

JANUARY 2022



COUNTY OF SANTA CLARA EMERGENCY OPERATIONS PLAN



OFFICE OF
EMERGENCY MANAGEMENT
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SAN JOSE, CA 95110

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ACKNOWLEDGEMENTS

We would like to acknowledge contributions from the cities and towns; special districts; county departments and agencies; state agencies; federal agencies; and other planning partners listed below.

Operational Area Cities and Towns

- City of Campbell
- City of Cupertino
- City of Gilroy
- Town of Los Altos Hills
- City of Los Altos
- Town of Los Gatos
- City of Milpitas
- City of Monte Sereno
- City of Morgan Hill
- City of Mountain View
- City of Palo Alto
- City of Santa Clara
- City of San José
- City of Saratoga
- City of Sunnyvale

Special Districts

- Santa Clara County Central Fire Protection District
- Santa Clara Valley Water District
- Santa Clara Valley Transportation Authority

State of California

- California Governor's Office of Emergency Services (CalOES)
- California Department of Transportation (CalTrans)
- California Highway Patrol (CHP)

Federal Partners

- Federal Emergency Management Agency (FEMA), Region IX
- Moffett Federal Airfield, Aeronautics and Space Administration (NASA)

Other Partners

- American Red Cross (ARC)
- Collaborating Agencies' Disaster Relief Effort (CADRE)
- California Resiliency Alliance (CRA)
- Santa Clara County ARES/RACES
- Silicon Valley Community Foundation
- 211 – Santa Clara County

County of Santa Clara

- Animal Services
- Behavioral Health Services (BHS)
- Consumer & Environmental Protection Agency (CEPA)
- County Communications (911)
- Office of the County Counsel (CCO)
- Office of the County Executive (CEO)
- Department of Environmental Health (DEH)
- Emergency Medical Services (EMS)
- Employee Services Agency (ESA)
- Facilities and Fleet (FAF)
- County Health System (HHS)
- Medical Examiner-Coroner (MEC)
- Office of the Sheriff (SHO)
- Parks and Recreations (PRK)
- Planning and Development (PLN)
- Procurement (PRC)
- Public Health Department (PHD)
- Roads and Airports (RDA)
- Social Services Agency (SSA)
- Technology Services and Solutions (TSS)

ACKNOWLEDGEMENTS



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EXECUTIVE SUMMARY

EXECUTIVE SUMMARY

The County of Santa Clara – Emergency Operations Plan (EOP) is an all-hazards document that describes the County's incident management organization, compliance with relevant legal statutes, other relevant guidelines, whole community engagement, and critical components of the incident management structure. The incident management system described herein is modular and can be scaled up with components activated as necessary to reflect the incident/event escalation from routine incident(s) to emergency, disaster, or catastrophe impacting the County of Santa Clara and/or the Santa Clara County Operational Area.

Per California's Standardized Emergency Management System (SEMS), the County of Santa Clara is the Operational Area lead agency. The Operational Area consists of all the political subdivisions within the geographical boundaries of Santa Clara County. This EOP is intended to describe the County's emergency organization, concepts, systems, roles, and responsibilities developed for and implemented in the unincorporated areas of Santa Clara County. Additionally, this EOP does describe the relationship between the County, local jurisdictions, and special districts that constitute the Santa Clara County Operational Area.

Also, this EOP is not intended to address specific emergency responses, scenarios, hazards, or threats. Functional and hazard specific annexes to this EOP are intended to outline specific response activities for response organizations.

This Emergency Operations Plan (EOP) accomplishes the following:

- Establishes an incident management organization for the County which will coordinate support to on-scene responses including maintenance of situational awareness, facilitation of effective communication between operations centers at various levels of government, and interaction with public information sources.
- Establishes the overall operational concepts associated with the management of emergencies, crises, disasters, and catastrophes at the County (local) and Operational Area levels.
- Provides a flexible platform for planning and response to all hazards, incidents, events, and emergencies believed to be important to the operational area. It is applicable to a wide variety of anticipated incident events including earthquake, wildland fires, floods, and public health issues.
- Updates the previous County EOP, published in 2017, to incorporate cultural competencies and lessons learned from recent disasters. This pertains to updated concepts, language, and guidance; including: creation of additional EOC positions, implementation of the Emergency Support Function (ESF) concept, updated guidance, and recently promulgated laws and regulations, including those laws and regulations related to people with access and functional needs.

This EOP was developed in accordance with the latest edition of FEMA's Comprehensive Preparedness Guide to demonstrate the County's compliance with the Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), the Incident Command System (ICS) and alignment with the National Response Framework (NRF) and the National Preparedness Goal. It facilitates multi-agency and multi-jurisdictional coordination during emergency operations, public information functions, and resource management. Finally, this EOP serves as the legal and conceptual framework



EXECUTIVE SUMMARY

for emergency management to be utilized by County departments, as well as local jurisdictions and special districts when engaging with the Santa Clara County Operational Area.

There are a number of separately published annexes that support this EOP. These supporting annexes further describe the hazard-specific or functional response that detail considerations, actions, and responsibilities for identified County departments or other county agencies.



PROMULGATION

The preservation of life, property, the environment, and the economy are inherent responsibilities of local, state, and federal government. While no plan can completely prevent death and destruction, reasonable plans carried out by knowledgeable and well-trained personnel can and will minimize losses.

The County of Santa Clara has prepared this Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS) compliant County of Santa Clara Emergency Operations Plan (EOP) to ensure the most effective and efficient allocation of resources for the maximum benefit and protection of the civilian population during times of emergency.

This EOP, an extension of the California State Emergency Plan, establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts for respective staff.

This EOP will be reviewed and exercised periodically and revised as necessary to satisfy changing conditions and needs.

The County Board of Supervisors gives its full support to this EOP and urges all officials, employees, and residents—individually and collectively—to do their share in the whole community emergency effort of the County of Santa Clara. This EOP became effective on December 14, 2021, when approved by the County Board of Supervisors.



Jeffrey V. Smith

County Executive/Director of Emergency Services

11/30/2021

Date



Dana C. Reed

Director

Office of Emergency Management

11/29/2021

Date



James R. Williams

County Counsel

11/29/21

Date



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ADOPTION AND APPROVAL – COUNTY BOARD OF SUPERVISORS

RESOLUTION NO. BOS - 2021-185

**RESOLUTION OF THE BOARD OF SUPERVISORS
OF THE COUNTY OF SANTA CLARA
APPROVING THE 2021 COUNTY OF SANTA CLARA
EMERGENCY OPERATIONS PLAN**

WHEREAS, the preservation of life and property is an inherent responsibility of local, state, and federal government;

WHEREAS, reasonable plans carried out by knowledgeable and well-trained personnel can and will minimize losses despite the fact that no plan can completely prevent death and destruction;

WHEREAS, the County of Santa Clara has prepared an Emergency Operations Plan, in alignment with the National Incident Management System (NIMS) and the Standardized Emergency Management System (SEMS), to ensure the most effective and efficient allocation of resources for the maximum benefit and protection of the civilian population during times of emergency;

WHEREAS, the County Emergency Operations Plan, an extension of the *State of California Emergency Plan*, establishes the emergency organization, assigns tasks, specifies policies and procedures, and provides for coordination of planning efforts for respective staff;

WHEREAS, the County Emergency Operations Plan will be reviewed and exercised periodically, with minor improvements and adjustments made as necessary and appropriate – by the Director, Office of Emergency Management, to satisfy changing conditions and needs – without impacting any Board Policy;

WHEREAS, adoption of an Emergency Operations Plan every five years is necessary for the County of Santa Clara to be eligible for federal and state emergency management funding; and

WHEREAS, the County Board of Supervisors gives its full support to this plan and urges all officials, employees, and residents – individual and collectively – to do their share in the total emergency effort of the County of Santa Clara during a disaster or proclamation of a local emergency.

NOW, THEREFORE, BE IT RESOLVED by the Board of Supervisors of the County of Santa Clara, State of California, that:

1. The Board of Supervisors hereby approves the 2021 County of Santa Clara – Emergency Operations Plan.
2. This Emergency Operations Plan shall be implemented in accordance and conjunction with applicable State and Federal law, as well as all applicable County Board of Supervisors Order of Succession Resolutions and Local Emergency Proclamations.



3. The Board of Supervisors designates the Director, Office of Emergency Management, to make minor improvements and adjustments to this Emergency Operations Plan as necessary and appropriate to satisfy changing conditions, without impacting any Board Policy.
4. Any and all Emergency Operations Plans, previously adopted by the Board of Supervisors, are superseded by this Resolution.

PASSED AND ADOPTED by the Board of Supervisors of the County of Santa Clara,
State of California, on DEC 14 2021 by the following vote:

CHAVEZ, ELLENBERG, LEE
AYES: SIMITIAN, WASSERMAN

NOES: NONE

ABSTAIN: NONE

ABSENT: NONE


MIKE WASSERMAN, PRESIDENT
Board of Supervisors

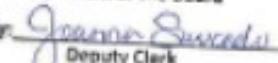
Signed and certified that a copy of this
document has been delivered by electronic
or other means to the President, Board of Supervisors.

ATTEST:


TIFFANY LENNEAR
Acting Clerk of the Board of Supervisors

The foregoing instrument is a correct
copy of the original.

ATTEST: TIFFANY LENNEAR
Acting Clerk of the Board

By: 
Deputy Clerk
Date: DEC 17 2021

APPROVED AS TO FORM AND LEGALITY:


KAVITA NARAYAN
Assistant County Counsel

Exhibits to this Resolution:
2021 County of Santa Clara Emergency Operations Plan



ANNUAL REVIEW

The Office of Emergency Management (OEM), with input from essential stakeholders across the operational area, is responsible for maintaining, reviewing, and updating this Emergency Operations Plan (EOP). Subrecipients of State Homeland Security Grant Program funding must update their Emergency Operations Plan at least once every two years and conduct a formal revision every five years. It is essential that OEM make revisions and updates in collaboration with participating local jurisdictions and other planning partners identified in the EOP to ensure accuracy and validity. If the EOP requires an immediate change due to lessons learned from trainings, exercises, or actual incidents, OEM will implement a review/update period. All changes will be noted in the table below.

Record of Change



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PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

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Purpose, Scope, Situation Overview, and Assumptions

Purpose

This County of Santa Clara's Emergency Operations Plan (EOP) provides a comprehensive single source of guidance and procedure for the County to prepare for, respond to, and manage significant or catastrophic natural or human-caused threats, crises, incidents, or events that produce situations requiring a coordinated response. This EOP is intended to conform to the requirements of the National Incident Management System (NIMS), Standardized Emergency Management System (SEMS), Incident Command System (ICS), and the California State Emergency Plan to support response to multi-agency and multi-jurisdictional incidents, and to be consistent with federal and state emergency plans and guidance documents. Best practices and lessons learned have been integrated into this plan where possible; these were identified in the review of previous activations such as: Coyote Creek Floods (2017), Public Safety Power Shutoff (Seasonal), Gilroy Garlic Festival Active Shooter (2019), Civil Unrest (2020), SCU/CZU Complex Fires (2020), VTA Active Shooter (2021), and COVID-19 incidents (2020-2021).

This EOP is intended for use by the County in its dual role of emergency management for unincorporated areas, as well as the County's role as the lead agency for the Operational Area (OA), a concept of collaboration and consistency amongst various individual jurisdictional subdivisions and their specific emergency management plans, procedures, functions, and capabilities. As such, the EOP is scalable enough to use in all incident types.

In the event of an emergency or disaster, the County's primary responsibility is to maximize the safety of the public, to minimize property and environmental damage, and ensure the continuity of government. To aid in accomplishing this goal, the county has adopted the principles of SEMS, NIMS, and ICS so that responses to such conditions are done in the most organized, efficient, and effective manner possible. All jurisdictions within the Santa Clara County Operational Area operate under SEMS, NIMS, and ICS, which are used to manage and coordinate the response operations.

Scope

This EOP provides guidance on response activities to the county's most likely and demanding emergency conditions. It does not supersede the well-established operational policies and procedures for coping with and responding to day-to-day emergencies involving law enforcement, the fire service, medical aid, transportation services, flood control, or other discipline-specific emergency response systems. It is intended as a supplement and compliment to such systems. This EOP does however place emphasis on those unusual and unique emergency conditions that will require extraordinary response beyond the ability of any one or common set of organizations to respond.

This EOP does not include detailed response-level operating instructions or procedures. Each organization identified in this EOP is responsible for, and expected to develop, implement, and test policies, instructions, and standard operating procedures (SOPs) or checklists that reflect the tactical, operational, strategic, and executive mission spaces and emergency management concepts contained in this EOP. Coordinated response and support roles must be defined by these organizations to facilitate the ability to respond to and manage any given incident.

This document is not intended to be an overview of the County's Emergency Operations Center (EOC) functions, procedures, section responsibilities, or positions specific standard operating procedures. These issues are covered more specifically in the *Emergency Operations Center (EOC) Readiness and*



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

Operations Annex to this EOP, and in the Standardized Emergency Management System (SEMS) position specific checklists which are maintained in position specific binders in the County's EOC.

