze the hours worked by all personnel during a major emergency or disaster.
 - Manages compensation and claims arising from a major emergency or disaster.
 - Tracks costs associated with the activation of the EOC, and ensures cost effectiveness and efficient utilization of all resources.
 - Provides direct administrative support to the EOC Staff.
 - The Finance/Administration Section may include the following positions:
 - Finance/Administration Section Chief. The Finance/Administration Section Chief is a member of the General Staff and reports to the Director. **(Filled by the Assistant Finance Officer.)**
 - Time Keeping Unit Leader. **(If activated, assigned by the Assistant Finance Officer, or as assigned.)**
 - Compensation/Claims Unit Leader. **(If activated, assigned by the Assistant Finance Officer, or as assigned.)**
 - Cost Accounting Unit Leader. **(If activated, assigned by the Assistant Finance Officer or as assigned.)**
- **Public Information Section:** The Public Information Section coordinates the origination and dissemination of all public information for the City. Specific section responsibilities include:
 - Ensures that the media and the public within the affected area receive complete, accurate, timely, and consistent information about life safety procedures, public health advisories, relief and assistance programs, and other vital information.
 - Coordinates media releases with the Monterey County Operational Area Public Information Officer and other Public Information Officers representing other affected nearby or local jurisdictions and/or agencies.
 - Organizes press conferences in conjunction with the Director.

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- Produces and releases all Pacific Grove Emergency Bulletins (PGEMERBULLS) or Pacific Grove Warning Bulletins (PGWARNBULLS).
- The Public Information Section may include the following positions:
 - Public Information Section Chief/Public Information Officer. **(Filled by the City Attorney, unless otherwise directed by the City Manager.)**
 - Dissemination Unit Leader. **(If activated, assigned by the City Manager, or as assigned.)**
 - Information Collection Unit Leader. **(If activated, assigned by the City Manager, or as assigned.)**

See **Annex A – EOC Positions and Duties Checklists** for additional details.

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Concept of Operations

General

During a major emergency or disaster, prudent emergency management planning dictates that jurisdictions should be self-sustaining for a period of time before the receipt of outside aid and/or resources should be anticipated. The following general planning parameters will be used in the execution of this plan.

- Receipt of fire, law, and emergency medical mutual aid resources requested using the protocols established by the Monterey County Fire Chiefs Association, the Monterey County Chief Law Enforcements Officers Association, and the Monterey County Emergency Medical Services Agency will normally be received within one hour of request in the event of a localized major emergency affecting the City. In the event of an Operational Area wide major emergency or disaster in which law and fire resources are committed, a longer response time is probable.
- Receipt of aid or resources requested from the Monterey County Operational Area should not be anticipated for the first twenty-four hours after start of the event. The City should be self-sustaining for this period.
- Receipt of aid or resources from the Northern Region, Coastal Division, California Emergency Management Agency, should not be anticipated for the first forty-eight hours after start of the event.

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- Receipt of aid or resources from the California Emergency Management Agency (CALEMA) and/or the California National Guard should not be anticipated for the first forty-eight to seventy-two hours after start of the event.
- Receipt of aid or resources from the federal sources and/or the Federal Emergency Management Agency (FEMA) should not be anticipated for the first seventy-two to ninety-six hours after start of the event.

Communications

The acknowledged “Achilles Heel” of any emergency response is communications. Viable communications from and to all levels is essential to ensure timely and effective operations through all phases of emergency operations. To accomplish effective communications, the users of this plan should to appropriate actions to ensure that operational communications consider and address the following requirements:

- Tactical Communications. Those communications between the EOC, the Monterey County Communications Center, and tactical units in the field.
- EOC Internal Communications. Those communications, either verbal or otherwise, between members of the EOC Staff.
- Operational Area Communications. Those communications between the EOC and the Monterey County Emergency Operations Center.
- Regional/State Communications. Those communications between the EOC and the Regional Operations Center (REOC) or the State Operations Center (SOC).
- Inter-Agency Communications. Those communications between the City and other jurisdictions or supporting agencies.
- City Governmental Communications. Those communications between members of the EOC Staff and all members of the City government, including members of the City Council.
- Media Communications. Those communications with the media that are intended to be broadcasted to the public at large or to be used by the media as newsworthy information.
- Community Communications. Direct or indirect communications with the public, including the use of media releases to reach the public at large or specific segments of the public.

Each of these categories of communications should be addressed during an activation of the EOC.

Peacetime Emergency Response Levels

Pacific Grove’s partial or total response to natural disasters or manmade and technological incidents will be predicated by the type and magnitude of the actual emergency. Generally, response

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to a major emergency situation will progress from a local response, to regional, state, and federal involvement.

For planning purposes, three levels of emergency response to peacetime emergencies are established. These levels are based on the severity of the situation and the availability of local resources to employ during the response. These Peacetime Emergency Response Levels have a direct correlation to the EOC Activation Levels discussed earlier.

- **Level I:** A minor to moderate incident wherein local resources are adequate and available. A Local Emergency may or may not be proclaimed and the EOC may or may not be activated. Most Level I Emergency Responses will be handled by the use of fire/law enforcement/emergency medical protocols and procedures.
- **Level II:** A moderate to severe emergency wherein local resources are not adequate and mutual aid may be required on an operational area, regional, or statewide basis. A Local Emergency will be proclaimed and a proclamation of a State of Emergency requested. The EOC will be activated.
- **Level III:** A major disaster wherein resources in or near the impact area are overwhelmed and extensive state and/or federal resources are required. A Local Emergency and a State of Emergency will be proclaimed and a Presidential Declaration of an Emergency or Major Disaster requested. The EOC will be activated.

War Related Emergencies

Responses to War Related Emergencies will likely have a wide range of serious consequences, thus these responses will likely be subject to specific guidance from federal and/or state agencies responsible for coordinating responses. Planned responses to these emergencies should include the following considerations:

- Relocating residents from potential hazard areas to reception areas, time permitting.
- Identifying the best available shelter from direct effects for those persons remaining in the hazard areas.
- Improving the protective shelter capability in reception areas by emergency upgrading of existing buildings and/or by emergency construction of expedient shelters.

Relocation of the threatened population may be the preferable option in a war related emergency due to the shortage of protective shelters within the hazard area. Limited warning time and other circumstances might preclude relocation or allow limited movement of residents.

In such instances, people remaining in threatened areas will need the best available in-place protection. Persons remaining in or authorized to commute to and from hazard areas will also need protection.

Operations during War Related Emergencies will be governed by essential action relating to increased readiness, relocation (if ordered and time permitting), and an actual attack (with or without

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warning). Adherence to clear and consistent federal and/or state guidance under these circumstances will be paramount to operational success.

Major Emergency/Disaster Phases

All disasters or major emergencies generally have four basic phases, with the obvious exception of spontaneous situations. These are:

- **Increased Readiness:** Upon receipt of a warning, forecast, and/or observation that an emergency situation is imminent, has occurred, or is likely to occur in the foreseeable future, the City may elect to take appropriate actions to increase its overall readiness. Example events that could prompt increased readiness activities are:
 - Receipt of a Monterey County Operational Area Emergency Bulletin (EMER-BULL) or other form of official communications from the Operational Area.
 - Receipt of a special weather statement, hazardous weather outlook, advisory, watch, or warning from the National Weather Service (NWS).
 - Receipt of a tsunami warning from the West Coast & Alaska Tsunami Warning Center (WCATWC), National Weather Service, or the California Emergency Management Agency (CALEMA).
 - The occurrence of an earthquake of an unknown magnitude felt in Pacific Grove.
 - The occurrence of fire-conducive conditions such as high winds, low humidity, and high temperatures, of a “Red Flag Warning” or “Fire Weather Watch”.
 - A multi-casualty incident occurring within the City or in close proximity to the City to which City resources are committed.
 - A warning or circumstances indicating the potential for terrorism, civil disturbance, or acts of violence.

Actions taken to increase readiness may include, but not limited to, the following:

- Briefing the Mayor, City Council members, and department heads on the known details of the situation.
- Commencing increased public information actions.
- Ensuring critical equipment and facilities are prepared and ready.
- Establishing staffing and/or shift plans for City employees.
- Releasing City employees to prepare their families and/or obtain rest.
- Providing specific warnings to threatened portions of the City’s population.
- Evacuating areas that may be affected.
- Mobilizing personnel and equipment.

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- Identifying potential specific personnel and equipment needs.
- Establishing staging areas.
- **Initial Response:** The initial response will usually be conducted by City organizations at the field response level. Efforts will be directed towards containing or minimizing the effects of the emergency. Field responders will employ ICS to ensure a functional and responsive on-scene organization. On-scene resources may be augmented by mutual aid if requested. The EOC may be activated in support of field operations.

Actions that could be undertaken by the EOC under these circumstances include, but are not limited to:

- Making all appropriate notifications, including the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center (Op Area EOC).
- Requesting activation of the Monterey County Operational Area Emergency Operations Center (Op Area EOC) to support the activation of the EOC and the local response.
- Declaring a “Local State of Emergency” and forwarding appropriate documentation to the Monterey County Office of Emergency Services or the Monterey County Operational Area Emergency Operations Center.
- Promulgating warnings and disaster related public information.
- Ensuring the safety and welfare of residents, business owners and employees, and visitors/tourists.
- Establishing collection centers for displaced persons.
- Alerting appropriate agencies to prepare for care and shelter operations.
- Conducting evacuations and rescue operations.
- Assessing damage.
- Assessing the need for mutual aid.
- Restricting traffic and/or movement in affected areas.
- Coordinating information and resource requirements with the Monterey County Operational Area Emergency Operations Center.
- **Extended Response:** The EOC will be activated and its Staff will be responsible for conducting extended response activities. Extended emergency operations involve the coordination and overall management of all responding resources in order to contain and resolve the emergency and provide for public safety. The EOC Staff will be organized as specified in this plan, and function in accordance with the principles of NIMS/SEMS. Communications will be maintained with the local Incident Commander (IC) in the field and with the Operational Area EOC.

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Examples of extended response actions may include, but are not limited to the following:

- Developing the Incident Action Plan (IAP).
- Obtaining resources to sustain operations.
- Prioritizing resources allocations.
- Developing an Initial Damage Estimate (IDE) and periodically updating same.
- Disseminating disaster public information.
- Operating shelters. (Shelter operations are normally under the auspices of the Monterey Bay Area Chapter of the American Red Cross.)
- Documenting all aspects of the emergency, including expenditures and resource allocations.
- Restoring public services and utilities.
- Developing a recovery action plan.

Recovery: As the immediate threat to life and property subsides and the emergency situation is stabilized, a transition from response operations to recovery will occur. The transition to the recovery phase will be relatively seamless and absent a distinct demarcation. In effect, the recovery phase will begin the rebuilding process.

Recovery activities will include the restoration of services to the public and rebuilding affected facilities and areas. Recovery can be both short term and long term. Long term recovery efforts can lead to mitigation of the factors that caused the emergency and lessening the effects of future similar disasters.

Example of recovery actions, include but are not limited to:

- Restoration of all utilities, services, and facilities.
- Condemnation and demolition of structures/facilities that are unsafe or that cannot be economically repaired.
- Establishing and/or coordinating local assistance centers and Disaster Assistance Centers.
- Promulgating recovery related information including FEMA Disaster Assistance Line numbers.
- Applying for state and federal disaster assistance funding and/or programs.
- Developing a hazard/disaster mitigation plan, including the identification of any residual or potentially reoccurring hazards.
- Recovering costs associated with the emergency response.

Disaster Declaration

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The key to activating emergency disaster aid is a “Declaration of Local State of Emergency”. The declaration, or “dec” as it is known in the emergency services profession, is a formal legal proclamation that establishes the parameters of the emergency incident and serves as a means of notification to the Monterey County Office of Emergency Services/Monterey County Operational Area and the California Emergency Management Agency. See **Annex H – Pre-Scripted Declarations** for sample declarations. The following bodies/individuals have the authority to proclaim a local emergency:

- As requested by the Emergency Services Director (City Manager), the City Council can proclaim a Local State of Emergency when it is in session. **(See Pacific Grove Municipal Code 3.20.080.)**
- The Emergency Services Director (City Manager) when the City Council is not in session. **(See Pacific Grove Municipal Code 3.20.080.)**
- The Emergency Services Director (City Manager) may request the Monterey County Operational Area to request the Governor to proclaim a “State of Emergency” when, in the opinion of the director, the locally available resources are inadequate to cope with the emergency. **(See Pacific Grove Municipal Code 3.20.080.)**
- Whenever a local emergency is proclaimed by the Mayor or the Emergency Services Director, the City Council shall take action to ratify the proclamation within seven days or the proclamation shall have not further force or effect. **(See City Code 3.20.080.)**
- The Assistant Emergency Services Director (Chief of Police) in the absence of the Emergency Services Director (City Manager). **(See Pacific Grove Municipal Code 3.20.080.)**

Concurrent with the proclamation of the local emergency, a request that the County declare a local emergency to include the City of Pacific Grove will be issued.

Should the County elect to declare a local emergency, it will normally request that the State of California declare the County as a disaster area. Should conditions warrant and the Governor concurs in the declaration, he or she may request that the President declare that a State-wide disaster exists.

Various aid and assistance programs are activated with the different levels of declaration. Timeliness in proclaiming a local disaster is paramount.

Pre-Activation Responsibilities and Preparation

All City departments share in pre-activation preparation. Completing and maintaining these preparation steps is a key factor that enables the City to assume a disaster management footing smoothly and with minimum disruption.

- **City Manager (Emergency Services Director)/Chief of Police (Assistant Emergency Services Director)**
 - Establish and maintain the EOC and an alternate site.

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- Ensure all EOC positions are assigned to appropriate and qualified personnel.
- Coordinate the recruitment of potential volunteers.
- Represent this city in all dealings with public or private agencies on matters pertaining to emergencies.
- Ensure that procedures are in place to maintain normal City operations during a local state of emergency.
- Ensure that all EOC communications systems are tested and functional on a regular basis.
- Ensure that all EOC equipment is available and ready for use.
- Maintain situational awareness if there is advance warning of an impending disaster situation.
- Brief the Mayor, City Council, Department Directors, and appropriate City employees if there is advance warning of an impending disaster situation.
- Draft a local “Declaration of Local State of Emergency” for the Mayor’s signature and for transmission to the Monterey County Operational Area EOC and the California Emergency Management Agency, Northern Region, Coastal Division.
- Coordinate any pre-activation public information press releases and/or emergency bulletins (PGEMERBULLS) or warning bulletin (PGWARNBULLS)s with the Emergency Services Director and appropriate department heads.
- Identify local shelter sites.
- Ensure all members of the EOC Staff are trained and qualified to function in their assigned positions.
- Facilitate preparations for activation of the EOC.
- Develop procedures for checking the condition of critical City Police Department facilities and equipment.
- Test and ensure the operability of all assigned communications equipment.
- Ensure that appropriate police communications channels are available and operable in the EOC.
- Develop and maintain procedures for notifying and mobilizing departmental personnel.
- Pre-position resources and equipment as required.
- Ensure that any field incident is managed using the NIMS/ICS and that assigned personnel are trained accordingly.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the

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Monterey Fire Department and the Public Works/Community Development Department if required.

- Develop procedures for initiating:
 - Site security including perimeter management and access control.
 - Traffic and crowd control.
 - Initial damage assessment (“Windshield Survey”).
 - Evidence safeguarding.
 - Requesting law mutual aid.
 - Evacuation/movement operations including designation of routes, reception/collection areas, and general security.
- Develop procedures in coordination with the Monterey County Sheriff/Coroner for conducting coroner operations until the Coroner arrives on site.

- **Fire Chief**

- Develop procedures for checking the condition of critical Fire Department facilities and equipment.
- Test and ensure the operability of all assigned communications equipment.
- Develop and maintain procedures for notifying and mobilizing departmental personnel.
- Pre-position resources and equipment as required.
- Ensure that any field incident is managed using the NIMS/ICS and that assigned personnel are trained accordingly.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the Police Department and the Public Services Department if required.
- Develop procedures for initiating:
 - Initial damage assessment (“Windshield Survey”).
 - Medical treatment and Triage operations.
 - Rescue operations.
 - Requesting fire mutual aid.
 - Assist the Pacific Grove Police Department with evacuation/ movement operations including designation of routes and reception/collection areas.

- **Public Works/Community Development Director**

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- Develop procedures for checking the condition of critical City Public Works Department facilities and equipment.
- Test and ensure the operability of all assigned communications equipment.
- Develop and maintain procedures for notifying and mobilizing departmental personnel.
- Pre-position resources and equipment as required.
- Maintain cordoning/access limiting equipment as required.
- Develop and maintain procedures for departmental response to the potential threats identified in this plan. These procedures will ensure coordination with the Police Department and the Public Services Department if required.
- Develop procedures for initiating:
 - Cordoning off and restricting entry into damaged structures and hazardous areas.
 - Damage assessment of facilities, roads, utilities, and critical infrastructure.
 - Damage assessment of homes, businesses, and industrial facilities.
 - Debris removal.
 - Repair and/or restoration of facilities, roads, utilities, and infrastructure.
 - Flood prevention measures including sandbagging.
 - Hazardous waste removal and disposal operations.
 - Request for public works mutual aid.
 - Safety inspections of damaged facilities and determining whether they can be occupied.
 - Requests for mutual aid for building inspectors.
 - Detailed updated situation reports that provide a running dialogue on damage assessment and the process to regain normal operations. These reports should include appropriate cost estimates with requisite documentation.
- Conduct advanced long-term planning activities.
- **Administrative Services Manager**
 - Develop procedures for the procurement of goods and services during an emergency to sustain operations.
 - Develop and maintain a “Local Emergency Resource Directory”.
- **Assistant Finance Officer**

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- Develop and maintain a disaster accounting system for documenting the financial costs associated with any disaster.
- Develop and maintain the processes and procedures for tracking employees' work time and ensuring payment during a disaster.
- Develop and maintain the processes and procedures for submitting workman compensation claims.
- **City Attorney**
 - Develop procedures for the timely dissemination of accurate and authoritative public information.
 - Develop procedures for handling public and media inquiries in a timely and accurate manner.

Activation -- General

The period of time from the initial awareness of the emergency situation or disaster until the EOC is fully activated and functioning will be challenging for all concerned, as well as critical to the success of the overall emergency response. The challenge will be compounded if the activation occurs during non-working hours or without warning. The keys to ensuring timely and effective activation of the EOC are:

- Pre-event planning and notification of City personnel in the case of a forecast emergency.
- Timely notification of City personnel in the event of a simultaneous emergency.
- Training and proficiency of EOC Staff members.
- The personal (home/family) preparedness of EOC Staff members.
- The use of the position duty descriptions and position action checklists contained in this plan.
- Completion of pre-activation responsibilities by cognizant supervisors.

EOC Activation Responsibilities and Check-In Procedures

When the decision to activate the EOC has been made, designated City Hall personnel will call the following departments to inform all concerned that the EOC has been activated:

- Library.
- Community Services Department.
- Information Systems Department.

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City employees who have an assigned position on the EOC Staff will immediately respond to the EOC, sign-in, and be prepared to commence EOC operations. The following initial actions will be taken by reporting EOC Staff members:

- Upon entering the EOC, complete all appropriate blocks on the **EOC Staff Time Log (Annex E).**
- Upon being released or upon EOC, log out using the appropriate blocks on the **EOC Staff Time Log (Annex E).**

City employees who do not have an assigned EOC Staff position will respond to the Police Department for check-in. Employees will not be dismissed to go home from work until authorized by the Emergency Services Director or his/her designee.

Upon arrival at the Police Department, employees who are not assigned to a EOC Staff position, will check-in and provide two valid telephone contact numbers (home and cellular phone). After checking in, they will be directed to the Public Works lunchroom to stand-by until released to go home. The purpose of this stand-by period is to determine whether they are needed to fill a EOC Staff position.

Employees who have been released to go home will be informed that they could be recalled to the EOC at any point during the activation or given a time for a specific shift assignment.

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Potential Threats

The following threats are considerable applicable to the City of Pacific Grove. In some instances, the City has directly experienced these threats in the past; in other cases, the potential threats are acknowledged to have the capacity to affect the City. The occurrence of any of these threats singularly or together could result in a disaster or major emergency and require the activation of the EOC.

- **Earthquake:** The San Andreas Fault lies approximately twenty-five miles to the east of the City. While this segment of the fault is relatively inactive compared to other segments, it does have the potential to produce earthquakes that could cause structural damage and injuries within the City and its environs. Other closer off-shore faults possess the capability to produce damaging earthquakes.
- **Tsunami:** A tsunami is a seismically generated series of sea waves that can produce major coastal damage. Although extremely infrequent in occurrence, tsunamis, often mistakenly called “tidal waves”, have caused damage in Crescent City, Santa Cruz, and Moss Landing during recent events. The Pacific Grove Coastline would be the primary City area affected by a tsunami. The **Monterey County Operational Area Tsunami Incident Response Plan (TIRP)** provides specific incident related guidance for this type of event and “run-

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up” maps. (See **Annex P – Coastline Closure, Evacuation and Tsunami Plan** for functional guidance.)

- **Winter Storm/Extreme Weather:** The Monterey Peninsula is prone to damage from winter storms from November through April. Generally, the coastline and immediate surrounding areas receive the major impacts; consequently the potential for severe damage from high winds and/or heavy rains does exist for the City. Trees fallen as the result of winter storms/extreme weather may present a significant hazard to the City in terms of destruction of real property, threat to life, and disruption of essential services/transportation, thus resulting in a “compound emergency” situation. The power of this potential threat has been demonstrated to the City numerous times in the past and should not be ignored or discounted.
- **Flooding:** Flooding usually occurs as the direct result of winter storms. Therefore, it is not uncommon that the two will combine to form a “compound emergency” in which the emergency response system will be required to deal of the salient characteristics of both types of threat. The effects of flooding on the City of Pacific Grove will normally be generated from one source, localized flooding of streets and areas due to heavy rainfall and/or poor drainage from the urbanized watershed and/or the storm sewer system of the City. No significant natural streams run through the City, and it is not impacted by a 100 year flood plain.
 - **Earthen Dam/Levee Failure and Resultant Flooding:** The only structure with the City that fits the category of earthen dams or levees is the abandoned reservoir bordered by Carmel Avenue, Hillcrest Avenue, and David Avenue. This area currently houses the CalAm Water corporate yard, and does not present a hazard. It is unlikely that any temporary or new structures of this nature will be built within the City.
 - **Urban/Small Stream Flooding:** The City is susceptible to this form of flooding resulting from heavy rains and/or saturated ground. Ponding on roadways, storm drain overflows, and heavy runoff on paved areas could result.
- **High Surf Conditions/Coastal Flooding:** The combination of high tides, large swells, and high winds can produce high surf conditions and flooding of the Pacific Grove Coastline. These conditions could pose a severe threat to life and property within that area of the City and could inundate beach access points/parking areas. This type of emergency provides a unique challenge to the City as people unfamiliar with the threat are drawn to the coastline by the potentially spectacular vistas that may result from waves crashing onto coastal rocks. The uninformed present a distinct threat to themselves during these conditions, as do surfers who find a particular challenge during high surf. (See **Annex P – Shoreline Closure, Evacuation, and Tsunami Plan** for functional guidance.)
- **Urban/Wildland Intermix Fire:** A fire of this nature could affect the City as most areas of the City contain moderate to heavy native tree growth. Urban/wildland intermix fires could spread into the City from unincorporated areas to the south and east of the City.

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- **Urban Fire/Conflagration:** Older structures grouped in small or downtown areas and built before contemporary building codes were enacted could present a localized area fire hazard, particularly under the prevailing onshore wind conditions.
- **Essential Services/Transportation/Utilities Disruption:** The potential for disruption of life sustaining services on the Monterey Peninsula is real. With limited major arteries of transportation, various forms of emergencies could disrupt vehicular traffic that could result in the disruption of essential services, including all forms of utilities delivery, emergency medical transportation, propane deliveries, and other critical services. The City has experienced electrical and natural gas services disruptions in the past.
 - **Potable Water Contamination/Disruption:** The City is serviced by the California American Water Company water system. A remote possibility exists of contamination and/or disruption due to a variety of manmade or natural causes.
 - **Transportation Disruption:** It is conceivable that in certain types of emergencies, transportation arteries into and out of Pacific Grove could be disrupted or closed. As a potential example, an earthquake could cause the collapse or damaging of either or both the Costanilla Los Altos Drive and the Scenic Drive overpasses on Holman Highway, and the Lighthouse Tunnel in the City of Monterey, thus closing the City's two primary arteries. An event of this nature would require circuitous routing through either or both Monterey, the Presidio of Monterey, or Pebble Beach, causing delays both in general travel and emergency response.
 - **Electrical Power/Natural Gas Service/Sewer Services Disruption:** Disruption of electrical and natural gas service has and could result from winter storms, high winds, human error, fallen trees or limbs, vehicular accidents, vandalism, system failure, and other causes. Hence, this type of emergency incident has the potential to be relatively common. Electrical power service is provided to the City by the Pacific Gas & Electric (PG&E). As the majority of service is above ground, the system is particularly vulnerable to severe weather and winter storms. Disruption can be prolonged, thus generating a potential set of sub-emergency situations in which homes cannot be heated, meals cannot be prepared, and businesses are unable to operate. As PG&E obtains its electricity from the state-wide grid, it is not dependent on one source of power. However, a major disruption of the grid or the immediate local distribution system could result in a prolonged power outage. PG&E natural gas distribution to the City is handled by two primary pipeline systems.
- **Hazardous Materials Incident:** The likelihood of this type of emergency within the City is low. Pacific Grove has no industrial facilities, and it is likely that any hazardous material incident would be associated with a support function of the hospitality industry. The **Monterey County Hazardous Materials Incident Plan** will govern field operations should a hazardous material incident occur.
- **Evacuation:** Any incident could result in the need to evacuate residents or businesses of the City of Pacific Grove. In order to ensure effectiveness and maintain civil order,

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evacuations must be well planned and efficiently executed. For the purpose of this plan, a situation in which evacuation or other actions are deemed necessary to protect the citizens of Pacific Grove, the following three defined categories will be applicable.

- **Evacuation Advisory (Precautionary):** No immediate threat exists, however prudent emergency management dictates removal of persons from a specific area, or evacuation of specific vulnerable portions of the community as a precautionary measure.
- **Evacuation Warning (Mandatory):** A threat is present or impending and requires that all persons and livestock living in a specific area be evacuated from the scene for their protection without delay. This type of evacuation is mandatory.
- **Shelter-in-Place:** Shelter-in-Place may be employed in the event that a threat exists or is impending, but in which citizens are safe within their residences or place of employment. Implicit with Shelter-in-Place is the understanding that those citizens involved are self-sufficient in food, water, medicines, and propane/cooking fuels. Citizens who are not self-sufficient in these areas will be subject to evacuation.

Instructions for Shelter-In-Place should be clear and unambiguous, and promulgated by all available means. The following elements of Shelter-In-Place instructions are germane and should be included:

- An explanation of what Shelter-In-Place means.
- The reason or reasons for Shelter-In-Place, including any hazards that may be present or associated with the instructions.
- The duration of the Shelter-In-Place period.
- Special instructions associated with the Shelter-In-Place instructions, including securing exterior ventilation, not going outside of the residence, hazardous conditions to persons with respiratory ailments, etc.
- How to obtain assistance when Shelter-In-Place is in effect.
- **Evacuation Authority:** The Emergency Services Director is authorized to direct evacuations in all situations. In the absence of the Emergency Services Director, this authority will be assumed by the Chief of Police. In the event that an immediate, localized evacuation is deemed warranted on the fire ground or at a crime scene, an on-scene Fire Service or Law Incident Commander may direct an evacuation.
- **Multi-Casualty Incident (MCI):** A multi-casualty incident (MCI) is one in which the local medical responders or facilities are tasked beyond their resources. While no number figure for actual casualties defines this event, practical experience has indicated that the general number of five major casualties will normally constitute a multi-casualty incident. The **Monterey County Multi-Casualty Incident Plan** will govern field operations should this event occur.

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- **Public Health Emergency/Pandemic:** This type of emergency can cover a wide range of specific situations that could be hazardous to the City's citizens, including localized public health emergencies such as drinking water contamination or a pandemic. The Monterey County Department of Health (MCHD) possesses the infrastructure, resources, and expertise to deal with public health emergencies and/or conduct appropriate liaison with the California Department of Health. In all jurisdictions within Monterey County, public health emergencies are handled under the auspices of the Monterey County Health Department, utilizing the protocols and plans developed by that agency. The City of Pacific Grove could be called upon to support or participate in Health Department operations within the City, or to affect evacuations in response to the Health Department's direction.
 - **The Pandemic Influenza Response Plan (PIRP)**, designated **Annex E** of the **Monterey County Health Department Disaster Preparedness and Response Plan**, addresses this type of emergency incident. This annex compliments **Annex B, Mass Prophylaxis Plan** and **Annex Q, Smallpox Plan**. The City of Pacific Grove will comply with this plan and its annexes. Under the direction of the Monterey County Health Officer, Communicable Disease Control will have the primary responsibility for planning and coordinating with the local hospitals and clinics, local emergency management, cities, and special districts, local public safety agencies (law enforcement, fire, and emergency medical services), neighboring counties (San Benito, Santa Cruz, San Luis Obispo, Fresno, and Kings), and state/regional agencies including CDHS, Emergency Medical Services Authority (EMSA), and the California Emergency Management Agency (GOES).
- **Civil Unrest/Urban Violence:** Although unlikely to occur in the City of Pacific Grove, civil unrest/urban violence could conceivably pose a threat to the well being of the community. Gang related violence is highly unlikely in the Pacific Grove community and surrounding areas.
- **Explosive Ordnance Disposal (EOD) Incident:** This type of incident could range from investigation of a suspicious package or substance to neutralizing an actual explosive/pyrotechnic device to a hoax. It could also fall under the category of an Explosive "E" incident in the context of a Terrorism (CBRNE) event. Expended military ordnance/pyrotechnic smoke markers could wash up along the City's shoreline. In any instance, the use of a military Explosive Ordnance Disposal Squad or a mutual aid response from the Sheriff's EOD Team would be warranted. The EOD Team procedures, protocols, and/or plans promulgated by the Monterey County Sheriff's Office will normally guide EOD responses within the City. The involvement of the City's law enforcement and fire services will normally be confined to evacuating and condoning of the area, denying access, and general support functions until the situation is resolved.
- **Terrorism (CBRNE – Chemical/Biological/Radiological/Nuclear/Explosive):** Although the City of Pacific Grove does not offer the individual high value targets preferred by terrorists, it does have some facilities within or adjacent to the City that could be potential targets under the certain circumstances. These include the Presidio of Monterey (highly visible and important military facility), the Asilomar Conference Center (a site that

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may host controversial gatherings or speakers, and the Monterey Bay Aquarium (a widely renowned research center and popular tourist destination). Additionally, the City is widely known in general as a desirable tourist destination whose business district can be moderately populated at given times, and as such, could be a target for some forms of terrorist activities. This type of emergency could also be a carryover from other local areas that do have the potential for generating high profile or high value targets. It should be anticipated that any terrorism incident will generate immediate federal and/or state assistance in accordance with Department of Homeland Security (DHS) protocols, and that a “unified command” structure with responding federal and/or state agencies may be warranted.

In the event of an explosive terrorism event, standing Public Safety and Fire Department protocols will initially apply. In the event of a biological, radiological, chemical, or nuclear event, DHS protocols, supplemented by any applicable Monterey County Health Department plans and protocols, will apply.

- **CBRNE Device Detection:** In the event that a suspected CBRNE device is detected, the following procedures will be employed:

- The device will be isolated and the immediate area evacuated and cordoned. Entry into the area will be denied until it is cleared by the Incident Commander in coordination with appropriate responding federal/state officials.
- Appropriate CBRNE/EOD disposal resources/investigative personnel will be requested.
- The device will not be moved or disturbed until recommended by qualified CBRNE/EOD disposal/investigative personnel.
- The Incident Commander and the Emergency Services Director should be prepared for “disposal on site” of the device.

Implicit in responding to this type of incident is the timely notification of County/federal/state disposal/investigative resources. Existing protocols employed by the Monterey County Office of Emergency Service, the Monterey County Emergency Communications Department, and/or the Monterey County Sheriff’s Office will be utilized.

- **Armed Shooter/School Lockdown:** This type of event is normally a law enforcement area of jurisdiction, with appropriate assistance and support from the fire service and emergency medical resources. Although very rare, an armed shooter/school shooting can present a highly emotional scenario and a public information/relations challenge of the first order. While the priority of the on-scene incident commander will probably be the safety of students and faculty, the EOC may be in the position to deal more directly with the media and the public information aspects of the emergency incident, thus freeing the Incident Commander to deal with the tactical situation at hand.

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- **Nuclear/Radiological Incident:** The threat of a nuclear/radiological incident is very low, however, an effect on the City could be generated from the following sources:
 - An accident at the Diablo Canyon Nuclear Power Generating Plan located 150 miles south of the City near Avila in San Luis Obispo County.
 - Transportation Incident along major thoroughfares.
 - Laboratory incident at the Lawrence Livermore National Laboratory located approximately 110 miles north of the City.
 - Military incident or accident offshore.
 - Act of terrorism involving nuclear/radiological devices.

The response capabilities of Pacific Grove to an incident of this nature will be limited. Containment, monitoring, and reporting will be the primary actions taken until mutual and/or specialized aid can be received.

- **State of War:** A state of war is considered unlikely for the purposes of this plan. Should a state of war be declared by national leadership, the City will follow the direction established by the National Command Authority. At a minimum, increased surveillance within the City should be anticipated. The imposition of curfews and other actions will be subject to national or state direction.
- **Mass Fatality Incident:** A Mass Fatality Incident could accompany various types of major emergencies or disasters. A mass fatality situation would be handled in accordance with the provisions of the Monterey County Multi Casualty Plan and/or the Coroner protocols established by the Monterey County Sheriff-Coroner.
- **Miscellaneous Incidents:** Included in this category are the following:
 - **Aircraft Crash:** Portions of the City lie under the ILS approach to Runway 10 at Monterey Peninsula Airport. The possibility of an aircraft crash or accident, while very remote, is a potential threat to most communities on the Monterey Peninsula. Should this type of incident occur within the City limits, it could result in a Multi-Casualty Incident. The Monterey County Aviation Incident Response Plan and the Monterey County Multiple Casualty Incident (MCI) Response Plan are applicable to this type of incident from the Operational Area's perspective.
 - **Tour/School/Passenger Bus Incident:** Numerous bus tours are operated within the City on a daily basis. Additionally, Monterey-Salinas Transit buses and school buses serve the needs of the City's population. The possibility of a tour/school/passenger bus collision or accident, while remote, does exist. This type of incident could result in a Multi-Casualty Incident, thus rendering the Monterey County Multiple Casualty Incident (MCI) Response Plan the applicable plan.
 - **Major Maritime Incident/Shipwreck:** Cruise vessels visit Monterey Bay on a semi-regular basis, and frequently anchor overnight. Additionally, day fishing charter boats and whale watching expeditions operate from Monterey. An incident

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involving any of these vessels could result in a major search and rescue operation, sheltering, coastline contamination and closure, and a multi-casualty incident.