Situation Overview

Santa Clara County, also referred to as "Silicon Valley," is located at the southern end of the San Francisco Bay and encompasses 1,312 square miles. The Santa Clara Valley runs the entire length of the County from north to south, ringed by the rolling hills of the Diablo Range on the east, and the Santa Cruz Mountains on the west. The County is bordered by Stanislaus and Merced counties to the east, San Mateo and Alameda counties to the north, Santa Cruz County to the west, and San Benito County to the south. Salt marshes and wetlands are present in the northwestern part of the County, adjacent to the waters of San Francisco Bay.

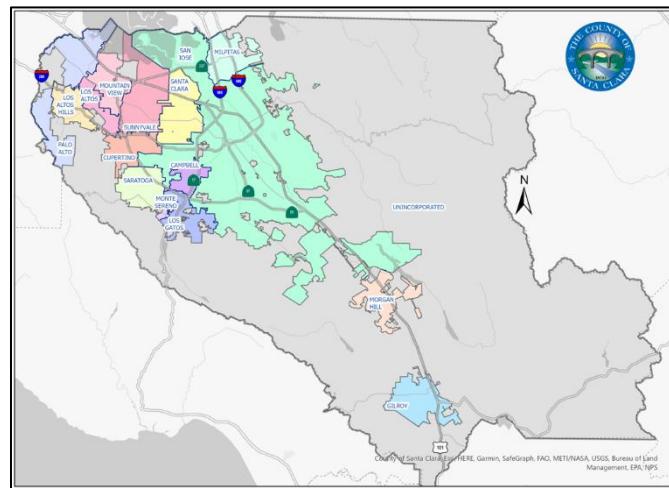
The County's diverse population of over 1.89 million (US Census Bureau, 2014) is one of the largest populations in the state and is the largest of the ten Bay Area counties. Its population constitutes about one fourth of the Bay Area's total population. The County has a culture rich in its history and ethnic diversity with over 100 languages and dialects spoken.

Santa Clara County encompasses the 15 cities and towns of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga, and Sunnyvale. Ranging from Palo Alto in the north, to Gilroy in the south. San José is the largest city in the County, with a population of over 1,015,000 (US Census Bureau, 2014). A significant portion of the County's land area is unincorporated ranch and farmland. Nearly 92% of the population lives in cities.

In sports and recreation, San José is home to teams for soccer, minor league baseball, and professional ice hockey. Local sports teams include the San Francisco 49ers, the San Jose Sharks, San Jose Earthquakes, San Jose Saber Cats, San Jose Barracuda, and the San Jose Giants. Numerous public and private golf courses are located throughout the County. In addition to these recreational outlets, the County operates 28 parks covering more than 50,000 acres. More than 100,000 college students attend the three major universities—Stanford University, Santa Clara University, and San Jose State University, as well as seven community colleges. Local museums and art galleries include The Tech Museum of Innovation, the Rosicrucian Museum, the Children's Discovery Museum, the San Jose Museum of Art, and the Triton Museum of Art. Local theme parks and venues for children and adults include California's Great America, Gilroy Gardens, Raging Waters, and the Santa Clara County Fairgrounds. Special events include the San Jose Jazz Festival, Gilroy Garlic Festival, and the Morgan Hill Mushroom Mardi-Gras.

The local industry is dominated by the technology sector. Computer software and hardware manufacturing, wholesale, and services in particular are some of the largest industry segments in terms of both annual revenues and employees.

Map: Santa Clara County – Cities and Unincorporated Area.



Source: Geospatial Information Systems (GIS), County of Santa Clara County. 2021.



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

The County has three main interstate highways; 280, 680, and 880, U.S. Route 101, and the following State Routes; 9, 17, 82, 85, 87, 130, and 237. Mass transit in the County includes Santa Clara Valley Transportation Authority (VTA) with bus and light rail service, Caltrain, Amtrak, and ACE Train. Airports include San Jose International Airport; Moffett Federal Airfield; two County airports: Reid Hillview and South County; and Palo Alto Airport.

Equity

Equity is defined as justice according to natural law or right; specifically: freedom from bias or favoritism; something that is equitable; equitable is having equity; dealing fairly and equally with all concerned.

FEMA defines equity as “the consistent and systematic fair, just and impartial treatment of all individuals.”

In other words, equity recognizes that everyone

doesn't begin in the same place in society. Some people face adverse conditions and circumstances making it more challenging with the same effort to achieve the same goals. Equity advocates for those who may have been historically disadvantaged, making it difficult for them to be successful. What is “fair” as it relates to equity isn't a question of what is the same but rather the point from which a person begins. Equity considers historical and other factors in determining what is fair.

In the first image to the right, the assumptions are that all individuals will benefit from the same treatment to access the soccer game. They are being treated equally.

In the second image, individuals are given different treatment to make it possible for them to have equal access to the soccer game. They are being treated equitably.

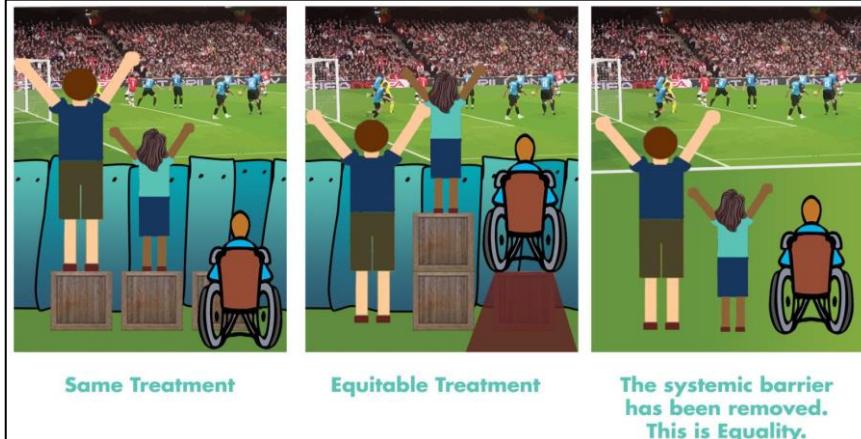
In the third image, all three individuals can see the soccer game without any accommodations because the cause of the inequity was addressed. The systematic barrier has been removed. The goal is to remove the barrier(s). Equity is achieved.

The County of Santa Clara Office of Emergency Management has adopted the FEMA's equity definition of “the consistent and systematic fair, just and impartial treatment of all individuals.” In addition, County of Santa Clara County Office of Emergency Management acknowledges that historically underserved communities and individuals are often overburdened by systemic injustices/disparities, and these are amplified during a disaster.

Therefore, County of Santa Clara's goal is to integrate equity into all aspects of emergency management by:

- Establishing an Access and Functional Needs (AFN) and Cultural Competency Working Group that regularly meets with members of the entire Operational Area, including community

Figure: Difference between equality and equity.



Source: Canadian Equality Consulting. 2021.



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

- members from a variety of groups to represent the diverse community living in the County, as well as representatives from historically marginalized groups.
- Conducting outreach events that focus county's diverse population and most vulnerable community members like people with access and functional needs.
 - Adopting Communication, Maintaining Health, Independence, Safety, Support Services, and Self-Determination, and Transportation (C-MIST) Framework. C-MIST is a function-based perspective composed of the five (5) functions that delineate areas where preparedness intervention can reduce disaster vulnerability and risk to the whole community.
 - Building, engaging, and sustaining partnerships with groups that have experienced inequities. For example, individuals experiencing communication, health, independence, safety, support services and self-determination, and transportation barriers during disasters.
 - Developing assessments and plans that prioritize assistance to those with the greatest needs and include vulnerable populations in the planning process.
 - Identifying needs and assets, as well as pre-existing vulnerability and resilience.
 - All community members can exercise their agency through free and informed choice(s).

Through these strategies the County of Santa Clara Office of Emergency Management will continue to lay the foundation on closing gaps identified through lessons learned from previous EOC activations such as COVID-19, Wildfires, Inclement Weather, and Active Shooter events that have impacted Santa Clara County.

Hazard Analysis Overview

This section of the EOP consists of a series of threat summaries based upon an Operational Area hazard analysis as outlined in the Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan. This hazard analysis was conducted by the County OEM in collaboration with all local jurisdictions, and provides a description of the local area, risk factors, and the anticipated nature of situations, which could threaten or occur in the County. If future annexes or the update of the Santa Clara County Multi-Jurisdictional Plan result in more current or accurate hazard or threat analysis, future EOP revisions will incorporate that data into this section.

The following identified threats are discussed:

- Earthquake
- Flood
- Severe Weather
- Dam/Levee Failure
- Landslide
- Wildfire
- Drought

It is important to note that these hazards are not mutually exclusive hazards. One or more of these events may occur simultaneously. Specific actions to be accomplished in response to these hazards are contained in the functional and hazard specific annexes that are separate from this EOP as well as department specific SOPs. While not captured in the Santa Clara County Multi-Jurisdictional Plan, several additional threats are discussed in this document.

Earthquake. The county is in the vicinity of several known active and potentially active earthquake faults including the San Andreas, Hayward, and Calaveras faults. A 2014 USGS Earthquake Probabilities



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

Working Group updated the 30-year earthquake forecast for California. They concluded that there is a 72 percent probability (or likelihood) of at least one earthquake of magnitude 6.7 or greater striking somewhere in the San Francisco Bay Area region before 2043. A major earthquake of this magnitude occurring in or near the Santa Clara County Operational Area may cause many deaths and casualties, extensive property damage, and other ensuing hazards.

The effects could be aggravated by aftershocks and by the secondary effects of fire, hazardous material/chemical accidents, and possible failure of waterways and dams. Such an earthquake would be catastrophic in its effect upon the population and could exceed the response capabilities of the individual Cities/Towns, the County, the California Governor's Office of Emergency Services (Cal OES), and other state agencies. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, and to and from the disaster area, and by the disruption of public utilities such as power and water.

Two major local earthquakes that have impacted the County include:

- San Francisco Earthquake (1906), magnitude 7.8, 3000 fatalities reported
- Loma Prieta Earthquake (1989), magnitude of 6.9, 63 fatalities

Other significant local earthquakes near or within the County include:

- Concord Earthquake (1955), magnitude 5.4, 1 fatality
- Daly City Earthquake (1957), magnitude 5.3, 1 fatality
- Morgan Hill Earthquake (1984), magnitude 6.2, no fatalities
- Alum Rock Earthquake (2007), magnitude 5.6, no fatalities
- South Napa Earthquake (2014), magnitude 6.0, 1 fatality

The most significant earthquake action in terms of potential structural damage and loss of life is ground shaking and fire. Ground shaking is the movement of the earth's surface in response to a seismic event. The magnitude of the earthquake, distance from the epicenter, and characteristics of surface geology determine the intensity of the ground shaking and the resultant damages.

Damage may include destruction of buildings making some uninhabitable due to the phenomenon of liquefaction. Liquefaction is the loss of shear strength of a soil. The shear strength loss results from the increase of water pressure caused by the rearrangement of soil particles induced by shaking or vibration. Liquefaction has been observed in many earthquakes, usually in soft, poorly graded granular materials (i.e., loose sands), with high water tables. Liquefaction usually occurs in the soil during or shortly after a large earthquake.

Every building in the County is exposed to high risk of damage in earthquakes by virtue of being located in a seismically active part of the country. Some of these structures face an elevated risk because they are located in high hazard zones, such as near a fault, on liquefiable soils, or on slopes subject to landslides. Other structures face high risk because their construction quality is inadequate to withstand strong shaking, as they were built decades ago, before modern building codes were enacted.

Major power plants are expected to sustain some damage due to liquefaction and the ground shaking intensity of the earthquake. The potential impact to the County is lessened by the availability of power from other sources outside the affected area and significant reduction in consumer demand is expected as well. The PG&E Metcalf Transmission Substation is located in an area of predicted strong shaking and is expected to sustain major damage.

Another major concern is whether an earthquake disrupts water availability and distribution for needed life support, to treat the sick and injured, and for fire suppression activities. The dams located in the



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

County may be affected during earthquakes and our water distribution systems including the Delta in the Central Valley may be damaged.

Flood. There are approximately 700 miles of creeks and rivers in the County, all of which are susceptible to flooding. Floods are generally classed as either slow-rise or flash floods. Slow-rise floods may be preceded by a warning time lasting hours, days, or possibly weeks. Evacuation and sandbagging for a slow-rise flood may lessen flood-related damage. Conversely, flash floods are the most difficult to prepare for because the warning will be short, if any is given at all. Flash flood warnings usually require immediate evacuation.

The National Weather Service (NWS) issues flash flood watches and warnings. A flash flood watch is issued when flash flooding is possible within the designated watch area but the occurrence location, and/or timing is still uncertain, indicating all persons should be alert. A flash flood warning indicating all persons should take necessary precautions is issued when a flash flood has been reported, is in progress, is imminent, or highly likely.

No area is immune to flash floods. On small streams, especially near the headwaters of river basins, water levels may rise quickly in heavy rainstorms, and flash floods can begin before the rain stops falling. Flash floods also occur in or near mountainous areas where torrential rains can quickly change a dry watercourse or small brook into raging torrents of water.

All low-lying areas are subject to flood conditions. Urban development in flood plain areas are often subject to seasonal inundation. The flood plain is a natural extension of any waterway, although infrequently used. Storm water runoff that exceeds the capabilities of stream and drainage channels, results in the natural flooding of a localized area.

Image: Coyote Creek Flood, City of San Jose.



Source: ABC 7 News. 2017.

Coyote Creek Flood, 2017. Following unusually heavy rainfalls, on February 20 and 21, 2017 the Anderson Reservoir reached as high as 104% of capacity, creating a large flow over the spillway into Coyote Creek, which overflowed and flooded neighborhoods in San Jose along US Highway 101. The creek would reach a record height of 14.4 feet. The 2017 flood was the worst to hit the county since 1997. The rising water prompted thousands to evacuate, required several swift water rescues, and caused more than an estimated \$100 million.

Severe Weather. Severe weather refers to any dangerous meteorological phenomena with the potential to cause damage, serious social disruption, or loss of human life. Severe weather can be categorized into two groups: systems that form over wide geographic areas are classified as general severe weather; those with a more limited geographic area are classified as localized severe weather. Severe weather, technically, is not the same as extreme weather, which refers to unusual weather events at the extremes of the historical distribution for a given area. The most common severe weather events that impact Santa Clara County are heavy rains/atmospheric rivers, extreme temperatures, high wind, and space weather.



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Heavy Rain/Atmospheric River. Most severe storms in the Santa Clara County consist of atmospheric rivers, heavy rains, or thunderstorms. Heavy rain refers to events where the amount of rain exceeds normal levels. The amount of precipitation needed to qualify as heavy rain varies with location and season. Heavy rain is distinct from climate change analyses on increasing precipitation. It does not mean that the total amount of precipitation at a location has increased, just that the rain is occurring in a more intense event. More frequent heavy rain events, however, can serve as indicators of changing precipitation levels. Heavy rain is most frequently measured by tracking the frequency of events, analyzing the mean return period, and measuring the amount of precipitation in a certain period (most typically inches of rain within a 24-hour period) (EPA, 2015).

Extreme Temperatures. Extreme temperatures are unexpected, unusual, or unseasonal temperatures—cold or hot—that can create dangerous situations. Extreme cold temperatures are below normal temperatures that may lead to serious health problems. Exposure to the extreme cold can lead to hypothermia and frostbite in people exposed to the weather without adequate clothing protection. It may result in death if it exacerbates preexisting chronic conditions.

Extreme heat is defined as temperatures that hover 10°F or more above the average high temperatures for the region for several weeks. Ambient air temperature and relative humidity are components of heat conditions, together defining the “apparent temperature,” as shown in Figure 11-2. Extreme heat is the primary weather-related cause of death in the U.S. In a 30-year average of weather fatalities across the nation from 1986-2015, excessive heat claimed more lives each year than floods, lightning, tornadoes, and hurricanes. In 2015, heat claimed 45 lives, though none of them were in California (NWS, 2016b).

High Winds. High Winds are generally short-duration events involving straight-line winds or gusts of over 50 mph, strong enough to cause property damage. High winds or a windstorm are especially dangerous in areas with significant tree stands and areas with exposed property, poorly constructed buildings, mobile homes (manufactured housing units), major infrastructure, and above-ground utility lines. A windstorm can topple trees and power lines, cause damage to residential, commercial, and critical facilities, and leave tons of debris in its wake. Damaging winds are classified as those exceeding 60 mph. Damage from such winds accounts for half of all severe weather reports in the lower 48 states and is more common than damage from tornadoes. Wind speeds can reach up to 100 mph and can produce a damage path extending for hundreds of miles.

Dam and Levee Failure. According to the 2013 State of California Multi-Hazard Mitigation Plan, there have been nine dam failures in the state since 1950, none in the Bay Area. The most recent dam emergency occurred in February 2017 at Oroville Dam in northern California’s Butte County when it was on the verge of overflow. The concrete spillway was damaged by erosion and a massive hole developed. The auxiliary spillway was used to prevent overtopping of the dam and it experiences erosion problems also. Evacuation orders were issued out of concern about a potential large uncontrolled release of water from Lake Oroville. Such a release was ultimately prevented, and evacuees returned to their homes.

Image: Anderson Dam.



Source: Valley Water District. 2021.



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Historically, overtopping caused two of the state's nine failures; the others were caused by seepage or leaks. One failure, the 1963 Baldwin Hills Dam Failure, resulted in three deaths because the leak turned into a washout. The historical record indicates that California has had about 45 failures of non-federal dams. The failures occurred for a variety of reasons, the most common being overtopping. Other reasons include shortcomings in the dams or an inadequate assessment of surrounding geomorphologic characteristics.

According to the California Department of Water Resources, there are 42 dams in the Operational Area and 22 are classified as high-hazard dams. All 22 high-hazard dams are under the jurisdiction of the state. The Leroy Anderson Reservoir, referred to as the "Anderson Reservoir" is the largest of the 10 water district reservoirs and provides water supply to the Operational Area.

The Santa Clara Valley Water District manages approximately 100 miles of levees in Santa Clara County. About 50 miles provide 100-year flood protection and nearly 18 miles were constructed in partnership with the U.S. Army Corps of Engineers. The Corps' National Levee Database lists seven levees in Santa Clara County.

Dams upstream of towns and cities create a high-risk potential for life and property, particularly in seismically active states such as California. Measure of extent or severity of a dam failure is through the classification of the dam. Two additional factors influence potential severity of a full or partial dam failure: the amount of water impounded; and the density, type, and value of downstream development and infrastructure. The SCVWD conducts seismic stability evaluations on its dams and applies recently adopted, more stringent, earthquake standards.

Levees in Santa Clara County			
Levee Name	Location	Levee Owner	Segment Length (Miles)
Uvas Creek – Left Bank	Santa Clara County	SCVWD	2.19
King & Lyons	Alameda and Santa Clara Counties	Alameda Flood Control and Water Conservation District	3.5
Guadalupe River – Right Bank	Santa Clara County	SCVWD	6.9
Guadalupe River – Left Bank	Santa Clara County	SCVWD	8.48
Coyote Creek, Santa Clara – Right Bank Bypass	Alameda and Santa Clara Counties	SCVWD	0.43
Coyote Creek, Santa Clara – Right Bank	Santa Clara County	SCVWD	4.9
Coyote Creek, Santa Clara – Left Bank	Santa Clara County	SCVWD	6.72



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High-Hazard Dams in Santa Clara County				
Dam Name	Owner	Year Built	Dam Type	Storage Capacity (Acre-feet)
Almaden ¹	SCVWD	1936	Earth	62
Leroy Anderson "Anderson Reservoir" ^{1, 2}	SCVWD	1950	Earth	1,871
Austrian	San Jose Water Co.	1950	Earth	96
Calero ¹	SCVWD	1935	Earth	337
Cherry Flat	City of San Jose	1936	Earth	25
Columbine	San Jose Water Co.	1963	Earth	3
Coyote ¹	SCVWD	1936	Earth and Rock	635
DeBell	Private	1952	Earth	8
Elmer J Chesbro ¹	SCVWD	1955	Earth and Rock	328
Felt Lake	Santa Clara	1930	Earth	40
Foothill Park	City of Palo Alto	1988	Earth	11
Guadalupe ¹	SCVWD	1935	Earth	75
Higuera	Private	1953	Earth	4
James J. Lenihan "Lexington Reservoir" ¹	SCVWD	1953	Earth	450
Kuhn	Private	1947	Earth	5
Lake Ranch	San Jose Water Co.	1877	Earth	18
North Fork	Pacheco Pass Water District	1939	Earth	197
Peabody	Private	1950	Earth	76
Stevens Creek ¹	SCVWD	1935	Earth	95
Upper Howell	San Jose Water Co.	1878	Earth	243
Uvas ¹	SCVWD	1957	Earth	280
Vasona Percolating	Private	1935	Earth	58
NOTE 1: The Santa Clara Valley Water District (SCVWD) maintains emergency action plans for these Dams. The District also maintains emergency actions plans for the Coyote Percolation Dam, the Rincondana Water Treatment Plant and Dam, and the Vasona Dam.				
NOTE 2: The Anderson Reservoir is currently limited to about 3% of its capacity due to seismic concerns. The Dam is now undergoing an extensive retrofit that began in 2014 and is scheduled to be completed in 2032.				

NOTE: While SCVWD maintains emergency action plans for the facilities listed above, local jurisdictions are responsible for their own evacuation planning.

Landslide. The U.S. Geological Survey defines landslides to include a wide range of ground movement, such as rock falls, deep failure of slopes, and shallow debris flows. Although gravity acting on an over-steepened slope is the primary reason for a landslide, there are other contributing factors.

Landslides and mudslides can be initiated by storms, earthquakes, fires, volcanic eruptions, or human modification of the land. They can move rapidly down slopes or through channels and can strike with little or no warning at avalanche speeds, posing a serious hazard to properties on or below hillsides.



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When landslides occur—in response to such changes as increased water content, earthquake shaking, addition of load, or removal of downslope support—they deform and tilt the ground surface. The result can be destruction of foundations, offset of roads, breaking of underground pipes, or overriding of downslope property and structures.

Losses from landslides are typically lower than those from flooding. However, in the El Niño storms of early 1998, the USGS documented \$150 million in losses due to approximately 300 landslides in the Bay Area and Santa Clara County. The slides ranged from a 25-cubic-meter failure of engineered material to reactivation of the 13 million-cubic-meter Mission Peak earth flow complex in Alameda County.

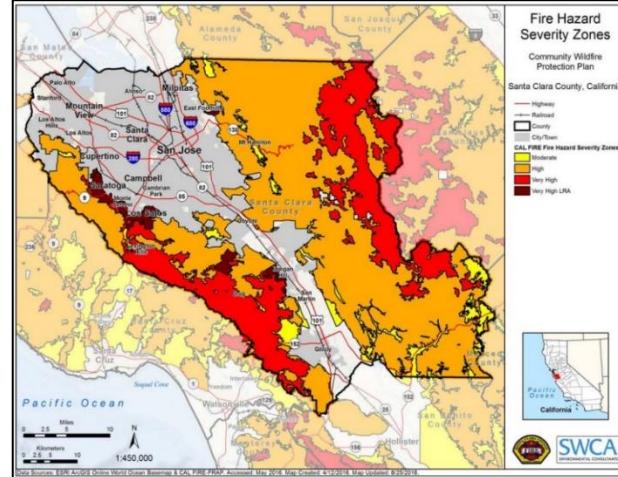
Landslides have occurred in conjunction with earthquakes and heavy rains events in Santa Clara County. Table 10-1 lists known landslide events that affected Santa Clara County between 1980 and 2016. Two other landslides outside of Santa Clara County are also recorded in USGS archives. One occurred in 2012 and the other in 1970; both were about an hour's drive from the County but still near the Bay Area.

Wildfire. Fire has been a component of California's natural history for millennia, with fires caused by both lightning and by Native Americans a common occurrence in most parts of the state. In some vegetation types, frequent fires resulted in a mosaic of burned areas of various ages, with the more recently burned areas tending to impede the spread of new fires (Stephens and Sugihara 2006). Many native plant species have adapted to periodic fires. Fire was used by Native Americans for a variety of purposes, as well as by settlers, ranchers, and loggers. There are very few areas in the state that were not, and continue to be, affected by fire.

The influence and effects of fire have changed as attempts were made to suppress it, with the consequent accumulation of more continuous and dense wildland fuels as historic burn mosaics were lost. More continuous fuels have led to larger, more intense wildfires, which are increasingly difficult and expensive to suppress, especially during periods of very dry and/or windy fire weather or episodes of widespread lightning activity, such as those that occurred in northern California in 2008, which started many fires in Santa Clara County. Either condition can quickly overwhelm local, state, and federal firefighting resources.

Fire Season Summary 2020-2021. The 2020 California wildfire season was characterized by a record-setting year of wildfires that burned across the state of California as measured during the modern era of wildfire management and record keeping. As of the end of the year, nearly 10,000 fires had burned over 4.2 million acres, more than 4% of the state's roughly 100 million acres of land, making 2020 the largest wildfire season recorded in California's modern history. California's August Complex fire has been described as the first "gigafire" as the area burned exceeded 1 million acres. The fire crossed seven counties and has been described as being larger than the state of Rhode Island. On August 19, 2020, California Governor Gavin Newsom reported that the state was battling 367 known fires, many sparked by intense thunderstorms on August 16–17. In early September 2020, a combination of a record-breaking heat wave, and Diablo and

Map: Fire Hazard Severity Zones, Santa Clara County.



Source: Santa Clara County Fire Department. Community Wildfire Protection Plan. 2016.