- **Other Incidents:** Any other incident not covered above that results or could result in a major emergency/disaster.
- **Other Emergency Operational Considerations and Factors:** These considerations and factors are likely to be applicable to all types of emergency incidents and include:
 - **Public Safety Answering Point (PSAP):** Public Safety Answering Points handle 9-1-1 calls for specific jurisdictions and/or areas. The City contracts with the Monterey County Emergency Communications Department for PSAP and dispatching services. Located in the Monterey County Emergency Services Center in Salinas, this entity handles all 9-1-1 calls originating within the City's boundaries. Law enforcement assets are dispatched directly by a dedicated dispatcher located in the PSAP, while fire and medical related calls are transferred to "Fire Comm" and/or a dedicated Ambulance Dispatcher, also located within the Monterey County Emergency Communications Department, for dispatch. Monterey Fire Department and emergency medical/ambulance assets are dispatched by "Fire Comm" and the Ambulance Dispatcher respectively. During a major emergency or disaster when the EOC is activated, law enforcement, Public Services, and forestry resources may be dispatched by members of the EOC staff or by the PSAP. Fire services resources may be dispatched by the Monterey EOC or by the PSAP.
 - **Persons with Access and Functional Needs (formerly known iter alia as Vulnerable Populations):** For the purpose of this plan, Persons with Access and Functional Needs may include residents with special needs, the elderly, the infirmed and/or handicapped, including non-ambulatory residents, those who are dependent on medicines, those without viable means of transportation, those members of the community who may not be able to care for themselves in a reliable and consistent manner in the event of an emergency incident, and those without viable language skills. Persons with Access and Functional Needs may require special assistance during an evacuation or a shelter-in-place scenario. In particular, it may be necessary to plan to provide food services to these persons during emergencies that could deprive them of the means to prepare food for themselves. It is imperative that these elements of the community be identified, and a plan developed to ensure their safety and sustenance of their life styles during an emergency. A partial list of known non-ambulatory residents is available through the Police Department. This list, and other sources of information, will be updated to identify residents with special needs. (Note: Persons with Access and Functional Needs have been or may also be called "Vulnerable Populations", "Populations at Risk" or "Special Needs Populations".
 - **Shelters and Shelter Operations:** The designation and operation of emergency shelters is the responsibility of the City of Pacific Grove, in conjunction with Monterey Bay Area Chapter of the American Red Cross. Red Cross personnel and volunteers are trained in shelter operations and procedures. The City and/or the

chapter maintain agreements with local entities such as school districts to make available specific facilities that meet shelter parameters for use as shelters during an emergency. The actual designation of facilities to be used as shelters make vary over time as agreements are renewed or expire, or may be situationally dependent on the emergency extant. Consequently close liaison between the City and the chapter will be required in order to adequately convey actual shelter requirements during an emergency. Specific shelters are listed in **Annex T – Mass Care and Shelter Plan**.

- **Triage and Pre-Hospital Care:** The need for triage and/or pre-hospital care could accompany most of the major emergencies/disaster situations addressed in this plan. Protocols and procedures for triage and pre-hospital care are found in the **Monterey County Multi Casualty Incident Plan** promulgated by the Monterey County Emergency Medical Care Agency of the Monterey County Health Department.
- **Urban Search and Rescue:** The need for urban search and rescue resources could accompany many of the major emergencies/disaster situations addressed in this plan. Protocols and procedures for urban search and rescue are found in the **Monterey County Operational Area Urban Search and Rescue Plan** promulgated by the Monterey County Operational Area Urban Search and Rescue Team.
- **Environmental Health/HazMat Assessment:** Should a situation dictate an environmental health/HazMat assessment, the services of the Monterey County Environmental Health Division and/or a HazMat Team should be requested and utilized.
- **Mass Decontamination:** The need for mass decontamination could evolve during a response to an act of terrorism stemming from a chemical, biological, radiological, or nuclear incident. The need for mass decontamination will be determined by the Incident Commander or the Emergency Services Director in consultation with the Commander of the Hazardous Material Team present. As mass decontamination actions will be dependent on the situation and factors at hand, including but not limited to the contaminant involved, the physical location, and the resources required to conduct the decontamination, all efforts will be undertaken in a coordinated manner in consonance with existing HazMat Team and Monterey County Environmental Health Division protocols.
- **Emergent Volunteers:** Emergent volunteers are those members of the community who volunteer to perform emergency services during an emergency incident who have not been previously registered as “Disaster Services Workers”. They usually represent a host of talents, and can prove indispensable to an emergency incident response. Channeling their skills and talents into viable, productive efforts could prove to be a challenge to the EOC Staff. Before employing emergent volunteers during an emergency, they should be registered as “Disaster Services Workers”.

- **Visitors/Transient Population:** The City of Pacific Grove is a recognized tourist destination. The distinct ambience, charm, and personality of the City attract visitors worldwide. With over thirty lodging establishments (bed and breakfasts, hotels, inns, and the Asilomar Conference Center), and more than forty restaurants within the City, it is capable of hosting a sizable number of visitors, especially during holiday weekends and the summer season.

Emergency response operations within the City should take into consideration the fact that a large number of visitors may present a unique set of challenges. The following factors may be present or considered:

- Public information efforts should be directed towards keeping visitors, as well as citizens and residents, informed. This may require unique and inventive ways to reach the transient population.
 - Non-English speakers may be encountered.
 - Visitors unacquainted with some local hazards (earthquakes, high/dangerous surf, and tsunamis) may tend to panic or become unduly concerned if these events occur.
 - Visitors unfamiliar with the potential severity of local hazards may tend to underestimate the hazards involved and place themselves at extreme risk.
 - Evacuations should be undertaken with an understanding of the potential impact on City businesses. The option of shelter in place should be considered when appropriate.
- **Continuity of Government (COG):** Continuity of Government (COG) is the ability of the City's government to continue to function during a major emergency or disaster. Frequently associated with a pandemic emergency in which a large portion of the City's staff could be assumed to be incapacitated, for the purpose of this plan, the concept of COG will be considered applicable to all forms of potential major emergencies or disasters. See **Annex K – City of Pacific Grove Continuity of Government Plan (COG)** for further details.
 - **Continuity of Operations (COOP):** Continuity of Operations (COOP) relates to the City's ability to continue to operations during a major emergency or disaster. Again, this function is often associated with a pandemic emergency, but in reality, could be applicable to any disaster or major emergency. For the purposes of this plan, COOP will be considered to be situationally dependent. Depending on the situation and the extent of impact, the City may elect to suspend non-essential operations and divert personnel, equipment, and resources to essential operations as necessary to sustain vital functions and protect the public. The decisions needed to accomplish these actions will be undertaken as part of the overall emergency response phase effort.

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Emergency Incident Likelihood of Occurrence, Severity, and Major Operational Considerations/Factors for Pacific Grove

The following Emergency Incident Likelihood of Occurrence, Severity, and Major Operational Considerations/Factors for Pacific Grove Matrix addresses the likelihood and severity potentials, and the major operational considerations/factors of the emergency incidents listed.

Emergency Incident Likelihood of Occurrence, Severity, and Major Operational Considerations/Factors for Pacific Grove Matrix

HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Earthquake (Magnitude <5.0)	Frequent	Low	• Low to moderate media involvement. • Citizen inquiries. • Possible structural and property damage.	Severity Dependent on Location and Proximity
Earthquake (Magnitude 5.0>)	Infrequent	Moderate to High	• Potential Multi Casualty Incident (MCI). • Widespread structural and property damage. • Disruption of transportation/essential services/utilities. • Selective evacuations. • Probable shelter operations. • Possible "Shelter-in-Place". • Urban fires. • School closure. • Intense media interest. • Potential for panic. • Numerous citizen inquiries. • Potential for looting.	Severity Dependent on Location and Proximity

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Tsunami	Low	Moderate to High	• Rapid warning dissemination requirement. • Shoreline closure and enforcement thereof. • Potential for large number of troublesome sightseers/gawkers. • Selected evacuation of shoreline homes. • Potential Multi Casualty Incident (MCI). • Possible shelter operations. • Traffic control near shoreline. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on Location and Proximity
Winter Storm/ Extreme Weather	Seasonal	Low to High	• Downed trees with potential property damage. • Varied citizen inquiries. • Potential for urban rescue operations. • Disruption of traffic. • Disruption of electrical utilities. • Urban/small stream flooding. • Possible localized or general evacuations. • School closure. • Moderate media interest.	Severity Dependent on Wind Direction, Wind Speed, Wind Gusts, Ground Saturation, and Duration of the Storm

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CON-SIDERATIONS/FACTORS	REMARKS
Earthen Dam/Levee & Resultant Flooding	Extremely Low	Low to Moderate	• Disruption of traffic. • Localized property/structure flooding. • Potential for evacuations. • Potential sewage spills. • Low to moderate media interest.	Only one structure qualifies as an earthen dam in Pacific Grove.
Urban/Small Stream Flooding	Low to Moderate	Low to Moderate	• Disruption of traffic. • Localized property/structure flooding. • Potential for evacuations. • Possible school closure. • Potential for sewage spills. • Varied citizen inquiries. • Intense media interest.	Could Accompany Winter Storms
High Surf Conditions/Coastal Flooding	Infrequent	Low to Moderate	• Evacuation and closing of the shoreline. • Citizen inquiries. • Enforcement of evacuations and shoreline closure. • Evacuation of homes along the shoreline. • Traffic control/restrictions along shoreline and access routes. • Moderate to intense media interest. • Strong potential for sightseers and gawkers. • Possible shelter operations.	Seasonal with Severity Dependent on Tides, Swells, and Wind Conditions/Direction
HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CON-SIDERATIONS/FACTORS	REMARKS
Urban/Wildland Intermix Fire	Low	Moderate to High	• Fire mutual aid and possible law mutual aid. • Area evacuations. • Possible school closure. • Traffic disruptions. • Intense media interest. • Numerous citizen inquiries. • Potential for panic. • Possible utility disruptions.	Seasonal and Dependent on Weather/Fuel Conditions
Urban Fire/Conflagration	Low	Moderate to High	• Fire mutual aid and possible law mutual aid. • Area evacuations. • Possible school closure • Traffic disruptions. • Intense media interest. • Numerous citizen inquiries. • Potential for panic. • Possible utility disruptions.	Severity Dependent on the Location of the Fire and the Structures Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CON-SIDERATIONS/FACTORS	REMARKS
Essential Services/ Transportation/ Utilities Disruption (General)	Low	Low to Moderate	• Possible assistance to persons with functional needs and/or welfare checks. • Possible distribution of food and water to persons with functional needs. • School closures. • Moderate media interest. • Numerous citizen inquiries. • Possible shelter operations.	Severity Dependent on the Nature and Location of the Disruption
Potable Water Contamination/ Disruption	Low	Low to Moderate	• Possible MCI. • School closure. • Possible evacuation. • Possible shelter operations. • Possible distribution of water to persons with functional needs. • Low to moderate media interest • Close coordination with CalAm required. • Numerous citizen inquiries.	Severity Dependent on the Nature and Location of the Disruption
Transportation Dis- ruption	Low	Low to Moderate	• Delays in emergency responses and mutual aid. • Delays of general and specific deliveries. • Commute and general traffic congestion. • Moderate media interest. • Numerous citizen inquiries. • Frustration of citizens.	Severity Dependent on the Nature and Location of the Transportation Disruption

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CON-SIDERATIONS/FACTORS	REMARKS
Utilities Disruption (Electrical Power, Natural Gas, and Sewer Services)	Low	Low to Moderate	• Possible assistance to vulnerable populations and/or welfare checks. • Possible distribution of food to vulnerable populations. • Possible HAZMAT situation (sewers). • School closures. • Moderate media interest. • Numerous citizen inquiries. • Close coordination with PG&E required. • Prolonged outages possible. • Protection of vulnerable populations.	Severity Dependent on the Nature and Location of the Disruption
Hazardous Materials Incident	Low	Low to Moderate	• HazMat Team Mutual Aid. • Possible MCI. • Possible decontamination operations. • Possible school closure. • Possible area evacuation. • Moderate level of citizen inquiries. • Possible shelter in place.	Severity Dependent on the Location of the Spill and Type of Chemical Involved
Evacuation	Low	Low to Moderate	• Transportation requirements/logistics. • Possible school closure. • Moderate media interest. • Numerous citizen inquiries.	Severity Dependent on the Type of Incident Causing the Evacuation and the Urgency Involved

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CON-SIDERATIONS/FACTORS	REMARKS
Multi-Casualty Incident (MCI)	Low	Low to Moderate	• Possible fire and/or law mutual aid. • Possible emergency medical mutual aid. • Moderate to intense media interest. • Some citizen inquiries.	Severity Dependent on the Nature of the Incident and the Number of Casualties Involved
Public Health Emergency	Low	Low to Severe	• Possible emergency medical mutual aid. • Involvement of the County Health Department. • School closure. • Moderate to intense media interest. • Possible evacuation. • Numerous citizen inquiries.	Severity Dependent on the Nature and Scope of the Emergency
Pandemic	Low	Low to Severe	• Possible emergency medical mutual aid. • Involvement of the County Health Department. • School closures. • Moderate to intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature and Scope of the Actual Pandemic
Civil Unrest/Urban Violence	Very Low	Low	• Possible law and/or fire mutual aid. • School closure and possible evacuations. • Intense media interest. • Moderate level of citizen inquiries.	Severity Dependent on the Nature of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Explosive Ordnance Disposal Incident (EOD)	Very Low	Low to Medium	• Mutual Aid for EOD Squad/Team. • Probable Unified Command Structure. • Potential for a hoax. • Potential terrorism event. • Potential for an MCI if premature detonation occurs. • Possible federal and/or state investigation assistance. • Possible law and/or fire mutual aid. • Requirement for military notification. • Possible military assistance/mutual aid. • Probable evacuation. • Potential for panic. • Road/access/area closures/traffic disruption. • Possible business/school closures. • Potential for “copy-cat” incidents. • High media interest. • Moderate level of citizen inquiries.	Severity Dependent on the Nature of the Incident and/or Device Involved

HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FACTORS	REMARKS
Terrorism (Chemical, Biological, Radiological, Nuclear, Explosive)	Very Low	Low to Moderate	• Possible fire and law mutual aid. • Containment of crime scene required. • Possible emergency medical mutual aid. • Possible MCI/possible evacuation. • Possible localized to widespread panic. • School evacuation and/or closure. • FBI/HSD/Federal/State involvement. • Probable JOC/JIC establishment/support. • Extremely intense media interest. • Potential for panic. • Numerous citizen inquiries.	Severity Dependent on the Nature of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS /FACTORS	REMARKS
Armed Shooter/ School Lockdown	Low	Low to Severe	• Possible law and/or fire mutual aid. • Possible MCI. • School evacuation/possible evacuation. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on the Nature of the Incident
Nuclear/Radiological Incident	Extremely Low	Low to High	• Possible act of terrorism. • Possible laboratory or nuclear power plant incident. • Possible military accident/incident. • Possible transportation incident. • Heavy federal/state/outside agency involvement and guidance. • Local containment, monitoring, and reporting may be required. • Heavy media interest/possible evacuation. • Possible panic.	Severity Dependent on the Nature of the Incident
State of War	Extremely Low	Low to Severe	• Possible law and/or fire mutual aid. • Probable federal and/or state involvement. • Possible MCI. • Possible panic. • Possible confrontations/armed citizens. • Possible evacuation and shelter operations. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on many factors not under the City's control
HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS /FACTORS	REMARKS
Mass Fatality Incident	Extremely Low	Severe	• Probable MCI. • Coroner Operations. • Possible emergency medical mutual aid. • Intense media interest. • Numerous citizen inquiries.	Severity Dependent on many factors not under the City's control
Aircraft Crash	Very Low	Low to Moderate	• MCI. • Urban fire/conflagration. • Coroner operations. • Possible emergency medical mutual aid. • Intense media interest. • Moderate level of citizen inquiries.	Severity Dependent on the Type of Aircraft and the Nature/Location of the Crash

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			• Possible localized panic. • Possible area evacuation. • NTSB investigation team support and/or coordination.	
Tour/School/ Passenger Bus Incident	Very Low	Low	• Probable MCI. • Possible coroner operations. • Possible emergency medical mutual aid. • Possible language barrier challenge for tour buses with foreign visitors. • Intense media interest. • NTSB investigation team support.	Severity Dependent on the Nature and Severity of the Incident

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HAZARD	LIKELIHOOD	SEVERITY	MAJOR OPERATIONAL CONSIDERATIONS/FAC-TORS	REMARKS
Major Maritime Incident/Shipwreck	Very Low	Moderate to High	• Possible vessel grounding or shipwreck. • Possible fire/law enforcement/public works/emergency medical mutual aid. • Probable search and rescue operations. • Possible coroner operations. • Possible evacuation/sheltering operation. • Possible coastline evacuation. • U.S. Coast Guard probable IC. • Potential for a Unified Command. • Probable USCG investigation. • Probable significant number of sightseers/gawkers. • Need for traffic/crowd control along coastline. • Heavy media interest.	Severity Dependent on the Type of Vessel Involved, the Number of Passengers Onboard, and the Location of the Incident
Other Incidents	Very Low	Unknown	• Considerations/Factors driven by the nature and severity of the incident.	Severity Dependent on the Nature and Severity of the Incident

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Note:

1. The likelihood of occurrence for this matrix is classified as Extremely Low, Infrequent, Very Low, Low, Moderate, Seasonal, High, and Frequent.
2. The severities of impact for this matrix are classified as Low, Moderate, High and Severe.
3. The remarks are intended to provide a synopsis of the factors that could affect the severity of impact of the type of incident.
4. **Annex A – EOC Positions and Duty Checklists** provide general duties and general/specific emergency checklists and consideration for each EOC Staff position. The general checklists are applicable to all emergencies, while the specific checklists (example: earthquake) are applicable to only that type of emergency. The checklists are intended to guide the EOC Staff through the response actions appropriate to emergency situations. The **Major Operational Considerations/Factors** listed above are potential subsidiary issues that could attend the types of emergencies listed, and that may need to be addressed by the EOC Staff. This matrix is intended to be used in conjunction with **Annex A – EOC Positions and Duty Checklists**

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Emergency Response Operations

This plan presumes that the initial response to most, if not all, emergency incidents will be tactical in nature. To the maximum extent possible, the intent of this plan is to preserve the operational flexibility and command prerogatives of the Incident Commander (IC). It is not the intent of this plan to inhibit or usurp these elements of command. Consequently, the tactical protocols established for the fire service, law enforcement agencies, and the emergency medical/ambulance providers will prevail.

Annex A – EOC Positions and Duties and Annex B – EOC Position Operational Checklists provide general duties and operational checklists applicable to all emergencies. Where actions or considerations unique to a specific type of emergency are warranted, they are included in **Annex B.**

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Monterey County Operational Area Terrorism Threat Conditions Matrix

The City of Pacific Grove will employ the modified Department of Homeland Security Terrorism Threat Matrix system developed by the Monterey County Office of Emergency Services and promulgated to all jurisdictions within the Monterey County Operational Area. The matrix and the actions to be undertaken for each threat condition are delineated in checklist manner by discipline and are contained in **Annex N – Monterey County Operational Area Threat Conditions Matrix**. The matrix will be used by appropriate City departments in the event of a change in Threat Condition issued by the Department of Homeland Security. (The Department of Homeland Security System has undergone modification since the Monterey County Matrix was developed. The Matrix will be used as a guide for actions to be taken during whatever modified threat condition is promulgated.)

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Resources

- **General:** The timely procurement and employment of a wide variety of resources is frequently essential to ensure a successful response to a disaster or major emergency. During a disaster or major emergency, resources can be obtained from various sources, including the following:
 - **Organizational Resources:** These include resources owned or leased by the City and used in the course of normal business.
 - **Local Resources:** These resources are those that can be procured from businesses and firms. Rental equipment or purchased building materials are examples of this type of resources. Resources are procured by the Logistics Section in response to specific resource requests and complete documentation is maintained to facilitate post-disaster reimbursement. The Assistant City Manager is responsible for developing and maintaining a “**Local Emergency Resource Directory**”. Additionally, the Monterey County Office of Emergency Services has developed an inter-active **Monterey County Operational Area Emergency Resource Directory (ERD)** which has been provided to all members of the Monterey County Operational Area. This document is intended to compliment and expand upon the **Local Emergency Resource Directory** and may include sources inside and outside of Monterey County.
 - **Mutual Aid:** Mutual aid is critical to responding to major emergencies and disaster situations when the resources of a particular jurisdiction, and/or neighboring jurisdictions are overwhelmed. Mutual aid is a structured system administered by the State that allows the timely application of specific and/or unique resources to the scene of the major emergency or disaster.

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Mutual aid is coordinated by the California Emergency Management Agency (CALEMA) through OES Region II or the Northern Region, Coastal Division, CALEMA, and requested through the Monterey County Operational Area or the Local Mutual Aid Coordinator. The following emergency functions are applicable to mutual aid. Where designed, functional coordinators are identified:

- Fire and Rescue Operations. (Monterey County Operational Area Fire and Rescue Coordinator – CalFire Unit Chief, San Benito-Monterey Unit.)
- Law Enforcement and Traffic Control Operations. (Monterey County Operational Area Law Enforcement Coordinator – Monterey County Sheriff)
- Medical Operations. (Medical and Health Operational Area Coordinator (MHOAC) – Monterey County Emergency Medical Services Administrator)
- Public Health Operations. (Medical and Health Operational Area Coordinator (MHOAC) – Monterey County Emergency Medical Services Administrator)
- Coroner Operations. (Monterey County Sheriff/Coroner)
- Care and Shelter Operations. (Mutual Aid Region Care and Shelter Coordinator)
- Movement Operations. (Monterey County Sheriff)
- Construction and Engineering Operations. (Monterey County Director of Public Works)
- Resource and Support Operations. (Monterey County Emergency Operations Center and the Mutual Aid Region Resource Coordinator)
- Radiological Defense.

The application of mutual aid is a coordinated evolution. Care should be taken to identify the specific requirement needed when requesting mutual, not the specific resource.

- **Outside Resources:** These resources are requested from the Monterey County Operational Area Emergency Operations Center when it has been determined that they cannot be obtained from organizational or local sources available to the City. The Operational Area may be able to supply these resources from its assets, or may be required to request them from State or federal sources. The Logistics Section is charged with requesting these resources, and tracking them while they are employed by the City. NIMS/SEMS/ICS procedures apply to obtaining these resources.

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- **Emergent Resources:** Usually volunteered by individuals or service organizations, these resources may be unknown until after the occurrence of the disaster and may cover a wide range. Specific authorization and complete documentation of the utilization of these resources is necessary to protect the City against claims and ensure that specific disaster service worker provisions are met.
- **Resource Requests:** Resource requests to the Operational Area should clearly state the need for the resource. Specifically identifying the resource itself should be avoided to the extent possible. As an example, if the need is to move 100 people from the City to a shelter in Pacific Grove, the request should not specify four MST buses. The resource provider will determine what resources are readily available, and fill the need accordingly. In this example, ten mini-buses or eight National Guard heavy trucks may more readily fill the requirement.

Conversely, if resources are ordered from a local business, the request should be as specific as possible. If the requirement exists for 10,000 sand bags and twenty tons of sand, this specific required should be delineated to the local provider and documented.

All possible efforts should be made to allow the eventual resource provider as much latitude as possible in satisfying the resource request.

- **Resource Management and Prioritization:** Resources will be governed by the concept of single point management. The Logistics Section will be responsible for the ordering and/or procurement of all resources in order to avoid duplication or redundancy of resources requests. Likewise, the practice of “over-ordering” resources in order to ensure that sufficient resources are available will be avoided. Such a practice may deprive other jurisdictions of a limited supply of specific resources.

The application and procurement of resources will be governed by the following hierarchy of priorities:

- **Preservation of Life/Prevention of Injury:** The preservation of life/prevention of injury will be the paramount consideration during major emergencies/disasters. This priority is equally applicable to citizens and responders.
- **Preservation/Protection of Property:** The preservation/protection of property will be the secondary consideration during major emergencies/disasters. This priority is equally applicable to public, private, and commercial property.
- **Other Applications of Resources:** All other applications will be of tertiary consideration of the application of resources during a major emergency or disaster.

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Training

See **Annex Q – EOC Staff and NIMS/SEMS Training Plan** for training requirements the overall City training plan.

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Public Information

Keeping the public informed is critical to the success of emergency or disaster operations. The resources available to a small city for this function are generally limited, however, effective use of the Monterey County Operational Area Emergency Operations Center Public Information Section Chief/Public Information Officer can enable local efforts and support the objectives established for dissemination of event critical information. The Operational Area has a range of options capable of reaching the public and the media, as well as trained public information officers. To this end, the EOC Public Information Section Chief/Public Information Officer will maintain close liaison with counterparts in the Monterey County Operational Area EOC and promulgate information through that agency when appropriate.

Additionally, the employment of local media resources should be undertaken when appropriate. **Annex F – EOC Key Points of Contact** lists local resources that could be employed.

The Public Information Section Chief/Public Information Officer will use standardized Pacific Grove Emergency Bulletins (PGMERBULLS) and Pacific Grove Warning Bulletins (PGWARNBULLS) for the promulgation of disaster or emergency related information. The content of these emergency bulletins should be concise and simple. Duplicate bulletins containing the same information may be promulgated in English and Spanish if the situation warrants. It is recommended that the EOC Public Information Section Chief/Public Information Officer have Spanish language translation and origination capabilities whenever the EOC is activated.

All PGEMERBULLS and PGWARNBULLS will be provided to the media as appropriate and to all levels of the city's organization. As such, they will be used not only to inform the residents of Pacific Grove, but also to keep all city employees informed on disaster related matters.

See **Annexes A – EOC Positions and Duties, Annex B – Position Operational Checklists, and Annex S – Emergency Public Information and Population Warning** for further public information details.

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Incident Action Plan

The EOC Staff will develop an “Incident Action Plan” or IAP within two hours of activation. The “Incident Action Plan” will include all goals and objectives that will be pursued during the first operational period by the “Red Team”. Two hours prior to relief by the “Gold Team”, the “Incident Action Plan” will be updated to reflect the current situation and include the goals and objectives to be accomplished during the second operational period by the “Silver Team”. This process will continue until the EOC is deactivated. A sample of an “Incident Action Plan” can be found in **Annex E – Contacts**.

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Initial Damage Estimate Report and Weather Related Damage Reporting

An Initial Damage Estimate Report will be submitted to the Monterey County Operational Area EOC upon the assessment of damages within the City. Follow up reports will be submitted as necessary to update the overall situation. A sample of an “Initial Damage Estimate Report” can be found in **Annex D – Forms**.

Additionally, any weather related damage will be reported directly to the National Weather Service Forecast Office, San Francisco Bay Area/Monterey. This information may be reported telephonically or sent electronically. If desired, the report may be in the format of the “Initial Damage Estimate Report”. Updates should be submitted to keep the NWS apprised of the current damage situation within the City.

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Prevention Plan

The City of Pacific Grove’s Prevention Plan is contained in **Annex H– Prevention Plan**.

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Hazard Mitigation Plan

The City of Pacific Grove’s Hazard Mitigation Plan is contained in **Annex K – Hazard Mitigation Plan**.

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Continuity of Government Plan

Continuity of governmental leadership during a disaster is critical to the ultimate success of response and recovery efforts. The Continuity of Government Plan for the City of Pacific Grove is contained in **Annex I – Continuity of Government Plan.**

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Recovery Plan

The City of Pacific Grove’s Recovery Plan is contained in **Annex J – Recovery Plan.**

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Regional and Monterey County Catastrophic Plans

In the event of a catastrophic emergency, it should be anticipated that appropriate Regional or Monterey County Catastrophic Plans will be activated and employed on a regional or County-wide basis. The City of Pacific Grove will employ the following plans based on the direction of the Monterey County Operational Area:

- **Regional Catastrophic Plans:**
 - Regional Catastrophic Earthquake Debris Removal Plan.
 - Regional Catastrophic Interim Housing Plan.
 - Regional Catastrophic Mass Care and Sheltering Plan.
 - Regional Catastrophic Incident Mass Fatality Plan.
 - Regional Catastrophic Earthquake Mass Transportation/Evacuation Plan.
 - Regional Volunteer Management Plan
- **Monterey County Operational Area Catastrophic Plans:**
 - Monterey County Catastrophic Earthquake Debris Removal Plan.
 - Monterey County Catastrophic Earthquake Mass Care and Sheltering Plan/Interim Housing Plan.
 - Monterey County Catastrophic Incident Mass Fatality Plan.
 - Monterey County Catastrophic Mass Transportation/Evacuation Plan.
 - Monterey County Volunteer Management Plan.

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Demobilization

The demobilization phase of any EOC is as critical to the success of the emergency response as the initial activation. All actions and expenditures undertaken during the activation must be recorded and all records must be concisely closed out. Most event audits by federal and state agencies responsible for administration of disaster relief funding rely on analysis of records maintained during activation. Experience has demonstrated that valid reimbursable claims are frequently disallowed due to lack of complete and accurate records.

Demobilization is also applicable to the individual members of the EOC Staff. Stress levels are elevated during activations, and all concerned should be aware of the impacts an EOC activation can have on the mental and physical well-being of assigned personnel. The use of critical stress debriefing resources should be employed as appropriate.

The overall objective of demobilization is to return the City's organization to normal operations. The concerted efforts of assigned personnel are required to ensure that all necessary details are accomplished prior to personnel being released.

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Post Incident Review

Following demobilization, a "Post Incident Review" (PIR) will be conducted at the discretion of the Emergency Services Director, preferably within two weeks of the event. The purpose of the PIR is to review all actions taken during the emergency and the EOC activation to determine what strengths and/or weaknesses were encountered, and what corrective actions should be taken to eliminate any weaknesses. The PIR will be chaired by the Emergency Services Director. All members of the EOC Staff and field personnel who participated in the emergency and/or the activation should participate in the PIR. All participants should be encouraged to provide their candid assessment of the actions in which they participated, and their recommendations for improvement of all phases of operations. The adequacy of all emergency documentations and plans should be addressed with the intent of modifying or upgrading these documents. The Emergency Services Director will prepare a written "Post Incident Review Report" (PIRR), sometimes called an "After Action Report", which will include any recommendations for improvement of operations and existing plans. At the discretion of the City Manager/Emergency Services Director, the PIRR may be used as the basis of a report to the City Council.

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EMERGENCY OPERATIONAL PLAN FUNCTION ANNEXES

Annex A – Management Checklist

The following checklists are designed to assist the Incident Management Team in conducting the mission of the CITY OF PACIFIC GROVE EOC. The checklists are divided into immediate actions, legal concerns, political issues, operations, and public information.

IMMEDIATE ACTIONS

- _____ Begin unit log. The log should include all information and orders given and the amount of information you had when making decisions.
See Unit Log Form ICS 214.
- _____ Establish contact with the Monterey Co. OES.
- _____ Assign staff to assist in the incident as requested by the *EOC Manager*.
- _____ Determine when the initial planning meeting is to be scheduled.
- _____ Determine the need to participate in a unified command organization.
- _____ Confirm the incident response number and the budget program number.
- _____ Confirm which portions of the CITY OF PACIFIC GROVE Emergency Operations Plan are applicable.
- _____ Confirm operational period.
- _____ Establish contact with the Police Chief and *Emergency Operations Executive* as necessary.

LEGAL CONCERNS

- _____ Determine the need to assign legal staff to the CITY OF PACIFIC GROVE EOC
- _____ Monitor the delivery of services based on the incident
- _____ Review legal responsibilities and authorities:
 - *Emergency proclamations*

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- *Lines of succession*
- *Intergovernmental obligations for service or mutual aid*
- *Social controls*
- *Price controls*
- *Procurement process*
- *Other restrictions*

_____Review status of contracts for equipment, supply, and materials procurement

POLITICAL ISSUES

_____Assist in the development of the incident action plan.

_____Assist in coordinating activities with senior leadership officials.

_____Enlist senior leadership officials to request assistance from public or private organizations if necessary.

OPERATIONS

_____Assess the impact of the incident on the day-to-day operations of the City.

_____Reassign personnel to support incident activities and to cover essential services.

PUBLIC INFORMATION

_____Assign a *Public Information Officer* (PIO) in the EOC as requested by the *EOC Manager*.

_____Direct EOC staff to route all requests for information regarding the incident to the *PIO*.

_____Open the Joint Information Center when indicated.

(See Joint Information Center Plan – CITY OF PACIFIC GROVE Emergency Operations Plan.)

EOC ACTIVATION CHECKLIST

When the first staff arrives at the EOC, complete the following:

- _____ Determine the indicated level of activation. Coordinate additional support if necessary.
- _____ Assign someone to take phone messages.
- _____ Check for messages: on voice mail, email and FAX.
- _____ Ensure all necessary warnings and notifications have been made
- _____ Set up EOC phones and computers. Distribute General Message Forms (ICS-213) to call takers and all other areas that take phone calls.
- _____ Notify *Emergency Operations Executive* of EOC activation.
- _____ Notify county OES duty officer (831-769-8888) of EOC activation.
- _____ Obtain an updated weather report from NOAA (www.weather.gov/sanfrancisco) and post information.
- _____ Post situation information and key contact numbers on maps and status boards.
- _____ Provide EOC command and general staff with position kits.
- _____ Contact IT staff for additional telephone/computer hook ups, if needed.
- _____ Consider additional notifications and ongoing updates to the following as necessary:
 - First responding agencies
 - *Mayor and city council*
 - CalEMA
 - Other agencies as appropriate
- _____ Keep an accurate log of activities on Unit Log Form ICS 214.

EOC DISPLAYS AND OTHER EQUIPMENT

1. Weather Status Board

The weather status board is clearly marked and has the appropriate telephone numbers to call to obtain current information.

2. General Information Boards

These are “white” or dry marker boards and are located on the walls of the EOC.

They can be customized to fit the current situation.

Use dry erase markers on these “White” boards.

3. Situation Maps

A large city map is provided on the EOC wall. Additional maps may be requested through the *Planning Section Chief* or *EOC Manager*. Additional maps may also be available from Monterey Co. OES. **Do not use permanent type markers on any laminated maps.**

4. Building Status Board

The Building Status Board is a clearly marked “white board” fixed to the EOC wall. Status is maintained using dry erase markers.

5. Shelter Status Chart

The Logistics Section will maintain a shelter status chart. This chart shows the location, occupancy; time opened and closed, and telephone numbers of the shelter and/or shelter manager.

6. Staffing Pattern

The EOC staffing information is contained on Form ICS 201. A chart of current staffing will be posted in the EOC and distributed to all command and general staff.

7. Copy Machine

A copy machine is available for use when the CITY OF PACIFIC GROVE EOC is activated. It will reproduce on 8.5 x 11, 8.5 x 14, and 11 x 17. It will duplex, sort, staple and numerous other functions. Larger format copy machines are available from Planning and Development

8. Street Atlas

Available via Internet are street maps which can be quickly reproduced, displayed in the

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EOC, distributed to command and general staff and/or given to personnel going to the field.

9. Support to EOC Staff

The EOC has a coffee maker. The employee break room containing a refrigerator, microwave, and sink is available to eat or to get away from the EOC during meals or breaks.

The Logistics Section may be requested to provide hot meals to the EOC staff during prolonged activations. Contact the *Food Unit Leader* with plenty of lead-time to place orders.

Showers are available to EOC staff in the Police Department locker room. Contact the police department for access.

There are restrooms located in the police dept and city hall. Sleeping accommodations can be arranged in offices.

The EOC has blankets available. Pre-arrangements should be made with the Logistics Section if sleeping accommodation is required.

COMMAND STAFF CHECKLISTS

EOC MANAGER

The CITY OF PACIFIC GROVE *EOC Manager* is responsible for the overall management of the emergency, the development and implementation of strategic goals and objectives, and for approving the ordering and release of resources. Command may be single, or unified with command personnel from other agencies or jurisdictions who share authority for the incident. The *EOC Manager* through the *Emergency Operations Executive* and *Police Chief* has responsibility for operations on the CITY OF PACIFIC GROVE city. *Any functions not assigned by the EOC Manager remain the responsibility of the EOC Manager.*

The *EOC Manager* reports to: *Emergency Operations Executive*

Reports to you: Command Staff, General Staff (Operations, Planning, Logistics, Finance/Admin. Section Chiefs), *Public Information Officer, Liaison Officer, Safety Officer, and Recorder.*

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are a one-time action, others are ongoing or repetitive for the duration of the incident.