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Santa Ana winds sparked more fires and explosively grew the active fires, with the August Complex more than doubling the Mendocino Complex's size to become California's largest recorded wildfire.

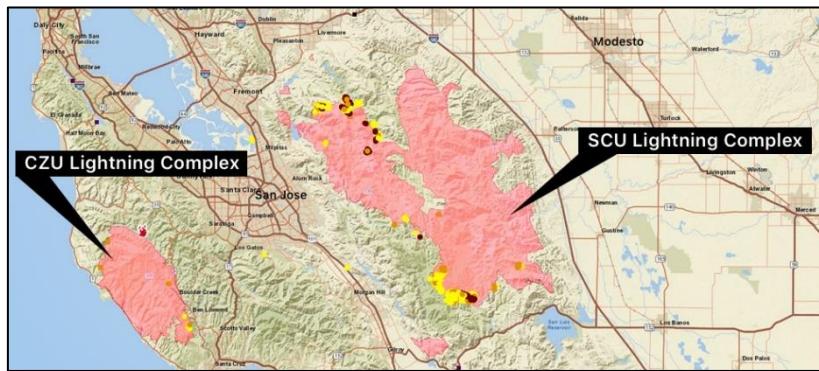
While wildfires are a natural part of California's landscape, the fire season in California and across the West is starting earlier and ending later each year. Climate change is considered a key driver of this trend. Warmer spring and summer temperatures, reduced snowpack, and earlier spring snowmelt create longer and more intense dry seasons that increase moisture stress on vegetation and make forests more susceptible to severe wildfire. The length of fire season is estimated to have increased by 75 days across the Sierras and seems to correspond with an increase in the extent of forest fires across the state.

Santa Clara County has been directly impacted by three large fires since 2016:

- Loma Fire, 2016
- SCU Lightning Complex, 2020 (3rd largest wildfire in California history at time of publication)
- CZU Lightning Complex, 2020

Loma Fire, 2016. The Loma Fire broke out in September 2016, in the Santa Cruz Mountains. By the time the fire was contained on October 12, the fire had burned 4,474 acres of land and had destroyed 12 residences and 16 outbuildings. A subsequent CalFire investigation found that the fire was caused by sparks from a portable generator used in marijuana cultivation operations.

Map: Burn Scars, SCU/CZU Lightning Complex Fires.



Source: National Wildfire Coordinating Group, 2020.

SCU Lightning Complex, 2020.

The SCU (Santa Clara Unit) Lightning Complex fires were wildfires that burned in the Diablo Range from August 16 to October 1, 2020. The fires were located in Santa Clara, Alameda, Contra Costa, San Joaquin, Merced, and Stanislaus counties. The complex fire burned a total of 393,624 acres, making it the third-largest wildfire in California's history, at the time of publication (2021).

The fires were started by a series of lightning strikes, and they rapidly spread due to high winds and dry vegetation after years of drought conditions. The fire complex destroyed 222 structures, damaged 26 other structures, and injured 6 people.

CZU Lightning Complex, 2020. The CZU (San Mateo-Santa Cruz Unit) Lightning Complex fires also started on August 16, as a result of a lightning strikes. Again high-winds and long-standing drought conditions largely contributed to the rapid spread of these fires in Santa Cruz County. While these fires directly threatened San Mateo and Santa Cruz counties, Santa Clara County was also impacted by evacuees fleeing over the Santa Cruz Mountain via the Highway 17 corridor.

Drought. Droughts originate from a deficiency of precipitation resulting from an unusual weather pattern. Such patterns can be short-term, lasting for a few weeks or months, or long-term, lasting for many months or for years. It is possible for a region to experience a long-term circulation pattern that produces drought, and to have short-term changes in this long-term pattern that result in short-term wet spells. Likewise, it is possible for a long-term wet circulation pattern to be interrupted by short-term



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weather spells that result in short-term drought. Droughts typically occur after 2 or 3 years of below-average rainfall during the period from November to March, when about 75 percent of California's average annual precipitation falls.

Drought is a regional phenomenon. A drought that affects the Operational Area would affect all aspects of the environment and the community simultaneously and has the potential to impact every person directly or indirectly in the county as well as adversely affect the local economy.

Historical drought data regarding Santa Clara County indicate four significant droughts over the last 40 years, with drought occurring in 12 of those 40 years. Based on risk factors and this history, droughts likely will continue to occur in the Santa Clara County Operational Area. Moreover, as temperatures increase, probability of future droughts will likely increase as well. Therefore, droughts likely will occur in Santa Clara County at varied severities in the future, even after conclusion of the current drought.

According to the U.S. Drought Monitor, Santa Clara County is currently (as of October 2021) experiencing "D3" or "Extreme Drought" and "D4" or "Exceptional Drought." The U.S. Drought Monitor states that possible impacts from "D3" or "Extreme Drought" conditions may include major crop/pasture losses and/or widespread water shortages or restrictions. Additionally, possible impacts from "D4" or "Exceptional Drought" conditions may include exceptional and widespread crop/pasture losses and/or shortages of water in reservoirs, streams, and wells creating water emergencies.

Land Subsidence. Land subsidence occurs when large amounts of ground water have been withdrawn from certain types of rocks, such as fine-grained sediments. The rock compacts because the water is partly responsible for holding the ground up. Land subsidence is most often caused by human activities, mainly from the removal of subsurface water. Compaction of soils in some aquifer systems can accompany excessive groundwater pumping and it is by far the single largest cause of subsidence. Historically, the county has experienced as much as 13 feet of subsidence caused by excessive pumping of groundwater. Subsidence can lead to flooding that damages properties and infrastructure, and saltwater intrusion that degrades groundwater quality.

Other Hazards of Interest

Public Safety Power Shutoff (PSPS). California, Oregon, Washington, and other western states continue to experience an increase in wildfire risk and a longer wildfire season. The combination of dry conditions and high winds can cause trees and debris to contact energized lines, damage our equipment can cause a wildfire. Pacific Gas and Electric (PG&E) may need to turn off power during severe weather to help prevent wildfires – this is called a Public Safety Power Shutoff (PSPS). As each weather situation is unique, PG&E reviews a combination of factors when deciding if power must be turned off.

Factors include:

- Low humidity levels
- High winds
- Fuel conditions
- Red Flag Warning
- Observations



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The California Public Utilities Commission (CPUC) has categorized regions according to their wildfire risk. Homes and business with power lines in elevated (Tier 2) or extreme (Tier 3) wildfire risk areas have a higher chance of being affected by a PSPS. Although a facility may not be located in a high fire-threat area or an area experiencing high winds, that facility's power may be shut off if that area relies on a line that runs through an area that is experiencing extreme weather.

Figure: PSPS Outage Timeline and What to Expect.



Source: Pacific Gas and Electric Company (PGE). 2021.

Public Health Emergency. A public health emergency involves the occurrence of any situation or event involving the presence and risk of exposure to any hazardous substance, waste, or material; or communicable disease, virus, or contagion that significantly impacts life safety. A public health emergency



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is proclaimed when a toxic substance or communicable disease is present in such a form as to significantly impact life safety within the population at large.

Typical public health emergency situations include the following:

- Exposure to released toxic substance, chemical or material
- Exposure to fluid or airborne pathogen
- Exposure to high levels of environmental pollution
- Exposure to infectious disease
- Exposure to contaminated food and beverages
- Exposure to untreated liquid and solid waste

Widespread exposure to communicable diseases and released hazards can have devastating effects on unprotected populations. Past epidemics including influenza have claimed millions of lives. New strains of viruses and other communicable diseases are being identified that are resistant to existing vaccinations and medical inoculations.

Public health emergencies can occur or might generate from any of the following locations:

- Locations where hazardous materials are stored, processed, used, or transported
- Hospitals, clinics, and other medical treatment facilities
- Laboratories and research facilities
- Natural environments that are breeding grounds for pathogens
- Areas subject to high concentrations of pollutants

Several public health emergencies have impacted Santa Clara County in recent years, including:

- Ebola, 2014
- Shigella, 2015
- Zika, 2015
- Meningitis, 2016
- Coronavirus, 2020

Coronavirus Disease (COVID-19). Various components of the County's incident management organization, including the Medical-Health Joint Operations Center (MHJOC) and the Emergency Operations Center (EOC), were activated as early as January 2020 in response to the COVID-19 threat identified in China during the fall and winter of 2019. To date, the COVID-19 pandemic has been the costliest, most devastating disaster to impact Santa Clara County in its history. As of this draft, more than 1,700 people residing in the county have succumbed to the disease. The County's expenditures on response and relief efforts total in excess of \$600 million. These numbers will certainly increase – perhaps drastically – by the time this pandemic concludes.

NOTE: The above information related to the COVID-19 pandemic will be updated following an extensive after-action process.

Terrorism and Weapons of Mass Destruction. Terrorist activities are those that involve an illegal use of force, are intended to intimidate, or coerce, and are committed in support of political or social objectives. FEMA defines terrorism as the use of weapons of mass destruction, including but not limited to. Terrorist activities are those that involve an illegal use of force, are intended to intimidate or coerce, and are committed in support of political or social objectives. FEMA defines terrorism as the use of weapons of mass destruction, including biological, chemical, nuclear, and radiological weapons; arson, incendiary, explosive and armed attacks; industrial sabotage and intentional hazardous materials releases; agro-terrorism; and cyber-terrorism.



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The use of force or violence against persons or property in violation of the criminal laws of the United States for purposes of intimidation, coercion, or ransom. Terrorists often use threats to create fear among the public, to try to convince community members that their government is powerless to prevent terrorism, and to get immediate publicity for their causes. Acts of terrorism include threats of assassinations, kidnappings, hijackings, bomb scares and bombings, cyberattacks, and the use of chemical, biological, radiological, nuclear, and explosive weapons.

A terrorist activity emergency has its own unique characteristics and must be dealt with in accordance with its magnitude and with an appropriate level of response. Plans and procedures have been created, exercised, and revised for both the most likely and worst-case scenarios. Intentional release of such weapons could cause considerable damage. Early detection and control of biological or chemical attacks is vital to the success in limiting the scope of damage. Chemical terrorism acts are likely to be identified by first responders because of their immediate and obvious symptoms.

Conversely, attacks with biological agents are liable to be covert, and therefore much more difficult to recognize. Biological agents will not have an immediate impact because of the delay between exposure and the onset of illness (the incubation period), thus compounding the difficulty of early detection. Recognizing that the symptoms are a result of a biological agent will be extremely difficult without prior experience or training, and an awareness of a preceding event. Only a short window of time exists between the identification of the first cases and before a second, larger wave of the populace becomes ill.

Domestic Terrorism. The FBI defines domestic terrorism (DT) as violent, criminal acts committed by individuals and/or groups to further ideological goals stemming from domestic influences, such as those of a political, religious, social, racial, or environmental nature.

Domestic Violent Extremists can be divided into several threat categories:

- **Racially or ethnically motivated violent extremist** – those with ideological agendas derived from bias, often related to race or ethnicity, held by the actor against other, including a given population group.
- **Anti-government/Anti-authority violent extremist** – those with ideological agendas derived from anti-government or anti-authority sentiment, including opposition to perceived economic, social, or racial hierarchies; or perceived government overreach, negligence, or illegitimacy.
- **Animal rights/environmental violent extremist** – those seeking to end or mitigate perceived cruelty, harm, or exploitation of animals or perceived exploitation or destruction of natural resources and the environment.
- **Abortion-related violent extremist** – those with ideological agendas in support of pro-life or pro-choice beliefs.
- **All other domestic terrorism threats** – those with ideological agendas that are not otherwise defined under one of the other domestic terrorism threat categories, including a combination of personal grievances and beliefs with potential bias related to religion, gender, or sexual orientation.

Complex and Coordinated Attack. A complex attack is conducted by multiple hostile elements which employ at least two distinct classes of weapon systems (i.e. indirect fire, direct fire, homemade explosives) against one or more targets. A coordinated attack exhibits deliberate planning conducted by multiple hostile elements, against one or more targets from multiple locations. A coordinated attack may involve any number of weapon systems. The key difference between a complex attack and a coordinated attack is that a coordinated attack requires the indication of long-term planning.



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Civil Unrest. A civil unrest activity such as a demonstration, riot, or strike that disrupts a community and requires intervention to maintain public safety. A civil unrest activity may disrupt many areas of the community, and possibly include interruption of daily operations of essential services, such as law enforcement, and healthcare systems.

Cyber-Attack. A cyber incident involves either the theft or modification of information on a computer system, or a system compromise with the potential to disrupt essential services. A system compromise can impact one or more County agencies, local jurisdiction, a private utility, or specific Critical Infrastructure/Key Resources (CIKR) such as the power grid, public transportation systems, and wireless networks.