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_____ Ensure that safety receives priority consideration in the development of the Incident Action Plan (IAP) and EOC operations (safety statement).

_____ Brief command and general staff.

_____ Ensure the EOC is activated to the indicated level of operations with indicated key personnel.

_____ Develop initial incident briefing using Incident Briefing Form ICS 201.

_____ Assess incident situation status and determine strategic objectives using Incident Objectives Form ICS 202. Ensure that all agencies impacted by the incident are notified.

_____ Ensure that the *Police Chief* and *Emergency Operations Executive* are notified.

_____ Ensure that the Monterey Co. OES *Duty Officer* is notified.

_____ Determine the need for establishing a unified command.

_____ Consider deploying *Liaison Officer* to establish command level communications with involved agencies not represented in the unified command structure.

_____ Authorize evacuation requests as necessary.

_____ Determine security needs of the EOC.

_____ Authorize the use of the City emergency notification systems to alert and warn the city community and public:

- *Review and approve emergency information/warning statements*
- *Ensure that emergency notification system resources are notified when their services are no longer needed*
- *Sign Warning Log Form 230WL*

_____ Activate appropriate command and general staff:

- *Confirm dispatch and arrival times of activated resources*
- *Confirm staff work assignment*

_____ Direct the call back of off-duty personnel. (Keep in mind the possibility of shift rotation.)

_____ Brief staff:

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- *Identify strategic incident goals and policy directives*
- *Provide a summary of the current organization*
- *Provide a review of current incident activities*
- *Determine the time and location of the first planning meeting*
- *Define required level of operational security*
- *Define rules of engagement and conditions for aborting the mission(s)*
- *Provide a safety statement*

_____ Determine information needs and have public information officer prepare a situation report (SITREP).

_____ Notify the *Emergency Operations Executive* and keep him/her informed of the incident status and activities. Include the *Emergency Operations Executive* or designee in planning meetings and determine the status or need for a disaster proclamation.

_____ Establish parameters and process for resource requests and release:

- *Review requests for critical resources*
- *Confirm who has ordering authority*
- *Confirm orders which require command authorization*

_____ Authorize the release of information to the media.

_____ Establish the level of planning to be accomplished.

- *Written incident action plan*
- *Contingency planning*
- *Formal planning meeting schedule*

_____ Ensure that planning meetings are conducted as indicated by the planning process checklist (below).

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PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Specify Tactical Operations/Priorities	OPS
5	Specify Recourse Status/Priorities	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Approve and authorize implementation of the Incident Action Plan (IAP):

- *Review IAP for completeness and accuracy*
- *Verify that objectives are incorporated and prioritized*
- *Sign Incident Objectives Form ICS 202*

_____ Ensure command and general staff coordination:

- *Periodically check progress on assigned tasks*
- *Approve necessary changes to strategic goals and IAP*
- *Ensure that public information officer is making appropriate contacts with participating agencies and the media*

_____ Review the CITY OF PACIFIC GROVE Emergency Operations Plan.

_____ Recommend proclamation of emergency to the *Emergency Operations Executive* as necessary.

_____ Review and approve disaster assessment statements from planning prior to sending.

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_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document all significant actions and information on Unit Log Form ICS 214.

PUBLIC INFORMATION OFFICER

The *Public Information Officer* is a member of the command staff and is responsible for the formulation and release of information about the incident to the media, public, and other agencies and organizations as well as the collection of general intelligence about the incident impacts and status from media, public and agency contacts. Intelligence gathered is disseminated to the appropriate general staff through the *EOC Manager*.

The *Public Information Officer* is responsible for Joint Information Center activation and operations. Activation of the Joint Information Center depends upon the magnitude of the incident, level of operations and the direction of the *EOC Manager*. *Any functions not assigned by the Public Information Officer remain the responsibility of the Public Information Officer.*

Public Information Officer reports to: EOC Manager

Reports to you: Additional staff as required.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the CITY OF PACIFIC GROVE *EOC Manager*.

- *Determine current status of the incident*
- *Identify current organization on Incident Briefing Form ICS 201, and Organization Assignment list ICS 203*
- *Determine point(s) of contact for media*
- *Determine current media presence*

_____ Determine the status of alert and warning systems, and use of the City emergency notification systems (ENS) as appropriate. With the *EOC Manager* determine the procedure and authorization for managing alerts and warnings;

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- *How often and under what conditions will the ENS be used?*
- *What other impacted agencies may also need to use the ENS?*

_____ Assess the need for special alerts and/or warning efforts for particular groups, including the hearing impaired, non-English speaking populations, and buildings especially at risk for a specific hazard, or which may need advance notice in order to close down operations.

_____ Publicize evacuation plans and instructions to the city community and public with the ENS and/or local television and radio stations, in cooperation with the planning, logistics, and operations sections, as approved by the *EOC manager*.

_____ Coordinate the development of public address and door to door protective actions.

_____ Prepare initial information summary as soon as possible. If information is not available, consider use of the following emergency information/warning statement:

“We are aware that an (accident/incident) involving (type of incident) occurred at approximately (time), in the vicinity of (general location). Emergency units are responding, and we will have additional information available as the situation is assessed and information can be confirmed. We will be holding a briefing at (location) and will notify the press at least ½ hour prior to the briefing. Thank you for your assistance.

_____ Arrange for necessary workspace, equipment, materials, telephones and staff. Coordinate with logistics section chief.

_____ Establish contact with local and national media representatives.

_____ Establish the joint information center if necessary (see the Joint Information Center Plan – CITY OF PACIFIC GROVE Emergency Operations Plan).

_____ Establish a schedule for news briefings.

_____ Coordinate with logistics the activation and staffing of message center control lines to receive and answer questions.

_____ Obtain current status reports from planning section and coordinate update schedule.

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_____ Obtain approval for information releases through the *EOC Manager*:

- *Confirm details to ensure no conflicts*
- *Identify site and time for press briefing and participants*
- *Confirm authorization in the absence of the EOC Manager*

_____ Post media releases in the Joint Information Center and EOC.

_____ Record or request copies of all interviews and releases. Contact media to correct erroneous or misleading information.

_____ Coordinate information releases with staff from other impacted jurisdictions and agencies.

Ensure that information is consistent.

_____ Attend planning meeting

PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Review Tactical Operations / Priorities	OPS
5	Specify Recourse Status/Needs	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Respond to special requests for information.

_____ Provide news releases, bulletins, and summaries to documentation unit
for retention.

_____ Confirm the preferred method of release of information to evacuees and families.

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_____ Confirm the process for the release of information on deceased names
and numbers.

_____ Review relevant information in the CITY OF PACIFIC GROVE Emergency Operations Plan.

The following may be used to assist in the formulation of emergency information/warning announcements:

SHELTER IN PLACE

“At (time) today, the city of Pacific Grove emergency management officials received notice of (type of incident) involving (type of hazard). The incident occurred at (location and time) today. CITY OF PACIFIC GROVE emergency management officials request that persons in (vicinity or location) should remain inside their residences or other closed building until further notice is given by the CITY OF PACIFIC GROVE Emergency Manager. If you are in the affected area, turn off heating and ventilation equipment and close all windows and doors. Seal around doors and windows with tape or wet towels. Keep children and pets inside. If you are inside and experience difficulty breathing, cover your nose and mouth with a damp towel. If you are outside, cover your nose and mouth and head for closed shelter. Stand by for further information and updates.”

PREPARE TO EVACUATE

“At (time) today, city of Pacific Grove emergency management officials received a report of a potentially dangerous condition involving (description of situation). The incident is occurring at (location). City of Pacific Grove emergency management officials request all persons in the affected area (vicinity or location) to stay indoors and prepare to evacuate. You do not need to evacuate at this time. If you are in your home, gather necessary medications and emergency supplies. This message will be repeated until conditions indicate otherwise. Stand by for further information and updates.

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EVACUATION

“At (time) today, the City of Pacific Grove emergency management officials received a report of an incident involving (description of situation). The incident is occurring at (location).

The City of Pacific Grove emergency management officials request all persons in the affected area (vicinity or location) to evacuate this area in an orderly manner. Drive or walk to (evacuation route). Emergency personnel will be along this route(s) to direct you out of the area. Observe traffic laws. Failure to leave the area may result in severe injury or harm, even death.

This message will be repeated until conditions indicate otherwise. Stand by for further information and updates.”

RE-ENTRY

“The City of Pacific Grove emergency management officials have determined that the incident (description of situation) which occurred at (vicinity of location) no longer presents a threat to public safety. Anyone previously evacuated may return now. Thank you for your assistance and cooperation.”

_____ Activate or update ENS as approved by the CITY OF PACIFIC GROVE *EOC Manager*.

_____ Obtain approval and signature on Warning Log Form ICS 260 WL from *EOC Manager*.

_____ Maintain Warning Log Form ICS 260 WL.

_____ Maintain Unit Log Form ICS 214.

LIAISON OFFICER

The *Liaison Officer* is a member of the command staff and is the point of contact for other governmental agencies, non-governmental organizations, and/or private sector stakeholders. In both single and unified command structures, representatives from assisting or cooperating organizations and entities coordinate through the *Liaison Officer*. Any

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functions not assigned by the Liaison Officer remain the responsibility of the Liaison Officer.

Liaison Officer reports to: EOC Manager

Reports to you: Additional staff as required.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *EOC Manager*.
- _____ Identify point(s) of contact with assisting and cooperating agencies and organizations and determine complete contact information.
- _____ Organize, assign and brief assistants.
- _____ Keep agencies supporting incident informed of incident status.
- _____ Monitor incident operations to identify current or potential inter-organizational issues and advise *EOC Manager* as appropriate.
- _____ Participate in planning meetings.
- _____ Prepare appropriate forms and other information to include in the IAP.
- _____ Prepare and provide appropriate documentation to the Documentation Unit.
- _____ Maintain Unit Log Form ICS 214.

RECORDER

The *Recorder* is a member of the command staff and is responsible for assisting the *EOC Manager* with documentation of the activities and decision-making processes of the EOC and command and general staff personnel. At the discretion of the *EOC Manager* the recorder may also serve as the administrative assistant in support of the *EOC Manager*. Any functions not assigned by the Recorder remain the responsibility of the Recorder.

Recorder reports to: EOC Manager

Reports to you: Additional staff as required.

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The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *EOC Manager*.
- _____ Acquire and organize work materials.
- _____ Monitor EOC operations noting significant events, actions, and decision making processes as directed by the *EOC Manager*.
- _____ Attend planning meetings
- _____ Prepare and provide appropriate documentation to the Documentation Unit.
- _____ Maintain Unit Log Form ICS 214.

SAFETY OFFICER

The *Safety Officer* is a member of the command staff and is responsible for monitoring the needs of on-scene safety personnel as well as the safe operations of the EOC and advising the *EOC Manager* on all matters relating to safety and health of responders and Incident Management Team members. *Any functions not assigned by the Recorder remain the responsibility of the Recorder.*

Safety Officer reports to: EOC Manager

Reports to you: Additional staff as required

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *EOC Manager*.
- _____ Assess and communicate hazardous and unsafe situations in and around the EOC.
- _____ Ensure a site safety and health plan is developed.
- _____ Develop safety measures to assure personnel safety

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- _____ Coordinate with on-scene safety personnel to prepare and include safety messages in the IAP.
- _____ Participate in planning meetings.
- _____ Review and approve the Medical Plan Form ICS 206.
- _____ Prepare appropriate ICS forms and other information to be included in the IAP.
- _____ Exercise authority to prevent or stop unsafe acts.
- _____ Serve as the EOC's representative on accident investigations.
- _____ Prepare and provide appropriate documentation to the Documentation Unit.
- _____ Maintain Unit Log Form ICS 214.

OPERATIONS CHECKLISTS

OPERATIONS SECTION CHIEF

The Operations Section, which may include on-scene personnel, and the *Operations Section Chief* assist in the support and interpret the strategy established by on-scene commanders. The *Operations Section Chief* assists in the development of the Incident Action Plan, monitors field operations, and facilitates requests for additional operational resources. The *Operations Section Chief* coordinates with the *Logistics Section Chief* for additional supplies, food, sanitation, fuel and clothing. *All functions not assigned by the Operations Section Chief remain the responsibility of the Operations Section Chief.*

Operations Section Chief reports to: EOC Manager.

Reports to you: *Branch Directors* and other assigned staff as required.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions and others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *EOC Manager*:
 - *Determine incident objectives and recommend strategies*
 - *Determine status of current tactical assignments*

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- *Identify current organization, location of resources and assignments*
- *Confirm resource ordering process*
- *Determine location of staging areas and assigned resources*

_____ Organize operations section to ensure operational efficiency.

_____ Establish operational period.

_____ Evaluate and plot situations and provide updates to the *Planning Section Chief*:

- *Location, status, and assignment of resources*
- *Effectiveness of tactics*
- *Suggested contingency plan*

_____ Determine the need and request additional resources.

_____ Conduct operations briefings and assign personnel in accordance with the IAP:

- *Brief units (branches, divisions and groups) on assignments and the ordering process*

_____ Complete the Operational Planning Worksheet Form ICS 215,

for the incident action plan (IAP) with the *Planning Section Chief*:

- *Identify assignments of field units*
- *Identify tactical objectives*
- *Identify resources needed to accomplish objectives*

_____ Brief and assign personnel in accordance with the IAP.

_____ Determine appropriate staging areas and collection sites for evacuation.

_____ Ensure coordination with command and other general staff:

- *Ensure the documentation of equipment use is maintained and given to the Finance Section Chief*
- *Ensure resource ordering and logistical support needs are passed to the logistics section*

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chief in a timely manner

- *Notify logistics of communication problems*
- *Keep the EOC Manager apprised of the status of operational efforts*
- *Keep Planning Section Chief apprised of resource and situation status*
- *Coordinate media field visits with the Public Information Officer*

_____ Attend the tactics meeting with the *Planning Section Chief* and *EOC Manager* prior to the planning meeting. Review strategy, tactics and organizational assignments.

_____ Supervise operations.

_____ Participate in planning meeting (see Section 8 for Tasks and Responsibilities). Report information about special activities, events and occurrences.

_____ Review relevant information in the CITY OF PACIFIC GROVE Emergency Operations Plan

_____ At shift change, brief relief Operations Section Chief and the Planning Section Chief or situation unit leader on the shift activities.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document all significant actions and information on Unit Log Form ICS 214.

_____ Prepare Division Assignment List Form ICS 204 with *Resource Unit Leader*.

_____ Attend the tactics meeting with the *Planning Section Chief* and *EOC Manager* prior to the planning meeting. Review strategy, tactics and organizational assignments.

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PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Specify Tactical Operations / Priorities	OPS
5	Specify Recourse Status/Needs	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Supervise operations.

_____ Participate in planning meeting (see Section 8 for Tasks and Responsibilities). Report information about special activities, events and occurrences.

_____ Review relevant information in the CITY OF PACIFIC GROVE Emergency Operations Plan

_____ At shift change, brief relief Operations Section Chief and the Planning Section Chief or situation unit leader on the shift activities.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

BRANCH DIRECTOR

Branch Directors are responsible for the implementation of the portion of the incident action plan assigned to the branches. Branches may be geographic or functional or a combination of both. *All functions not assigned by the Branch Director remain the responsibility of the Branch Director.*

Branch Director reports to: Operations Section Chief.

Reports to you: Division and Group Supervisors.

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The following checklists should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Operations Section Chief* or *EOC Manager*.

- *Determine resources assigned to the branch, current location, and activities*
- *Review assignments for divisions and/or groups within the branch, and modify them as required by current operations*

_____ Supervise branch operations.

_____ Attend operations briefings.

_____ Develop tactical assignments and alternatives for branch control operations.

_____ Assign specific work tasks to division/group supervisors.

_____ Resolve logistical problems.

- *Monitor radio transmissions to assess communications needs*
- *Ensure resources receive adequate food, liquids and rehabilitation*
- *Request additional resources as necessary*

_____ Report to *Operations Section Chief* whenever:

- *Incident action plan needs modification*
- *Additional resources are needed*
- *Surplus resources are available*
- *Significant events or hazardous situations occur*

_____ Coordinate activities with other *Branch Directors*.

_____ Attend planning meetings at the request of the *Operations Section Chief*.

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_____ At shift change, brief the *Operations Section Chief* and the *Planning Section Chief* or *Situation Unit Leader* on shift activities.

_____ Ensure branch fiscal record keeping.

_____ Process accident and medical reports.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit Log Form ICS 214.

DIVISION/GROUP SUPERVISOR

The *Division/Group Supervisor* is responsible for the implementation of the assigned portion of the incident action plan, management of resources within the division or group, and reporting on progress of control operations and status of resources within the division or group. **All functions not assigned by the *Division/Group Supervisor* remain the responsibility of the *Division/Group Supervisor*.**

Division/Group Supervisor reports to: Branch Director, Operations Section Chief or EOC Manager.

Reports to you: Assigned staff.

The following checklists should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some activities are one-time actions and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Branch Director, Operations Section Chief* or *EOC Manager*.

- *Determine resources assigned to the division or group*
- *Confirm geographic boundaries or functional responsibilities of the division or group*
- *Confirm location and function of additional divisions and groups operating adjacent to or within your assigned geographic location*
- *Confirm tactical assignments*
- *Confirm communication assignment*

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- _____ Attend operations briefing.
- _____ Review assignments and incident activities with subordinates and assign tasks.
- _____ Inform *Resource Unit Leader* of all status changes of assigned resources.
- _____ Implement incident action plan for division or group.
- _____ Submit situation and resource status information to branch director or *Operations Section Chief*.
- _____ Coordinate activities with adjacent divisions or groups.
- _____ Determine the need for additional resources, request through the branch director or the *Operations Section Chief*.
- _____ Report special occurrences or events such as hazardous situations or accidents to the *Branch Director* or *Operations Section Chief*
- _____ Resolve logistical problems within the division and/or group.
 - *Monitor communications and assess communications needs*
- _____ Brief with the *Branch Director* or *Operations Section Chief* prior to leaving shift.
 - *Participate in the development of plans for the next operational period*
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Maintain Unit Log Form ICS 214.

ORGANIZING THE OPERATIONS SECTION

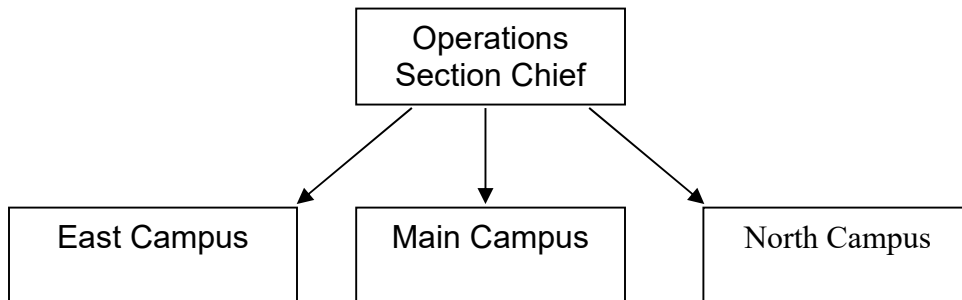
There are three basic ways to organize the operations function:

1. Geographically
2. Functionally
3. Combination of both geographic and functional

Geographic Organization Structure

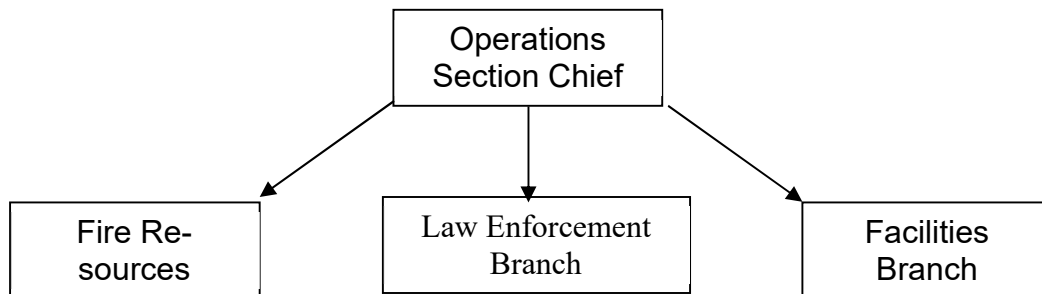
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A geographic organizational structure may be appropriate in large, diffuse incidents, such as earthquakes or winter storms. Geographic organization is done by dividing the city into geographic divisions preferably based on natural boundaries. An example with wide spread structural damage would be the division of the city into geographic areas.



Functional Organization Structure

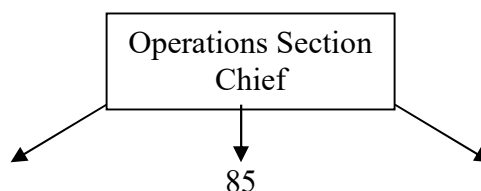
A functional organizational structure is common for incidents with a limited geographic area but which involve a number of departments or organizations. This type of structure preserves normal lines of communication and command. In this instance all police functions are located in the law enforcement branch, all fire functions are located in the fire resources branch, all public utilities functions are located in the facilities branch, and would be the same for all other functional areas.



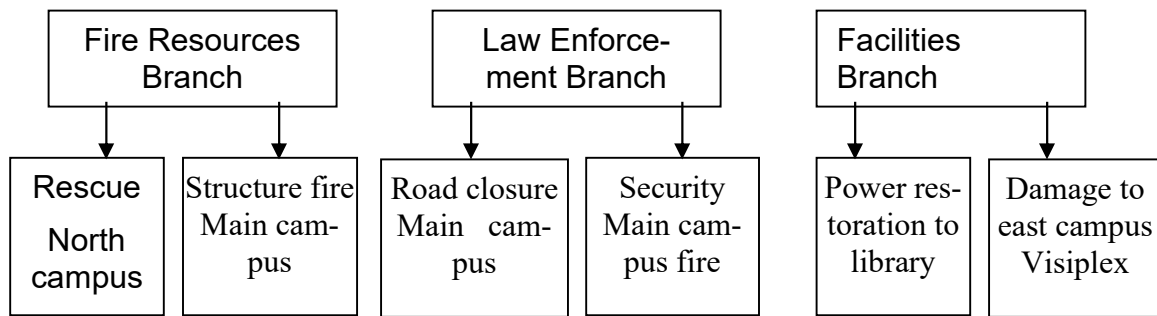
Combination of Geographic and Functional Organization Structural Components

This structure provides the most flexible organizational structure. There are three variations which may be used:

- A. Functional branches with geographic divisions. In this example you might have a wind storm causing multiple problems in different geographic areas:

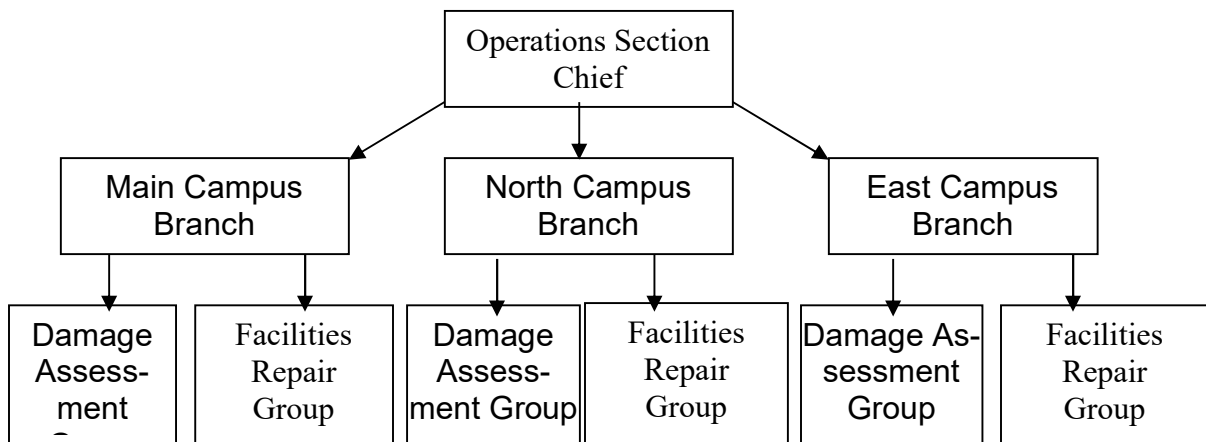


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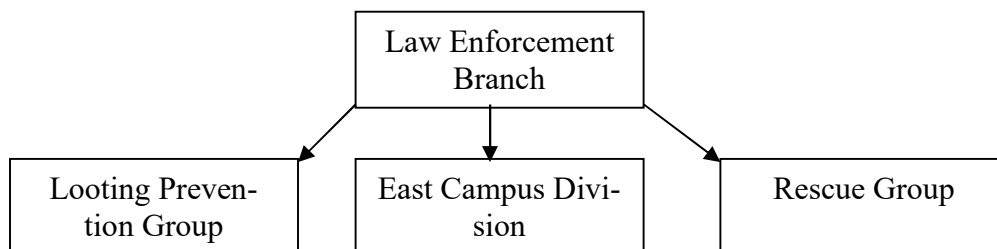
Here the branches correspond to individual functions which might be distributing resources to multiple separate incidents throughout the county.

B. Geographic branches with functional groups. In a large earthquake it might be set up:



In this case damage in each individual area is a large enough problem to warrant its own branch with separate functional groups.

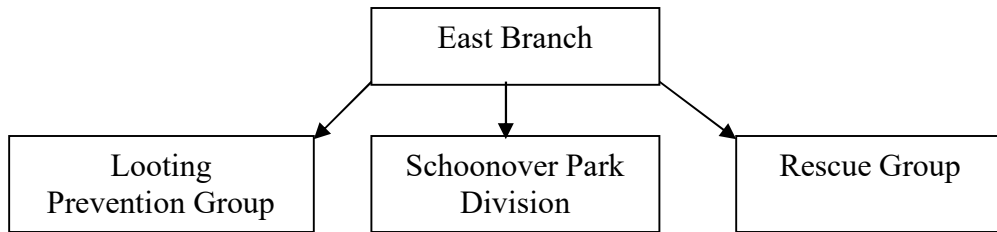
C. Combination geographic and/or functional branches with combination divisions and groups:



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In this case the branch director has a functional assignment for the whole city while at the same time overseeing resources organized both in a functional manner, in the case of city wide looting prevention and rescue assignments, and geographically in the case of a division assigned just to assist with east city problems.

On the other hand, it could be set up so that a geographic branch might have both geographic divisions and functional groups:



In this case the geographic branch relating only to the problems in East City has both functional groups (looting prevention and rescue) which relate to the entire area and a division just to assist with Schoonover Park problems.

PLANNING CHECKLISTS

PLANNING SECTION CHIEF

The *Planning Section Chief*, a member of the general staff, is responsible for the collection, evaluation, dissemination, and use of information about the development of the incident and the status of resources. Information is necessary to: 1) understand the current situation, 2) predict probable course of incident impact, and 3) prepare alternative strategies for the incident. The *Planning Section Chief* coordinates the planning meeting and is responsible for producing a written incident action plan. All functions that are not assigned by the Planning Section Chief remain the responsibility of the Planning Section Chief.

Planning Section Chief reports to: *EOC Manager*.

Reports to you: *Resources, Situation, Document, and Demobilization Unit Leaders, Technical Specialists*.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that

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some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

_____ Obtain briefing from *EOC Manager*:

- *Determine current resource status*
- *Determine current situation status*
- *Assist EOC manager in determining current strategic goals and tactical objectives*
- *Assist EOC manager in the development of the Incident Briefing Form ICS 201*
- *Supervise preparation of an Incident Action Plan (IAP)*
- *Determine time and location of first planning meeting*
- *Determine potential contingency plans*

_____ Activate planning section positions as needed.

_____ Establish and maintain resource-tracking system.

_____ Prepare Incident Objectives Form ICS 202 with *EOC Manager*.

_____ Advise general staff of any significant changes in incident status.

_____ Form, deploy and supervise preliminary damage assessment teams and field observers.

_____ Establish information requirements and reporting schedules for EOC.

_____ Prepare contingency plans.

- *Review current and projected incident and resource status*
- *Develop alternative strategies*
- *Identify resources required to implement the contingency plan*
- *Document alternatives in writing for presentation to the EOC Manager and*

Operations Section, and for inclusion in the written incident action plan (IAP) using the Assignment List Form ICS 204

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_____ Prior to the planning and strategy meetings, meet with the *Operations Section Chief* and the *EOC Manager* to discuss proposed safety and tactics. Diagram and present a flow chart of incident organization and resource location.

_____ Determine and post a schedule of planning meetings in the EOC.

_____ Conduct the planning and strategy meetings according to the planning process checklist and the guidelines established in Section 8, Planning Process.

PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Specify Tactical Operations / Priorities	OPS
5	Specify Recourse Status/Needs	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Perform operational planning for Planning Section.

_____ Supervise the preparation of Incident Action Plan.

- *Ensure that detailed information is available for Operations and Command*
- *Verify that all support and resource needs are coordinated with Logistics Section Chief prior to the release of the plan*
- *Coordinate IAP changes with the general staff prior to approval by the EOC Manager*
- *Distribute and post written changes*
- *Provide copies of IAP to all command and general staff, the Police Chief and Emergency Operations Executive*

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- _____ With input from *Operations* and *Logistics Section Chiefs*, develop an incident evacuation plan.
- _____ Coordinate preparation of the communication, medical and traffic plans with *Operations* and *Logistics Section Chiefs*.
- _____ Provide periodic predictions or technical expertise on incident potential.
- _____ Establish a weather collection data system using all available sources.
- _____ Identify the need for special resources; discuss needs with *EOC manager* and *Operations Section Chief*. Facilitate resource requests with *Logistics Section Chief*.
- _____ At shift change, brief relief *Planning* and *Operations Section Chiefs* on the shift activities.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Document actions on Unit Log Form ICS 214.

RESOURCE UNIT LEADER

The *Resource Unit Leader* is responsible for 1) the preparation and maintenance of displays, charts, and lists that reflect the current status and location of resources; 2) the preparation and processing of resource status change; and 3) maintain a master check-in list of resources assigned to the incident. *All functions that are not assigned by the Resource Unit Leader remain the responsibility of the Resource Unit Leader.*

Resource Unit Leader reports to: Planning Section Chief.

Reports to you: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *Planning Section Chief*.
- _____ Organize, staff, and supervise unit as appropriate. Provide for adequate relief personnel.
- _____ Establish check-in procedures.
- _____ Establish contact with incident information sources to determine what resources have been assigned to the incident, their status, and location.

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_____ Compile, maintain and display resource status information.

_____ Establish method of maintaining resource status.

_____ Maintain master roster of all resources at the incident.

- *Total number of personnel assigned to the incident*
- *Total number of resources assigned to each section and/or unit*
- *Total number of specific equipment/apparatus types*

_____ Using the Incident Briefing Form ICS 201, prepare and maintain the EOC display (organization chart and resource allocation and deployment sections of display.)

_____ Assist in preparation of the IAP

- *Prepare Organization Chart Form ICS 207, and IAP Components Assignment List Form ICS 203; post in each room of the EOC*
- *With the Operations Section Chief prepare Branch, Division/Group Assignment Sheets Forms ICS 204*

_____ Participate in planning meetings as assigned.

_____ Brief relief personnel on current and unusual situations.

_____ Establish contacts with incident facilities and maintain resource status information.

_____ Gather, post and maintain current incident resource status including transportation, support resources and personnel.

_____ Assist in identification of additional and special resources

- *Other disciplines*
- *Technical Specialists*
- *Resources needed to implement contingency plans*

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document action taken on Unit Log Form ICS 214.

SITUATION UNIT LEADER

The *Situation Unit Leader* is responsible for the collection and organization of incident status and situation information. The situation unit leader is also responsible for the evaluation, analysis, and display of that information for use by the EOC staff. The *Situation Unit Leader* is also responsible for preparing contingency plans. *All functions not assigned by the Situation Unit Leader, remain the responsibility of the Situation Unit Leader.*

Situation Unit Leader reports to: Planning Section Chief.

Reports to you: Damage Assessment Manager, Display Processors, Technical Specialists, additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from *Planning Section Chief*.

- *Review Incident Briefing Form ICS 201 for incident status*
- *Determine strategic goals and tactical objectives*
- *Determine necessary contingency plans*
- *Identify reporting requirements, both internal and external to the incident*

_____ Organize and staff unit as appropriate.

- *Establish reporting requirements, including schedule and format*
- *Request Technical Specialists as needed*

_____ Supervise *Technical Specialists*. (On very complex incidents, it may be necessary to assign a supervisor to oversee *Technical Specialists*.)

- *Brief Technical Specialists on current incident status*
- *Assign analysis tasks*
- *Notify staff of time lines and format requirements*

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- *Monitor progress*

_____ Collect and analyze situation data.

_____ Obtain and develop incident maps for tracking and plotting incident.

_____ Compile, maintain and display incident status information for EOC staff.

- *Sort data into required categories of information (i.e. geographic area, population, facilities, environmental values at risk, location of facilities, etc.*
- *Determine appropriate map displays*
- *Review all data for completeness, accuracy, and relevancy prior to posting*
- *Plot incident boundaries, location of perimeters, facilities, access routes, etc. on display maps in planning area*
- *Develop additional displays (weather reports, incident status summaries, etc.) as necessary*
- *Ensure displays and maps are kept up to date*

_____ Prepare evacuation plan for approval of the *Planning Section Chief*.

_____ Provide photographic services and maps.

- *Photographic services may be used to document operations and intelligence activities, damage assessment, public information activities, and accident investigations*
- *Issue disposable cameras to field observers and operations personnel. Ensure film is returned and processed at the end of each shift*
- *Provide timely photo processing*
- *Request additional and specialized maps from GIS personnel*
- *Provide incident map(s) for IAP*
 - _Provide situation evaluation, prediction and analysis for command and operations. Prepare information on alternative strategies.

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- *Review current and projected incident and resource status*
- *Develop alternative strategies*
- *Identify resources required to implement contingency plan*
- *Document alternatives for presentation to EOC Manager and Operations Section Chief and inclusion in the written incident action plan*
- *Notify command and general staff if unforeseen changes occur*

_____ Interview line personnel coming off shift to determine effectiveness of strategy and tactics, work accomplished and left to be accomplished.

_____ Request weather forecasts as necessary. General forecast information should be requested directly from the National Weather Service.

_____ With *Logistics and Operations Section Chiefs*, prepare traffic plan, external and internal to the incident, for approval of the *Planning Section Chief*.

_____ Prepare Incident Status Summary Form ICS 209 and other status reports as assigned prior to each planning meeting. Provide copies to command and general staff. Forward to other entities as directed.

_____ Participate in planning meetings as required.

_____ Review and approve damage assessment statements.

_____ Maintain situation unit records.

_____ Provide briefing to on-coming *Situation Unit Leader* on current and unusual situations.

_____ Write narrative report on situation from initial attack to final demobilization.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document activities on Unit Log Form ICS 214.

DAMAGE ASSESSMENT MANAGER

The Damage Assessment Manager is responsible for collecting, collating, and reporting damage resulting from the incident, and for supervising and directing the activities of the damage assessment teams. *All functions that are not assigned by the Damage Assessment Manager remain the responsibility of the Damage Assessment Manager.*

Damage Assessment Manager reports to: Situation Unit Leader.

Reports to you: Damage Assessment Teams.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions, others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Situation Unit Leader*.

- *Location of work assignment*
- *Type of information required*
- *Information priorities*
- *Time limits for task completion*
- *Method of communication*
- *Method of transportation*

_____ Activate, organize, and supervise damage assessment staff.

_____ Using ATC-20/45 guidelines (published separately) have damage assessment teams identify unsafe facilities.

_____ Collect, compile and maintain records of damage information. Coordinate with the *Finance Section Chief* for expenditures on the emergency response.

_____ Post information on situation unit status displays.

_____ Obtain approval from *Situation Unit Leader*, *Planning Section Chief*, and command, and then make initial disaster report to appropriate agencies at county, state and federal level, follow up with required paperwork to support requests for disaster assistance.

_____ Coordinate with *Public Information Officer* and *Incident Commander* to keep public informed about hazardous roads, bridges, drinking water, etc.

_____ Notify the *Logistics Section Chief* of need to arrange relocation of building occupants from hazardous structures.

_____ Coordinate with *Logistics Section Chief* the marking of unsafe facilities, roads, bridges, etc.

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- _____ Coordinate damage assessment information with *Finance Section Chief*.
- _____ Brief on-coming *Damage Assessment Manager* on current and unusual activities.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Document activity on Unit Log Form ICS 214.

DISPLAY PROCESSOR

The *Display Processor* is responsible for the display of incident status information obtained from field observers, resource status, and photographs. *All functions that are not assigned by the Display Processor remain the responsibility of the Display Processor.*

Display Processor reports to: Situation Unit Leader

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from *Situation Unit Leader*.
- _____ Determine location of work assignment, numbers, types and location of displays required, priorities, map requirements, and time lines for project completion.
- _____ Obtain necessary equipment and supplies.
- _____ Develop required displays in accordance with time limits for completion.
- _____ Update displays on schedule, or as new information becomes available.
- _____ Assist *Situation Unit Leader* in analyzing and evaluating field reports.

DOCUMENTATION UNIT LEADER

The *Documentation Unit Leader* is responsible for: 1) maintaining accurate and complete incident files, 2) providing duplication services to incident personnel, and 3) packaging and storing incident files for legal, analytical, fiscal, and historical purposes. *All functions that are not assigned by the Documentation Unit Leader remain the responsibility of the Documentation Unit Leader.*

Documentation Unit Leader reports to: Planning Section Chief.

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Reports to you: Additional staff as assigned.

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from *Planning Section Chief*.

_____ Establish work area:

- *Ensure adequate duplication capability for large-scale operations, and adequate staff to assist in the duplication and documentation process*

_____ Establish and organize incident files. Files should include as appropriate:

- *Incident Briefing (Command)*
- *Incident Action Plans (Planning)*
- *Radio Logs (Logistics)*
- *Press Releases, Warning Log s (Information Manager)*
- *Message Forms, Unit Logs (All staff)*
- *Resource Order forms (Logistics)*
- *Incident Status Summaries (Planning)*
- *Time Sheets (Finance)*
- *T-Cards, Master Resource List (Planning)*
- *Demobilization Plan (Planning)*
- *Disaster Proclamations (Command)*
- *Contracts (Finance)*
- *Cost Summaries (Finance)*
- *Damage Assessment Summaries by location and type of work accomplished (Planning)*

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- *Check-in Lists (Planning)*
- *Hazardous Materials Debriefings and Medical Records (Safety/Finance)*
- *All other pertinent documents*

_____ Determine number needed and duplicate IAP accordingly.

_____ Prepare incident documentation when requested.

_____ Maintain, retain and store incident files and copies of official forms and reports.

_____ Check the accuracy and completeness of records submitted for files.

_____ Ensure that legal restrictions on public records are observed.

_____ Brief on-coming documentation unit leader on current activities and unusual events.

_____ Give completed incident files to *Planning Section Chief*.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document activity on Unit Log Form ICS 214.

TECHNICAL SPECIALIST

Technical Specialists are advisors with special skills needed to support incident operations. *Technical Specialists* may report to the *Planning Section Chief*, be assigned within an existing unit, or be reassigned to other parts of the organization, such as operations, logistics, finance, or command. *All functions that are not assigned by the Technical Specialists remain the responsibility of the Technical Specialists.*

Technical Specialists Report To: Planning Section Chief, Situation Unit Leader, or Technical Specialist Supervisor (may be re-assigned elsewhere in the organization).

The following checklist should be considered as minimum requirements for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time actions; others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from *Incident Commander* or *Planning Section Chief*.

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- *Identify chief/leader in organization*
- *Identify work location, resources available, expectations of incident organization concerning time-lines, report format, participation in planning meetings, etc.*

_____ Obtain copies of IAP (if available).

_____ Participate in planning meetings as requested.

_____ Provide technical expertise to chief/leader in organization according to established format, timelines, etc.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document actions taken on Unit Log Form ICS 214.

LOGISTICS CHECKLISTS

LOGISTICS SECTION CHIEF

The *Logistics Section Chief*, a member of the general staff, is responsible for providing facilities, services, and materials (except tactical aircraft), in support of the incident. The *Logistics Section Chief* participates in the development and implementation of the incident action plan (IAP). *All functions that are not assigned by the Logistics Section Chief, remain the responsibility of the Logistics Section Chief.*

Logistics Section Chief reports to: *EOC Manager.*

Reports to you: *Communications, Resource, and Facilities Unit Leaders.*

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *EOC Manager*:

- *Review situation and resource status*
- *Review current organization*

_____ Ensure EOC is physically activated as approved by the *EOC Manager*:

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- *Confirm staffing of the EOC with the EOC Manager*
- *Contact incident management team members as necessary*
- *Contact additional call receivers and EOC staff as required*

_____ Determine the need for shelter/collection sites for affected citizens:

- *Request representatives from the American Red Cross and Community Based Shelters to the CITY OF PACIFIC GROVE EOC.*

_____ With approval from the *EOC Manager* determine the need for the request and release of resources.

_____ Provide input and assess the effectiveness of the current communications plan.

_____ *Staff the logistics section appropriately. Consider the need for security, and communications, and supply units.*

_____ Establish contact with adjoining jurisdictions and agencies, Monterey Co. OES, CalEMA.

_____ With input from the *Operations Section Chief* develop a traffic plan.

_____ Provide input and support for evacuation plan if applicable.

_____ Research the availability of additional resources as needed.

_____ Attend planning meetings (see Section 9 for Tasks and Responsibilities).

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PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Specify Tactical Operations / Priorities	OPS
5	Specify Recourse Status/Needs	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Participate in the preparation of the IAP:

- *Provide input on resource availability, support needs, identified shortages, and response time-lines for key resources*
- *Identify future operational needs and anticipate additional logistical requirements*
- *Ensure communications plan is prepared, Communications Plan Form ICS 205*
- *Ensure the medical and traffic plans are prepared when indicated*

_____ Review IAP and prepare for staffing and shift change report for the relief of personnel.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit Log Form ICS 214.

COMMUNICATIONS UNIT LEADER

The *Communications Unit Leader* is responsible for developing plans for the efficient use of communications equipment and facilities, overseeing the installation of equipment and the supervision of EOC communications. *All functions not assigned by the Communications Unit Leader remain the responsibility of the Communications Unit Leader.*

Communications Unit Leader reports to: Logistics Section Chief.

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Reports to you: *Communications Center Manager, other staff as assigned.*

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Ensure that adequate staff is available for call receiving, office machine operation and for message distribution.

_____ Develop and implement the Communications Plan Form ICS 205. For detailed information on preparing the communications plan, see Section 9 Communications Planning Process.

- *Obtain a current organizational chart*
- *Determine the most hazardous or intensive activity with Operations and the Planning Section. Ensure communications needs are met*
- *Make communications assignments to all operating units, including volunteer groups*
- *Determine command communications needs*
- *Determine support communication needs*
- *Establish and post specific procedures for use of the EOC communications equipment*

_____ Determine what cellular/satellite phones are being used, and at what locations.

_____ Confirm what information may be released and provide a written statement to call receivers.

_____ Document and request service for malfunctioning equipment.

_____ Establish and maintain a communications accountability system.

_____ Report overloaded communication situations to the *EOC manager*.

_____ Provide technical information as required:

- *Adequacy of communications currently in use*
- *Geographic limitations*
- *Capabilities*

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- *Amount and type of equipment available*
- *Anticipated problems with equipment being used*

_____ Maintain a file for message and radio forms and logs.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit log Form ICS 214

COMMUNICATIONS CENTER MANAGER

The *Communications Center Manager* is responsible for managing the information flow of radio communications within the EOC. *All functions not assigned by the Communications Center Manager remain the responsibility of the Communications Center Manager.*

Communications Center Manager reports to: Communications Unit Leader.

Reports to you: Radio Operators.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Communications Unit Leader*. Determine:

- *Location of assignments*
- *Communications procedures*
- *Frequencies or talk groups in use*
- *Nets established and to be established*
- *Equipment status*
- *Capabilities, limitations, and restrictions*
- *Communications and message center procedures*
- *Assigned staff*

_____ Review IAP and communications already in place.

_____ Set up communications center.

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- _____ Receive and route radio transmissions to and from field and EOC personnel in a timely manner. Document all messages on the General Message Form ICS 213. Ensure that logs are kept up to date.
- _____ Report overloaded communications frequencies to the communications unit leader.
- _____ Report significant events to the *Message Center Manager* for posting to the major event log.
- _____ Maintain Unit Log Form ICS 214.

MESSAGE CENTER MANAGER

The *Message Center Manager* is responsible for managing the information flow of telephone communications within the EOC. He/she receives, records, and routes information and administrative and tactical traffic. Primary responsibility is for collecting and routing all telephone messages, and posting significant messages to the major event display. *All functions not assigned by the Message Center Manager remain the responsibility of the Message Center Manager.*

Message Center Manager reports to: Communications Unit Leader.

Reports to you: Call Receivers.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Communications Unit Leader*. Determine:

- *Communications procedures*
- *Telephone numbers in use*
- *Telephone assignments*
- *Equipment status*
- *Capabilities, limitations, and restrictions*
- *Communications and message center assignments*
 - *Operators assigned*

_____ Set up message center.

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- _____ Post Organizational Chart Form ICS 207 with the corresponding names and extensions.
- _____ Post phone lists of shelters, special assistance agencies, independent contractors and local jurisdictional contacts (include city leadership, administrative and law enforcement numbers).
- _____ Post released information regarding the location, circumstances, and agencies involved and special instructions for *Call Receivers*.
- _____ Ensure that all fax machines are operational and constantly monitored for incoming information and that it is distributed as necessary.
- _____ Supervise and constantly update *Call Receivers* and give suggested instructions for call and information transferring:
 - *Administrative requests or contacts with governmental agencies (refer to the EOC Manager)*
 - *Refer media to Public Information Manager*
 - *Supply, facility and communication requests for information (refer to logistics)*
 - *Field reports on the status of the incident (refer to operations)*
 - *Weather reports, incident updates and progress reports (refer to planning)*
 - *Contractual, cost estimates, time keeping and record retention information (refer to finance)*
 - *Provide a name with the appropriate phone extension to assist in the rapid transfer of calls*
- _____ Staff messenger or runner positions as needed.
- _____ Brief relief operators on:
 - *Current activity*
 - *Equipment status*
 - *Any unusual communications situations*
 - *Constraints on the release of information*
- _____ Report overloaded phone systems to *Communications Unit Leader*.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Maintain Unit Log ICS Form 214.

INCIDENT CALL RECEIVERS

The *Incident Call Receivers* are responsible for receiving and transmitting telephone messages. All functions not assigned by the Incident Call Receiver remain the responsibility of the Incident Call Receiver.

Incident Call Receiver reports to: Message Center Manager or Communications Unit Leader.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are non-time and others are ongoing or repetitive for the duration of the incident.

_____ Review the organization, phone extension and section list.

_____ Review posted information.

_____ If an extension is busy, complete the message form

(RECORD ALL INFORMATION & BRIEF DESCRIPTION)

Transfer to the appropriate command or general staff section.

_____ Confirm what information can be released and to whom.

DO NOT RELEASE INFORMATION OR ADVICE, SPECULATE ON TIME FRAMES, OR COMMENT ON THE CONDUCT OF THE INCIDENT. IF IN DOUBT, REFER CALLER TO APPROPRIATE EOC STAFF.

_____ Phones shall be answered, as follows: “CITY OF PACIFIC GROVE EMERGENCY OPERATIONS CENTER”.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit Log ICS Form 214 of all messages and actions.

COMMUNICATION TECHNICIANS

Communication Technicians are responsible for all technical communications functions. All functions not assigned by the Communication Technicians remain the responsibility of the Communication Technicians.

Communication Technician reports to: *Communications Unit Leader*.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *Communications Unit Leader*. Obtain a copy of the communications plan if complete.
- _____ Provide technical advice to the *Communications Unit Leader*.
- _____ Maintain, test, and repair all communications equipment.
- _____ Provide briefing to relief crew on current activities, problems, and unusual situations.
- _____ Document activities on Unit Log Form ICS 214.

SUPPLY UNIT LEADER

The *Supply Unit Leader* is responsible for coordinating the procurement of resources and supplies requested by field units and the EOC and maintaining an inventory of those resources. **All functions not assigned by the *Supply Unit Leader* remain the responsibility of the *Supply Unit Leader*.**

***Supply Unit Leader* reports to: *Logistics Section Chief*.**

Reports to you: *Volunteer Resource and Employee Welfare Manager*, other staff as assigned.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

- _____ Obtain briefing from the *Logistics Section Chief*.

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- _____ Determine type and amount of supplies and equipment needed to support the incident.
- _____ Participate in the Logistics Section planning.
- _____ Confirm ordering process with *Finance Section Chief*.
- _____ Organize and staff unit as appropriate:
 - *Consider dividing the ordering responsibilities either by discipline (police, fire, etc.) or by type (equipment, personnel, supplies, etc.)*
 - *Consider the need for agency representation in the ordering process*
- _____ Determine ordering and receiving parameters, authorities, and restrictions.
- _____ Order, receive, store and distribute supplies and equipment.
- _____ Prevent order request duplication.
- _____ Receive resource requests from authorized incident staff. Requests from the field should come through a staff member in the EOC.
- _____ Review IAP for information affecting the logistics supply unit.
- _____ Maintain inventory and accountability of equipment, supplies, and their locations.
- _____ Work with the *Facilities Unit Leader* to identify and activate appropriate facilities for supply storage with consideration given to security.
- _____ Provide cost information to *Finance Section Chief*.
- _____ Brief your relief crew on the status of outstanding orders, current activities, and unusual situations.
- _____ Provide for proper disposal of expendable supplies and hazardous wastes.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Maintain Unit Log ICS Form 214.

VOLUNTEER RESOURCE AND EMPLOYEE WELFARE MANAGER

The *Volunteer Resource and Employee Welfare Manager* is responsible for three functions. First is the researching and communicating the status of the families of personnel who are on duty at the time the incident occurs. The second is the responsibility for developing systems first for registering and placing convergent volunteers and secondly for receiving and distributing donated goods. Third is coordinating the feeding of EOC personnel and incident volunteers. All functions not assigned by the Volunteer Resource and Employee Welfare Manager remain the responsibility of the Volunteer Resource and Employee Welfare Manager.

Volunteer Resource and Employee Welfare Mgr reports to: Resource Unit Leader.

Reports to you: Assigned staff.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

- _____ Assess need for 24-hour staffing and activation.
- _____ Consider the need to inform families of the current welfare of EOC personnel and other appropriate volunteer workers.
- _____ Consider the need to coordinate with volunteer organizations for services and distribute donated goods.
- _____ Consider supplies, meals and shelter for volunteer workers.
- _____ Consider the need to establish a volunteer/donation reception center. Document all convergent volunteers.
- _____ Post volunteer group contacts in EOC.
- _____ Determine food service requirements for planned and expected operations.
- _____ Coordinate with private and volunteer food services.
- _____ Coordinate transportation of food to the field if necessary.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Maintain Unit Log ICS Form 214.

FACILITIES UNIT LEADER

The *Facilities Unit Leader* is responsible for the layout and activation of incident facilities, including the EOC. **All functions that are not assigned by the *Facilities Unit Leader* remain the responsibility of the *Facilities Unit Leader*.**

Facilities Unit Leader reports to: Logistics Section Chief.

Reports to you: *Security Manager* and other assigned personnel.

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Assess need for additional EOC space.

_____ Obtain a copy of the IAP and determine:

- *Evacuation collection sites*
- *Shelters available*
- *Staging and delivery areas*
- *Supply/receiving/distribution centers*
- *With Public Information Manager, set up joint information center when indicated (See CITY OF PACIFIC GROVE Emergency Operations Plan Joint Information Center Appendix.)*

_____ Determine the requirements for each facility to be established:

- *Sanitation*
- *Sleeping*
- *Feeding (available cooking facilities)*
- *Supply area*
- *Medical Support*
- *Communications needs*
- *Security*
- *Heating and Lighting*

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_____ Access.

- *Parking*
- *Security*

_____ Plan adequate facility lay out that will meet the need of the facility being organized.

_____ Coordinate negotiations for rental or donated facilities.

_____ Video or photograph facilities prior to occupancy (if possible).

_____ Forward documentation to *Finance Section Chief*.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit Log ICS Form 214.

SECURITY MANAGER

The *Security Manager* is responsible for the security of the EOC, incident facilities, staging and supply areas. *All functions that are not assigned by the Security Manager remain the responsibility of the Security Manager.*

Security Manager reports to: Facilities Unit Leader

Reports to you: Assigned staff

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing or repetitive for the duration of the incident.

_____ Obtain briefing from the *Facilities Unit Leader*:

- *Expected duration and scope of the incident*
- *Facilities, staging and supply areas already involved*
- *Anticipated security needs*

_____ Staff security as indicated by the above considerations and concerns.

_____ Establish contact with law enforcement as needed.

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- _____ Develop a security plan for incident facilities.
- _____ Document all complaints and suspicious reports.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Maintain Unit Log ICS Form 214.

FINANCE CHECKLISTS

FINANCE SECTION CHIEF

The *Finance Section Chief*, a member of the general staff, is responsible for all financial and cost analysis aspects of the incident. This includes maintaining an audit trail, billing, invoice payments, and documentation of labor, materials, and services used during the incident. The *Finance Section Chief* has major responsibility for preparing documentation for cost reimbursement in the event of a federally declared disaster. *All functions not assigned by the Finance Section Chief are the responsibility of the Finance Section Chief.*

Finance Section Chief reports to: *EOC Manager*

Reports to you: Assigned Staff

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note some activities are one-time and others are ongoing and repetitive for the duration of the incident.

- _____ Obtain briefing from the *EOC Manager*:
 - *Determine the level of fiscal process necessary for the incident*
 - *Determine the potential for rental or contract services*
 - *Assess potential for legal claims arising from the incident*
 - *Identify applicable financial guidelines and policies*

_____ Establish a charge code for emergency operations. Ensure all sections are aware of this system.

_____ Confirm/establish purchasing guidelines and authorizations necessary.

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_____ Meet with assisting and cooperating agencies to determine cost share or financial obligations.

_____ Ensure that all personnel time records reflect incident activity:

- *Notify departments and EOC personnel when the emergency time-keeping process is in effect and where to submit time sheets*
- *Distribute time-keeping forms and ensure they are properly completed*

_____ Attend planning meeting

PLANNING PROCESS CHECKLIST

	TASK	PRIMARY RESPONSIBILITY
1	Briefing on Situation and Resources	OPS/PLANS
2	Set Incident Objectives	EOC MANAGER
3	Plot Control Lines and Boundaries	OPS
4	Specify Tactical Operations / Priorities	OPS
5	Specify Recourse Status/Needs	OPS/PLANNING
6	Specify Facility and Reporting Locations	LOGISTICS
7	Develop Resource and Personnel System	LOGISTICS
8	Establish Communication, Medical and Traffic Plans	LOGISTICS
9	Establish Safety Statement	EOC MANAGER
10	Provide Financial and Record-Keeping System	FINANCE/PLANNING
11	Identify Potential Problems/Opportunities	EOC MANAGER
12	Consider Information Issues and Release	POI/EOC MANAGER
13	Review/Finalize/Approve/Implement Plan	ALL

_____ Ensure that all obligation documents initiated by the incident are properly prepared and completed.

_____ Assist logistics with resource procurement:

- *Identify vendors for which open purchase orders or contracts must be established*
- *Negotiate ad hoc contracts*

_____ Assist in damage assessment:

- *Identify damage assessment files*
- *Coordinate secondary damage assessment teams with planning section and state*

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and federal teams

_____ Retain copies of invoices for

_____ Assist in accident investigation as requested.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Maintain Unit Log ICS Form 214.

TIME UNIT LEADER

The *Time Unit Leader* is responsible for personnel and equipment time recording. *All functions not assigned by the Time Unit Leader remain the responsibility of the Time Unit Leader.*

Time Unit Leader reports to: *Finance Section Chief*

Reports to you: *Time Keeper* and assigned staff

The following checklists should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

_____ Obtain briefing from the *Finance Section Chief*.

- *Determine incident requirements for time recording*
- *Determine required time-lines for reports*
- *Determine location of timekeeping activity*
- *Determine number of personnel and rental equipment for which time will be kept*

_____ Organize and staff unit as appropriate.

_____ Advise Operations and Logistics Section Chiefs of daily record of equipment rental time (if any) and provide appropriate forms.

_____ Establish contact with appropriate agency personnel representatives.

- *Determine time-keeping constraints of individual agencies*
- *Time will be maintained for volunteer and mutual aid resources regardless of whether time will be reimbursed*

_____ Ensure that daily personnel and equipment time recording documents are prepared, and compliance with time policy is maintained.

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_____ Establish files for time records as appropriate.

_____ Provide for records security.

_____ Ensure that all records are complete or current prior and distributed to appropriate agencies to demobilization.

_____ Brief Finance Section Chief on current problems, recommendations, outstanding issues and follow-up requirements.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document action taken on Unit Log ICS Form 214.

PERSONNEL TIME KEEPER

The *Personnel Time Recorder* is responsible for collecting, organizing, reporting and filing daily personnel time documents and equipment rental time reports. *All functions not assigned by the Personnel Time Keeper are the responsibility of the Personnel Time Keeper.*

Personnel Time Keeper reports to: Time Unit Leader

The following checklists should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

_____ Obtain briefing from the *Time Unit Leader*.

- *Determine time-lines for reporting cost information*
- *Determine what resources will require time records*

_____ Establish and maintain a file for employee and equipment time reports within the first operational period. This should include:

- *City, Corporation, special hire, mutual aid and volunteer personnel/equip.*

_____ Initiate, gather or update a time report from all personnel and equipment assigned to the incident according to time-lines established for each operational period.

- *Ensure that all sections are reporting personnel time on the appropriate forms. Provide forms as necessary*
- *Coordinate with Operations and Logistics Section Chiefs for equipment use info.*

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- _____ Assist units in establishing a system for collecting equipment time reports, and reconcile all time data and deductions with owner/operator.
- _____ Ensure that all equipment time is documented within four hours after the end of each operational period.
- _____ Submit data to *Time* and *Cost Unit Leaders* for cost effectiveness analysis.
- _____ Ensure that all employee identification information is correct on the time report.
- _____ On each shift, close out time documents prior to personnel leaving the EOC.
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Document action taken on Unit Log Form ICS 214.

PROCUREMENT UNIT LEADER

The *Procurement Unit Leader* is responsible for administering all financial matters pertaining to vendor contracts. The procurement unit is responsible for developing a procurement plan to ensure that goods and services are procured to meet the needs of the incident. The procurement unit works very closely with the logistics section, which implement the plan and perform all incident ordering. Due to the requirement for legal input this unit should be staffed by personnel from legal, finance and information services departments. *All functions not assigned by the Procurement Unit Leader remain the responsibility of the Procurement Unit Leader.*

Procurement Unit Leader reports to: Logistics Section Chief

Reports to you: Assigned staff

The following checklists should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

- _____ Obtain briefing from the *Finance Section Chief*. Determine:
 - *Delegation of authority to commit city funds*
 - *Status of bid process*
 - *Current vendor list*
 - *Current pre and dis-qualified contractor lists*

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- *Current emergency resource list*
- *Time-lines established for reporting cost information*

_____ Contact *Logistics Section Chief* on incident needs and any special procedures or requirements.

_____ Prepare and sign offers for rental as necessary.

_____ Develop incident procurement plan. This plan should include:

- *Spending caps*
- *Necessary forms including emergency purchase orders*
- *Identify who has purchasing authority*
- *Process for obtaining approval to exceed caps*
- *Coordination process with logistics section* Review equipment rental agreement and use statements for terms and conditions of use within 24 hours after equipment arrival at incident. Provide hourly rates and associated costs to cost unit.

_____ Prepare and sign contracts, land-use and cost-share agreements as necessary.

_____ Draft memorandums of understanding as needed (obtain legal review and *EOC Manager's* signature prior to implementation if indicated).

_____ Establish contact with supply vendors as needed. Determine whether additional vendor-service agreements will be necessary.

_____ Interpret contracts and resolve claims or disputes within delegated authority.

_____ Provide cost data from rental agreements, contracts, etc. to *Cost Unit Leader* according to reporting time frames established for the operational period.

_____ Verify all invoices.

_____ Ensure that all equipment rental documents and inspections are complete (coordinate inspection information with *Logistics* and/or *Operations Section Chiefs*) before signing.

_____ Complete final processing and send documents for payment.

_____ Maintain final incident receiving documents:

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- *Obtain copies of all vendor invoices*
- *Verify that all equipment time records are complete*
- *Maintain comprehensive audit trail for all procurement documents*
- *Check completeness of all data entries on vendor invoices*
- *Compare invoices against procurement documents*
- *Assure that only authorized personnel initiate orders*

_____ Coordinate use of petty cash funds as necessary.

_____ Brief relief personnel on current activities and unusual events.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document action taken on Unit Log ICS Form 214.

COMPENSATION / CLAIMS UNIT LEADER

The *Compensation/Claims (Comp/Claims) Unit Leader* is responsible for administering financial matters arising from injuries, property damage or deaths of registered emergency workers occurring on an incident. As a part of this responsibility, the *Comp/Claims Unit Leader* is responsible for gathering evidence and preparing claims documentation for any event involving damage to public or private properties which could result in a claim against the City. *All functions not assigned by the Compensation/Claims Unit Leader remain the responsibility of the Compensation/Claims Unit Leader.*

The *Compensation/Claims Unit Leader* reports to: *Finance Section Chief*

Reports to you: Assigned staff

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

_____ Obtain briefing from *Finance Section Chief*.

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- _____ Establish contact with incident safety and liaison officers or department/agency representatives.
- _____ Establish procedures with the *Logistics Section Chief* on prompt notification of injuries or deaths. Conduct accident investigations if indicated.
- _____ Ensure that volunteer personnel have been appropriately registered.
- _____ Ensure written authority for registered emergency workers requiring medical treatment.
- _____ Ensure completion of all compensation/claims related forms.
- _____ Maintain copies of hazardous materials briefings. Ensure they are included as part of the final incident package.
- _____ Arrange for notification of next of kin of registered emergency workers for serious injuries and deaths (this will be done through command).
- _____ Ensure that all messages are recorded on a General Message Form ICS 213.
- _____ Document action taken on Unit Log Form ICS 214.

COST UNIT LEADER

The *Cost Unit Leader* is responsible for collecting all cost data, performing cost effectiveness analyses and providing cost estimates and cost savings recommendations for the incident. **All functions that are not assigned by the *Cost Unit Leader* remain the responsibility of the *Cost Unit Leader*.**

The *Cost Unit Leader* reports to: *Finance Section Chief*

Reports to you: Assigned staff

The following checklist should be considered as a minimum requirement for this position. Users of this manual should feel free to augment the list as necessary. Note that some of the activities are one-time and others are ongoing and repetitive for the duration of the incident.

- _____ Obtain briefing from the *Finance Section Chief*.
 - *Determine reporting time-lines*
 - *Determine standard and special reports required*
 - *Determine desired report format*
- _____ Obtain and record all cost data.

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- *City equipment costs*
- *Contract or mutual aid equipment costs*
- *Contract or mutual aid personnel costs*
- *Damage to county facilities, infrastructure, equipment or vehicles*
- *Supplies*
- *Food*

_____ Identify in reports all equipment/personnel requiring payment.

_____ Prepare incident cost summaries by operational period, or as directed by the *Finance Section Chief*.

_____ Prepare resources use cost estimates for planning section. Make sure estimates are updated with actual costs, as they become available.

_____ Make recommendations on cost savings to *Finance Section Chief*.

_____ Maintain cumulative incident cost records. These records should identify:

- *City equipment costs*
- *Personnel costs (straight and overtime) by department*
- *Contract of mutual aid equipment costs*
- *Contract or mutual aid personnel costs*
- *Damage to City facilities, infrastructure, equipment or vehicles*
- *Supplies*
- *Food*
- *Other related costs*

_____ Ensure that all cost documents are accurately prepared.

_____ Brief relief personnel on current activities and unusual events.

_____ Ensure that all messages are recorded on a General Message Form ICS 213.

_____ Document action taken on Unit Log Form ICS 214.

Annex B – Communications

General

This annex provides the PGEOC Communications Plan and supporting information. The primary means of communication between PG EOC members and between PG EOC members and other agencies is by the use of WebEOC, administered through the Monterey County Office of Emergency Services.

Radio Communications

Radio channels will be utilized by the City of Pacific Grove and supporting agencies during an activation of the PGEOC.

Telephonic Communications

The following telephone numbers will be available in the PGEOC for use during activation. Each position in the PGEOC has access to all or the majority of these lines. See **Annex C -- PGEOC Facilities and Equipment Requirements** for specific positional assignments.

POLICE DEPARTMENT LINES

USE	NUMBER	REMARKS
Primary PD Line	(831) 648-3143	Front Counter -- PD
Secondary. PD Line	(831) 648-3145	Front Counter -- PD
EOC Main	(831) 648-3167	Non-Public Number for PGEOC Use Only. Direct PGEOC Line
EOC PIO	(831) 648-3156	Non-Public Number for PGEOC Use Only. Direct PGEOC Line
EOC Fax / Ops	(831) 648-3163	Non Public Fax for PGEOC Use Only

CITY LINES

Primary City Hall Line	(831) 648-3100	Must dial 9 to get outside
Planning Dept. Line CDD Director	(831) 648-3182	Must dial 9 to get outside

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Planning Dept. Line Front Desk	(831) 648-3183	Must dial 9 to get outside
Planning Dept. Line Front Desk	(831) 648-3190	Must dial 9 to get outside
Planning Dept. Line Building Inspections	(831) 648-3194	Must dial 9 to get outside
Primary FD Line Monterey Fire Dept.	(831) 242-8733	MFD Fire Administration
Public Works Line	(831) 648-5722	Must dial 9 to get outside
Public Works On-Call Line	(831) 760-0602	Must dial 9 to get outside

Alert Monterey

In the event that evacuation of any portion of the City is required, the use of the Alert Monterey County provides the Incident Commander with a real time means of notifying residents in a specific defined area. The Alert Monterey County system, frequently referred to as a “reverse 9-1-1 system”, is activated by contacting the Watch Supervisor at the Monterey County Emergency Communications Center or the Monterey County Office of Emergency Services. Incident Commanders desiring to use Alert Monterey County should have a clear picture of the area or areas by streets that need to be evacuated in order that the system can be properly programmed and activated. **(See Annex F – Key Points of Contact.)** (Note: Specific protocols for the implementation of Alert Monterey County that will allow direct interface with the web site by individual jurisdictions are under development. Until these protocols are promulgated, Alert Monterey County will be activated by the Emergency Communications Center Watch Supervisor by calling **(831) 796-8888.**)

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Radio Amateur Civil Emergency Service (RACES)

Within the Monterey County Operational Area, amateur radio operators are organized under RACES. The Monterey County Operational Area Auxiliary Communications Support Officer (ACSO) administers the RACES Plan. RACES resources may be obtained through request to ACSO. Pacific Grove amateur radio operators operate under a plan dated August 1991 and approved by the Monterey County Emergency Services Manager. RACES operators utilize their own equipment and can provide fixed location or mobile communications services. To ensure insurance coverage, operators should be registered as Disaster Services Workers. Registration is normally handled by the ACSO.

Other Communications Resources

The following communications resources may be available on request:

- **Monterey County Mobile Emergency Coordination Unit (MECU).** This unit is a self contained mobile Incident Command Post, complete with tactical radio systems. It can be obtained on request from the Monterey County Office of Emergency Services.
- **Satellite Trailer Communications System.** This unit provides satellite telephone services and can be deployed to support an incident. It should be requested from the Monterey County Office of Emergency Services.