A cyber incident can affect a system's:

- Confidentiality: protecting a user's private information
- Integrity: ensuring that data is protected and cannot be altered by unauthorized parties
- Availability: keeping services running and giving administration access to key networks and controls

Cyber-attacks differ by motive, attack type and vector, and perpetrator profile. Motives for cyber-attacks can vary tremendously, ranging from the pursuit of financial gain—the primary motivation for what is commonly referred to as “cyber-crimes”—to political or social aims. Hacktivism is the act of hacking, or breaking into a computer system, for a political or social purpose. It is the most common motivation for incidents affecting New York City, based on historical occurrences. Cyber espionage is the act of obtaining secrets without permission of the holder of the information, using methods on the Internet, networks, or individual computers.

A cyber-attack has the potential to compromise the digital infrastructure and security of any individual or organization. Such attacks vary in nature and are perpetrated using digital mediums and social engineering. Generally, the impact of cyber-attacks is felt for a few minutes or up to a few days; however, large-scale cyber incidents can create longer term impacts. Cyber-attacks may be carried out by a variety of perpetrators, which may be external, internal, and partners to the organization, agency, institution, or business.

Hazardous Material Incident. The release of hazardous materials has the potential for adverse impacts upon human health, the environment, and property, depending upon the type, location, and quantity of material released. Jurisdictions near roadways that are frequently used for transporting hazardous materials and jurisdictions with industrial facilities that use, store, or dispose of such materials, all have increased potential for major hazardous material incidents.

There are four major highways in the county that carry large quantities of hazardous materials: U.S. 101, I-80, I-680, and I-280. U.S. 101 and I-80 are the most heavily traveled in terms of truck traffic and are the most frequent location of hazardous materials spills which occur on major roads. The Santa Fe railroad right of way parallels U.S. 101 through the heavily populated eastern side of the county. Natural gas pipelines also run south to north along U.S. 101. Truck, rail, and pipeline transfer facilities are concentrated in this region, and are involved in considerable handling of hazardous materials.

Santa Clara County industries use and produce large amounts of hazardous materials that require on-site management and off-site disposal. These materials could be released during disasters such as earthquakes or terrorist attacks. Large amounts of the hazardous waste generated in the county is transported off-site to pre-approved treatment and disposal sites throughout the state. The balance is disposed of on-site through methods including evaporation ponds, incineration, pre-treatment of sewage discharge, and recycling.



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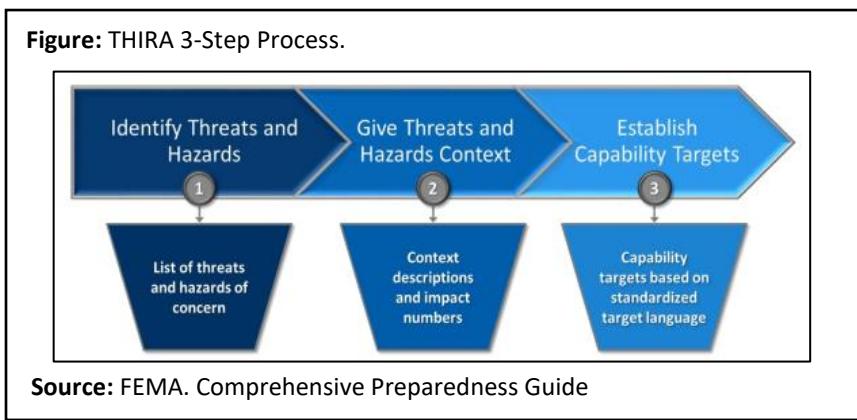
Emergency response actions associated with hazardous materials are presented in the *County of Santa Clara Hazardous Materials Area Plan* which is maintained by the Department of Environmental Health Hazardous Material Compliance Division.

Threat/Hazard Identification and Risk Assessment (THIRA)

The THIRA is a three-step risk assessment completed every three years on a regional-level through the Bay Area UASI. The THIRA helps communities understand their risks and determine the level of capability needed to address those risks. The outputs from the process lay the foundation for determining a community's capability gaps during the stakeholder preparedness review (SPR).

The THIRA addresses the following questions:

- What threats and hazards can affect our community?
- If they occurred, what impacts would those threats and hazards have on our community?
- Based on those impacts, what capabilities should our community have?



Step 1: Identify Threats and Hazards. Based on a combination of experience, forecasting, subject matter expertise, and other available resources, the Bay Area UASI developed a list of threats and hazards that could affect the region.

Step 2: Give Threats and Hazards Context. Then regional stakeholders described the threats and hazards identified in Step 1, showing how they may affect the *region* and create challenges in performing the core capabilities. In other words, the group identified the impacts each threat or hazard may have on a community.

Step 3: Establish Capability Targets. Using the impacts described in Step 2, stakeholders determined the level of capability that plans should achieve over time in order to manage the threats and hazards it faces. The Bay Area UASI used standardized language to create capability targets for impacts, objectives, and timeframe metrics. A core capability is comprised of several functional areas in which a community may have a gap. Each required standardized target addresses one or more functional areas.

The most recent Bay Area UASI THIRA, published in 2021, included the following:

- Added a pandemic influenza scenario
- Added improvised nuclear device (IND) scenario
- Updated radiological dispersal device (RDD) scenario



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Assumptions

The planning assumptions are as follows:

- A large segment of the County has access or functional needs that will need to be addressed to ensure equitable treatment. The County's planning, policies, strategies, operations, and tactics will make every effort to integrate the needs of the whole population including the needs of individuals with Access and Functional Needs (AFN). AFN includes:
 - individuals who have limited English proficiency, or have limited ability to speak, see, hear, or understand
 - individuals who may require specific medications, supplies, services, durable medical equipment, electricity for life maintaining equipment, breastfeeding and infant/childcare, or nutrition
 - individuals who function independently with assistance from mobility devices or assistive technology, vision and communication aids, or service animals.
 - individuals who may need support and safety
 - individuals who lack access to personal transportation, are unable to drive due to decreased or impaired mobility that may come with age and/or disability, temporary conditions, injury, or legal restriction
- The organizations described or noted in this EOP will be aware of significant emergency conditions as they arise. These conditions will trigger a response consistent with the respective responsibilities and roles defined either by the EOP, or other legal and policy frameworks. The responding organizations will be constrained in their response by the level of training, readiness activities, and interagency coordination undertaken prior to the incident.
- Each organization identified in this EOP is responsible for, and expected to develop, implement, and test policies, instructions, and standard operating procedures (SOPs) or checklists that reflect the tactical, operational, strategic, and executive mission spaces and emergency management concepts contained in this EOP. For example: Office of Supportive Housing (OSH) and Social Services Agency should develop, maintain, and update procedural guidance for shelter operations; Finance Agency (FIN) should develop, maintain, and update procedural guidance for cost recovery post-disaster.
- County support of local jurisdiction emergency operations will be based on the principle of self-help. The cities and towns will be responsible for utilizing all available local resources along with initiating mutual aid and cooperative assistance agreements before requesting assistance from the County per SEMS.
- A catastrophic, or long-term, disaster may require a “whole of government” response, including activation and deployment of County employees as Disaster Service Workers (DSWs).
- The residents in Santa Clara County will be expected to provide for their immediate needs following a natural or human-caused threat, crises, and/or disaster for at least 72 hours. For some services, this timeframe may be expanded to up to one week following a catastrophic event. This may include public as well as private resources in the form of lifeline services.



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

- Public, private, and voluntary organizations active in disaster (VOAD), and the general public will have to utilize their own resources and be self-sufficient for at least 72 hours, possibly longer (up to one week following a catastrophic disaster).
- A pandemic would adversely impact local government and response capabilities. Consequently, a number of local emergencies may be proclaimed.
- There will be multiple operations or logistical needs for the same facilities located in the county although owned and controlled by outside agencies including the State and Federal government or the private sector.
- In the event of a mandatory evacuation, some individuals may require higher level of medical care found in hospitals. In addition to controlled medication, mobility devices and/or service animals.
- Emergency programs, services and activities must be provided at locations that all people, including those with disabilities, can access.
- The County of Santa Clara – Social Services Agency (SSA) in collaboration with the American Red Cross (ARC) will conduct a Shelter Assessment prior to activating a shelter to ensure the building meets the minimum requirements of the Americans with Disabilities Act of 1990 (ADA).
- All County emergency response staff are trained and experienced in operating under the SEMS/NIMS/ICS protocols and procedures. Or just-in-time training/job-aids are available for essential operations.
- County will coordinate with the county-designated VOAD to ensure collaboration and coordination with nonprofit, faith-based, and community-based organizations.
- Control over resources will remain at the County level even though the Governor has the legal authority to assume control in a State Proclamation of Emergency.
- The Department of Homeland Security will provide threat conditions and identify possible targets through the regional intelligence collection and dissemination structures, such as the Northern California Regional Intelligence Center.
- During or following a powerful earthquake, or other catastrophic disaster:
 - parts of the entire county may be affected by environmental and technological emergencies
 - a clear picture regarding the extent of damage, loss of life, and injuries may not be known for several operational periods
 - County EOC capabilities may be limited for several operational period if communication links to other agencies and County departments are impacted
 - essential County services will be maintained as long as conditions permit
 - many individuals may have transportation needs because of lack of access to personal transportation, need for accessible vehicles/transport due to mobility disabilities, age, and temporary conditions and injuries; and driving restrictions
 - it may be necessary to shelter a substantial number of the county population due to either evacuation or damage to residences



PURPOSE, SCOPE, SITUATION OVERVIEW, AND ASSUMPTIONS

- infrastructure damage may lead to County wide staff shortages. Consequently, impacting the number of response personnel available to staff the County EOC, or other incident management organization functions for at least the first couple operational periods
- because of damage to the transportation infrastructure, out-of-region mutual aid, State and Federal resources, and resources from other states may not begin to arrive for several days
- prompt and effective response and recovery operations by the entire Operational Area incident management organization, to include emergency management, mutual aid resources, disaster relief and volunteer organizations (including VOAD), the private sector, the elected, executive, strategic, operational, and tactical incident responders, and the whole community is needed
- only the emergency response personnel on duty will be available for the first operational period
- local government and response capabilities may impact multiple jurisdictions. Consequently, a number of local emergencies may be proclaimed
- communications, electrical power, water lines, natural gas lines, sewer lines, and fuel stations could be impaired for up to 30 days
- transportation corridors could be severely impacted so only equipment, foodstuffs, supplies, and materials on hand may be available for use during the first several days or more of emergency operations



CONCEPT OF OPERATIONS



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Concept of Operations

Emergency Proclamations

Definition of Local Emergency

"[T]he duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat..." *Section 8558(c), Chapter 7 of Division 1 of Title 2 of the Government Code.*

Issuance

- Governing body of city, county, or city and county.
- An official designated by an adopted local ordinance (Director of Emergency Services).

Purpose

- Authorizes the undertaking of extraordinary police powers.
- Provides limited immunity for emergency actions of public employees and governing bodies.
- Authorizes the issuance of orders and regulations to protect life and property (e.g., curfews).
- Activates pre-established local emergency provisions such as special purchasing and contracting.
- Prerequisite for requesting a Governor's Proclamation of a State of Emergency and/or a Presidential Declaration of an Emergency or Major Disaster.

Deadlines

- **Issuance:** Within 10 days of the occurrence of a disaster if assistance will be requested through the California Disaster Assistance Act (CDAA).
- **Ratification:** If issued by official designated by ordinance, must be ratified by governing body within 7 days.
- **Renewal:** Reviewed at regularly scheduled board/council meetings until terminated. Reviewed every 60 days for governing bodies that meet weekly until terminated.
- **Termination:** At the earliest possible date that conditions warrant termination of proclamation.

NOTE: If the County proclaims a state of emergency for the Operational Area, some local jurisdictions may choose not to proclaim a local state of emergency. In this situation, the County (OA) should not terminate its state of emergency before local jurisdictions reach non-emergency conditions. Doing so may risk state and/or federal disaster assistance program eligibility.



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Notification Process

- Local governments should notify the County (OA) and provide a copy of the local emergency proclamation. Counties that proclaim an emergency should notify their CalOES representative and provide a copy of the local emergency proclamation.
- OA shall notify their state CalOES Region and provide a copy of the proclamation as soon as possible.
- County (OA) and the local jurisdiction(s) should engage CalOES for updates on any requests for assistance.
- CalOES Director will respond in writing to the local government concerning the status of any requests for assistance included within the local proclamation or accompanying letter.
- Local governments should notify the County (OA) when emergency conditions have been eliminated in their jurisdiction – when emergency conditions have been abated in all jurisdictions within the OA, the County will terminate the County's proclamation of a state of emergency.
- Local governments should notify the County (OA) when they terminate their state of emergency proclamation once emergency conditions have been eliminated in their jurisdiction.
- County (OA) will notify CalOES of any change to the County's, or a local jurisdiction's, emergency proclamation status.

Note: *A local emergency proclamation and/or Governor's Proclamation is not a prerequisite for mutual aid assistance, Red Cross assistance, the federal Fire Management Assistance Grant Program, or disaster loan programs designated by the Small Business Administration, or the U.S. Department of Agriculture.