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Annex C - Forms

ICS 201	Incident Briefing
ICS 202	Incident Objectives
ICS 203	Organization Assignment List
ICS 204	Assignment List
ICS 205	Incident Radio Communication Plan
ICS 205A	Communication List
ICS 206	Medical Plan
ICS 207	Incident Organization Chart
ICS 209	Incident Status Summary
ICS 211	Incident Check-In List
ICS 213	General Message Form
ICS 213RR	Resource Request Message
ICS 214	Activity Log
ICS 215	Operational Planning Worksheet
ICS 215A	Incident Action Plan Safety/Risk Analysis
ICS 221	Demobilization Check-Out
ICS 260	Resource Order

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EMERGENCY OPERATIONS PLAN

INCIDENT BRIEFING (ICS 201)

1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
4. Map/Sketch (include sketch, showing the total area of operations, the incident site/area, impacted and threatened areas, overflight results, trajectories, impacted shorelines, or other graphics depicting situational status and resource assignment): 		
5. Situation Summary and Health and Safety Briefing (for briefings or transfer of command): Recognize potential incident Health and Safety Hazards and develop necessary measures (remove hazard, provide personal protective equipment, warn people of the hazard) to protect responders from those hazards. 		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 1	Date/Time: _____	

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[illegible]

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1. Incident Name:	2. Incident Number:	3. Date/Time Initiated: Date: _____ Time: _____
9. Current Organization (fill in additional organization as appropriate):		
Incident Commander(s) Liaison Officer Safety Officer Public Information Officer Operations Section Chief Planning Section Chief Logistics Section Chief Finance/Admin Section Chief		
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____		
ICS 201, Page 3		Date/Time: _____

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1. Incident Name:		2. Incident Number:		3. Date/Time Initiated: Date: _____ Time: _____	
10. Resource Summary:					
Resource	Resource Identifier	Date/Time Ordered	ETA	Arrived	Notes (location/assignment/status)
6. Prepared by: Name: _____ Position/Title: _____ Signature: _____					
ICS 201, Page 4			Date/Time: _____		

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INCIDENT OBJECTIVES (ICS 202)

1. Incident Name:	2. Operational Period: Date From: _____ Date To: Time _____ From: Time To: _____															
3. Objective(s):																
4. Operational Period Command Emphasis:																
General Situational Awareness																
5. Site Safety Plan Required? Yes ☐ No ☐ Approved Site Safety Plan(s) Located at:																
6. Incident Action Plan (the items checked below are included in this Incident Action Plan): <table style="width: 100%; border: none;"><tr><td style="width: 33%;">☐ ICS 203</td><td style="width: 33%;">☐ ICS 207</td><td style="width: 34%;"><u>Other Attachments:</u></td></tr><tr><td>☐ ICS 204</td><td>☐ ICS 208</td><td>☐ _____</td></tr><tr><td>☐ ICS 205</td><td>☐ Map/Chart</td><td>☐ _____</td></tr><tr><td>☐ ICS 205A</td><td>☐ Weather Forecast/Tides/Currents</td><td>☐ _____</td></tr><tr><td>☐ ICS 206</td><td></td><td>☐ _____</td></tr></table>		☐ ICS 203	☐ ICS 207	<u>Other Attachments:</u>	☐ ICS 204	☐ ICS 208	☐ _____	☐ ICS 205	☐ Map/Chart	☐ _____	☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____	☐ ICS 206		☐ _____
☐ ICS 203	☐ ICS 207	<u>Other Attachments:</u>														
☐ ICS 204	☐ ICS 208	☐ _____														
☐ ICS 205	☐ Map/Chart	☐ _____														
☐ ICS 205A	☐ Weather Forecast/Tides/Currents	☐ _____														
☐ ICS 206		☐ _____														
7. Prepared by: Name: _____ Position/Title: _____ Signature: _____																
8. Approved by Incident Commander: Name: _____ Signature: _____																
ICS 202	IAP Page _____ Date/Time: _____															

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ORGANIZATION ASSIGNMENT LIST (ICS 203)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Incident Commander(s) and Command Staff:		7. Operations Section:	
IC/UCs		Chief	
		Deputy	
Deputy		Staging Area	
Safety Officer		Branch	
Public Info. Officer		Branch Director	
Liaison Officer		Deputy	
4. Agency/Organization Representatives:		Division/Group	
Agency/Organization	Name	Division/Group	
		Division/Group	
		Division/Group	
		Division/Group	
		Branch	
		Branch Director	
		Deputy	
5. Planning Section:		Division/Group	
Chief		Division/Group	
Deputy		Division/Group	
Resources Unit		Division/Group	
Situation Unit		Division/Group	
Documentation Unit		Branch	
Demobilization Unit		Branch Director	
Technical Specialists		Deputy	
		Division/Group	
		Division/Group	
		Division/Group	
6. Logistics Section:		Division/Group	
Chief		Division/Group	
Deputy		Air Operations Branch	
Support Branch		Air Ops Branch Dir.	
Director			
Supply Unit			
Facilities Unit		8. Finance/Administration Section:	
Ground Support Unit		Chief	
Service Branch		Deputy	
Director		Time Unit	
Communications Unit		Procurement Unit	
Medical Unit		Comp/Claims Unit	
Food Unit		Cost Unit	
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 203	IAP Page _____	Date/Time: _____	

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ASSIGNMENT LIST (ICS 204)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____		3. Branch: Division: Group: Staging Area:
4. Operations Personnel: <u>Name</u> _____ <u>Contact Number(s)</u> _____ Operations Section Chief: _____ Branch Director: _____ Division/Group Supervisor: _____				
5. Resources Assigned:		# of Persons	Contact (e.g., phone, pager, radio frequency, etc.)	
Resource Identifier	Leader			
				Reporting Location, Special Equipment and Supplies, Remarks, Notes, Information
6. Work Assignments:				
7. Special Instructions:				
8. Communications (radio and/or phone contact numbers needed for this assignment): <u>Name/Function</u> _____ <u>Primary Contact:</u> indicate cell, pager, or radio (frequency/system/channel) _____ _____/_____ _____/_____ _____/_____ _____/_____				
9. Prepared by: Name: _____ Position/Title: _____ Signature: _____				
ICS 204		IAP Page _____		Date/Time: _____

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Revision Effective Date: 18 November 2025

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COMMUNICATIONS LIST (ICS 205A)

[illegible]

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MEDICAL PLAN (ICS 206)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____					
3. Medical Aid Stations:							
Name	Location	Contact Number(s)/Frequency	Paramedics on Site? ☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
			☐ Yes ☐ No				
4. Transportation (indicate air or ground):							
Ambulance Service	Location	Contact Number(s)/Frequency	Level of Service ☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
			☐ ALS ☐ BLS				
5. Hospitals:							
Hospital Name	Address, Latitude & Longitude if Helipad	Contact Number(s)/Frequency	Travel Time		Trauma Center ☐ Yes Level: _____ ☐ No	Burn Center ☐ Yes ☐ No	Helipad ☐ Yes ☐ No
			Air	Ground			
					☐ Yes Level: _____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
					☐ Yes Level: _____ ☐ No	☐ Yes ☐ No	☐ Yes ☐ No
6. Special Medical Emergency Procedures:							
☐ Check box if aviation assets are utilized for rescue. If assets are used, coordinate with Air Operations.							
7. Prepared by (Medical Unit Leader): Name: _____ Signature: _____							
8. Approved by (Safety Officer): Name: _____ Signature: _____							
ICS 206		IAP Page _____		Date/Time: _____			

INCIDENT ORGANIZATION CHART (ICS 207)

1. Incident Name:		2. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
3. Organization Chart			
<pre>graph TD IC[Incident Commander(s)] --- Liaison[Liaison Officer] IC --- Safety[Safety Officer] IC --- PIO[Public Information Officer] IC --- OpsSec[Operations Section Chief] IC --- PlanSec[Planning Section Chief] IC --- LogSec[Logistics Section Chief] IC --- Finance[Finance/Admin Section Chief] OpsSec --- Staging[Staging Area Manager] PlanSec --- ResUnit[Resources Unit Ldr.] PlanSec --- SitUnit[Situation Unit Ldr.] PlanSec --- DocUnit[Documentation Unit Ldr.] PlanSec --- DemUnit[Demobilization Unit Ldr.] PlanSec --- Empty1[] LogSec --- SuppDir[Support Branch Dir.] LogSec --- SuppUnit[Supply Unit Ldr.] LogSec --- Facilities[Facilities Unit Ldr.] LogSec --- GroundSpt[Ground Spt. Unit Ldr.] LogSec --- ServiceDir[Service Branch Dir.] Finance --- TimeUnit[Time Unit Ldr.] Finance --- Procurement[Procurement Unit Ldr.] Finance --- CompClaims[Comp./Claims Unit Ldr.] Finance --- CostUnit[Cost Unit Ldr.] Finance --- Empty2[]</pre>			
ICS 207	IAP Page ____	4. Prepared by: Name: _____ Position/Title: _____ Signature: _____	Date/Time: _____

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:	
*3. Report Version (check one box on left): ☐ Initial Rpt # _____ ☐ Update (if used): _____ ☐ Final		*4. Incident Commander(s) & Agency or Organization: 	
7. Current Incident Size or Area Involved (use unit label – e.g., "sq mi," "city block"): _____		5. Incident Management Organization: 	*6. Incident Start Date/Time: Date: _____ Time: _____ Time Zone: _____
8. Percent (%) Contained _____ Completed _____		*9. Incident Definition: 	10. Incident Complexity Level:
*11. For Time Period: From Date/Time: _____ To Date/Time: _____			

Approval & Routing Information

*12. Prepared By: Print Name: _____ ICS Position: _____ Date/Time Prepared: _____		*13. Date/Time Submitted: Time Zone: _____
*14. Approved By: Print Name: _____ ICS Position: _____ Signature: _____		*15. Primary Location, Organization, or Agency Sent To:

Incident Location Information

*16. State: _____	*17. County/Parish/Borough: _____	*18. City: _____
19. Unit or Other: _____	*20. Incident Jurisdiction: _____	21. Incident Location Ownership (if different than jurisdiction): _____
22. Longitude (indicate format): _____ Latitude (indicate format): _____	23. US National Grid Reference: _____	24. Legal Description (township, section, range): _____
*25. Short Location or Area Description (list all affected areas or a reference point): _____		26. UTM Coordinates: _____
27. Note any electronic geospatial data included or attached (indicate data format, content, and collection time information and labels): _____		

Incident Summary

*28. Significant Events for the Time Period Reported (summarize significant progress made, evacuations, incident growth, etc.):				
29. Primary Materials or Hazards Involved (hazardous chemicals, fuel types, infectious agents, radiation, etc.):				
30. Damage Assessment Information (summarize damage and/or restriction of use or availability to residential or commercial property, natural resources, critical infrastructure and key resources, etc.):	A. Structural Summary	B. # Threatened (72 hrs)	C. # Damaged	D. # Destroyed
	E. Single Residences			
	F. Nonresidential Commercial Property			
	Other Minor Structures			
	Other			
ICS 209, Page 1 of ____		* Required when applicable.		

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INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:		2. Incident Number:	
Additional Incident Decision Support Information			
*31. Public Status Summary:	A. # This Reporting Period	B. Total # to Date	*32. Responder Status Summary:
C. Indicate Number of Civilians (Public) Below:			C. Indicate Number of Responders Below:
D. Fatalities			D. Fatalities
E. With Injuries/Illness			E. With Injuries/Illness
F. Trapped/In Need of Rescue			F. Trapped/In Need of Rescue
G. Missing (note if estimated)			G. Missing
H. Evacuated (note if estimated)			H. Sheltering in Place
I. Sheltering in Place (note if estimated)			I. Have Received Immunizations
J. In Temporary Shelters (note if est.)			J. Require Immunizations
K. Have Received Mass Immunizations			K. In Quarantine
L. Require Immunizations (note if est.)			
M. In Quarantine			
N. Total # Civilians (Public) Affected:			N. Total # Responders Affected:
33. Life, Safety, and Health Status/Threat Remarks:			*34. Life, Safety, and Health Threat Management:
		A. Check if Active	
		A. No Likely Threat	☐
		B. Potential Future Threat	☐
		C. Mass Notifications in Progress	☐
		D. Mass Notifications Completed	☐
		E. No Evacuation(s) Imminent	☐
		F. Planning for Evacuation	☐
		G. Planning for Shelter-in-Place	☐
		H. Evacuation(s) in Progress	☐
		I. Shelter-in-Place in Progress	☐
		J. Repopulation in Progress	☐
		K. Mass Immunization in Progress	☐
		L. Mass Immunization Complete	☐
		M. Quarantine in Progress	☐
		N. Area Restriction in Effect	☐
			☐
			☐
			☐
			☐
35. Weather Concerns (synopsis of current and predicted weather; discuss related factors that may cause concern):			
36. Projected Incident Activity, Potential, Movement, Escalation, or Spread and influencing factors during the next operational period and in 12-, 24-, 48-, and 72-hour timeframes:			
12 hours:			
24 hours:			
48 hours:			
72 hours:			
Anticipated after 72 hours:			
37. Strategic Objectives (define planned end-state for incident):			
ICS 209, Page 2 of ____		* Required when applicable.	

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EMERGENCY OPERATIONS PLAN

INCIDENT STATUS SUMMARY (ICS 209)

*1. Incident Name:	2. Incident Number:
Additional Incident Decision Support Information (continued)	
38. Current Incident Threat Summary and Risk Information in 12-, 24-, 48-, and 72-hour timeframes and beyond. Summarize primary incident threats to life, property, communities and community stability, residences, health care facilities, other critical infrastructure and key resources, commercial facilities, natural and environmental resources, cultural resources, and continuity of operations and/or business. Identify corresponding incident-related potential economic or cascading impacts.	
12 hours:	
24 hours:	
48 hours:	
72 hours:	
Anticipated after 72 hours:	
39. Critical Resource Needs in 12-, 24-, 48-, and 72-hour timeframes and beyond to meet critical incident objectives. List resource category, kind, and/or type, and amount needed, in priority order:	
12 hours:	
24 hours:	
48 hours:	
72 hours:	
Anticipated after 72 hours:	
40. Strategic Discussion: Explain the relation of overall strategy, constraints, and current available information to: 1) critical resource needs identified above, 2) the Incident Action Plan and management objectives and targets, 3) anticipated results. Explain major problems and concerns such as operational challenges, incident management problems, and social, political, economic, or environmental concerns or impacts.	
41. Planned Actions for Next Operational Period:	
42. Projected Final Incident Size/Area (use unit label – e.g., "sq mi"):	
43. Anticipated Incident Management Completion Date:	
44. Projected Significant Resource Demobilization Start Date:	
45. Estimated Incident Costs to Date:	
46. Projected Final Incident Cost Estimate:	
47. Remarks (or continuation of any blocks above – list block number in notation):	
ICS 209, Page 3 of ____	
* Required when applicable.	

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INCIDENT STATUS SUMMARY (ICS 209)

[illegible]

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GENERAL MESSAGE (ICS 213)

1. Incident Name (Optional):		
2. To (Name and Position):		
3. From (Name and Position):		
4. Subject:	5. Date:	6. Time
7. Message:		
8. Approved by: Name: _____ Signature: _____ Position/Title: _____		
9. Reply:		
10. Replied by: Name: _____ Position/Title: _____ Signature: _____		
ICS 213 _____ Date/Time: _____		

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

RESOURCE REQUEST MESSAGE (ICS 213 RR)

[illegible]

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

ACTIVITY LOG (ICS 214)

[illegible]

OPERATIONAL PLANNING WORKSHEET (ICS 215)

[illegible]

INCIDENT ACTION PLAN SAFETY ANALYSIS (ICS 215A)

1. Incident Name:		2. Incident Number:	
3. Date/Time Prepared: Date: _____ Time: _____		4. Operational Period: Date From: _____ Date To: _____ Time From: _____ Time To: _____	
5. Incident Area	6. Hazards/Risks	7. Mitigations	
8. Prepared by (Safety Officer): Name: _____ Signature: _____			
Prepared by (Operations Section Chief): Name: _____ Signature: _____			
I _____			
ICS 215A		Date/Time: _____	

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

DEMOBILIZATION CHECK-OUT (ICS 221)

1. Incident Name: _____		2. Incident Number: _____	
3. Planned Release Date/Time: Date: _____ Time: _____		4. Resource or Personnel Released: _____	
5. Order Request Number: _____			
6. Resource or Personnel: You and your resources are in the process of being released. Resources are not released until the checked boxes below have been signed off by the appropriate overhead and the Demobilization Unit Leader (or Planning Section representative). LOGISTICS SECTION			
	Unit/Manager	Remarks	Name Signature
☐	Supply Unit		
☐	Communications Unit		
☐	Facilities Unit		
☐	Ground Support Unit		
☐	Security Manager		
☐			
FINANCE/ADMINISTRATION SECTION			
	Unit/Leader	Remarks	Name Signature
☐	Time Unit		
☐			
☐			
OTHER SECTION/STAFF			
	Unit/Other	Remarks	Name Signature
☐			
☐			
PLANNING SECTION			
	Unit/Leader	Remarks	Name Signature
☐			
☐	Documentation Leader		
☐	Demobilization Leader		
7. Remarks: 			
8. Travel Information:			
Estimated Time of Departure: _____		Room Overnight: ☐ Yes ☐ No	
Destination: _____		Actual Release Date/Time: _____	
Travel Method: _____		Estimated Time of Arrival: _____	
Manifest: ☐ Yes ☐ No		Contact Information While Traveling: _____	
Number: _____		Area/Agency/Region Notified: _____	
9. Reassignment Information: ☐ Yes ☐ No			
Incident Name: _____		Incident Number: _____	
Location: _____		Order Request Number: _____	
10. Prepared by: Name: _____ Position/Title: _____ Signature: _____			
ICS 221		Date/Time: _____	

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INCIDENT PROJECT ORDER NUMBER	RESOURCE ORDER		Initial Date/Time		2. INCIDENT/ PROJECT NAME				3. INCIDENT/ PROJECT ORDER NUMBER				4. OFFICE REFERENCE NUMBER									
5. DESCRIPTIVE LOCATION/ RESPONSE AREA					6. SEC		TWN		RNG		Base MDM		8. INCIDENT BASE/ PHONE NUMBER				9. JURISDICTION/ AGENCY					
																					7. MAP REFERENCE	
11. AIRCRAFT INFORMATION					LAT		LONG															
BEARING		DISTANCE		BASE OR OMNI		AIR CONTACT		FREQUENCY		GROUND CONTACT		FREQUENCY		RELOAD BASE		OTHER AIRCRAFT/ HAZARDS						
12. Request Number	Ordered Date/ Time	From	To	Q T Y	RESOURCE REQUESTED	Needed Date/ Time	Deliver To	To	From	Time	Agency ID	RESOURCE ASSIGNED	ETD	RELEASED	Time ETA							
13. ORDER RELAYED					ACTION TAKEN				ORDER RELAYED				ACTION TAKEN									
Req. No.	Date	Time	To	From					Req. No.	Date	Time	To	From									

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ICS 260-2 (7/87) NFES 1470

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Annex D– Contacts

General

This annex provides a listing of emergency services key points of contact for the City of Pacific Grove and the Monterey County Operational Area. It is emphasized that this information is perishable and subject to change.

Points of Contact

- **City of Pacific Grove:**
 - Emergency Services Director/City Manager (Matthew Mogensen – (831) 648-3106
E-Mail: mmogensen@cityofpacificgrove.org
 - Assistant Emergency Services Director (Chief Casey Day) – (831) 648-3143
E-Mail: cday@cityofpacificgrove.org
 - City Attorney – (Brian Pierik) –
E-Mail: bpierik@bwsllaw.com
 - Administrative Commander (PIO) – (Brian Anderson) – (831) 648-3156
E-Mail banderson@cityofpacificgrove.org
 - EOC Coordinator (Jennifer Fugitt) – (831) 648-6045
E-Mail: jfugitt@cityofpacificgrove.org
 - Liaison Officer/City Clerk – (Sandra Kandell) – (831) 648-3181
E-Mail: skandell@cityofpacificgrove.org
 - PIO Dissemination – (Staphany Arriola) – (831) 648-3109
E-Mail: sarriola@cityofpacificgrove.org
 - PIO Information Collection – (PENDING) –
E-Mail: PENDING
 - Safety/Security Officer – (Shayla Hoffman) – (831) 648-3147
E-Mail: shoffman@cityofpacificgrove.org
 - Operations Section Chief/Patrol Commander (Dawn Delfino) – (831) 648-3151
E-Mail: ddelfino@cityofpacificgrove.org
 - Operations Section Chief/Fire Division Chief (Monterey Fire Dept) (Justin Cooper) – (831) 646-6945

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- E-Mail: cooper@monterey.org
- Monterey Fire Department, Pacific Grove Branch – (831) 242-8733
24 Hour Hotline: (831) 646-3799
- Planning Section Chief/ (PENDING) –
E-Mail: PENDING
- Logistics Section Chief/Public Works Director (Dan Gho) – (831) 648-4203
E-Mail: dgho@cityofpacificgrove.org
- Finance Section Chief/ (PENDING) –
E-Mail: PENDING
- Chief Building Inspector (John Kuehl) – (831) 648-3191
E-Mail: jkuehl@cityofpacificgrove.org
- Recreation Dept Manager (Katie Clark) – (831) 648-3130
E-Mail: kclark@cityofpacificgrove.org
- Golf Course General Manager (Matt Pennington) – (831) 648-5775
- Library Director (Rachel Gaither) – (831) 648-3160
E-Mail: rgaither@cityofpacificgrove.org
- Executive Director PG Museum (PENDING) – (831) 648-5716
E-mail: PENDING
- City Arborist Albert Weisfuss (831) 648-1204
E-Mail: aweisfuss@cityofpacificgrove.org
- **Monterey County Operational Area/Department of Emergency Management:**
 - Department of Emergency Management – (831) 796-1905
Email: info.dem@co.monterey.ca.us
 - Director of Emergency Management (Kelsey Scanlon) -- (831) 796-1902
E-Mail: ScanlonK@countyofmonterey.gov
 - Emergency Services Manager (Laura Emmons) -- (831) 796-1905
E-Mail: EmmonsL@CountyofMonterey.gov
 - Emergency Services Planner (Justin Lin) – (831) 796-1903
E-Mail: Linjl@countyofmonterey.gov
- **Monterey County Emergency Communications Department**
 - Communications Center/9-1-1 Watch Supervisor – (831) 769-8888
(ALERT Monterey County Activation)
- **Other Agencies**

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- Monterey Bay Area Chapter of the American Red Cross (ARC) – (831) 624-6921
- **Local Media Resources**
 - **Radio Stations**
 - Clear Channel Broadcasting (Salinas) 755-8181
 - KWAV AM/FM (Monterey) – 658-5200
 - KTOM AM/FM (Salinas) – 755-8181
 - **Television Stations**
 - KSBW TV 8 (Salinas) – 758-8888 Newsroom: 422-8206
 - KION 46 (Salinas) – 784-6397 Newsroom: 831-784-6410
 - KDJT TV 33 Telefura (Salinas) – 757-6711 (Spanish)
 - ABC 7 (Monterey) – 393-2227
 - **Print Media/Newspapers**
 - Salinas Californian (Salinas) – 424-2221
 - Monterey County Herald (Monterey/Salinas) – 753-6753
 - El Sol (Salinas) – 424-2221/649-6626 (Spanish)

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Annex E – Glossary of Terms

General

This annex provides a listing of commonly used emergency services terms, acronyms, and abbreviations. It is intended to provide a ready reference for members of the PGEOC Staff who do not work in the emergency services profession on a daily basis.

Key NIMS Terms and Acronyms

Agency: A division of government with a specific function offering a particular kind of assistance. In ICS, agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance).

Agency Representative: A person assigned by a primary, assisting, or cooperating Federal, State, local, or tribal government agency or private entity that has been delegated authority to make decisions affecting that agency's or organization's participation in

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incident management activities following appropriate consultation with the leadership of the agency.

Area Command (Unified Area Command): An organization established (1) to oversee the management of multiple incidents that are each being handled by an ICS organization, or (2) to oversee the management of large or multiple incidents to which several Incident Management Teams have been assigned. Area Command has the responsibility to set overall strategy and priorities, allocate critical resources according to priorities, ensure that incidents are properly managed, and ensure that objectives are met and strategies followed. Area Command becomes Unified Area Command when incidents are multi-jurisdictional. Area Command may be established at an emergency operations center facility or at some location other than an incident command post.

Assessment: The evaluation and interpretation of measurements and other information to provide a basis for decision-making.

Assignments: Tasks given to resources to perform within a given operational period that are based on operational objectives defined in the Incident Action Plan (IAP).

Assistant: Title for subordinates for principal Command Staff positions. The title indicates a level of technical capability, qualifications, and responsibility subordinate to the primary positions. Assistants may also be assigned to unit leaders.

Assisting Agency: An agency or organization providing personnel, services, or other resources to the agency with direct responsibility for incident management. See also **Supporting Agency**.

Available Resources: Resources assigned to an incident, checked in, and available for a mission assignment, normally located in a Staging Area.

Branch: The organizational level having functional or geographical responsibility for major aspects of incident operations. A branch is organizationally situated between the section and the division or group in the Operations Section, and between the section and units in the Logistics Section. Branches are identified by the use of Roman numerals or by functional area.

CBRNE: A term that defines the potential components of terrorism or an act of terrorism:

- “C” – An act of terrorism that employs a chemical weapon of mass destruction.
- “B” -- An act of terrorism that employs a biological weapon of mass destruction.
- “R” -- An act of terrorism that employs a radiological weapon of mass destruction.
- “N” -- An act of terrorism that employs a nuclear weapon of mass destruction.
- “E” -- An act of terrorism that employs an explosive weapon of mass destruction.

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Chain of Command: A series of command, control, executive, or management positions in hierarchical order of authority.

Check-In: The process through which resources first report to an incident. Check-in locations include the incident command post, Resources Unit, incident base, camps, staging areas, or directly on the site.

Chief: The ICS title for individuals responsible for management of functional sections: Operations, Planning/Intelligence, Logistics, Finance/Administration, and Public Information. (The Public Information Officer may be assigned as a member of the Command Staff.)

Command: The act of directing, ordering, or controlling by virtue of explicit statutory, regulatory, or delegated authority.

Command Staff: In an incident management organization, the Command Staff consists of the Incident Command and the special staff positions of Safety Officer, Liaison Officer, Safety Officer, and other positions as required, who report directly to the Incident Commander/Emergency Services Director. They may have an assistant or assistants, as needed. (Author's Note: The Public Information Officer may be assigned as a member of the Command Staff as the section chief of the Public Information Section.)

Command Operating Picture: A broad view of the overall situation as reflected by situation reports, aerial photography, and other information or intelligence.

Communications Unit: An organizational unit in the Logistics Section responsible for providing communications services at an incident or an EOC. A Communications Unit may also be a facility (e.g., a trailer or mobile van) used to support an Incident Communications Center.

Continuity of Government (COG): The ability of a governmental entity to continue governmental functions while impacted by a major emergency. This term is usually associated with the impact of a pandemic, but can be applicable to any emergency situation in which a sizable number of key personnel are debilitated or otherwise unavailable for duty.

Continuity of Operations (COOP): The ability of a governmental entity to continue the full spectrum of its operations while impacted by a major emergency. This term is usually associated with the impact of a pandemic, but can be applicable to any emergency situation in which a sizable number of key personnel are debilitated or otherwise unavailable for duty.

Cooperating Agency: An agency supplying assistance other than direct operational or support functions or resources to the incident management effort.

Coordinate: To advance systematically an analysis and exchange of information among principals who have or may have a need to know certain information to carry out specific incident management responsibilities.

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Deputy: A fully qualified individual who, in the absence of a superior, can be delegated the authority to manage a functional operations or perform a specific task. In some cases, a deputy can act as relief for a superior and, therefore, must be fully qualified in the position. Deputies can be assigned to the Incident Commander, General Staff, and Branch Directors.

Dispatch: The ordered movement of a resource or resources to an assigned operational mission or an administrative move from one location to another.

Division: The partition of an incident into geographical areas of operation. Divisions are established when the number of resources exceeds the manageable span of control of the Operations Chief. A division is located within the ICS organization between the branch and resources in the Operations Section.

Emergency: Absent a Presidentially declared emergency, any incident(s), human-caused or natural, that requires responsive action to protect life or property. Under the Robert T. Stafford Disaster Relief and Emergency Assistance Act, an emergency means any occasion or instance for which, in the determination of the President, Federal assistance is needed to supplement State and local efforts and capabilities to save lives and to protect property and public health and safety, or to lessen or avert the threat of a catastrophe in any part of the United States.

Emergency Operations Centers (EOCs): The physical location at which the coordination of information and resources to support domestic incident management activities normally takes place. An EOC maybe a temporary facility or may located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOCs may be organized by major functional disciplines (e.g., fire, law enforcement, and medical services), by jurisdiction (e.g., Federal, State, regional, county, city, tribal), or some combination thereof.

Emergency Operations Plan (EOP): The “steady-state” plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

Emergency Public Information (EPI): Information that is disseminated primarily in anticipation of an emergency or during an emergency. In addition to providing situational information to the public, it also frequently provides directive actions required to be taken by the general public.

Emergency Response Provider: Includes Federal, State, local, and tribal emergency public safety, law enforcement, emergency response, emergency medical (including emergency hospital facilities), and related personnel, agencies, and authorities. See **Section 2 (6), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).** Also known as **Emergency Responder**.

Evacuation: Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas, and their reception and care in safe areas.

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Evacuation Collection Point (ECP): A pre-designated location or facility to which evacuees can be directed for initial assessment and possible movement to a shelter facility.

Event: A planned, non-emergency activity. ICS can be used as the management system for a wide range of events, e.g., parades, concerts, or sporting events.

Federal: Of or pertaining the Federal Government of the United States of America.

Function: Function refers to the six major activities in ICS: Command, Operations, Planning and Intelligence, Logistics, Finance/Administration, and Public Information. The term is also used when describing the activity involved, e.g., the planning function.

General Staff: A group of incident management personnel organized according to function and reporting to the Incident Commander (Emergency Director). The General Staff normally consists of the Operation Section Chief, the Planning/Intelligence Section Chief, the Logistic Section Chief, the Finance/Administration Section Chief, and the Public Information Section Chief.

Group: Established to divide the incident management structure into functional areas of operation. Groups are composed of resources assembled to perform a special function not necessarily within a single geographic division. Groups, when activated, are located between branches and resources within the Operations Section.

Hazard: Something that is potentially dangerous or harmful, often the root cause of an unwanted outcome.

Incident: An occurrence or event, natural or human-caused, that requires an emergency response to protect life or property. Incidents can, for example, include major disasters, emergencies, terrorist attacks, terrorist threats, wildland and urban fires, floods, hazardous material spills, nuclear accidents, aircraft accidents, earthquakes, hurricanes, tornadoes, tropical and winter storms, war-related disasters, public health and medical emergencies, and other occurrences requiring an emergency response.

Incident Action Plan (IAP): an oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods.

Incident Command Post (ICP): The field location at which the primary tactical-level (field), on-scene incident command functions are performed. The ICP may be collocated with the incident base or other incident facilities and is normally identified by a green flashing or rotating light.

Incident Command System (ICS): A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single and multiple incidents, without

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being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures and communications operating within a command organizational structure, designed to aid in the management of resources during incidents. It is used for all kinds of emergencies and is applicable to small as well as large and complex incidents. ICS is used by various jurisdictions and functional agencies, both public and private, to organize field-level incident management operations.

Incident Commander (IC): The individual responsible for all incident activities, including the development of strategies and tactics and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site. (Author's Note: In terms of the Pacific Grove Emergency Operations Plan and the activation of the Pacific Grove Emergency Operations Center (PGEOP), the terms Incident Commander and Emergency Director are used interchangeably.)

Incident Management Team (IMT): The IC and appropriate Command and General Staff personnel assigned to the incident.

Incident Objectives: Statements of guidance and direction necessary for selecting appropriate strategy(s) and the tactical direction of resources. Incident objectives are based on realistic expectations of what can be accomplished with the resources that have been effectively deployed. Incident objectives must be achievable and measurable, yet flexible enough to allow strategic and tactical alternatives.

Initial Action: The actions taken by those responders first to arrive at an incident site.

Initial Damage Estimate (IDE) Report: The initial estimate of damages filed by a jurisdiction for the ongoing emergency. The IDE will be updated periodically or when additional damage information is discerned.

Initial Response: Resources initially committed to an incident.

Intelligence Officer: The Intelligence Officer is responsible for managing internal information, intelligence, and operational security requirements supporting incident management activities. These may include security and operational security activities, as well as the complex task of ensuring that sensitive information of all types (e.g., classified information, or export-controlled information) is handled in a way that not only safeguards the information, but also ensures that it gets to those who need to use it to perform their missions effectively and safely.

Joint Information Center (JIC): A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media at the scene of the incident. Public information officials (officers) from all participating agencies should collocate at the JIC. (Author's Note: It should be anticipated that the JIC will be collocated at the Monterey County Operational Emergency Operations Center or in the vicinity thereto.)

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Joint Information System (JIS): Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, timely information during a crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages and bulletins; developing, recommending, and executing public information plans and strategies on behalf of the IC; advising the IC concerning public affairs issues that could affect a response effort; and controlling rumors and inaccurate information that could undermine public confidence in the emergency response effort.

Jurisdiction: A range or sphere of authority. Public agencies have jurisdiction at an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., city, county, tribal, State, or Federal boundary lines) or functional (e.g., law enforcement, public health).

Liaison: A form of communication for establishing and maintaining mutual understanding and cooperation.

Liaison Officer: A member of the Command Staff responsible for coordinating with representatives from cooperating and assisting agencies. (Author's Note: This responsibility can be extended to include coordinating with political leaders representing districts and/or jurisdictions containing the incident area.)

Local Government: A county, municipality, city, town, township, local public authority, school district, special district, intrastate district, council of governments (regardless of whether the council of governments is incorporated as a nonprofit corporation under State law), regional or interstate government entity, or agency or instrumentality of a local government; an Indian tribe or authorized tribal organization, or in Alaska, a Native village or Alaska Regional Native Corporation; a rural community, unincorporated town or village, or other public entity. See Section 2 (10), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Logistics: Providing resources and other services to support incident management.

Logistics Section: The section responsible for providing facilities, services, and material support for the incident.

Major Disaster: As defined under the Robert T. Stafford Disaster Relief and Emergency Assistance Act (42 U.S.C. 5122), a major disaster is any natural catastrophe (including hurricane, tornado, storm, high water, wind-driven water (storm surge), tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, or drought), or regardless of cause, any fire, flood, or explosion, in any part of the United States, which in the determination of the President causes damage of sufficient severity and magnitude to warrant major disaster assistance under this Act to supplement the efforts of available resources of States, tribes, local governments, and disaster relief organization in alleviating the damage, loss, hardship, or suffering caused thereby.

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Management by Objective: A management approach that involves a four-step process for achieving the incident goal. The Management by Objectives approach includes the following elements: establishing overarching objectives; developing and issuing assignments, plans, procedures, and protocols; establishing specific, measurable objectives for various incident management functional activities and directing efforts to fulfill them, in support of defined strategic objectives; and documenting the results to measure performance and facilitate corrective action.

Mitigation: The activities designed to reduce or eliminate risks to persons or property or to lessen the actual or potential effects or consequences of an incident. Mitigation measures may be implemented prior to, during, or after an incident. Mitigation measures are often informed by lessons learned from prior incidents. Mitigation involves ongoing actions to reduce exposure, probability of, or potential loss from hazards. Measures may include zoning and building codes, floodplain buyouts, and analysis of hazard-related data to determine where it is safe to build or locate temporary facilities. Mitigation can include efforts to educate governments, businesses, and the public on measures they can take to reduce loss and injury.

Mobilization: The process and procedures used by all organizations—Federal, State, local, tribal—for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

Multi-Agency Coordination Entity: A multi-agency coordination entity functions within a broader multi-agency coordination system. It may establish the priorities among incidents and associated resource allocations, de-conflict agency policies, and provide strategic guidance and direction to support incident management activities.

Multi-Agency Coordination System: Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications system integration, and information coordination. The components of multi-agency coordination systems include facilities, equipment, emergency operations centers (EOCs), specific multi-agency coordination entities, personnel procedures, and communications. These systems assist agencies and organizations to fully integrate the subsystems of the NIMS.

Multi-Casualty Incident (MCI): An incident that results in multiple casualties that could task the receiving hospital's emergency response resources beyond its capacity. No actual number is applied to an MCI, however, practical experience indicates that most responding hospital's emergency response resources will be overtasked with five or more casualties.

Multi-Jurisdictional Incident: An incident requiring action from multiple agencies that each have jurisdiction to manage certain aspects of an incident. In ICS, these incidents will be managed under a Unified Command.

Mutual Aid Agreement: Written agreement between agencies and/or jurisdictions that they will assist one another on request, by furnishing personnel, equipment, and/or expertise in a specified manner.

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National: Of a national character, including the Federal, State, local, and tribal aspects of governance and policy.

National Disaster Medical System (NDMS): A cooperative, asset-sharing partnership between the Department of Health and Human Services, the Department of Veterans Affairs, the Department of Homeland Security, and the Department of Defense. NDMS provides resources for meeting the continuity of care and mental health services requirements of the Emergency Support Function 8 in the Federal Response Plan.

National Incident Management System (NIMS): A system mandated by HSPD-5 that provides a consistent nationwide approach for Federal, State, local, and tribal governments, the private-sector, and nongovernmental organizations to work effectively and efficiently together to prepare for, respond to, and recover from domestic incidents, regardless of cause, size, or complexity. To provide interoperability and compatibility among Federal, State, local, and tribal capabilities, the NIMS includes a core set of concepts, principles, and terminology. HSPD-5 identifies these as the ICS; multi-agency coordination systems; training; identification and management of resources (including systems for classifying types of resources); qualification and certification; and the collection, tracking, and reporting of information and incident resources.

National Response Plan: A plan mandated by HSPD-5 that integrates Federal domestic prevention, preparedness, response, and recovery plans into one all-discipline, all-hazards plan.

Non-Governmental Organization (NGO): An entity with an association that is based on interests of its members, individuals, or institutions and that is not created by a government, but may work cooperatively with government. Examples of NGOs include faith-based charity organizations and the American Red Cross (ARC).

Operational Period: The time scheduled for executing a given set of operational actions, as specified in the Incident Action Plan. Operational periods can be of various lengths, although usually not over 24 hours.

Operations Section: The section responsible for all tactical incident operations. In ICS, it normally includes subordinate branches, divisions, and/or groups.

People with Access and Functional Needs: Those members of the community with special needs who could suffer more acutely during an emergency or disaster situation. This includes the elderly, people with special needs, the infirmed and/or handicapped, including non-ambulatory residents, those who are dependent on medicines, those without viable means of transportation or who have mobility challenges, those members of the community who may not be able to care for themselves in a reliable and consistent manner in the event of an emergency incident, and those without viable language skills. Vulnerable populations may require special assistance during an evacuation or a shelter-in-place scenario. In particular, it may be necessary to plan to provide food services to members of vulnerable populations during emergencies that deprive them of the means to prepare food for themselves.

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Personnel Accountability: The ability to account for the location and welfare of incident personnel. It is accomplished when supervisors ensure that ICS principles and processes are functional and that personnel are working with established incident management guidelines.

Planning Meeting: A meeting held as needed prior to and throughout the duration of an incident to select specific strategies and tactics for incident control operations and for service and support planning. For larger incidents, the planning meeting is a major element in the development of the Incident Action Plan (IAP).

Planning Section: Responsible for the collection, evaluation, and dissemination of operational information related to the incident, and for the preparation and documentation of the IAP. This section also maintains information on the current and forecasted situation and on the status of resources assigned to the incident.

Populations at Risk: See **People with Access and Functional Needs**.

Population Warning (PW): The process whereby warnings are promulgated to a specific population or the population of a jurisdiction.

Preparedness: The range of deliberated, critical tasks and activities necessary to build, sustain, and improve operational capability to prevent, protect against, respond to, and recover from domestic incidents. Preparedness is a continuous process. Preparedness involves efforts at all levels of government and organizations to identify threats, determine vulnerabilities, and identify required resources. Within the NIMS, preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training and exercises, personnel qualification and certification, equipment certification, and publication management.

Preparedness Organizations: The groups and organizations that provide interagency coordination for domestic incident management activities in a non-emergency context. Preparedness organizations can include all agencies with a role incident management, for prevention, preparedness, response, or recovery activities. They represent a wide variety of committees, planning groups, and other organizations that meet and coordinate to ensure the proper level of planning, training, equipping, and other preparedness requirements within a jurisdiction or area.

Prevention: Actions to avoid an incident or to intervene to stop an incident from occurring. Prevention involves actions to protect lives and property. It involves applying intelligence and other information to a range of activities that may include such countermeasures as deterrence operations; heightened inspections; improved surveillance and security operations; investigations to determine the full nature and source of the threat; public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and, as appropriate, specific law enforcement operations aimed at deterring, preempting, interdicting, or disrupting illegal activity and apprehending potential perpetrators and bring them to justice.

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Private Sector: Organizations and entities that are not part of any governmental structure. It includes for-profit and not-for-profit organizations, formal and informal structures, commerce and industry, and private voluntary organizations (PVOs).

Processes: Systems of operations that incorporate standardized procedures, methodologies, and functions necessary to provide resources effectively and efficiently. These include resource typing, resources ordering and tracking, and coordination.

Public Information Officer: A member of the Command Staff responsible for interfacing with the public and media or with other agencies with incident-related information requirements. This term is usually synonymous with the Public Information Section Chief.

Publications Management: The publications management subsystem includes materials development, publication control, publications supply, and distribution. The development and distribution of NIMS materials is managed through this subsystem. Consistent documentation is critical to success, because it ensures that all responders are familiar with the documentation used in a particular incident regardless of the location or the responding agencies involved.

Qualification and Certification: This subsystem provides recommended qualification and certification standards for emergency responder and incident management personnel. It also allows the development of minimum standards for resources expected to have an interstate application. Standards typically include training, currency, experience, and physical and mental fitness.

Reception Area: This refers to a location separate from staging areas, where resources report for in-processing and out-processing. Reception Areas provide accountability, security, situational awareness briefing, safety awareness, distribution of IAPs, supplies and equipment, feeding, and bed down.

Recovery: The development, coordination, and execution of service- and site-restoration plans; the reconstitution of government operations and services; individual, private-sector, nongovernmental, and public-assistance programs to provide housing and to promote restoration; long-term care and treatment of affected persons; additional measures for social, political, environmental, and economic restoration; evaluation of incident lessons learned; post incident reporting; and development of initiatives to mitigate the effects of future incidents.

Recovery Plan: A plan developed by State, local, or tribal jurisdictions with assistance from responding Federal agencies to restore the affected areas.

Resources: Personnel and major items of equipment, supplies, and facilities available or potentially available for assignment to incident operations and for which status is maintained. Resources are described by kind and type and may be used in operational support or supervisory capacities at an incident or at an EOC.

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Resource Management: Efficient incident management requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under NIMS includes mutual-aid agreements; the use of special Federal, State, local, and tribal teams; and resource mobilization protocols.

Resources Unit: Functional unit within the Planning Section responsible for recording the status of resources committed to the incident. This unit also evaluates resources currently committed to the incident, the effects additional responding resources will have on the incident, and anticipated resource needs.

Response: Activities that address the short-term, direct effects of an incident. Response includes immediate actions to save lives, protect property, and meet basic human needs. Response also includes the execution of emergency operations plans and of mitigation activities designed to limit the loss of life, personal injury, property damage, and other unfavorable outcomes. As indicated by the situation, response activities include applying intelligence and other information to lessen the effects or consequences of an incident; increased security operations; continuing investigations into the nature and source of the threat; ongoing public health and agricultural surveillance and testing processes; immunizations, isolation, or quarantine; and specific law enforcement operations aimed at preempting, interdicting, or disrupting illegal activity, and apprehending actual perpetrators and bring them to justice.

Run-up: A term associated with tsunamis and used to predict the height above sea level that tsunami generated waves will reach onshore. As an example, a run-up of 20 feet would mean that waves could reach as high as 20 feet above sea level. When used a prediction, run-up usually delineates a worst case scenario.

Safety Officer: A member of the Command Staff responsible for monitoring and assessing safety hazards or unsafe situations and developing measures for ensuring personnel safety.

Section: The organizational level having responsibility for a major functional area of incident management, e.g., Operations, Planning/Intelligence, Logistics, Finance/Administration, and Public Information. The section is organizationally situated between the branch and the Incident Command.

Shelter: A facility designated to house and feed evacuees on a temporary basis.

Span of Control: The number of individuals a supervisor is responsible for, usually expressed as the ration of supervisors to individuals. (Under NIMS, an appropriate span of control is between 1:3 and 1:7.

Special Needs Populations: See **Vulnerable Populations**.

Staging Area: Location established where resources can be placed while awaiting a tactical assignment. The Operations Section manages Staging Areas.

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State: When capitalized, refers to any State of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Virgin Islands, Guam, American Samoa, the Commonwealth of the Northern Mariana Islands, and any possession of the United States. See Section 2 (14), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat.2135 (2002).

Strategic: Strategic elements of incident management are characterized by continuous long-term, high-level planning by organizations headed elected or other senior officials. These elements involve the adoption of long-range goals and objectives, the setting of priorities; the establishments of budgets and other fiscal decisions, policy development, and application of measures of performance and effectiveness.

Strike Team: A set number of resources of the same kind and type that have an established minimum number of personnel.

Strategy: The general direction selected to accomplish incident objectives set by the IC.

Supporting Technologies: Any technology that may be used to support the NIMS is included in this subsystem. These technologies include orthophoto mapping, remote automatic weather stations, infrared technology, and communications, among various others.

Task Force (TF): Any combination of resources assembled to support a specific mission or operational need. All resource elements within a Task Force must have common communications and a designated leader.

Technical Assistance: Support provided to State, local, and tribal jurisdictions when they have the resources but lack the complete knowledge and skills needed to perform a required activity (such as mobile-home park design and hazardous material assessments).

Terrorism: Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources and is a violation of the criminal laws of the United States or of any State or other subdivision of the United States in which it occurs and is intended to intimidate or coerce the civilian population or influence a government or affect the conduct of a government by mass destruction, assassination, or kidnapping. See Section 2 (15), Homeland Security Act of 2002, Pub. L. 107-296, 116 Stat. 2135 (2002).

Threat: An indication of possible violence, harm, or danger.

Tools: Those instruments and capabilities that allow for the professional performance of tasks, such as information systems, agreements, doctrine, capabilities, and legislative authorities.

Tribal: Any Indian tribe, band, nation, or other organized group or community, including any Alaskan Native Village as defined in or established pursuant to the Alaskan Native Claims Settlement Act (85 Stat. 688) [43 U.S.C.A. and 1601 et seq.], that is recognized by the United States to Indians because of their status as Indians.

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Type: A classification of resources in the ICS that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size; power; capacity; or, qualifications.

Unified Area Command (UAC): A Unified Area Command is established when incidents under an Area Command are multi-jurisdictional. (See Area Command.)

Unified Command (UC): An application of ICS used when there is more than one agency with incident jurisdiction or when incidents cross political jurisdictions. Agencies work together through the designated members of the UC, often the senior person from agencies and/or disciplines participating in the UC, to establish a common set of objectives and strategies and a single IAP.

Unit: The organizational element having functional responsibility for a specific incident planning, logistics, or finance/administration activity.

Unity of Command: The concept by which each person within an organization reports to one and only one designated person. The purpose of unity of command is to ensure unity of effort under one responsible commander for every objective.

Volunteer: For purposes of the NIMS, a volunteer is any individual accepted to perform services by the lead agency, which has authority to accept volunteer services, when the individual performs services without promise, expectation, or receipt of compensation for services performed. See, e.g., 16 U.S.C. 742f (c) and 29 CFR 553.101.

Vulnerable Populations: See **People with Access and Functional Needs**>

Key SEMS/ICS Terms and Acronyms

Standardized Emergency Management System (SEMS): The emergency management system adopted by the State of California before the advent of NIMS. NIMS and SEMS are considered transparent.

Local Emergency Management Terms and Acronyms

American Medical Response (AMR): The ambulance provider for the majority of Monterey County, except as noted under CRFA below. Services are provided under the auspices of the Monterey County Emergency Medical Services Agency. An ambulance is stationed at the Pacific Grove Fire Station.

California American Water (CalAm): The local provider of water services.

Carmel Regional Fire Ambulance (CRFA): The local provider of ambulance services for Carmel and Carmel Valley. The service is operated by Carmel Valley Fire Protection District with ambulances stationed at the Carmel Fire Department and the Carmel Valley Fire Protection District Stations.

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Monterey County Fire Chiefs Association (MCFCA): The professional organization of Monterey County Fire Chiefs who have developed a Proximity Mutual Aid Plan for fire service operations within the Monterey County Operational Area.

Monterey County Law Chief Officers Association (MCLCOA): The professional organization of Monterey County Law Chief Officers that develops inter-operative agreements and protocols to ensure coordination of law enforcement resources.

Monterey County Operational Area (MCOA or MoCo Op Area): The Monterey County Operational Area is defined by the geographical and political boundaries of the County and consists of all jurisdictions within the County.

Monterey County Operational Area Coordinating Council (MCOACC): This body functions as the advisory body for the Operational Area.

Monterey County Water Resource Agency (MCWRA): The County agency responsible for flood control and water management.

Pacific Gas and Electric (PG&E): Local gas and electric utility company.

Temporary Assistance Center (TAC): A temporary facility established within the City of Pacific Grove to provide assistance to evacuees or others affected by an emergency or disaster.

Annex F – Pre-Scripted Declarations

General

This annex provides examples of pre-scripted declarations to be employed during a disaster or major emergency incident. It is stressed that these examples are generic and will require editing to ensure their viability during a specific actual disaster.

The following pre-scripted declarations are contained in this annex:

- **Sample Emergency Declaration by the City Manager** Page 168
- **Sample Emergency Declaration by the City Council** Page 170
- **Sample Declaration by the City Council Forwarding the Original Declaration to the Governor** Page 172
- **Sample Emergency Declaration by the City Council Confirming the City Manager’s Proclamation** Page 174
- **Sample Extension of an Emergency Declaration by the City Council**
..... Page 176
- **Sample Termination of an Emergency Declaration by the City Council**
..... Page 178

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SAMPLE EMERGENCY DECLARATION BY THE CITY MANAGER

RESOLUTION NO. xx-aaa

**PROCLAMATION OF A LOCAL EMERGENCY
WITHIN THE CITY OF PACIFIC GROVE**

FINDINGS

1. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies; and
2. Section 3.20.080, of the Municipal Code of the City of Pacific Grove empowers the City Manager to proclaim the existence of a local emergency when said City is affected or likely to be affected by a public calamity and the City Council is not in session, subject to confirmation by the City Council within 7 days thereafter; and
3. The City Council has been requested by the City Manager to proclaim the existence of a local emergency due to [*describe conditions which warrant proclamation of a local emergency*], and
4. Conditions of extreme peril to property have arisen within City of Pacific Grove, California as the result of [*insert cause here*]; and
5. [*Narrate the general who, what, when, where, and how of the emergency*]; and
6. The foregoing conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of Pacific Grove alone and require the combined forces of other political subdivisions to combat; and
7. The above referenced conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency.
8. The City Manager has made every reasonable effort to confer with one or more members of the City Council, and declares that such a conference was impossible;

**NOW, THEREFORE, BE IT PROCLAIMED BY THE CITY MANAGER OF
THE CITY OF PACIFIC GROVE:**

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1. That a local emergency now exists through the City of Pacific Grove;
2. That, during the existence of said local emergency the powers, functions, and duties of the City Manager and the Emergency Organization of this City shall be those prescribed by State law and the City Charter, ordinances, resolutions, and approved plans of the City of Pacific Grove and the County of Monterey in order to mitigate the effects of said local emergency; and
3. That said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Pacific Grove, State of California.

SIGNED AND SUBSCRIBED AT h:mm am/pm this [nth] day of [month], [year]:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

AYES:

NOES:

ABSENT:

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SAMPLE EMERGENCY DECLARATION BY THE CITY COUNCIL

RESOLUTION NO. xx-yyy

**PROCLAMATION OF A LOCAL EMERGENCY
WITHIN THE CITY OF PACIFIC GROVE**

FINDINGS

1. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies; and
2. Government Code section 8630 authorizes the proclamation of a local emergency by the City Council whenever Pacific Grove is affected or likely to be affected by a public calamity; and
3. The City Council has been requested by the City Manager to proclaim the existence of a local emergency due to [*describe conditions which warrant proclamation of a local emergency*], and
4. Conditions of extreme peril to poverty have arisen within the City of Pacific Grove, California as the result of [*insert cause here*]; and
5. [*Narrate the general who, what, when, where, and how of the emergency*]; and
6. The foregoing conditions are or are likely to be beyond the control of the services, personnel, equipment, and facilities of the City of Pacific Grove alone and require the combined forces of other political subdivisions to combat; and
7. The above-referenced conditions of extreme peril warrant and necessitate the proclamation of the existence of a local emergency.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF PACIFIC GROVE:**

1. This Council hereby proclaims that a local emergency, as defined in Government Code 8558(c), now exists throughout the City of Pacific Grove, California by reason of the foregoing recitals.
2. During the existence of said local emergency the powers, functions, and duties of the City Manager and the Emergency Organization of this City shall be those prescribed by State law and the City Charter, ordinances, resolutions, and approved plans of the City of Pacific Grove and the County of Monterey in order to mitigate the effects of said local emergency.

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

3. The local emergency shall be deemed to continue until its termination is proclaimed by the City Council of the City of Pacific Grove.

PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC GROVE this [*nth*] day of [*Month*], [*Year*], by the following vote:

AYES:

NOES:

ABSENT:

APPROVED:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

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**SAMPLE DECLARATION BY THE CITY COUNCIL FORWARDING THE
ORIGINAL DECLARATION TO THE GOVERNOR**

RESOLUTION NO. xx-zzz

**REQUEST TO THE GOVERNOR TO PROCLAIM A “STATE OF EMER-
GENCY” WITHIN PACIFIC GROVE, CALIFORNIA**

FINDINGS

1. The Pacific Grove City Council has found that due to [*place brief description of condition warranting local proclamation here*], a condition of extreme peril did exist in the City of Pacific Grove; and
2. In accordance with state law, the Pacific Grove City Council proclaimed the existence of a local emergency effective the [*nth*] day of [*Month*], [*Year*]; and .
3. It is now found that local resources are unable to cope with the effect of said emergency.

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF PACIFIC GROVE:**

1. A copy of this proclamation be forwarded through the State Director of the Office of Emergency Services to the Governor of California with the request that he proclaim the City of Pacific Grove to be in a state of emergency; and
2. The [*insert appropriate City Representative here*] is hereby designated as the authorized representative of the City of Pacific Grove for the purpose of the receipt, processing, and coordination of all inquiries and requirements necessary to obtain available state and federal assistance, for the public sector.

**PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC
GROVE** this [nth] day of [month], [year], by the following vote:

AYES:

NOES:

ABSENT:

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

APPROVED:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

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SAMPLE EMERGENCY DECLARATION BY THE CITY COUNCIL CONFIRMING THE CITY MANAGER'S PROCLAMATION

RESOLUTION NO. xx-bbb

**PROCLAMATION OF THE CONFIRMATION OF CITY MANAGER
PROCLAMATION OF A LOCAL EMERGENCY WITHIN THE
CITY OF PACIFIC GROVE, CALIFORNIA**

FINDINGS

1. The California Emergency Services Act (Government Code section 8550, et seq.) establishes procedures for proclaiming emergencies and for responding promptly to the needs that arise during emergencies;
2. Section 3.20.080, the Municipal Code of the City of Pacific Grove empowers the City Manager to proclaim the existence of a local emergency when the City is affected or likely to be affected by a public calamity and the City Council is not in session, subject to confirmation by the City Council within 7 days thereafter;
3. Conditions or extreme peril to the safety of persons and property arose within the City of Pacific Grove caused by *[cite cause here]* commencing on or about *[h:mm am/pm]* on the *[nth]* day of *[Month]*, *[Year]*, at which time the City Council of the City of Pacific Grove was not in session;
4. The City Council has been requested by the City Manager to proclaim the existence of a local emergency due to *[describe conditions which warrant proclamation of a local emergency]*;
5. Conditions of extreme peril did warrant and necessitate proclamation of the existence of a local emergency; and
6. The City Manager did proclaim the existence of a local emergency within the City of Pacific Grove on the *[nth]* day of *[Month]*, *[Year]*, but only after conferring with one or more members of the Council or declaring in writing that such a conference was impossible;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF PACIFIC GROVE:

1. That the Proclamation of Existence of a Local Emergency, as issued by said City Manager, is hereby confirmed by the City Council of the City of Pacific Grove; and
2. That said local emergency shall be deemed to continue to exist until its termination is proclaimed by the City Council of the City of Pacific Grove, State of California.

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC GROVE this *[nth]* day of *[Month]*, *[Year]*, by the following vote:

AYES:

NOES:

ABSENT:

APPROVED:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

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SAMPLE EXTENSION OF AN EMERGENCY DECLARATION BY THE
CITY COUNCIL

RESOLUTION NO. xx-ccc

**PROCLAMATION OF THE EXTENSION OF A PROCLAMATION OF A LO-
CAL EMERGENCY WITHIN CITY OF PACIFIC GROVE, CALIFORNIA**

FINDINGS

1. The California Emergency Services Act (Government Code section 8630, et seq.) requires that the City Council of the City of Pacific Grove review, at least every fourteen (14) days until such local emergency is terminated, the need for continuing the local emergency;
2. A period of local emergency presently exists in the City of Pacific Grove in accordance with the proclamation thereof by the City [*City Manager and its confirmation by the City Council*] or [*City Council*] on [nth] day of [Month], [Year], as a result of conditions of extreme peril to the safety of persons and property caused by [*state cause here*];
3. The Pacific Grove City Council has reviewed the need to continue the existence of local emergency; and
4. The situation resulting from said conditions of extreme peril is still deemed to be beyond the control of normal protective services, personnel, equipment, and facilities of and within the City of Pacific Grove;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF PACIFIC GROVE:**

That the period of local emergency shall be extended for fourteen (14) additional days unless sooner terminated.

**PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC
GROVE this [nth] day of [Month], [Year], by the following vote:**

AYES:

NOES:

ABSENT:

CITY OF PACIFIC GROVE
EMERGENCY OPERATIONS PLAN

APPROVED:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

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**SAMPLE TERMINATION OF AN EMERGENCY DECLARATION BY THE
CITY COUNCIL**

RESOLUTION NO. xx-ddd

**TERMINATION OF A PROCLAMATION OF A LOCAL EMERGENCY
WITHIN THE CITY OF PACIFIC GROVE, CALIFORNIA**

FINDINGS

1. A period of local emergency presently exists in the City of Pacific Grove in accordance with the proclamation thereof by the City [*City Manager and its confirmation by the City Council*] or [*City Council*] on [*nth*] day of [*Month*], [*Year*], as a result of conditions of extreme peril to the safety of persons and property caused by [*state cause here*], and
2. The situation resulting from said conditions of extreme peril is now deemed not to be beyond the control of the normal protective services, personnel, equipment, and facilities of and within said City of Pacific Grove;

**NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF
THE CITY OF PACIFIC GROVE:**

The Council does hereby proclaim the termination of said period of local emergency.

**PASSED AND ADOPTED BY THE COUNCIL OF THE CITY OF PACIFIC
GROVE** this [*nth*] day of [*Month*], [*Year*], by the following vote:

AYES:

NOES:

ABSENT:

APPROVED:

City Manager

ATTEST:

Deputy City Clerk

APPROVED AS TO FORM:

City Attorney

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Annex G– Prevention Plan

General

The local hazards that could be anticipated to impact the City of Pacific Grove are identified and discussed in the basic plan; the emergency incident likelihood of occurrence and potential severity is delineated in the accompanying matrix. Mitigation of these potential hazards is addressed in the City of Pacific Grove Hazard Mitigation Plan contained in **Annex J**. This annex addresses the prevention/preparedness aspects of emergency management that are intended to compliment mitigation actions for incidents that are unlikely or impossible to prevent.

Prevention/Preparedness

The City endeavors to prepare for major emergencies through a series of comprehensive citizen based programs, and through training and exercise of all current City employees and staff members. Pacific Grove’s prevention program will consist of an overview of existing public education programs. It will include those programs offered by other agencies and non-profit entities. Program elements include:

- **City Employee Prevention Training:** The City will conduct basic prevention training for new employees in hazard recognition and prevention, basic fire fighting, and training in basic first aid, CPR, and AED use. Periodic training for long term employees will be conducted.
- **Departmental Prevention Training:** Individual departments will conduct programs to prevent hazards from developing through inspections, public outreach, awareness education, hazard recognition, and literature distribution. These programs will include, but not be limited to:
 - Fire Prevention. (Fire Department)
 - Crime Awareness and Prevention. (Police Department)
 - Gang Awareness and Prevention. (Police Department)
 - Earthquake Preparedness. (Monterey Fire Department, Police Department, and Public Works Department)
 - Family and Workplace Preparedness. (Community Development Department)
- **Non-Profit/Outside Agency Prevention Training:** The City encourages participation in its prevention efforts from other agencies. The Monterey Bay Area Chapter of the American Red Cross can make available several effective prevention training courses, including:
 - First Aid Training and CPR Training.

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- General Preparedness and Prevention Training.
- **Preparedness Working Group:** To evaluate and guide in making improvements to the overall Pacific Grove Emergency Operations Plan, the City has established an Emergency Preparedness Working Group. The group includes representation from each City department, the Chamber of Commerce, and Voluntary Organizations Active in Disasters. This group should meet semi-annually. This group is responsible for maintaining the Preparedness Plan within the overall City Emergency Operations Plan.
- **Preparedness Training & Public Education:** Preparing our citizens for major emergencies is a key element of the preparedness program. No local government, Pacific Grove included, can be expected to completely meet the needs of all of its citizens during the response phase of a major emergency. During the early phases of a disaster, citizens will have to be self-sufficient. To ensure citizen preparation to the greatest possible extent, the City is establishing the volunteer position of Volunteer Coordinator within the “Emergency Preparedness Volunteer Working Group”. This individual assists the Emergency Services Director in developing and administering volunteer assets throughout the City.

This element will include, but is not limited to, the following efforts:

- Making preparedness literature available for public distribution at the Police Department, Fire Department, and other City facilities.
 - Establishing a disaster preparedness link on the City’s web site.
 - Posting specific disaster preparedness information on the City’s web site.
 - Providing disaster preparedness information to local media.
 - Cooperating with or participating in Monterey County Office of Emergency Services preparedness campaigns.
 - Actively conducting outreach by providing presentations to community groups and organizations.
 - Conducting outreach during community events.
 - Assisting or coordinating with the Monterey Bay Area Chapter of the American Red Cross in preparedness outreach and education efforts.
 - Employing service organizations (i.e. Boys Scouts, Girl Scouts, etc) to distribute preparedness literature and information to households.
- **Community Awareness Program:** This provides instructional materials and training for individuals and families. The goal of this program is self-preparation. Its instruction is geared toward the individual citizen and family surviving the initial disaster and fending for themselves during the first 72 hours following an emergency. Along with other public education venues, this training is provided through the Monterey Fire Department on a year round basis.

- **Community Emergency Response Team Program:** The CERT Program is intended to develop core groups within the City who are trained and equipped to provide assistance to their neighborhoods during the early phases of a major emergency.

The CERT training program is a 24 hour course. Training sessions cover disaster preparedness, disaster fire suppression, basic disaster medical operations, light search and rescue, and team organization. The training culminates in a disaster simulation in which participants practice the skills that they learned throughout the course.

See **Annex U – Community Emergency Response Team** for additional details.

- **Emergency Preparedness Volunteer Working Group:** This group consists of a core of volunteers who have received advanced training in the National Incident Management System and Standardized Emergency Management System and/or CERT. This group assists the Emergency Services Director by helping staff the Emergency Operations Center during peak times, and assists the Director in general emergency preparedness training and public education. The membership of this group includes those who possess planning and /or management oriented skills.

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Annex H – Continuity of Government Plan (COG)

General

This annex provides a summation of the Pacific Grove Continuity of Government (COG) Plan to be used by the City during and following a disaster or major emergency incident to ensure continuity of city government. In order to successfully respond to and recover from a disaster or major emergency incident, the sustained continuity of leadership is paramount. If personnel have been injured or are unable to assume their assigned roles within City government for whatever reason, designated successors must be established for each position and function.

Per PGMC §3.20.070 Office of emergency services.

There is created the office of emergency services. This office shall develop and maintain the emergency operations plan for the city in accordance with the state's standardized emergency management system, as well as a training program for city staff covering their responsibilities under this SEMS multihazard functional plan. The city manager shall be the emergency services director and the police chief shall be the assistant emergency services director.

Delegation of Emergency Authority

CITY OF PACIFIC GROVE
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PGMC §3.20.080 Duties of director and assistant director

(a) the director is empowered to:

(1) Request the City Council to proclaim the existence or threatened existence of a "local emergency" if the City Council is in session, or to issue such a proclamation if the City Council is not in session. Whenever a local emergency is proclaimed by the director, the city council will take action to ratify the proclamation at the next regular or special council meeting that first occurs thereafter of the proclamation shall have no further force or effect;

(2) Request Monterey County and/or the Governor to declare a local "state of emergency" when, in the opinion of the director, locally available resources are inadequate to cope with the emergency;

(3) Control and direct the efforts of the city's emergency organization to accomplish the purposes and intent of this plan and the governing chapter;

(4) Direct cooperation between and coordination of services and staff of the city's emergency services organization, and resolve any questions of authority and responsibility that may arise between them;

(5) Represent this city in all dealings with public or private agencies on matters pertaining to emergencies as defined herein, including dealing with the Monterey County operational area;

(6) In the event of the proclamation of a "local emergency" as herein provided, the proclamation of a "state of emergency" by Monterey County and/or the Governor, the director is empowered to:

(A) Make and issue rules and regulations on matters reasonably related to the protection of life and/or property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the city council;

(B) Obtain vital supplies, equipment, and such other properties not readily available and needed for the protection of life and/or property and to bind the city for the fair value of same and, if required immediately, to commandeer the same for public use;

(C) Require emergency services of any city officer or employee and, in the event of the proclamation of a "state of emergency" in Monterey County, to command the aid of as many citizens of this community as he or she deems necessary in the execution of his or her duties; such persons shall be entitled to all privileges, benefits, and immunities as are provided by state law for registered disaster services workers;

(D) Requisition necessary personnel or material of any city department or agency; and

(E) Execute all of his or her ordinary powers as city manager, all of the special powers conferred upon the director by this chapter or by resolution or emergency plan pursuant to this chapter adopted by the city council, all powers conferred by any statute, by any agreement approved by the city council, and by any other lawful authority.

(b) The director shall designate the order of succession to that office, to take effect in the event the director is unavailable to attend meetings and otherwise perform his or her duties during an emergency. Individual department directors/managers shall designate succession processes within their areas of responsibility.

(c) The assistant director shall, under the supervision of the director and with the assistance of appropriate department directors/managers, develop emergency plans and manage the emergency programs of the city, and have such other powers and duties as may be assigned by the director.

(d) The disaster coordinator shall be appointed by the director, and shall manage the emergency program. The disaster coordinator is the position in which authority is vested for everyday direction, supervision, and administration of the city's total emergency services program. [Ord. 14-024 § 3, 2014; Ord. 97-37 § 2, 1997].

3.20.090 Emergency organization.

All officers and employees of this city, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including persons impressed into service under the provisions of PGMC 3.20.080, charged with duties incident to the protection of life and property in this city during such emergency, shall constitute the emergency organization of the city of Pacific Grove.

The Director of Emergency Services shall designate the order of succession to his/her office, to take effect in the event the Director is unavailable to attend meetings and otherwise perform his/her duties during an emergency. Such order of succession shall be approved by the City Council.

- The Assistant Director shall, under the supervision of the Director and with the assistance of appropriate department heads, develop emergency plans and manage the emergency programs of the City, and have such other powers and duties as may be assigned by the Director.
- The Disaster Coordinator shall be appointed by the director of the office of emergency services, and shall manage the emergency services program. The Disaster Coordinator is the position in which authority is vested for everyday direction, supervision, and administration of the city's total emergency services program.

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Emergency Action Steps

Procedures have been or will be developed to facilitate the ability of Pacific Grove personnel to respond expeditiously to any disaster or major emergency incident. Checklists and standard operating procedures have been or will be prepared to identify disaster assignments, responsibilities, and key disaster locations. Likewise, procedures have been or will be developed for alerting, notifying, and recalling members of the Pacific Grove emergency services organization.

Primary Pacific Grove Emergency Operations Center (PGEOC)

The initial meeting place for members of the Emergency Operations Center (EOC) is located in the basement of the Police Station located at 580 Pine Avenue. After the initial briefing, members of the EOC will disperse to their offices within city hall, the police and fire departments and the public works yard. All members of the EOC have access to WebEOC and will login and communicate with other members within the city and county.

Alternate and Backup Pacific Grove Emergency Operations Center (APGEOC)

It is possible that the initial briefing location within the police department could be damaged to the point that it could be rendered unusable during certain types of disasters. Should this occur, the Fire Station located at 600 Pine Avenue will be used as the alternate PGEOC. Should both facilities be rendered inoperable, the Emergency Services Director will designate a facility to be used as the backup PGEOC.

Other Locations

In the event of a catastrophic emergency or disaster that renders the above locations unavailable or inoperable, the site of the PGEOC will be chosen by the Emergency Services Director.

Training and Indoctrination of Personnel

To the maximum extent possible, department heads and other key supervisors will train and indoctrinate assigned personnel in their basic department head and supervisory duties. The purpose of this policy is to provide a limited degree of capability redundancy on a hierarchical basis within each department or organization, so that in the event of the incapacitation of any supervisor, personnel are trained and will be able to fulfill, to the extent possible, the duties of the incapacitated supervisor. Training can be undertaken on a formal or informal basis, with the scope and depth being at the discretion of the supervisor.

Protection of Vital Records

In order to ensure that the City of Pacific Grove is able to continue operate during and after a disaster or major emergency incident, the Emergency Services Director is empowered to undertake all reasonable efforts to protect vital records, including but not limited to:

- Police Department records.

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- Those Fire Department records retained by the City after consolidation with the Monterey Fire Department.
- Public Works Department records.
- Community Development Department records.
- City Council minutes and ordinances.
- Records held by the City Counsel.
- Personnel and pay records.
- All records related to the disaster/major emergency incident at hand.

Procedures should be developed to permit selection, preservation, and availability of all records essential for continuing City functions under disaster or major emergency incident.

Protection of Personnel, Resources, and Facilities

All possible measures will be undertaken to disperse personnel vital resources to provide redundancy in order to facilitate the City's functioning during disasters or major emergency incidents. Appropriate protection will be provided for personnel and resources. City personnel will be trained in protective measures, and the use of protective clothing and equipment.

Other Continuity Considerations

Depending on the situation extant, a variety of other considerations could affect the continuity of government, and its ability to conduct viable response and recovery operations within the City. Provisions may need to be undertaken to accommodate these considerations. These include, but are not limited to, the following:

- If needed, procedures will need to be developed to control access to the area/s affected by the disaster.
- It may be necessary to provide means of identification for personnel engaged in response and recovery efforts.
- For safety purposes, it may be necessary to employ personnel accounting systems to account for personnel involved in response or recovery operations.
- Accountability systems will need to be established for residents and City employees who are affected, displaced, evacuated, injured, and killed during or following a disaster or major emergency incident. Depending on the scope of commitment of its resources, the American Red Cross may be able to assist in this regard.
- The provisions for sustaining the mental health and physical well-being of individuals affected by the disaster may be necessary. This includes providing critical incident stress debriefing for emergency services responders, City employees, and members of the PGEOC Staff.

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- The provision of temporary, short-term, or long-term housing, feeding, and care of residents displaced or affected by the disaster or major emergency incident.
- The provision of special needs for vulnerable segments of the City's population should be anticipated.
- Means whereby extended families can be reunited and care for affected members may need to be established.
- The need for mortuary care may be needed to enable the recovery, identification, and safeguarding of human remains should be anticipated.

Facilities

The City's facilities are capable of providing temporary working spaces and accommodations for essential emergency workers during response and recovery operations. Depending on the scope of the disaster, it may be necessary to obtain commercially available facilities (motels, workshops, repair garages, etc.) in order to ensure the well-being and functionality of personnel.

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Annex I – Recovery

General

This annex provides the basic Recovery Plan that will be employed by the City of Pacific Grove in the event of disaster or major emergency incident. It is intended to ensure the restoration of all City, public, private, and commercial functions and facilities to their pre-event status.

Concept of Recovery Phase Operations

It is anticipated that all aspects of the City of Pacific Grove's infrastructure will be involved in recovery operations. Likewise, the emergence of a variety of personal and communal specialized needs should be expected. Likely among these, in no priority order, are:

- Assessment of the scope and severity of damages to structures, city-owned infrastructure, businesses, and other real property.
- Restoration of damaged or inoperable essential utilities, including electricity, natural gas, water and fire main systems, sewer systems, storm drains, and tele-phone service.
- Restoration of streets, roadways, and other means of vehicular conveyance.
- Restoration of essential services, including delivery and dispensing of gasoline and other petroleum products, foodstuffs, essential deliveries, medical care, and pharmacy services.

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- Removal of debris and general clean-up.
 - Restoration and clean-up of contaminated areas, structures, and facilities.
- De-pending on the nature of the disaster, this need could include hazardous material clean-up and other forms of contamination.
- Restoration of non-essential services including cable service, mail service, parcel delivery
 - Repair and restoration for occupancy of homes, schools, businesses, and government facilities.
 - Addressing the specific and possibly unique recovery needs of vulnerable populations.
 - The restoration of veterinary care and the care of pets and animals.
 - Recovery of records.
 - Specialized post event professional counseling for residents whose mental health and well-being have been adversely affected by the disaster or major emergency incident.

Techniques for Recovery of Valuable Records

Today, so much is restorable that the question is no longer what can we save but what is worthwhile to save. It is only cost-effective to restore items that can't be replaced or reproduced, or where originals are required by law. A recovery expert can confirm restorability and help set priorities.

Order of Recovery and Pre-Event Recovery Planning

The City of Pacific Grove is committed to having a basic recovery plan in place prior to the occurrence of a disaster or major emergency incident. This plan meets this commitment. When multiple departmental records are damaged, conflicts may arise at the disaster scene over whose records are most time-critical. With the mitigation clock ticking, the time of impact is not the time to determine recovery priorities. As soon as possible after commencement of response operations, a Recovery Priority Plan will be developed based on the anticipated needs derived from the original assessment of the severity and scope of the disaster. It should be anticipated that those needs which directly affect the health, well-being, and safety of residents will receive the highest priorities.