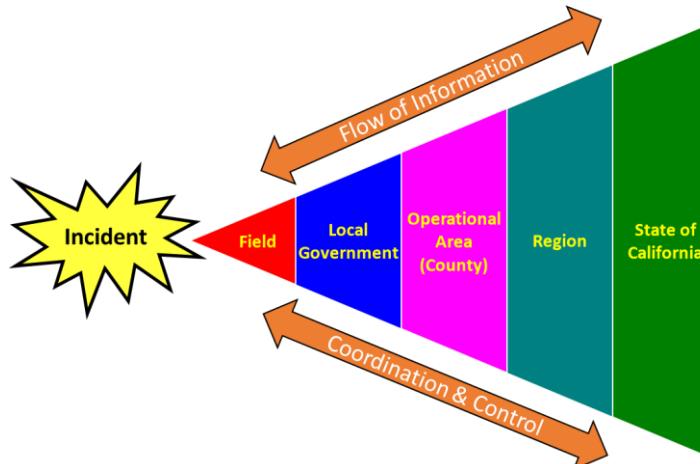
SEMS Organizational Levels

SEMS designates five organizational levels—Field Response level, Local Government level, Operational Area (OA) level, Regional level, and State level with each level being activated in a modular component network style as needed.

Field Response – SEMS LEVEL

The field response level is where emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activations in direct response to an incident, multiple incidents, or threat. This is the incident level—where the emergency response begins. SEMS regulations require the use of ICS at this level of an incident. Field response agencies are most often represented by fire, law enforcement, EMS, and public health, although roads and airports and parks may be early responders in the field as well.

Figure: SEMS Organizational Levels



Source: CalOES. SEMS Regulations. 2015.



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Local Government – SEMS Level

Local governments include cities/towns, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities between emergency agencies and operations centers within their jurisdiction (such as local EOCs and DOCs). This is the first coordination level above the field response. Local governments are required to use SEMS when their emergency operations center is activated, or a local emergency is proclaimed.

NOTE: The County is responsible for managing response and recovery operations in the unincorporated areas of the county. Active emergency management programs exist in the incorporated cities/towns of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga, and Sunnyvale.

Operational Area – SEMS Level

The “Operational Area” is conceptual in nature and incorporates the effective incident management collaboration of the various jurisdictions within the boundaries of Santa Clara County. The County of Santa Clara, as a jurisdiction and organization is charged with taking the lead coordination and arbitration role within the OA and with being the primary point of contact and for the region and state. In an OA lead entity capacity, the County manages and/or coordinates information, resources, and priorities among local governments and serves as the link between the local government level and the regional level.

Region – SEMS Level

Because of its size and geography, the state has been divided into three administrative regions each with an EOC, to include the Southern, Coastal, and Inland regions. Santa Clara County is in the Coastal Region. Additionally, the state has been divided into six mutual aid regions. Santa Clara County resides in Mutual Aid Region Two, which is based out of Alameda County. The Regional Emergency Operations Center (REOC) prioritizes requests and provides support to the OAs in their region. This is to provide for more effective application and coordination of mutual aid and other related activities.

State – SEMS Level

The State Operations Center (SOC) level is located in Sacramento at the CalOES headquarters. CalOES manages state resources in response to the emergency needs of the other levels. The state also serves as the coordination and communication link between the state and the federal disaster response system.



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Integrating Federal, State, and Local Systems

Taken together the National Recover Framework (NRF), California's Standardized Emergency Management System (SEMS), the National Incident Management System (NIMS), the Incident Command System (ICS), and this EOP integrate the capabilities and resources of various governmental jurisdictions, incident management and emergency response disciplines, non-governmental organizations (NGOs), and the private sector into a cohesive, coordinated, and seamless national framework for domestic incident management. It should be understood that field level emergency responders, Department Operations Center (DOC) staff, Emergency Operations Center (EOC) staff, department executives, elected officials, and public information officers all have a vital role in successful comprehensive incident management and make up the Incident Management Enterprise.

Local, State, and Federal Integration Crosswalk					
Emergency Support Function (ESF) (County of Santa Clara)	EOC Position (County of Santa Clara)	Office of Primary Responsibility (OPR)	Office of Collateral Responsibility (OCR)	State Agency Integration (OPR/OCR)	Federal Agency Integration (OPR/OCR)
ESF 1: Transportation	Transportation Unit	Valley Transportation Authority (VTA) Facilities and Fleet (FAF)	NA	ESF 1: Transportation OPR: CA Transportation Agency (Caltrans) OCR: CA Highway Patrol (CHP)	ESF 1: Transportation OPR: Dept of Transportation (DOT) OCR: FEMA
ESF 2: Communications	Communication Branch	Technology Services and Solutions (TSS) County Communications	NA	ESF 2: Communications OPR: CA Governor's Office of Emergency Services (CalOES)	ESF 2: Communications OPR: Dept of Homeland Security (DHS)/National Protection and Programs Directorate/Office of Cybersecurity and Communications OCR: DHS/Federal Emergency Management Agency (FEMA)
ESF 3: Construction and Engineering	Construction and Engineering Branch	Roads and Airports (RDA) Facilities and Fleet (FAF)	NA	ESF 3: Construction and Engineering OPR: CA Dept of General Services (DGS)	ESF 3: Public Works and Engineering OPR: Dept of Defense (DoD)/US Army Corps of Engineers (USACE)

CONCEPT OF OPERATIONS



Local, State, and Federal Integration Crosswalk					
Emergency Support Function (ESF) (County of Santa Clara)	EOC Position (County of Santa Clara)	Office of Primary Responsibility (OPR)	Office of Collateral Responsibility (OCR)	State Agency Integration (OPR/OCR)	Federal Agency Integration (OPR/OCR)
ESF 4: Fire and Rescue	Fire and Rescue Branch	County Fire	OA Events: Any OA Fire Rep Local Events: Responding local Fire Agency or County Fire	ESF 4: Fire and Rescue OPR: CalOES	ESF 4: Firefighting OPR: Dept of Agriculture/Forest Service
ESF 5: Management	Plans/Intel Section Chief EOC Coordinator EOC Director	Office of Emergency Management (OEM) Office of the County Executive (CEO)	NA	ESF 5: Management OPR: CalOES	ESF 5: Information and Planning OPR: DHS/FEMA
ESF 6: Care and Shelter	Care and Shelter Branch	Office of Supportive Housing (OSH) American Red Cross	Social Services Agency Office of Emergency Management (OEM)	ESF 6: Care and Shelter OPR: CA Dept of Social Services	ESF 6: Mass Care, Emergency Assistance, Temporary Housing, and Human Services OPR: DHS/FEMA OCR: American Red Cross (ARC)
ESF 7: Resources	Logistics Section Chief Supply Branch	Facilities and Fleet (FAF) Roads and Airports (RDA) Procurement Dept (PRC) Technology Services and Solutions (TSS)	Office of Emergency Management (OEM)	ESF 7: Resources OPR: Dept of General Services (DGS)	ESF 7: Logistics OPR: General Services Administration (GSA) OCR: DHS/FEMA



Local, State, and Federal Integration Crosswalk					
Emergency Support Function (ESF) (County of Santa Clara)	EOC Position (County of Santa Clara)	Office of Primary Responsibility (OPR)	Office of Collateral Responsibility (OCR)	State Agency Integration (OPR/OCR)	Federal Agency Integration (OPR/OCR)
ESF 8: Public Health and Medical	Medical and Health Branch	Public Health Department (PHD) Emergency Medical Services (EMS) Behavioral Health Services (BHS)	NA	ESF 8: Public Health and Medical OPR: Emergency Medical Services Authority (EMSA) OCR: CA Dept of Public Health (CDPH)	ESF 8: Public Health and Medical Services OPR: Dept of Health and Human Services (HHS)
ESF 9: Search and Rescue	Search & Rescue Unit	County Fire	OA Events: Any OA Fire Rep Local Events: Responding local Fire Agency or County Fire	ESF 9: Search and Rescue OPR: CalOES	ESF 9: Search and Rescue OPR: DHS/FEMA
ESF 10: Hazardous Materials Response	HAZMAT Unit	County Fire	OA Events: Any OA Fire Rep Local Events: Responding local Fire Agency or County Fire	ESF 10: Hazardous Materials OPR: CA Environmental Protection Agency (CalEPA)	ESF 10: Oil and hazardous Materials OPR: Environmental Protection Agency (EPA)
ESF 11: Food and Agriculture	Environmental Health Unit	Consumer and Environmental Protection Agency (CEPA)	NA	ESF 11: Food and Agriculture OPR: CA Dept of Food and Agricultural (CDFA)	ESF 11: Agriculture and Natural Resources Dept of Agriculture (USDA)
ESF 12: Utilities	Utilities Unit	PG&E Facilities and Fleet (FAF)	NA	ESF 12: Utilities OPR: CA Energy Commission (CEC) OCR: CA Utilities Emergency Association (CUEA)	ESF 12: Energy OPR: Dept of Energy



Local, State, and Federal Integration Crosswalk					
Emergency Support Function (ESF) (County of Santa Clara)	EOC Position (County of Santa Clara)	Office of Primary Responsibility (OPR)	Office of Collateral Responsibility (OCR)	State Agency Integration (OPR/OCR)	Federal Agency Integration (OPR/OCR)
ESF 12: Utilities	Utilities Unit	PG&E Facilities and Fleet (FAF)	NA	ESF 12: Utilities OPR: CA Energy Commission (CEC) OCR: CA Utilities Emergency Association (CUEA)	ESF 12: Energy OPR: Dept of Energy
ESF 13: Law Enforcement	Law Enforcement Unit Security Officer	Sheriff's Office	NA	ESF 13: Law Enforcement OPR: CalOES	ESF 13: Public Safety and Security OPR: Dept of Justice/Bureau of Alcohol, Tobacco, Firearms, and Explosives (ATF)
ESF 14: Recovery	Recovery Coordinator	Office of the County Executive (CEO) Office of Emergency Management (OEM)	California Resiliency Alliance	ESF 14: Recovery OPR: CalOES	ESF 14: Cross Sector Business and Infrastructure OPR: DHS/Cybersecurity and Infrastructure Security Agency (CISA)
ESF 15: Public Information	Public Information Officer	Office of Public Affairs (OPA)	Office of Emergency Management (OEM)	ESF 15: Public Information OPR: CalOES	ESF 15: External Affairs OPR: DHS/FEMA
ESF 16: Animal Services	Animal Services Unit	Animal Services (CEPA)	NA	NA	NA
ESF 17: Volunteer Management	Volunteer Unit	Employee Services Agency (ESA)	Office of Emergency Management (OEM)	ESF 17: Volunteers and Donations Management OPR: California Volunteers	NA

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Local, State, and Federal Integration Crosswalk					
Emergency Support Function (ESF) (County of Santa Clara)	EOC Position (County of Santa Clara)	Office of Primary Responsibility (OPR)	Office of Collateral Responsibility (OCR)	State Agency Integration (OPR/OCR)	Federal Agency Integration (OPR/OCR)
ESF 18: Cyber Security	Communication Branch	TSS	NA	ESF 18: Cyber Security OPR: CalOES	NA
ESF-19: Donations Management	Donations Unit	Silicon Valley Community Foundation	Office of Emergency Management (OEM)	ESF 17: Volunteers and Donations Management OPR: California Volunteers	NA
ESF-20: Continuity of Operations/Government	COOP/COG Coordinator	COO	Office of Emergency Management (OEM)	NA	NA



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Emergency Management Mission Areas

The National Preparedness Goal defines what it means for the whole community to be prepared for all types of disasters and emergencies. The goal itself is succinct, identifies five mission areas and 32 core capabilities that are intended to assist personnel with a role in achieving all of the Goal's elements. While useful for targeting efforts and resources, the emergency management mission areas are not mutually exclusive – activities in each mission area often overlap with other areas. For example, recovery projects often include elements of mitigation (i.e., rebuilding structures using current building codes) and response often includes recovery measures (i.e., immediate debris removal). Mission areas are also cyclical in nature – lessons learned from an incident are applied in preparedness efforts for future emergencies and major disasters. The following sections provide examples of the types of activities that take place in each mission area.

Prevention – Mission Area

Prevent, avoid, or stop an imminent, threatened, or actual act of terrorism. Disaster prevention is the outright avoidance of adverse impacts of hazards and related disasters prevention (i.e., disaster prevention) expresses the concept and intention to completely avoid potential adverse impacts through action taken in advance. Examples include dams or embankments that eliminate flood risks, land-use regulations that do not permit any settlement in high-risk zones, and seismic engineering designs that ensure the survival and function of a critical building in any likely earthquake. Very often the complete avoidance of losses is not feasible, and the task transforms to that of mitigation. Partly for this reason, the terms prevention and mitigation are sometimes used interchangeably in casual use.

Mitigation – Mission Area

Mitigation activities occur before, during, and after incidents. Post-disaster mitigation is part of the recovery process. Eliminating or reducing the impact of hazards that exist within the county and are a threat to life and property are part of the mitigation efforts.

Mitigation tools include:

- Detailed plans to mitigate future hazards
- Land use planning
- Local ordinances and statutes (zoning ordinances, building codes, etc.)
- Structural measures
- Tax levies or abatements
- Public information and community relations

For detail hazard mitigation action plan and strategies, refer to the Santa Clara County Operational Area Local Hazard Mitigation Plan (LHMP).

Protection – Mission Area

The protection mission area is a key component of preparedness. The structures and capabilities needed to achieve the protection mission area end-state build in large part upon existing doctrine, plans, and activities. The protection mission area includes action to deter threats, reduce vulnerabilities, or minimize the consequences associated with an incident. Effective protection relies upon the close coordination and alignment of practices across the whole community, as well as with international partners and organizations.

Response – Mission Area

The response mission area can be further broken down into three types of response—pre-emergency, immediate, and on-going emergency responses.



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Pre-Emergency Response (or Crisis Response). If warning mechanisms exist for a particular hazard, then response actions to emphasize protection of life, property, and environment can be anticipated.

Typical pre-emergency and crisis response actions may include:

- Alerting necessary agencies, placing critical resources on stand-by
- Warning threatened populations of the emergency and apprising them of safety measures to be implemented
- Evacuating of threatened populations to safe areas
- Identifying the need for mutual aid
- Proclaiming a Local Emergency by local authorities

Immediate Emergency Response. During this phase, emphasis is placed on saving lives and property, attempting to establish and maintain control of the situation, and minimizing effects of the disaster. Immediate response is accomplished within the affected area by local government agencies and segments of the private sector. The primary activities are on-scene by first or early responders.

Ongoing (or Sustained) Emergency Response. In addition to continuing preservation of life and property operations, mass care, relocation, public information, situation analysis, status, and damage assessment operations may be initiated. Ongoing response usually involves many organizations and the activation of the County (Operational Area) EOC.

Recovery – Mission Area

At the onset of an emergency, actions are taken to enhance the effectiveness of recovery operations. Recovery includes both short-term activities intended to return vital life-support systems to operation, and long-term activities designed to return infrastructure systems to pre-disaster conditions. The recovery phase may also include cost recovery activities.

The major objectives of the recovery period include:

- Reinstatement of family and community integrity
- Provision of essential public services
- Restoration of private and public property
- Identification of residual hazards
- Preliminary plans to mitigate future hazards
- Recovery of costs associated with response and recovery efforts
- Coordination of state and federal public and individual assistance

Core Capability Overview

In the National Preparedness Goal, the Federal Emergency Management Agency (FEMA) describes 32 core capabilities that address the greatest risks to the nation. As a community the County contributes to the goal and strengthens our local and national preparedness by preparing for the risks that are most relevant and urgent for the County of Santa Clara.

The 32 core capabilities are:

- **Planning** – conduct a systematic process engaging the whole community, as appropriate, in the development of executable strategic, operational, and/or tactical-level approaches to meet defined objectives.
- **Public Information and Warning** – deliver coordinated, prompt, reliable, and actionable information to the whole community through the use of clear, consistent, accessible, and culturally and linguistically appropriate methods to effectively relay information regarding any



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threat or hazard, as well as the actions being taken and the assistance being made available, as appropriate.

- **Operational Coordination** – establish and maintain a unified and coordinated operational structure and process that appropriately integrates all critical stakeholders and supports the execution of core capabilities.
- **Forensics and Attribution** – conduct forensic analysis and attribute terrorist acts (including the means and methods of terrorism) to their source, to include forensic analysis as well as attribution for an attack and for the preparation for an attack in an effort to prevent initial or follow-on acts and/or swiftly develop counter-options.
- **Intelligence and Information Sharing** – provide timely, accurate, and actionable information resulting from the planning, direction, collection, exploitation, processing, analysis, production, dissemination, evaluation, and feedback of available information concerning physical and cyber threats to the county, its people, property, or interests. Information sharing is the ability to exchange intelligence, information, data, or knowledge among government or private sector entities, as appropriate.
- **Interdiction and Disruption** – delay, divert, intercept, halt, apprehend, or secure threats and/or hazards.
- **Screening, Search, and Detection** – identify, discover, or locate threats and/or hazards through active and passive surveillance and search procedures. This may include the use of systematic examinations and assessments, bio-surveillance, sensor technologies, or physical investigation and intelligence.
- **Access Control and Identity Verification** – apply and support necessary physical, technological, and cyber measures to control admittance to critical locations and systems.
- **Cybersecurity** – protect (and if needed, restore) electronic communications systems, information, and services from damage, unauthorized use, and exploitation.
- **Physical Protective Measures** – implement and maintain risk-informed countermeasures, and policies protecting people, borders, structures, materials, products, and systems associated with key operational activities and critical infrastructure sectors.
- **Risk Management for Protection Programs and Activities** – identify, assess, and prioritize risks to inform Protection activities, countermeasures, and investments.
- **Supply Chain Integrity and Security** – strengthen the security and resilience of the supply chain
- **Community Resilience** – enable the recognition, understanding, communication of, and planning for risk and empower individuals and communities to make informed risk management decisions necessary to adapt to, withstand, and quickly recover from future incidents.
- **Long-term Vulnerability Reduction** – build and sustain resilient systems, communities, and critical infrastructure and key resources lifelines so as to reduce their vulnerability to natural, technological, and human-caused threats and hazards by lessening the likelihood, severity, and duration of the adverse consequences.
- **Risk and Disaster Resilience Assessment** – assess risk and disaster resilience so that decision makers, responders, and community members can take informed action to reduce their entity's risk and increase their resilience.



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- **Threats and Hazards Identification** – identify the threats and hazards that occur in the geographic area; determine the frequency and magnitude; and incorporate this into analysis and planning processes so as to clearly understand the needs of a community or entity.
- **Critical Transportation** – provide transportation (including infrastructure access and accessible transportation services) for response priority objectives, including the evacuation of people and animals, and the delivery of vital response personnel, equipment, and services into the affected areas.
- **Environmental Response/Health and Safety** – conduct appropriate measures to ensure the protection of the health and safety of the public and workers, as well as the environment, from all-hazards in support of responder operations and the affected communities.
- **Fatality Management Services** – provide fatality management services, including decedent remains recovery and victim identification, working with local, state, tribal, territorial, insular area, and federal authorities to provide mortuary processes, temporary storage or permanent internment solutions, sharing information with mass care services for the purpose of reunifying family members and caregivers with missing persons/remains, and providing counseling to the bereaved.
- **Fire Management and Suppression** – provide structural, wildland, and specialized firefighting capabilities to manage and suppress fires of all types, kinds, and complexities while protecting the lives, property, and the environment in the affected area.
- **Infrastructure Systems** – stabilize critical infrastructure functions, minimize health and safety threats, and efficiently restore and revitalize systems and services to support a viable, resilient community.
- **Logistics and Supply Management** – deliver essential commodities, equipment, and services in support of impacted communities and survivors, to include emergency power and fuel support, as well as the coordination of access to community staples. Synchronize logistics capabilities and enable the restoration of impacted supply chains.
- **Mass Care Services** – provide life-sustaining and human services to the affected population, to include hydration, feeding, sheltering, temporary housing, evacuee support, reunification, and distribution of emergency supplies.
- **Mass Search and Rescue Operations** – deliver traditional and atypical search and rescue capabilities, including personnel, services, animals, and assets to survivors in need, with the goal of saving the greatest number of endangered lives in the shortest time possible.
- **On-scene Security, Protection, and Law Enforcement** – ensure a safe and secure environment through law enforcement and related security and protection operations for people and communities located within affected areas and also for response personnel engaged in lifesaving and life-sustaining operations.
- **Operational Communications** – ensure the capacity for timely communications in support of security, situational awareness, and operations by any and all means available, among and between affected communities in the impact area and all response forces.
- **Public Health, Healthcare, and Emergency Medical Services** – provide lifesaving medical treatment via Emergency Medical Services and related operations and avoid additional disease



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and injury by providing targeted public health, medical, and behavioral health support, and products to all affected populations.

- **Situational Assessment** – provide all decision makers with decision-relevant information regarding the nature and extent of the hazard, any cascading effects, and the status of the response.
- **Economic Recovery** – return economic and business activities (including food and agriculture) to a healthy state and develop new business and employment opportunities that result in an economically viable community.
- **Health and Social Services** – restore and improve health and social services capabilities and networks to promote the resilience, independence, health (including behavioral health), and well-being of the whole community.
- **Housing** – Implement housing solutions that effectively support the needs of the whole community and contribute to its sustainability and resilience.
- **Natural and Cultural Resources** – protect natural and cultural resources and historic properties through appropriate planning, mitigation, response, and recovery actions to preserve, conserve, rehabilitate, and restore them consistent with post-disaster community priorities and best practices and in compliance with applicable environmental and historic preservation laws and executive orders.

Mission Areas and Core Capabilities

The 32 core capabilities have been grouped into five mission areas to serve as an aid in organizing our preparedness activities. Some capabilities fall into only one mission area, while others apply to several mission areas.

Prevention

Prevention includes those capabilities necessary to avoid, prevent or stop a threatened or actual act of terrorism. It is focused on ensuring we are optimally prepared to prevent an imminent terrorist attack within the community.

The core capabilities that support the Prevention mission include:

- Planning
- Public Information and Warning
- Operational Coordination
- Forensics and Attribution
- Intelligence and Information Sharing
- Interdiction and Disruption
- Screening, Search, and Detection

Mitigation

Mitigation includes the capabilities necessary to reduce the loss of life and property by lessening the impact of disasters. It is focused on the premise that individuals, the private sector, communities, critical infrastructure, and the community as a whole are made more resilient when the consequences and impacts, the duration, and the financial and human costs to respond to and recover from adverse incidents are all reduced

The core capabilities that support the Mitigation mission include:

- Planning



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- Public Information and Warning
- Operational Coordination
- Community Resilience
- Long-Term Vulnerability Reduction
- Risk and Disaster Resilience Assessment
- Threats and Hazards Identification

Protection

Protection includes the capabilities necessary to secure the homeland against acts of terrorism and manmade or natural disasters. It is focused on actions to protect the individuals, residents, visitors, and critical assets, systems, and networks against our greatest risks to our community in a manner that allows our interests, aspirations, and way of life to thrive.

The core capabilities that support the Protection mission include:

- Planning
- Public Information and Warning
- Operational Coordination
- Access Control and Identity Verification
- Cybersecurity
- Intelligence and Information Sharing
- Interdiction and Disruption
- Physical Protective Measures
- Risk Management for Protection Programs and Activities
- Screening, Search, and Detection
- Supply Chain Integrity and Security

Response

Response includes the capabilities necessary to save lives, protect property and the environment, and meet basic human needs after an incident has occurred. It is focused on ensuring that the community is able to effectively respond to any threat or hazard, including those with cascading effects, with an emphasis on saving and sustaining lives and stabilizing the incident, as well as rapidly meeting basic human needs, restoring basic services and community functionality, establishing a safe and secure environment, and supporting the transition to recovery.

The core capabilities that support the Response mission include:

- Planning
- Public Information and Warning
- Operational Coordination
- Critical Transportation
- Environmental Response/Health and Safety
- Fatality Management Services
- Fire Management and Suppression
- Logistics and Supply Chain Management
- Infrastructure Systems
- Mass Care Services
- Mass Search and Rescue Operations
- On-Scene Security, Protection, and Law Enforcement
- Operational Communications
- Public Health, Healthcare, and Medical Services



CONCEPT OF OPERATIONS

- Situational Assessment

Recovery

Recovery includes the core capabilities necessary to assist communities affected by an incident to recover effectively. It is focused on a timely restoration, strengthening, and revitalization of the infrastructure; housing; a sustainable economy; and the health, social, cultural, historic, and environmental fabric of communities affected by a catastrophic incident.

The core capabilities that support the Recovery mission are:

- Planning
- Public Information and Warning
- Operational Coordination
- Economic Recovery
- Health and Social Services
- Housing
- Infrastructure Systems
- Natural and Cultural Resources



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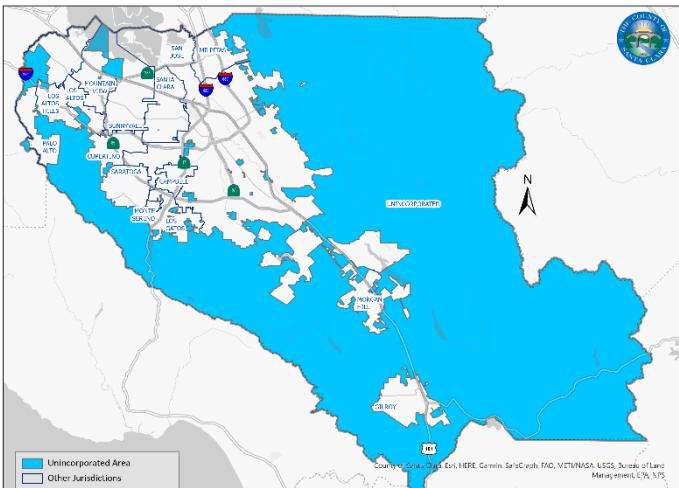


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Organization and Assignment of Responsibilities

Map: Unincorporated Area, County of Santa Clara



Source: Geospatial Information Systems (GIS), County of Santa Clara County. 2021.