Timely Emergency Response

Technologies now exist to restore most forms of vital records. A crucial factor determining restorability is an effective emergency response that stabilizes the items and keeps restoration options open. Paper and other forms of vital records deteriorate rapidly when wet or contaminated, and mitigation steps must be implemented immediately. Especially in cases where the quantity of records is so great that pack-out may take days, the ambient conditions of the environment in which they're housed need to be brought under control quickly. When humidity and temperature levels are elevated, degradation of paper is rapidly accelerated. To stabilize the environment, humidity levels must be brought to 40 percent or less and temperatures to 70° F or less. If a significant portion of the building is wet and it is 90° F outside, this is no small feat. The restoration contractor will have temporary temperature and humidity control equipment available to achieve these conditions. If operational, the mechanical systems in the building may also be used.

Vendor Pre-Appointment

It is especially prudent to have a pre-appointed restoration contractor who has experience restoring vital records. In the heat of the battle, the decisions which need to be made regarding disposition and restoration of records will come fast and furious. During the crucial hours immediately following a crisis, having a pre-loss vendor relationship and recovery strategy goes a long way. The following mitigation suggestions are offered to help recovery personnel through the immediate moments following an event.

Water-Damaged Media

Since 90 percent of all disasters involve moisture from floods or fire suppression, water damage mitigation steps for various media are as follows

- Paper Documents: Despite all our technological advances, paper is still pre-dominant in government and business. Wet books and documents should be frozen as soon as possible to forestall degradation. It is recommended that a freezer trailer and a frozen storage vendor be pre-approved in the recovery plan, although the restoration contractor should have those resources available.
- Planning Options: Since water-damaged materials can be frozen safely for an indefinite period of time, planners can freeze all materials immediately and later consider what to restore versus discard, as well as the best restoration options for the situation. There are various methods of restoring paper documents.
- Books: Books are more of a challenge than paper documents because of the binding and the potential for warping. Books must be handled and packed very carefully; they should not be opened or closed; their covers should not be removed; and they should be packed loosely, spine side down, in plastic milk crates or plastic bags placed in boxes. Freeze-drying is the preferred method for restoring books.

CDs and Optical Media

Scratches on optical media can cause data loss, so gloves should be worn and the media handled with care when recovering. As long as no physical damage has occurred, cleaning and data recovery can be relatively easy.

Magnetic Tapes, Microfilm, X-Rays, and Photographs

If wet, these media types should be placed in plastic bags and put in cold storage to keep from drying out. (A refrigerator will suffice for small quantities.) If allowed to dry, the coatings present on many types of film may cause layers to stick together and important information to be torn off.

If they cannot be dealt with in less than five days, tapes, microfilm, X-rays, and photographs should be frozen. Long-term wet storage will cause additional damage. Tapes can be cleaned on special equipment that removes contaminants and re-tensions the tape.

Fire and Mold-Damaged Media

Other types of damage to vital records such as fire damage, toxic chemicals, biological contaminants, and mold can be restored. For fire damage, processes such as ionized air washing and deodorization can be employed. Soot particulate must be removed, and

trimming or re-processing may be required if permanent damage has occurred. For bacteria and mold, Gamma and Electron Beam Radiation may be used to sterilize the documents if they can be transported to a laboratory. Other treatments may include manual cleaning in containment areas using downdraft tables to capture mold spores.

Inventory Control

Restoration contractors should have inventory control systems that prevent document loss and enable any document to be located and retrieved in a timely manner. This is especially important for working documents such as court records.

Recovery Phases

Recovery operations can be divided into two distinct phases:

- **Short-Term Recovery:** Short-term recovery operations normally start at the commencement of recovery, and include those elements essential to public safety and health. Examples include:
 - Restoration of essential utilities.
 - Ensuring the functionality of City government.
 - Providing medical and mental health services.
 - Debris removal and clean-up.
 - Restoration of streets, roadways, and other essential transportation routes.
 - Demolition of hazardous structures.
 - Addressing the needs of vulnerable populations.

The setting of clear and coordinated priorities during the short-term recovery phase is essential to ensuring critical and immediate needs are addressed in a timely and responsive manner.

The City of Pacific Grove will coordinate directly with the Monterey County Operational Area EOC and private utility companies on all efforts to restore systems and services.

- **Long-Term Recovery:** Long-term recovery operations usually are phased in after completion of short-term recovery, and may extend for a lengthy period of time. These operations frequently include direct assistance and/or funding from State and federal programs. Examples include:
 - Restoration of damaged homes, structures, businesses, schools, and facilities.
 - Restoration of the local economy to pre-disaster levels or higher.
 - Repair of levees and other protective systems.
 - Reimbursement of disaster related costs.
 - Efforts to repair damage or conditions that mitigate the original threat. (These efforts may transition into the Prevention or Mitigation Phases of disaster management.)

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- Enhanced land use planning. (These efforts may transition into the Pre-vention or Mitigation Phases of disaster management.)

Long-term recovery operations may require extensive engineering or planning, and coordination with agencies outside of the City, including but not limited to the Monterey County Operational Area and the Governor's Office of Emergency Services.

All mitigation actions that arise from recovery operations will be the primary responsibility of the City. These efforts could include building code revisions, zoning variances, plan reviews, seismic safety considerations, and other land use planning factors. The City is committed to expeditiously processing all mitigation actions in order to ensure a smooth and viable completion of recovery operations.

Recovery programs will also be facilitated for residents and businesses. To the extent possible, the Community Development Department will assist in this process, and if necessary, streamline procedures to ensure a responsive process.

Recovery Operations Organization

Recovery operations will be managed and directed by the City Manager. All recovery issues involving other jurisdictions or agencies will be coordinated between the City Manager and their designated representatives. The City Manager will hold meetings with department heads, key personnel, and representatives of external agencies on a regularly scheduled basis to deal with recovery matters, make collective decisions, if appropriate, and disseminate and collect information and policies regarding the ongoing recovery processes.

Recovery Operations Transition Following PGEOC Demobilization

It is anticipated that recovery operations will continue after demobilization of the PGEOC has been accomplished. To this extent, the transition from a PGEOC driven recovery operations to a departmental driven operation should be as smooth as possible. The key to continuity will be the extended involvement of the key involved in recovery operations, and the complete and accurate documentation of these operations. To the extent possible, the personnel assigned to the Recovery function on the PGEOC Staff should be the same personnel who will be responsible for recovery as part of their regularly assigned staff position.

Recovery Operations Responsibilities

Specific responsibilities for recovery operations are assigned as follows:

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Officer/Department/Agency	Functional Responsibilities
City Manager	Political process management, decision making, interdepartmental coordination, policy development and enactment, and public information origination and dissemination.
City Attorney	Provide advice on emergency statutes, actions, and associated potential liabilities, prepare legal opinions, and draft new or revised ordinances and/or resolutions.
Community Development/ Department Manager	Preparation of land use and/or zoning variances, issuance of permits and controls for new development, revisions of building regulations and applicable codes, code enforcement, and building and safety inspections.
Community Development/ Department Manager	Redevelopment of existing damaged areas, planning of new redevelopment projects, and financing new projects.
Business Manager (Public Work)	Debris removal from public land, demolition, construction, contract management and liaison, preparation of a detailed damage assessment, and restoration of City owned utility services.
Private Utility Companies	Debris removal from company owned land and facilities, and restoration of utility services.
Monterey Fire Department	Safety and fire code compliance inspections and enforcement.
Police Department	Site security and looting protection.
Management and Budget Director	Public finance, budgeting, contracting, accounting and claims processing, taxation, and insurance settlements.
FEMA	Processing of applications for disaster financial assistance, liaison with local assistance providers, on-site recovery support, and disaster financial assistance. *
SBA	Processing of applications for disaster financial assistance for small businesses.

Documentation

All phases and elements of recovery operations must be documented in detail to ensure the best possible justification for receiving State and/or Federal funding assistance. It is essential that documentation be retained for at least three or more years to enable any audits that may precede final recovery payments and/or final resolution of any claims.

Initial Damage Assessment and Recovery

An Initial Damage Assessment (IDA) is developed during the response phase of the disaster/major emergency situation to support the Declaration of Emergency and the request for a gubernatorial declaration and for the Governor to request a presidential declaration. The Initial Damage Assessment will be updated as required, and will be followed by a detailed damage assessment that provides the basis for determining the type and amount of state and/or federal financial aid available for recovery. See the Recovery Operations Responsibility Matrix above for specific responsibilities. Preparation of the detailed damage assessment will be coordinated with the Monterey County Operational Area. (See Annex F- PGEOC Forms and Associated Documentation.)

After-Action Reports

NIMS requires that a jurisdiction declaring a local state of emergency for which the Governor proclaims a state of emergency complete and forward an After-Action Report (AAR) to the Governor's Office of Emergency Services within ninety days of the close of the incident period. RIMS is the preferred means for accomplishing this task. The report should address the following issues:

- Response actions taken.
- Application of NIMS, and suggested modifications thereto.
- Modifications to plans and procedures.
- Identified training needs.
- Recovery actions undertaken to date.

The after-action report will serve as a source for documenting the City's emergency response activities, and identifying areas of concern and success. It will be used to develop a work plan for implementing needed improvements. The report should contain mitigation actions taken to date. The report will be coordinated with the Monterey County Office of Emergency Services. (See Annex F - PGEOC Forms and Associated Documentation.)

Disaster Assistance Programs

Existing disaster assistance programs vary in their applicability and eligibility parameters, and are designed to provide assistance to four groups:

- Individuals.
- Businesses.
- Government entities.
- Non-profit organizations.

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Individuals may receive loans or grants for repair or replacement of real property, funeral, medical, transportation, unemployment, sheltering, and rental assistance, depending on the nature and scope of damage.

Loans for businesses are usually made under the auspices of the United States Small Business Administration. The loans are intended to relieve physical and economic losses sustained as the result of a disaster or major emergency situation.

Funds and grants are available to government and non-profit agencies to mitigate the risk of future damage from similar disasters or major emergency situations.

Programs may vary over a specific period of time. Their parameters are addressed herein only in general terms.

Public Assistance Program Responsibilities

The City of Pacific Grove and private agencies have the responsibility for the completion and submission of the required documents for both state and federal public assistance programs for their jurisdiction, agency, or company.

Specifically, the City will complete the necessary public assistance program application and supporting materials. Additionally, the City will be the primary contact for state and federal field representatives.

Individual Assistance Program Responsibilities

Individuals are expected, whenever possible, to provide for themselves and direct their own personal recovery. However, many individuals will expect the City of Pacific Grove to deliver assistance to them well after the disaster.

The City of Pacific Grove will assist the individuals in any way legally possible, including providing them with the Federal Emergency Management Agency's (FEMA) hotline number for individual assistance.

A sequence of delivery guide has been developed by FEMA to assist individuals and local governments in determining the flow of individual assistance. City of Pacific Grove's objective is to provide the citizens of their community with all the necessary information to help themselves recover from the disaster. The sequence of delivery appears as follows:

- Individual actions for assistance (family, friends, volunteer organizations, churches, etc.).
- Recovery/assistance from private insurance carrier.
- FEMA disaster housing assistance.
- United States Small Business Administration assistance.
- Individual and Family Grant Program assistance.

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- Cora Brown Fund Assistance.

Type of Emergency Declaration

State grant programs are available to local governments to respond to and recover from disasters. Federal grant programs are available to assist governments and certain non-profit organizations in responding to and recovering from disasters. At each level of emergency declaration, various disaster assistance programs become available to individuals, businesses, governments, and non-profit organizations. Under local emergency declarations, the City of Pacific Grove may be eligible for assistance under the Natural Disaster Assistance Act (with concurrence of the Director of the Governor's Office of Emergency Services).

Businesses and individuals may be eligible for local government tax relief, low-interest loans from the United States Small Business Administration, and relief programs under the United States Department of Agriculture. For example, individuals should read Internal Revenue Service Publication 2194 (Rev 2004) "2004 Disaster Losses Kit: Help from the IRS". Similarly, businesses should read IRS Publication 2194B (Rev.2004) "2004 Disaster Losses Kit: Help from the IRS".

Under a State of Emergency Proclamation by the Governor, the City of Sand City, special districts, individuals, and businesses may be eligible, in addition to the assistance available under a local emergency declaration, for services from the following agencies:

- Contractor's License Board.
- Department of Insurance.
- Department of Social Services.
- Franchise Tax Board Tax Relief.
- Department of Motor Vehicles.
- Department of Aging State Board of Equalization.
- Department of Veteran's Affairs (CAL VET).

Under a Presidential Declaration, City of Pacific Grove, individuals, and businesses may be eligible for the following disaster assistance programs and services:

- Cora Brown Fund.
- Crisis Counseling Program.
- Disaster Unemployment.
- Temporary Housing Program.
- Individual and Family Grant Program.
- Internal Revenue Service Tax Relief.
- Public Assistance.
- Hazard Mitigation.
- Veteran's Affairs Assistance.
- Federal Financial Institutions.

Hazard Mitigation Grant Program Responsibilities

Within declared jurisdictional areas, the City is responsible for identifying projects that will substantially reduce the risk of future damage, hardship, loss, or suffering from disaster. Each identified mitigation project must be cost effective and meet basic project eligibility requirements.

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Annex J - Monterey County Multi-Jurisdictional Hazard Mitigation Plan (See separate document)

Annex K - California Tsunami Evacuation Playbook - City of Pacific Grove (See separate document)

Annex L - Monterey County Tsunami Incident Response Plan (See separate document)

Annex M - References

Being revised

Annex N - Implementation

Being revised

Annex O - Training

The City of Pacific Grove will host a biennial table top exercise with all city staff hosted by the Monterey Fire Department with assistance with the County of Monterey Department of Emergency Management.

All staff are required to take basic FEMA ICS trainings consisting of IS 100, IS 200, IS 700 and IS 800.

Annex P – General City Evacuation Plan

General

This annex provides general evacuation procedures for use in evacuating portions of the City or the entire City.

Evacuations and Related Assumptions

The definitions of evacuation categories are contained in the basic plan under **Potential Threats – Evacuations.**

In the event of a potential evacuation, the following parameters or factors will likely exist:

- The likelihood of an evacuation of a large portion of the City or the entire City is remote.
- Any circumstances that might require an evacuation will present a significant threat to life and property and may be catastrophic.
- The PGEOC will be activated.
- Any decision to evacuate will be made by the Emergency Services Director in concert with key members of the PGEOC Staff.
- Any evacuation will need to accommodate individuals with mobility challenges.
- Evacuations will be situationally dependent and routes other than those specified herein may be designated and employed by the Incident Commander.

City Evacuation Routes

Evacuations are normally situationally dependent and specific evacuation routes may be designated by the Incident Commander. Refer to Annex M.

See **Annexes K, L & M** - Plan for evacuation procedures for the Shoreline.

Alert Monterey Telephone Emergency Notification System

In the event that evacuation of any portion of the City is required, the use of the **Alert Monterey Telephonic Emergency Notification System**” provides the Incident Commander with a real time means of notifying residents in a specific defined area. The **Alert Monterey** system, frequently referred to as a “reverse 9-1-1 system”, is activated by contacting the Watch Supervisor at the Monterey County Emergency Communications Center or the Monterey County Office of Emergency Services. Incident Commanders desiring to use the **Alert Monterey** system should have a clear picture of the area or areas by streets that need to be evacuated in order that the system can be properly programmed and activated. **(See Annex E – Key Points of Contact.)** (Note: Specific protocols for the implementation of **Alert Monterey** that will allow direct interface with the web site by individual jurisdictions are under development. Until these protocols are promulgated, **Alert Monterey** system will be activated by the Emergency Communications Center Watch Supervisor by calling **(831) 796-8888.**)

Annex Q – Emergency Public Information (EPI) and Population Warning (PW)

General

This annex provides the organizational and operational policies and procedures for Emergency Public Information (EPI) and Population Warning (PW) operations prior to, during, and following a major emergency or disaster. For the purposes of this plan, these two functions are considered to be interrelated, and are addressed in this annex as such. These policies and procedures are intended to meet the requirements for informing people during major natural disasters, technological incidents, and war-related emergencies. It also cites authorities and specifies the public and private organizations that could provide assistance for transportation and movement services.

The responsibility for first level emergency public information and population warning rests with the local level, supported by the operational area and federal agencies. Local governments/jurisdictions should be prepared to disseminate initial emergency public information and population warnings and to coordinate their efforts with those of the operational area and federal authorities.

Emergency Public Information Policies and Mission

Keeping the public informed is critical to the success of emergency or disaster operations; this is the fundamental mission of the City's Emergency Public Information effort. The criticality of this function during a major emergency or disaster is vital to an effective emergency response, a sustainable recovery effort, and should not be underestimated. With this in mind, the overriding consideration of the City's Emergency Public Information effort will be to maintain a viable level of accurate and timely public information directed to the residents and guests of the City.

The resources available to a small city for this function are generally limited, however, effective use of the Monterey County Operational Area Emergency Operations Center Public Information Section Chief/Public Information Officer or a Joint Information Center established by the Operational Area or higher authority can enable local efforts and support the objectives established for dissemination of event critical information. The Operational Area has a range of options capable of reaching the public and the media, as well as trained public information officers. To this end, the PGEOC Public Information Section Chief/Public Information Officer will maintain close liaison with Operational Area EOC and promulgate information through that agency when appropriate.

The Public Information Section/Public Information Officer will use standardized Pacific Grove Emergency Bulletins (PGEMERBULLS) or Pacific Grove Warning Bulletins (PGWARNBULLS) for the promulgation of disaster or emergency related information to the media and public respectively. (See examples at end of this annex.) The content of these emergency bulletins should be concise and simple. Duplicate bulletins containing the same information may be promulgated in English and Spanish if the situation warrants. It is imperative that the PGEOC Public Information Section/Public Information Officer

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have Spanish language translation and origination capabilities whenever the PGEOC is activated.

All PGEMERBULLS will be provided to the media as appropriate and to all levels of the city's organization. As such, they will be used not only to inform the residents of Pacific Grove, but also to keep all city employees informed on disaster related matters.

Population Warning Policies and Mission

For the purposes of this plan, Population Warning (PW) will be considered a critical function of Emergency Public Information (EPI). While it can be anticipated that the majority of population warning operations will be conducted prior to or during a major emergency or disaster, these operations could apply to all phases of any emergency situation. The fundamental overriding policies applicable to population warning include:

- Timeliness: Emergency population warnings should be undertaken as early as possible in order to ensure complete dissemination to all element of the population, and to ensure to the extent possible that the population if forewarned.
- Content: Population warning generated by the City should be complete, factual, and detailed to the extent possible. Every effort should be made to inform citizens, but not unduly alarm them.
- Accuracy: Accuracy of the warnings is imperative. Information disseminated in the population warning process should not only be timely, cogent, and pertinent to the situation, but it must be fully accurate as to location, impending time of impact, potential impact and effects, and specific directions for self-protection.
- Coverage: Population warning efforts should be directed to all elements of the City's population. There should be no exclusions unless directed by the Emergency Director.
- Means: As a matter of policy, all available means of disseminating population warnings will be employed by the City.
- Tailoring of Population Warnings: The unique nature of specific emergencies may dictate that population warnings be tailored to meet the needs of the emergency extant. This annex does not attempt to differentiate between types of emergencies, and thus, specific protocols for specific emergencies are not included herein.

Challenges unique to the population warning operations in Pacific Grove include, but are not limited to the following:

- Ensuring full and adequate coverage of the City's population.
- Reaching persons with functional and access needs, and addressing their collective emergency warning needs.
- Large and varying guest/transient element of the City's population.

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- A small number of non-English speaking residents or guests.
- Reaching residents during electrical power outages.

Emergency Public Information and Population Warning Contents

Emergency Public Information and Population Warning efforts will endeavor to provide all pertinent information that the public will need to know about a specific emergency and any associated hazards. The contents of any disseminated information will include, but will not be limited to:

- The type of emergency anticipated or existing.
- Any associated specific type of warning, watch, or advisory, and its source. (Example: High wind warning from the National Weather Service (NWS).)
- The danger or dangers involved. If danger is immediate or imminent, it should be so stated.
- The anticipated duration of the emergency.
- Actions being taken by the City to deal with the emergency. (Example: Activation of the PGEOC and closure of all City offices.) County/Operational Area actions may also be included if germane to the overall situation.
- The area or areas to be closed or evacuated, if warranted.
- Type of evacuation, if warranted, evacuation routes, and instructions.
- Shelter locations, if warranted.
- The activation of the Temporary Assistance Center (TAC), if warranted.
- Shelter-in-place instructions, if appropriate.
- Means by which further information will be disseminated to the public.
- Lifesaving measures recommended to be taken by residents, if warranted.
- Recommended precautions. (Example: Avoid driving unless absolutely necessary.)
- Current threat or alert system notices.
- Specific or unique instructions or instructions regarding the emergency.

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Overall Objectives and Responsibilities

The Public Information Section of the Pacific Grove Emergency Operations Center Staff is charged with coordinating the origin and dissemination of all public information and population warnings for the City. The overall objectives of Emergency Public Information and Population Warning operations and the specific responsibilities of the Public Information Section are to:

- Maintain an accurate and informative flow of emergency related information and/or warnings to the citizens of Pacific Grove before, during, and after a major emergency or disaster.
- Ensure that the media and the public within the affected area receive complete, accurate, timely, and consistent information about life preservation procedures, public health advisories, relief and assistance programs, and other vital information.
- Coordinate media releases with the Monterey County Operational Area Public Information Officer and other Public Information Officers representing other affected nearby or local jurisdictions and/or agencies, including the Presidio of Monterey (POM).
- Organize press conferences in conjunction with the Emergency Services Director.
- Produce and release all Pacific Grove Emergency Bulletins/Press Releases.
- Produce and distribute all Pacific Grove Warning Bulletins.
- Establish and maintain a pro-active emergency preparedness program designed to promote and sustain a high level of practical preparedness among residents, merchants, and visitors to the City.
- Provide an organizational infrastructure to allow the expeditious and accurate dissemination of emergency public information within the City.

Public Information Section Positions

The Public Information Section may include the following positions:

- Public Information Section Chief/Public Information Officer.
- Dissemination Unit Leader.
- Information Collection Unit Leader.
- Other positions as assigned or deemed necessary for the situation at hand.

Emergency Public Information and Population Warning Systems

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The following systems/dissemination means are available for use by the Public Information Section to conduct Emergency Public Information and Population Warning operations within the City:

- Dissemination using the City’s website.
- Displays at appropriate City offices (Police Station, Fire Station, City Hall, etc.)
- Printed Pacific Grove Warning Bulletins (CARWARNBULLS) for hand-to-hand, door-to-door distribution, or posting at designated locations.
- Pacific Grove Emergency Bulletins (CEMERBULLS) or Press Releases to provide information to the local media.
- Direct contact via telephone or face-to-face/door-to-door.
- Posting information on 2-1-1.
- Monterey County Operational Area EOC means, including a Joint Information Center (JIC), if established.
- Direct interface by City representatives at the Temporary Assistance Center (TAC).
- Direct interface by the Mayor and City Council members.
- Direct media contact including live interviews. (See **Annex F – PGEOC Key Points of Contact** lists local media resources that could be employed.)
- Dissemination via police or fire service personnel.
- Dissemination via American Red Cross volunteers.
- Dissemination via the Pacific Grove Chamber of Commerce.
- Dissemination by volunteers or service organizations. (Service clubs, Boys Scouts, etc.)
- Dissemination through Pacific Grove Unified School District and local schools.
- Dissemination through social media networks/systems. (Facebook, Twitter, etc.)
- Use of Alert Monterey for selected areas or the entire City.
- Use of the Robert Lewis Stevenson School FM radio system (KSPB).
- Other means/systems deemed appropriate to the situation extant.

The use of public meetings for dissemination of information prior to or during an actual emergency is not recommended. (See **Emergency Public Information Policies and Procedures Following a PGEOC Deactivation or During Emergency Recovery Phase** below for employment of this option.)

Emergency Public Information and Population Warning Systems Use

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It will be the policy of Pacific Grove to employ any or all of the systems listed above to ensure complete dissemination of emergency public information and/or population warnings prior to and during a major emergency or disaster. No particular priority is assigned to system employment. The Emergency Services Director has the authority to direct selective use of systems to ensure the most effective means are employed, consistent with the resources available to employ the systems. Caution should be exercised to guard against over-reliance on any particular system. The overriding goal of using any system or multiple systems is to ensure complete and accurate dissemination of all pertinent information related to the emergency situation extant.

Pre-Activation/Normal Emergency Public Information Operations and Procedures.

- **General.**

The fundamental objective of pre-activation/normal emergency public information operations is to maximize public emergency preparedness prior to an actual emergency. This effort comprises the following basic elements:

- Community Outreach:
- Tourist/Transient Population Outreach:
- Outreach to Persons with Functional and Access Needs:
- Emergency Warnings Prior to the Actual Emergency:

- **General Emergency Preparedness.**

The purpose of emergency preparedness is to bring the general population, City employees, and tourist population to a state of readiness that will enable each to provide for their respective safety during a major emergency or disaster. Skills, capabilities, and/or equipment that should be stressed include, but are not limited to:

- Basic first aid.
- Evacuation procedures and equipment.
- Vehicular preparedness.
- Emergency supplies, including food, water, cash, etc.
- Personal emergency preparedness considerations, including eyeglasses, medicines, etc.
- Means of emergency communications, including battery powered radio, etc.
- Emergency lighting.
- Provision for pets.

- **Community Outreach.**

The City will maintain a pro-active and continuous community emergency preparedness outreach program. The following elements will be employed:

- Standard FEMA/American Red Cross and locally developed preparedness literature will be displayed and available for the public at the vestibule of the Police Station, at the Fire Station, and at the City Hall.
- Distribution of emergency preparedness information directly to City residences will be undertaken.
- Emergency preparedness information will be made available on the City's website. This may include links to other websites providing such information.
- Provide outreach in the form of fire/police personnel to provide preparedness talks to community groups.
- Collaborate with the Monterey Bay Chapter of the American Red Cross in the distribution of emergency preparedness information and/or training.
- Other means as appropriate.

- **Tourist/Transient Population Outreach.**

The City will establish and maintain a pro-active and continuous emergency preparedness program to reach tourists and visitors. Collaboration of this effort with appropriate hospitality industry associations will be undertaken. The following actions will be undertaken:

- The City will collaborate with the Pacific Grove Hospitality Improvement District (HID) and the Pacific Grove Chamber of Commerce to develop, distribute, and maintain tourist oriented emergency preparedness information at all hotels/motels within the City. This information should address those potential emergency situations that could be unique to the City and which may not be familiar to guests from outside the local region. (Examples: earthquake, tsunami, urban/wildland interface fire.)
- The City will maintain a working relationship with the Pacific Grove Hospitality Improvement District (HID) and the Pacific Grove Chamber of Commerce to ensure that members of the hospitality industry have a reasonable understanding of local emergency preparedness measures, and are able to respond adequately to inquiries from tourists.

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- The City will ensure that hospitality associations receive all emergency warning information in order for that information to pass directly to all members of the association.
- The Pacific Grove Hospitality Improvement District (HID) and the Pacific Grove Chamber of Commerce will be requested to develop means of rapidly disseminating information to their membership for eventual distribution of tourists.
- **Persons with Functional and Access Needs Outreach.**

The City will maintain a pro-active and ongoing program to provide emergency preparedness outreach program to those members of the Pacific Grove community who may have functional and access needs. Program elements will include, but will not be limited to:

- Coordinating with Meals on Wheels, located in Pacific Grove, the City will endeavor to identify members of the community with functional and access needs. Persons will not be identified as such without their consent.
- Every effort will be undertaken to determine if special outreach efforts or means will be needed to communicate with persons on the list. Critical to this factor will be whether it will be necessary to individually notify a specific person or residence, and/or provide direct assistance during an emergency.
- During an actual major emergency or disaster, or as directed by the Emergency Services Director, regular contact or “welfare checks” will be maintained on those residents with functional and access needs. Using volunteer assets, these residents will be kept informed to the maximum extent possible of all pertinent emergency related information and warning.
- **Emergency Warnings Prior to an Actual Emergency.** It is conceivable promulgation of emergency warnings may be necessary prior to the actual emergency or activation of the PGEOC. This may occur prior to forecast weather events. To ensure consistency of emergency public information prior to an actual emergency and a coordinated transition into actual emergency operations, it is imperative the Public Information Section Chief/Public Information Officer be involved at the onset of any form of emergency public information operations, whether the actual emergency is extant or not.

Emergency Public Information/Emergency Warning Policies and Procedures during a PGEOC Activation or During Emergency Response Phase.

- **General.**

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The following factors are germane to emergency public information and emergency warnings generated during an activation of the PGEOC:

- Consistency of Information. Every effort should be undertaken to ensure the consistency of information provided to the public. Considering that multiple systems may be employed simultaneous, often by different members of the PGEOC Staff, this factor may prove challenging. The use of scripted messages, including PGEMERBULLs or PGWARNBULLs, is strongly encouraged.
- Timeliness of Information. Every effort should be extended to ensure that pertinent emergency public information is disseminated as far in advance of the actual emergency as possible. It may be necessary to promulgate partial information into order to ensure forewarning of the population. If this is undertaken, follow up promulgation of complete information should ensue as soon as practicable.
- Message Structure. All emergency public information communications and warnings should be constructed with care. Clear and concise construction should be the goal. Unfamiliar terminology, acronyms, and abbreviations should be avoided. The overriding objective should be a communication that can be understood quickly and completely by the average recipient.
- Means of Dissemination. As noted earlier, the means of dissemination should be selected based on effectiveness and the intended recipients of the emergency information. A specific means of dissemination may not be effective in reaching all elements of the population. Additionally, some means of dissemination may be rendered ineffective during certain types of emergencies. The Public Information Section Chief should be keenly aware of the effectiveness of each means available during an emergency, and not be reluctant to shift to other means if one means is found lacking.
- Notification of the Mayor, City Council Members, and City Employees. It is imperative that the Mayor, City Council Members, and city employees receive all emergency public information/emergency warnings in a timely and consistent manner. A possibility always exists that citizens will make inquiries of their elected representatives or city employees during the early or warning stages of an emergency; consequently, all concerned need to have sufficient information at hand in order to be able to respond in a knowledgeable manner.
- Coordination with Other Jurisdictions. In some instances, neighboring jurisdictions may have the need to disseminate similar information within a given timeframe. The Public Information Section Chief should be prepared

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to closely coordinate information promulgations with other jurisdictions, the City of Monterey, POM, the Monterey County Operation Area EOC, and/or Joint Information Center (JIC), if established. Care should be taken to ensure that any effort to produce jointly coordinated dissemination of emergency information does not omit or sacrifice Pacific Grove unique information in the interest of “jointness”.

- **Pacific Grove Emergency Bulletins (PGMERBULLs) and Pacific Grove Warning Bulletins (PGWARNBULLs)**

These documents will be the primary printed means of disseminating emergency public information. The following policies and protocols apply:

- Each category will be numbered sequentially by year starting with 001-12 (for calendar year 2012).
- PGEMERBULLs will be used primarily to disseminate information to the media, other agencies, and other jurisdictions.
- PGWARNBULLs will be used primarily to disseminate information directly to residents, tourists, and businesses within the City.
- These documents will be originated only by the Public Information Chief/Section.
- Either document can be used as a basis for verbal and other means of emergency public information communications delineated in this annex.

- **Policies and Procedures**

The following policies and procedures are applicable to emergency public information/population warnings developed during a PGEOC activation or an emergency response:

- All public information releases/population warnings will be staffed through and approved by all applicable section chiefs.
- If controversial issues arise during the staffing process, the Emergency Services Director will approve the communication/release.
- The Public Information Section Chief will maintain a readily accessible file of all emergency public information/releases.

Emergency Public Information Policies and Procedures Following a PGEOC Deactivation or During Emergency Recovery Phase.

- **General.**

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The same factors listed in the preceding section remain germane during this phase. The following factors will likely be unique to this phase:

- Coordination with Other Involved External Agencies. Frequently, various state and federal agencies will play a prominent, if not leading role, during the recovery phase. These may include, but are not limited to, Small Business Administration (SBA), Federal Emergency Management Agency (FEMA), commercial insurance companies, and other organizations. These agencies may or may not request the City's assistance in promulgating recovery information, or reaching residents desirous of obtaining recovery assistance information. Additionally, these agencies may elect to disseminate their information through local media, directly bypassing the City. To this extent, the City will be pro-active and conduct an aggressive outreach to assist dissemination of information. Means that may be employed include, but are not limited to, the following:
 - Including agency information in PGWARNBULLs.
 - Hosting open meetings between agency representatives and residents.
 - Distributing or making available agency literature available at key locations within the City.
- Centralized External Agency Operations. External agencies assisting in recovery operations may elect to elect to operate from one central location or establish assistance centers.
- **Means of Emergency Public Information Communications in Support of External Agencies.**

The systems/dissemination means listed in the **Emergency Public Information and Population Warning Systems** section above are germane to recovery operations and may be employed. Additionally, public meetings organized with involved external agencies can be a very effective means of disseminating recovery operations and answering valid questions at the same time.

Relationships with the Operational Area Public Information Section or the Joint Information Center (JIC).

It is imperative that close relationships be maintained with the Operational Area Public Information Section, or a Joint Information Center (JIC), if established. It should be expected that either entity will probably possess:

- Greater depth of trained personnel.
- Enhanced means of information dissemination.

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- Close working relationships and enhanced means of interface with CALEMA, and other state and federal agencies involved in the emergency.
- Close working relationships with local media resources.
- The ability to include all affected jurisdictions into a single warning or information bulletin, thus eliminating the need for similar bulletins from each jurisdiction.

It will be the policy of the City to maintain close working relationships with the Op Area Public Information Section or JIC at all times, and to employ the option of placing City representation in either if the situation warrants.

When working in cooperation with the Op Area Public Information Section or JIC, there exists the possibility that limited detailed knowledge of the City and its needs may exist. Close coordination and/or subtle indoctrination usually will overcome this challenge.

Relationships with Federal and State Organizations or Public Information Entities.

In certain types of emergency or disaster situations, it is conceivable that a federal or state agency (FBI, FEMA, CALEMA, NTSB, USCG, etc.) may elect to function as the lead public information agency. Should this occur, it will be the policy of the City to cooperate fully with the lead agency, and to the extent possible, coordinate all City public information operations with the lead agency. To this extent, the City may elect to have representation in the lead agency's emergency operations center, command post, or JIC, or conduct direct liaison in order to coordinate all City public information releases with the lead agency. The overall objectives of this effort will be to present a unified public information front and to avoid duplication of effort and/or dissemination of conflicting information and the confusion that can result. Mutual, supportive cooperation and coordination are paramount.

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Pacific Grove Emergency Bulletin (PGEMERBULL)

FORMAT/EXAMPLE



Pacific Grove Emergency Bulletin (PGEMERBULL) No. 001- 12

July 1, 2012

FOR RELEASE TO:

**ALL LOCAL MEDIA
ALL CITIZENS OF AND VISITORS TO PACIFIC GROVE
ALL CITY DEPARTMENTS/EMPLOYEES
CALIFORNIA HIGHWAY PATROL (CHP)
MONTEREY COUNTY OFFICE OF EMERGENCY SERVICES/EOC**

SUBJECT: The National Weather Service (NWS) has issued a severe weather warning for the Central Coast including the City of Pacific Grove. Heavy rains and high winds are predicted for tonight and tomorrow morning. Localized flooding of underpasses, intersections and low lying areas is possible. These areas should be avoided.

Power outages frequently accompany these forecasted conditions. All citizens should have battery powered lights and extra batteries available. Avoid and report immediately any downed power lines. Use candles with caution. Have food available that does not require electrical power for cooking.

Driving during these conditions can be especially hazardous. If possible, avoid travel until the storm passes. If you must drive, drive defensively. Allow extra distances for stopping. Drive no faster than conditions permit.

The City of Pacific Grove has suspended all non-essential municipal operations until the storm passes. Pacific Grove Unified School District has suspended classes until further notification. The Pacific Grove Emergency Operations Center (PGEOC) has been activated and will remain open until the storm passes and the City can resume normal operations.

Additional PGEMERBULLs will be issued as the situation warrants.

(Insert Name)
City Manager/Emergency Services Director

Pacific Grove Warning Bulletin (PGWARNBULL)

FORMAT/EXAMPLE



Pacific Grove Warning Bulletin (PGWARNBULL) No. 001-12

July 1, 2012

FOR HAND DISTRIBUTION/RELEASE IN PRINT TO:

ALL CITIZENS OF AND VISITORS TO PACIFIC GROVE

ALL CITY DEPARTMENTS/EMPLOYEES

**FAX TO: MONTEREY COUNTY OFFICE OF EMERGENCY SERVICES/EOC
CALIFORNIA HIGHWAY PATROL (CHP)**

SUBJECT: The National Weather Service (NWS) has issued a severe weather warning for the Central Coast including the City of Pacific Grove. Heavy rains and high winds are predicted for tonight and tomorrow morning. Localized flooding of underpasses, intersections and low lying areas is possible. These areas should be avoided.

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Additional PGWARNBULLs will be issued as the situation warrants.

(Insert Name)

City Manager/Emergency Services Director

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Pre-Scripted PGEMERBULLs/PGWARNBULLs/Media Releases:

The following pre-scripted media releases are provided as examples; these releases are also found in **Annex G -- Pre-Scripted Declarations, Pacific Grove Emergency Bulletins (PGMERBULLS) and Media Releases.** The formats are designed to facilitate the development of PGMERBULLS, PGWARNBULLs and verbal media releases, and are considered interchangeable.

This is _____ (Name) _____ at the **City of Pacific Grove Emergency Operations Center.** (Optional) An unidentified substance that may be hazardous has been (spilled/released) at (specific location). Please avoid the area where crews are responding, if possible. The best alternate routes are _____. If you are already in the area, please be patient and follow directions of emergency response personnel. Specially trained personnel will evaluate the substance and further information will be released as soon as possible.

Thank you for your cooperation.

(Insert Name)
Pacific Grove Public Information Officer

- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): Low Level Hazard/Confined Spill/Release (No General Evacuation)**

This is _____ (Name) _____ at the **City of Pacific Grove Emergency Operations Center.** (Optional) A small amount of _____, a hazardous substance has been spilled/released at _____. Streets are blocked, traffic is restricted and authorities have asked residents in the immediate block area to evacuate. Please avoid the area.

The material is slightly/highly toxic to humans and can cause the following symptoms:

_____.

_____.

If you think you may have come in contact with this material, you should (give health instructions and hot line number, if available). For your safety, please avoid the area if at all possible. Alternate routes are identified and traffic is being diverted. If you are now near the spill/release, please follow directions of emergency response personnel. Cleanup crews are on the scene.

Thank you for your cooperation.

(Insert Name)
Pacific Grove Public Information Officer

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- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): High Level Hazard/Confined Spill/Release -- General Evacuation (Advisory/Mandatory) or Shelter in Place**

This is ____ (Name) _____ at the **City of Pacific Grove Emergency Operations Center**. (Optional) A large/small amount of _____, a highly hazardous substance has been spilled/released at _____. Because of the potential health hazard, authorities are (requesting/requiring) all residents within _____ (blocks/miles) of the area to evacuate (or shelter in place). If you are within (give evacuation zone boundaries), you and your family (should/must) leave (as soon as possible/now) (or shelter in place). Go immediately to the home of a friend or relative outside the evacuation area or to (indicate shelter) (or go indoors, close all windows and doors, and remain indoors until instructed otherwise). If you can drive a neighbor who has no transportation, please do so. If you need transportation, call _____. Children attending the following schools: _____ (List) _____ will be evacuated to _____. Do not drive to your child's school. Pick your child up from school authorities at the evacuation center.

Listen to this station for instructions.

The material is highly toxic to humans and can cause the following symptoms:

If you are experiencing any of these symptoms, seek help at a hospital outside the evacuation area or at the evacuation center at _____.

To repeat, if you are in the area of _____ you should/must leave, for your own safety. Do not use your telephone unless you need help.

Thank you for your cooperation.

(Insert Name)

Pacific Grove Public Information Officer

- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): Summary Statement for the Media**

This is ____ (Name) _____ at the **City of Pacific Grove Emergency Operations Center**. (Optional) At approximately ____ (a.m./p.m.) today, a (spill/release) of a potentially hazardous substance was reported to this office by (a private citizen, city employee etc.). (Police/fire) were immediately dispatched to cordon off the area and direct traffic. The material was later determined to be _____ (describe), a (hazardous/harmless) (chemical/substance/material/gas) which, upon contact, may produce symptoms of _____. Precautionary evacuation of the (immediate/____ block) area surrounding the spill was (requested/required) by (agency). Approximately ____ persons were evacuated. (number) clean-up crews from _____ (agency/company) were dispatched to the scene and normal traffic had resumed by (time), at which time residents were allowed to return to their homes. There were no injuries reported -OR- ____ persons, including (fire, police) personnel, were treated at area hospitals for _____ and (all, number) were

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later released. Those remaining in the hospitals are in _____ condition. Response agencies involved were _____.

Thank you for your cooperation.

(Insert Name)

Pacific Grove Public Information Officer

- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): Road Closure**

This is _____ (Name) _____ from the **City of Pacific Grove Emergency Operations Center**. (Optional) The recent storm has caused [severe/moderate] flooding in [several/many] areas of the [city/adjacent areas]. As of _____ today, the following [roads/streets] have been closed by law enforcement officials:

(list) _____.

_____.

_____.

Please avoid these [roads/streets]. If you must travel, use alternate routes. Please stay tuned to station for more road closure information.

Thank you for your cooperation.

(Insert Name)

Pacific Grove Public Information Officer

- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): Approved Viewing Spots**

This is _____ (Name) _____ from the **City of Pacific Grove Emergency Operations Center**. (Optional) The following storm-damaged areas are still extremely hazardous and should _____ be avoided: _____ (List) _____.

_____.

_____.

_____.

Please do not try to sightsee in these areas. You could be hurt. If you feel you must observe the storm damage, the following are approved viewing spots: _____ (List) _____.

_____.

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_____ .

_____ .

Again, please avoid the storm-damaged areas. You may place your life and the lives of others in danger.

Thank you for your cooperation.

(Insert Name)

Pacific Grove Public Information Officer

- **Sample Media Release: Pacific Grove Emergency Bulletin (PGEMER-BULL): Evacuation Ordered Due To Hazardous Conditions**

This is ____ (Name) _____ at the **Pacific Grove Emergency Operations Center.** (Optional) Hazardous conditions exist within the City of Pacific Grove. For your safety, I am asking that you leave the _____ area as soon as possible (give boundaries of area and evacuation routes). The Red Cross is setting up shelters at _____. If you cannot stay with relatives or friends outside the evacuation area, go to one of these shelters.

Take only essential items - medicine, special foods, personal items, baby supplies, clothing, money and valuable papers. Do not overload your car. Secure your home before you leave. Lock windows and doors, turn off water and gas and disconnect all electrical appliances except refrigerators and freezers. Be sure you have a full tank of gas.

Pets will not be allowed in Red Cross shelters. Arrange for someone outside the area to take care of your pets. Do not allow your pet to run loose.

If you have no means of transportation, ask help from a neighbor or friend, or walk to one of the following pickup points: _____ (List) _____.

Bring only what you can carry. A bus will take you to a Red Cross shelter. If you are physically unable to go to one of the pickup points, call _____. Otherwise, please do not use your telephone. Lines must be kept free.

These instructions will continue to be repeated, along with additional information about the emergency. Stay tuned to this station. Remain calm. Your cooperation will help in a safe and quick evacuation.

Thank you for your cooperation.

(Insert Name)

Pacific Grove Public Information Officer

Annex R – Mass Care, Movement, and Shelter Plan

General

This annex provides the organizational and operational policies and procedures for mass care and shelter operations within the City. These are intended to meet the requirements for feeding, clothing and shelter needs of people on a mass care basis during major natural disasters, technological incidents, and war-related emergencies. It also cites authorities and specifies the public and private organizations responsible for providing mass care and welfare inquiry services.

The responsibility for first level emergency mass care and shelter is mandated by California law as resting with the local level. Local governments/jurisdictions are required to provide temporary or emergency shelters for people made homeless by a natural disaster or manmade emergency. This is consistent with NIMS and SEMS guidance. Federal mandate directs that the American Red Cross function as the mass care and shelter management agent for emergency operations.

Traditionally, the awareness of local jurisdictions regarding the mass care and shelter operations was that it was in the province of local American Red Cross (ARC) Chapter or the local Salvation Army (SA) organization. Contemporary planning accepts that a major emergency or disaster could easily overwhelm the resources and staffing of these non-profit agencies, rendering sustained mass care and shelter operations as untenable and unresponsive. Consequently, planning for and the implementation of mass care and shelter operations is now considered a joint effort involving the local jurisdiction and the aforementioned non-profit agencies.

Role of the American Red Cross (ARC)

The American Red Cross, as mandated by Federal Law 36-USC-3 and reaffirmed in Public Law 93-288 (Federal Disaster Relief Act of 1974), provides disaster relief in peacetime.

At the state level, the statement of Operational Relationships between the American Red Cross and California Emergency Management Agency (CALEMA) and the Memorandum of Understanding between the American Red Cross and the California Department of Social Services establish the operating relationships between these agencies. The major care and shelter responsibilities of the Red Cross in the emergency period are included in the Statement of Operational Relationships and reiterated below.

By definition, emergency mass care includes providing:

- Emergency lodging for disaster victims in public or private buildings.
- Food and clothing for persons in emergency mass care facilities.
- Food for disaster workers if normal commercial feeding facilities are not available.
- Registration and inquiry service.
- A means to reunite family members.

To accomplish these services, the Red Cross acts cooperatively with state and local governments and other private relief organizations to provide emergency mass care to persons

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affected by disasters, in peacetime. There is no legal mandate for Red Cross involvement in a State of War Emergency. However, by decision of Chapter Boards of Directors, the Red Cross Chapter Disaster Committees in California may, if incorporated into the civil defense (war emergency) plans of political subdivisions, serve as a component of civil defense to assist with emergency mass care operations.

Overall Objectives

The overall objectives of mass care and shelter operations are to:

- Identify predetermined locations for shelters.
- Determine organizations which have the capability to assist in the care and shelter operations.
- Provide an organizational infrastructure to allow the expeditious and responsive transition to mass care and shelter operations in support of evacuation operations.
- Provide food, clothing, shelter, and other basic necessities of life, on a mass care basis, to persons unable to provide for themselves as a result of a disaster.
- Provide an inquiry service to reunite separated families or respond to inquiries from relatives and friends outside the affected areas.
- Assure an orderly transition from mass care operations and return to separate family living.
- Establish an orderly process to demobilize shelter operations during post-disaster recovery.

Periods and Phases of Mass Care and Shelter Operations

Mass care and shelter operations will usually be associated with the periods and phases indicated below. Emergency response actions associated with the various types of emergencies will be incident specific and will be determined by the numbers of people requiring assistance.

- **Pre-Emergency Period:** The Pre-Emergency Period is divided into two phases as follows:
 - **Normal Preparedness Phase:** During this phase, emphasis will be placed on preparing and updating supporting plans, Standing Operating Procedures (SOP), call-out lists of professional and volunteer personnel, and resource lists. Plans and procedures will provide for coordination and communication channels with counterpart agencies and organizations of other jurisdictions. Volunteers will be trained, and disaster plans will be exercised.

Because the onset of some disasters can occur with little or no warning, possible sites for shelter and mass feeding should be pre-selected, and listings should be included in the matrix contained in this annex. Agreements should be concluded with appropriate persons, such as managers or owners

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of hotels or restaurants. Arrangements and agreements for provision of required resources and supplies should also be made in this period.

- **Increased Readiness Phase:** This phase could begin upon receipt of an accredited earthquake prediction, the forecast of a flood, or a rapidly deteriorating international situation that could lead to a possible attack upon the United States. Increased readiness actions will include reviewing and updating plans, SOPs, call-out and resource lists, and accelerating training. Available resources will be mobilized and volunteers alerted.
- **Emergency Period:** The Emergency Period is divided into three phases as follows:
 - **Pre-Impact Phase:** Most actions to be accomplished during the pre-impact phase would be precautionary and would be centered on taking appropriate countermeasures to protect people should the jurisdiction be impacted by an event such as a slow-rising flood, a health-endangering hazardous material incident, or nuclear attack. If it is the type of disaster that requires mass care, shelters and feeding facilities will be opened, manned, and supplied. The Local Care and Shelter Coordinator, alternate or other designee, and a representative of the Red Cross will report either to a 24-hour dispatch facility located in or immediately adjacent to the affected area or to the Pacific Grove Emergency Operating Center (EOC) if it has been activated. Detailed information on shelter and feeding facilities will be disseminated to the public through the Public Information Officer (PIO).
 - **Immediate Impact Phase:** If there has been ample warning, shelter, feeding, and other care services will have begun outside the threatened area. However, should an area that was perceived to be safe be impacted, some relocates may have to be transported to another lodging facility, and feeding operations may have to be transferred to another site.

If the disaster occurs without warning, local officials and the Local Care and Shelter Coordinator, in conjunction with the Red Cross need to assess the requirements for shelter and mass feeding. They must also determine which of the pre-selected facilities may have become inaccessible, damaged, or destroyed, and which are still available for mass care. As normal communications facilities may not be functioning, other means (such as amateur radio operators, CERTs or person-to-person contact) may have to be used to communicate with shelter managers and other mass care personnel. Most emergency personnel, however, will be expected to report to pre-assigned duty stations. Obtaining appropriate supplies and resources and distributing them to the specified sites may require improvising solutions and deviating somewhat from the original plan. In the case of a major disaster, shelter may be required outside the local area and provided through mutual aid channels. In addition, temporary feeding services may be requested to be provided by state agencies and the military.

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- **Sustained Emergency Phase:** In the Sustained Emergency Phase, it may be possible for some displaced persons to be moved to improved quarters, such as hotels, or even to return to their homes. However, shelter, mass feeding, and welfare inquiry services will continue until they are no longer required.
- **Post-Emergency Period (Recovery):** In the Post-Emergency Period, most of the basic needs of the population will have been provided, and, if the disaster was large, the federal and state governments will have become heavily involved in providing financial aid to victims. Disaster Assistance Centers (DACs) or Temporary Assistance Centers (TACs) will be set up to coordinate the delivery of these services. Local officials and private agencies still have responsibility for phasing out the mass care facilities and assisting displaced persons in obtaining temporary housing and other aid.

Organizational Responsibilities

This section provides an overview of the statewide care and shelter organization down to the Care and Shelter Coordinator at the local level and shows the source of management personnel. The responsibilities of Care and Shelter Coordinators at the Local, Operational Area, and Mutual Aid Region levels, the State Care and Shelter Director, supporting state agencies, and the private sector are discussed herein.

- **Local Care and Shelter Coordinator:** The Local Care and Shelter Coordinator has the responsibility for coordinating local government resources, requesting and responding to mutual aid forces, and providing support to the Red Cross. For peace-time disasters, the Coordinator should ensure that the head of the local government has signed the proclamation designating the Red Cross as the official disaster relief agency and make arrangements with other private organizations, such as the Salvation Army and the Mennonites to assist in care and shelter. If there is no local Red Cross chapter or other private organization in the immediate area to open and operate mass care facilities immediately after impact, the Local Care and Shelter Coordinator should have plans to perform this function until private organizations arrive on the scene.
- **State of California:** The Director of the State Department of Social Services will serve as the State Director of Care and Shelter and will have the overall responsibility for coordinating statewide care and shelter operations and support requirements.

The California Department of Social Services is responsible for:

- Serving as the lead agency in coordinating state agency care and shelter response to support local operations.
- Providing departmental personnel and other resources to function in Disaster Assistance Centers upon request of the California Director of Emergency Services.
- Coordinating the capabilities of County Social Services Departments (or similar agencies) to respond to the disaster.

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- Recommending interregional transfer of evacuees or resources to equalize distribution of the evacuee case loads.
- **Federal Government:** Federal support for care and shelter operations will be provided once a Presidential Declaration has been signed. Additional assistance following a Presidential Declaration will be coordinated by the Federal Emergency Management Agency (FEMA).
- **Business and Industry:** Business and industry with personnel and resources needed to meet emergency requirements will be identified and utilized by local emergency organizations. In the case of care and shelter, voluntary agreements may be made with hotel, motel, or restaurant owners to use their personnel and facilities.

POD (Point of Distribution) designation

Possible FEMA POD drop locations are the parking lots of the Methodist Church on Sunset Dr, and the Pacific Grove High School.

Shelter Designation

The City of Pacific Grove, in partnership with the Monterey Bay Area Chapter of the American Red Cross, will designate specific shelter sites to serve evacuees of the City. An unpublished listing of all designated shelters will be maintained by the Chapter and the City, and updated on an annual basis. Designation will be accomplished through use of “shelter agreements” provided by the National Headquarters, ARC. Shelters may or may not be located within the confines of Pacific Grove, and may be designated in conjunction with neighboring jurisdictions. Sheltering designation and activation will be coordinated with adjoining jurisdictions.

Mass Care and Shelter Operations

Under most circumstances, the City and/or the Chapter will open and operate the shelters with trained volunteers. However, in some circumstances such as a widespread disaster or major emergency, the City may be required to augment Chapter staffing, or operate shelters with its own resources. The use of volunteers from community service organizations is an option for augmenting Chapter staffing. The use of emergent volunteers who have not been screened as emergency services workers is not recommended.

Shelter operations are intended to be temporary in nature and provide mass care on a basic life support level. Facilities that have the capacity to provide this minimal level of support are selected for this purpose. The following elements and planning considerations are germane:

- The capability to provide simple but wholesome mass feeding of evacuees.
- The capability to provide drinking water to evacuees.
- The capability to provide basic sanitary facilities to evacuees.
- The capability to provide rest facilities for evacuees. This can include cots, pads, and blankets.
- The capability to provide internal and external security to evacuees.

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- If available, the capability to provide shower facilities to evacuees.
- In large disasters, all suitable buildings, other than those being used for other emergency functions, may be used for lodging.
- Schools are the most preferred facilities for lodging, as they are public facilities and can accommodate a large number of persons. Churches are also appropriate, as they are often large and often have feeding facilities on the premises.
- Arrangements should be made in advance with owners or managers of many facilities for use in large disasters and after small disasters that require a number of different sites. Arrangements should also be made during a disaster, if possible, for backup shelter should the threat change location (for example, a wind shift after a hazardous material spill).
- In large disasters, commercial lodging facilities such as motels and hotels should be reserved for the infirm that require above average comforts and conveniences.
- It is imperative that the list of lodging facilities be kept up-to-date.
- When possible, most of the lodging operations will be performed by personnel normally associated with the facility. In large disasters, the relocates themselves, under the supervision of the facility manager are expected to assist with many, if not most, of the operations.
- Pets may not be allowed in some lodging facilities but will be cared for in animal shelters or veterinarians' facilities. Coordination should be undertaken with the Monterey County SPCA.
- Only minimal health needs will be attended to in lodging facilities. If possible, sick persons or those with specific medical support needs will be transferred to medical facilities or facilities that can provide the specific care needed.

Feeding Operations

The following considerations are germane to planning and conducting feeding operations:

- In peacetime emergencies, plans will be made for mobile feeding, to include feeding at the scene of the disaster; providing refreshment services at hospital waiting rooms, morgues, and places where disaster victims and emergency workers congregate; and delivering food to persons in isolated areas.
- In most disasters, it is expected that a central facility will be set up for mass feeding and that most of the feeding operations will be performed by personnel associated with that facility. Where possible, the owners or managers of feeding establishments will manage the mass feeding operations.
- Mass feeding schedules will be provided to Lodging Facility Managers.
- Special diets will be provided as required.
- Arrangements will be made with 24-hour restaurants and fast food outlets to provide supplies of food initially, until mass feeding operations can be organized.

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- Government-provided food will be obtained, if possible, and food supplies donated in bulk should be used to the extent possible.

Movement Operations

The movement of evacuees and those persons potentially requiring shelter is the province of “movement operations”. Of necessity, these operations must be responsive, timely, be capable of handling relatively large numbers of evacuees, and consider the special needs of the evacuees. Options available to accomplish these operations include, but are not limited to:

- Employment of commercial transportation assets, including Monterey-Salinas Transport (MST) buses.
- Employment of school bus assets, including PGUSD and MPUSD assets.
- Service organizations with transportation assets.
- Military assets, including those from Presidio of Monterey (POM).
- Mutual aid assets.
- Volunteer assets.

Under most emergency circumstances, the shelter operations generate the need for “movement operations” in order to transport a large number of evacuees from their places of residence or from “evacuation collection points” to the shelter facilities. It should be anticipated that “movement operations” and “shelter operations” will compliment each other during an actual evacuation. The prior coordination of “movement operations” with shelter operators is essential to ensure that evacuees are treated with consideration and that the shelter operations are not inundated with more evacuees than can be handled in a safe and caring manner. The coordination of evacuation driven “movement operations” and public information is essential to safe and effective operations.

“Movement operations” in support of an evacuation within the City may not be confined to the City. Shelters may be designated in neighboring cities or locales, and shelters for evacuees with special needs may be designated to consolidate those evacuees in specialized facilities more suited to care for their needs.

Temporary Assistance Center (TAC)

The Temporary Assistance Center (TAC), located at the Pacific Grove Community Center, 515 Junipero Avenue, will be used to provide citizens with initial information and assistance following their evacuation from their neighborhood. The TAC will also serve as the primary “evacuation collection point” or “ECP” for evacuees. Other evacuation collection points may be designated as the situation dictates. Evacuees will remain at the TAC only until they can be assigned to and transported to a shelter, or allowed to return to their homes.

People with Access and Functional Needs (Previously Known as Vulnerable Populations/Populations at Risk/Special Needs Populations)

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The requirement to accommodate and evacuate persons with access and functional needs is exacerbated during a major emergency or disaster situation. Evacuation operations need to consider and be prepared to handle a wide variety of special needs from all segments of the community. Caring for the elderly, people who are medicine dependent, or citizens with mobility challenges are generally accepted as commonplace. However, emergency responders should be prepared for other special needs as well. These could include, but are not limited to:

- People with illnesses that render them immobile or bedridden.
- Those who are unable to adequately care for themselves.
- People dependent on special life support equipment, including oxygen.
- People with mental illnesses who may not be cooperative with responders.
- Dementia patients.
- People in or not in shock who cannot accept the change in their status quo, and who may become highly emotional of leaving their personal surroundings.

The City will be responsible for maintaining a registry of all persons (households) that meet the definition of a “people with access and functional needs”. This can be accomplished with the assistance of the ARC or other community based/service organizations. All persons with access and functional needs are encouraged to participate in the registry. When evacuations are anticipated or being undertaken, registry information will be provided to first responders by the PGEOP Staff.

First responders who are charged with evacuating a person or persons with access and functional needs are responsible for notifying the shelter management as soon as possible of the specifics applicable to the evacuee.

Designation of Mass Care and Shelter Facilities

The City and the Monterey Bay Area Chapter of the American Red Cross (ARC) will maintain an unpublished listing of all shelter agreements and associated shelter facilities. The activation and use of any mass care and shelter facility will be situationally dependent on the nature and location of the emergency, the number of evacuees, and other factors extant. The locations of shelters will be announced by the Pacific Grove Emergency Operations Center in conjunction with supporting agencies, neighboring jurisdictions as appropriate, and the Monterey County Office of Emergency Services/Emergency Operations Center.

Annex S – Community Emergency Response Team (CERT) Program

General

This annex provides general information regarding the training and employment of Pacific Grove Community Emergency Response Teams and the CERT Program. As the Monterey Fire Department is contracted to provide fire services to the City of Pacific Grove and Carmel-By-The-Sea, it is assumed, for the purposes of this plan, that the Pacific Grove CERT Program will be conducted in parallel to the Monterey and Carmel CERT Programs, and that Monterey Fire Department resources will be utilized to train CERT members from all three cities. Consequently, this annex is similar to that employed by the City of Monterey, and its development has been coordinated with the Monterey Fire Department.

CERT Program -- Introduction

Following a major disaster, first responders who provide fire and medical services will not be able to meet the demand for these services. Factors as number of victims, communication failures, and road blockages will prevent people from accessing emergency services they have come to expect at a moment's notice through 911. People will have to rely on each other for help in order to meet their immediate lifesaving and life sustaining needs.

One also expects that under these kinds of conditions, family members, fellow employees, and neighbors will spontaneously try to help each other. This was the case following the Mexico City earthquake where untrained, spontaneous volunteers saved 800 people. However, 100 people lost their lives while attempting to save others. This is a high price to pay and is preventable through training.

If we can predict that emergency services will not meet immediate needs following a major disaster, especially if there is no warning as in an earthquake, and people will spontaneously volunteer, what can government do to prepare citizens for this eventuality?

First, present citizens the facts about what to expect following a major disaster in terms of immediate services. Second, give the message about their responsibility for mitigation and preparedness. Third, train them in needed lifesaving skills with emphasis on decision making skills, rescuer safety, and doing the greatest good for the greatest number. Fourth, organize teams so that they are an extension of first responder services offering immediate help to victims until professional services arrive. (Quoted from Citizen Corps Website <http://www.citizencorps.gov/cert/>)

CERT Program -- Background

The Community Emergency Response Team concept was developed and implemented by the Los Angeles City Fire Department (LAFD) in 1985. The Whittier Narrows earthquake in 1987 underscored the area-wide threat of a major disaster in California. Further, it confirmed the need for training civilians to meet their immediate needs. As a result, the LAFD created the Disaster Preparedness Division with the purpose of training citizens and private and government employees.

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The training program that LAFD initiated makes good sense and furthers the process of citizens understanding their responsibility in preparing for disaster. It also increases their ability to safely help themselves, their family and their neighbors. The Federal Emergency Management Agency (FEMA) recognizes the importance of preparing citizens. The Emergency Management Institute (EMI) and the National Fire Academy adopted and expanded the CERT materials believing them applicable to all hazards.

The CERT course will benefit any citizen who takes it. This individual will be better prepared to respond to and cope with the aftermath of a disaster. Additionally, if a community wants to supplement its response capability after a disaster, civilians can be recruited and trained as neighborhood, business, and government teams that, in essence, will be auxiliary responders. These groups can provide immediate assistance to victims in their area, organize spontaneous volunteers who have not had the training, and collect disaster intelligence that will assist professional responders with prioritization and allocation of resources following a disaster. Since 1993 when this training was made available nationally by FEMA, communities in 28 States and Puerto Rico have conducted CERT training. (Quoted from Citizen Corps Website <http://www.citizencorps.gov/cert/>)

Community Emergency Response Teams (CERT) – Basic Mission

The Community Emergency Response Team (CERT) Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills, such as fire safety, light search and rescue, team organization, and disaster medical operations. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. (Quoted from Citizen Corps Website <http://www.citizencorps.gov/cert/>)

Pacific Grove CERT Program

The Community Emergency Response Team (CERT) program has been in existence in Pacific Grove and Monterey for many years. Hundreds of citizens have completed the program. Pre-staged supply caches are located at several locations in both cities. CERT teams have been issued portable radios that can not only be used to communicate within their respective teams, but can also reach one of three base station radios from most areas of Monterey. Currently, base stations are located at the Monterey Emergency Operations Center (MEOC), all Monterey CERT Equipment/Container Locations (**See Page 229.**), and the Pacific Grove Emergency Operations Center (CEOC).

The missions assigned to Pacific Grove CERT include, but are not limited to:

- Initial neighborhood assessment or triage.
- Initial damage/disaster assessment and surveys.
- Basic assistance in first-aid.
- Basic search and rescue (SAR).

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- Control of damaged household utilities such as PG &E service and water.
- Basic assistance to persons with functional and access needs.
- Traffic control.
- Special events assistance.
- Temporary Assistance Center (TAC) management. (Refer to Pacific Grove Emergency Operations Plan, Page 16, **Temporary Assistance Center (TAC).**)
- Emergency preparedness presentations and assistance.
- Basic emergency communications with the EOC.

During a disaster, CERT teams will stage at their various pre-designated locations in the City. Teams will then form and triage their assigned areas while providing information and feedback to the MEOC and PGEOC via portable radios. (Pre-designated locations are (1) the Pacific Grove Police Department, (2) the Pacific Grove Fire Station, and (3) the Temporary Assistance Center (TAC).)

CERT Program Building Process

The following process is recommended for starting a CERT Program:

- Identify the program goals that CERT will meet and the resources available to conduct the program in your area.
- Use CERT as a means to prepare citizens to care for themselves during a disaster when services may not be adequate. This is an excellent opportunity for the government to be proactive in working with its constituency.
- Identify and recruit potential participants. Natural for CERT are community groups, business and industry workers, and local government workers.
- Train CERT instructor cadre.
- Conduct CERT training sessions.
- Conduct refresher training and exercises with CERTs.

CERT Course Delivery and Training

The CERT course is delivered in the community by a team of first responders who have the requisite knowledge and skills to instruct the sessions. It is suggested that the instructors complete a CERT Train-the-Trainer (TTT) conducted by their State Training Office for Emergency Management or the Emergency Management Institute in order to learn the training techniques that are used successfully by the LAFD.

The CERT training for community groups is usually delivered with 3 8-hour classes over the period of typically 3 weeks. The training consists of the following:

- The curriculum is followed as approved by FEMA. Additional training and requirements include anti-harassment training and live scan backgrounds in order to be apart of the CERT call out team.

Additional Recommended Training

The following additional training is recommended for all CERT members:

- ICS-100.
- ICS-200.
- NIMS-700.
- NIMS-800.
- Sixteen hours of annual CERT training. (Four hours per quarter.)
- CPR Certification. (CPR re-certification will be accomplished bi-annually.)
- Other training as required.

Disaster Services Worker Program

All CERT members will be enrolled in the Disaster Services Worker Program and administered the oath of office. All signed certifications for all CERT members/volunteers will be maintained on file in the Police Department Office.

CERT Member/Volunteer Identification

Upon completion of training, all CERT members/volunteers will be certified by the City and issued a CERT Personal Photo Identification Badge. These badges, and any other CERT identification, are to be used only during a CERT activation and may not be used as a form of identification for any other purpose. These badges will be worn by CERT members/volunteers at all times during a CERT activation.

CERT Chain of Command

See Page U-13 for the Pacific Grove CERT Organizational Chain of Command.

CERT Member Participation Levels

CERT members will be designated for service as follows:

- CERT Team Leader: A CERT Team Leader will be responsible for the operations of his/her team. A team leader may be deployed to any disaster location within the Monterey Fire Department area contractual responsibility. (Monterey, Carmel-By-The-Sea, Pacific Grove, Sand City, and other locations to be determined.).
- CERT Participant: A CERT Participant is available for deployment within the City. Participants will normally be assigned to one of the four established CERTs.
- Home Ready Member: A Home Ready Member is not available for deployment within the City or the Monterey Peninsula, but will be responsible for his/her household or place of residence.

CERT Equipment

- Personal Equipment:

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- **Required/Backpack Equipment:** CERT members will have in their possession the following items of equipment during any activation. **Tools and medical supplies carried in CERT backpacks are for the use and benefit of the CERT member:**

- CERT Personal Photo Identification Badge.

Note: CERT members/volunteers will carry their CERT Personal Photo Identification Badge on their person at all times during any activation.

- CERT Field Operations Guide (FOG).
- CERT Ratchet helmet and chin strap.
- Reflective vest with standardized “CERT” markings.
- Backpack.
- Dust masks and/or N-95 Biohazard masks
- Goggles
- Non-vinyl EMT gloves
- Metal whistle
- Work gloves.
- Flashlight with spare batteries.
- Bottled water.

Note: These items will be provided by the City when funding is identified. City owned equipment will be checked out to CERT members. As an alternative, Individual CERT members may choose to purchase and own their own equipment.

- **Recommended Optional Equipment:** CERT members may employ the following recommended optional items of equipment during any activation:
 - Notebook and 3 x 5 cards.
 - Pens
 - Marking pens (Sharpies & Fat ones).
 - Lumber crayons (Light & Dark).
 - Rain gear/poncho.
 - Nonperishable foods.
 - Personal medical kit (including band aids).
 - Antiseptic hand towels or antiseptic cleaning solution.
 - Waterproof matches.

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- Emergency space blanket.
 - Triage tape.
 - Flashlight and spare batteries.
 - Crescent wrench or other tool to turn off gas & water.
 - Duct tape.
 - EMT snips (heavy duty 7.25 cuts leather).
- **Additional Optional Equipment:** These items will be provided by individual CERT members at their own discretion:
 - Helmet light.
 - Cold compresses.
 - 3-6 flashers.
 - Light sticks.
 - Sharp pocket knife (e.g. Swiss Army knife).
 - Plastic trash bags.
 - Bags for bio-hazards, 3-5 gal size.
 - Hammer.
- **CERT Equipment Maintained by the City:** CERT equipment is stored in the outbuilding located behind the fire department at 600 Pine Ave.
- **Carmel-By-The-Sea CERT Equipment/Container Locations:**
 - Police Station.
 - Sunset Center (North Parking Lot). (Tentative)
 - Others to be Determined.
- **Monterey CERT Equipment/Container Locations:**
 - Cona.
 - Hilltop.
 - Oak Grove.
 - Skyline.
 - Fisherman's Flats.
 - MFD Station 3.
 - Van Buren.
 - Spray.
 - Archer Park.

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- Monte Vista School.
- **Pacific Grove CERT Equipment/Container Locations:**
 - Fire Station.
 - Others to be Determined.

CERT Notification/Activation Procedures

- On-duty MFD Division Chief or Pacific Grove Police Department Watch Commander will advise County Communications to “*Activate the CERT Volunteers*”. The call will then go to the Monterey Fire Department front desk, Monterey County Department of Emergency Management, Duty Chief, or designated CERT member who has command authority to activate teams based upon approval of the AHJ.
- County Communications will alert CERT members/volunteers by using the pre-programmed CERT telephone list or the “ALERT Monterey” system.
- Depending on the initial phone message received, CERT members will do one of the following:
 - Assemble/Stage in their neighborhood/team staging areas.
 - CERT members/volunteers would then begin operations in their neighborhood/team area.
 - Stand-by to receive further information via text messages or e-mail.
 - CERT members/volunteers would then follow instructions subsequently received.
 - Respond to a specific location identified in the initial “ALERT” phone message.
- As a part of the initial “Activation of CERT Members/Volunteers”, pre-designated CERT members and/or City Staff will respond to the Pacific Grove Emergency Operations Center (EOC) to activate and staff the CERT base station radios.
 - The CEOC base station will be equipped with a desktop computer to allow the CERT dispatchers to send updates to volunteers via text message and e-mail.

Communications

CERT has been provided both base station and portable communications. CERT members will communicate directly with each other using the portable radios. Only the base stations will communicate directly with the CEOC. Base stations can communicate with field teams as needed.

CERT members/volunteers may be teamed with ARES/RACES volunteers in order to enhance communications interoperability. This is an option that will be implemented only upon the direction of the CEOC.

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Operational Responsibilities

When information is received which will require the use of Pacific Grove CERT the following actions will be taken:

- On-Duty MFD Duty Chief:
 - Gather all information and details on the situation.
 - Notify and brief the Fire Chief.
 - Brief CERT members on their assignments.
 - Provide staff support in the MEOC when activated.
 - Brief the Pacific Grove Assistant Emergency Services Director.
- Pacific Grove Assistant Emergency Services Director:
 - Gather all information and details on the situation.
 - Provide all relevant Pacific Grove information and details to the On-Duty MFD Duty Chief.
 - Brief CERT members on their assignments.
 - Provide staff support in the CEOC when activated.
 - Coordinate all CERT employments with the MEOC or the On-Duty MFD Duty Chief.
- CERT Members:
 - Ensure the well-being of their family members.
 - Assemble their personal equipment.
 - Report as instructed.