Local Government Organization – County of Santa Clara

As a local government, the County of Santa Clara manages and coordinates the overall emergency response and recovery activities between emergency agencies and operations centers within its jurisdiction.

Director of Emergency Services – County Executive

Per the County of Santa Clara Ordinance Code, the County Executive shall be the Director of Emergency Services. The Chief Operating Officer or

other individuals designated by the County Executive and approved by the Board shall serve as Director of Emergency Services during any temporary absence or disability of the County Executive. The Director of Emergency Management carries out day-to-day responsibilities for prevention, mitigation, and preparedness on behalf of the County Executive. During response and recovery operations, the Director of Emergency Management serves as the chief advisor to the County Executive, or designee, tasked with directing such operations.

Disaster Preparedness Executive Committee

The Disaster Preparedness Executive Committee (DPEC) comprises key County department heads and executive managers and is charged with providing high-level guidance and inter-departmental coordination County's emergency preparedness activities. This Committee may serve in a policy advisory group capacity during incident management activities. DPEC meets on a quarterly basis and is chaired by the County Executive or designee. The OEM Director acts as staff to DPEC and assists with establishing the agenda and key focus areas for the group.

The Office of Emergency Management

The Office of Emergency Management (OEM) coordinates the County's indirect and direct service providers in a collaborative and coordinated fashion to ensure those providers have the resources needed to provide their services to those who need them, especially in times of emergency. Additionally, OEM is responsible for maintenance and testing of the primary and alternate EOC, as well as identification and training of assigned EOC staff.

Disaster Service Workers (Public Employees)

California Government Code Section 3100-3109 states in part:

It is hereby declared that the protection of the health and safety and preservation of the lives and property of the people of the state from the effects of natural, manmade, or war-



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caused emergencies which result in conditions of disaster or extreme peril to life, property, and resources is of paramount state importance...in protection of its citizens and resources, all public employees are hereby declared to be disaster service workers...

This means that the County can utilize its personnel to provide staff and/or support to response and/or recovery operations, if needed during a proclaimed or declared emergency, disaster, or catastrophic event. Some County employees may be pre-identified and assigned to a specific role during a disaster. County employees that have been pre-identified and assigned to these roles should be given additional training to ensure that they have the knowledge, skills, abilities, and confidence to be successful in these critical positions.

Examples of pre-assigned roles include:

- Department Representative to the County's Emergency Operations Center
- Member of a Department Operations Center
- Member of Departmental COOP Team
- Medical Point of Dispensing staff
- Commodity Points of Distribution staff
- Shelter Managers and staff
- Crisis Intervention Team
- Functional Assessment Service Team
- Safety Assessment Program
- Damage Assessment Team

However, an employee may be asked to assist during a disaster without little or no notice. Under these circumstances, the employee should be assigned duties that most closely aligned with your current job classification.

For employees that do not have a pre-identified, assigned DSW role they will mostly likely be tasked to:

- Perform normal position duties with normal hours of operations
- Perform position duties remotely from a safe location

There may be a need for employees to work outside of the general scope of their typical duties and responsibilities, but employees will never be asked to perform any duty of function they do not know how to perform or have not received adequate training to complete.

Examples of duties that employees may be asked to perform without being pre-identified:

- Clerical or administrative support
- Damage assessment
- Vehicle operation
- Food preparation
- Language interpretation
- Warehousing – material sorters, packers, and/or loaders

Disaster Service Workers (Volunteer Program)

The Disaster Service Worker Volunteer Program (DSWVP) was created as the result of legislation to provide workers' compensation benefits to registered Disaster Service Worker (DSW) volunteers who are injured while participating in authorized disaster-related activities, including pre-approved training. Disaster service, as defined for the Program, is designed to aid in the response and recovery phases in a disaster or emergency. It does not include the day-to-day emergency response activities typically



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associated with, for example, law enforcement, fire services or emergency medical services. The program also provides limited immunity from liability.

A disaster service worker volunteer is “any natural person who is registered with an accredited disaster council...for the purpose of engaging in disaster service...without pay or other consideration.” (Lab. Code, § 3211.92(a).) Registered DSW volunteers are persons who chose to volunteer their time to assist a disaster or emergency services agency in carrying out the responsibilities of that agency.

The person must:

- Be officially registered with the Accredited Disaster Council (i.e., Santa Clara County Emergency Operational Area Council, EOAC)
- Receive no pay or compensation, monetary or otherwise, for the service being provided

Food and lodging provided, or expenses reimbursed, for these items to DSW volunteers during their activation does not constitute other consideration and does not prevent them from receiving DSW Program benefits.

DSW Public Employees	DSW Volunteers
Declared as DSWs assigned to perform disaster service duties by their superiors or law. (Gov. Code, § 3100.)	Term DSW includes volunteers registered by ADC, Cal OES or authorized designee. (Gov. Code, § 3101; Lab. Code, § 3211.92(a).)
Term DSW includes public employees employed by the state, county, city, city and county, state agency, public district. (Gov. Code, § 3101.)	<u>Unpaid</u> for performing disaster service duties.
<u>Paid</u> for performing disaster service duties.	If injured during authorized disaster service duties, eligible for worker's compensation under DSW Program.
If injured during activation, eligible for employer's worker's compensation.	

Disaster Service. Eligible disaster service means all activities authorized by and carried on pursuant to the California Emergency Services Act (ESA) while assisting any unit of the emergency organization during a proclaimed emergency or during a search and rescue mission, including approved, documented, and supervised:

- Activities performed to mitigate an imminent threat of extreme peril to life, property, and resources
- Training necessary to engage in such activities
 - includes out-of-state training which meets specific criteria pre-authorized by CalOES
- Official deployments (including out-of-state pre-authorized by CalOES)
- Official mutual aid

Eligible Activities. Eligible DSW activities must be approved, documented, and supervised by the Accredited Disaster Council (i.e., Santa Clara County Emergency Operational Area Council, EOAC) or authorized registering entity.

These activities include:

- Proclaimed emergencies
- Official deployments
 - In-state
 - Out-of-state



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- Activities when mitigating an imminent threat of extreme peril to life, property, and resources*
 - Flyer distribution during a tsunami alert
 - Filling sandbags during high rising flood conditions that threaten an entire community
 - Traffic control during an evacuation
 - *Imminent threat of extreme peril refers to a public calamity that presents a threat to public safety.
- Vaccination clinics during a pandemic event
- Search and rescue (SAR) missions
- Evidence searches conducted by SAR
- Travel directly to and from the incident site. May include:
 - Stopping for gas on way to incident site
 - Picking up equipment located at a remote or different site which is required to perform disaster service duties
- Training, which must be authorized in advance:
 - Commensurate with DSW classification
 - All levels: basic, intermediate, advanced, refresher
 - Exercises, drills
 - Classroom instruction
 - Vehicle operational training
 - Behind-the-wheel emergency response vehicle instruction
 - Equipment training
 - Planned events which present a unique opportunity to learn a specific skill that otherwise cannot be exercised. Example:
 - Operation of radio devices and satellite equipment to test communication capabilities across disciplines and among agencies
 - Out-of-state training when conducted in a manner geographically and functionally specific to cross-border emergency response
 - Requires Cal OES Executive Office preauthorization
 - Physical fitness testing when conducted as part of a preapproved training activity AND not when conducted solely as part of a license or certification requirement

Not all duties volunteers are activated or tasked to perform by the registering government entity are eligible under the program including the day-to-day emergency response activities typically associated with, for example, law enforcement, fire services, or emergency medical services.

Other ineligible activities include but are not limited to:

- Unapproved training
- Out-of-state training not conducted in a manner geographically and functionally specific to cross-border emergency response
- Meetings
- Equipment/supply maintenance
- Educational fairs
- Physical fitness testing when conducted solely as part of a license or certification requirement
- First aid booths at concerts, races, etc.
- Vaccination clinics in a non-imminent threat environment
- Parades (except as described in Eligible Activities)



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- Celebrations, ceremonies, community events
- Fire safety events
- Traffic control in a non-imminent threat environment
- Travel to and from training
- Self-deployment

Classifications. DSW volunteers perform a wide variety of disaster service duties, which are categorized into classifications to comply with one of the registration requirements. Classifications also assist the registering entity in identifying potential gaps in its volunteer resources and help track the different disaster service duties its volunteers are performing. The approved DSW volunteer classifications are listed below.

- Animal Rescue, Care and Shelter
- Communications
- Community Emergency Response Team Member (the County does not utilize a CERT program)
- Emergency Operations Center/Incident Command
- Human Services
- Laborer
- Law Enforcement
- Logistics
- Medical & Environmental Health
- Safety Assessment Program Evaluator
- Search & Rescue
- Utilities

The County of Santa Clara maintains and utilizes the following DSW Volunteer groups:

- Large Animal Evacuation Team
- Search and Rescue Team
- ARES/RACES

Registration. All DSW volunteers must be registered prior to engaging in official DSW activities. To be properly registered, the required information below must be on file with Cal OES, if Cal OES registered the volunteer, or the appropriate authority as stated in the File Retention and Record Keeping section. (Cal. Code Regs., § 2573.2.)

- Name of registrant
- Address of registrant
- Date enrolled (established as date loyalty oath is administered)
- Name of registering government agency including
 - signature
 - title of authorized person
- Classification (scope of disaster service duties)
 - more than one may be listed on a single registration
- A signed statement that the loyalty oath or affirmation was subscribed to or taken

An individual does not have to be a United States citizen to become a DSW volunteer; however, one of the registration requirements is to take and subscribe to the loyalty oath. It is recommended the



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noncitizen considers whether subscribing to another country's oath has any impact on their own country's allegiance.

A minor may become a DSW volunteer by providing the required registration information including loyalty oath subscription by the minor, *not the parent or legal guardian*. The parent or legal guardian must also provide written consent for participation. A designated section on the DSW volunteer registration form may be signed for this purpose or a similar document may be used.

NOTE: One may not retroactively register a volunteer as a DSW. For example, if a person has been active with a volunteer organization, but not registered, and is injured, it is not permissible to register him or her after the injury in order to seek worker's compensation coverage through the DSW Volunteer Program. Doing so may lead to civil or criminal penalties.

Emergency Operations Center (Local Government)

Locations – Emergency Operations Center.

Primary EOC. The County EOC is located within the Office of the Sheriff at 55 W Younger Ave, San José. The building was constructed in the late 1950s and has been renovated on several occasions to improve functionality and enhance capability. In the 1990s the building underwent seismic retrofitting. The building has designated secured parking, facility access points, and restrooms. Work areas for County (OA) EOC functions are wheelchair accessible.

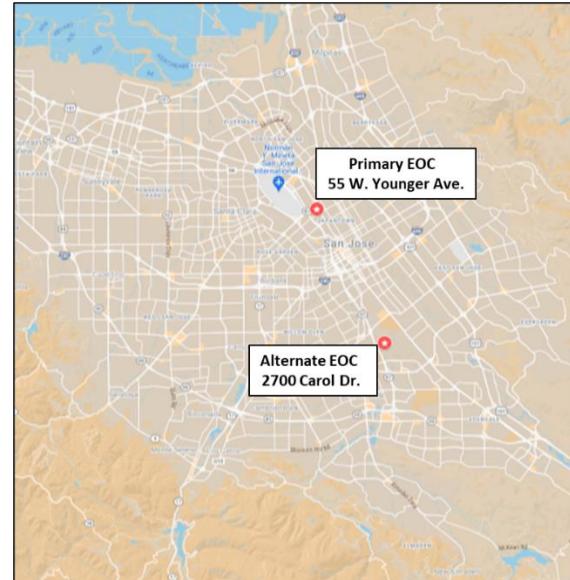
Alternate EOC. The alternate County EOC, which would be activated should the primary County EOC be inoperable or otherwise inaccessible, is co-located with County Communications at 2700 Carol Dr, San José on Communications Hill.

Activation/De-Activation – Emergency Operations Center.

Activation. Pursuant to the California Code of Regulations, Title 19, Division 2, Chapter 1, Article 4—Standardized Emergency Management System—the County (OA) EOC shall be activated, and SEMS used, when any of the following conditions exist:

- A local government within the Operational Area has activated its EOC and requested activation of the County's EOC to support their emergency operations as the Operational Area Lead Agency.
- Two or more Cities or Towns within the Operational Areas have proclaimed a local emergency.
- The County and one or more City or Town has proclaimed a local emergency.
- The Director of Emergency Services determines that conditions warrant activation of the County (local) or OA EOC.
- A City, Town, or the County has requested a Governor's Proclamation of a State of Emergency.
- A State of Emergency is proclaimed by the Governor for the County or two or more Cities or Towns within the Operational Area.

Map: County EOC Locations – Primary & Alternate.



Source: Office of Emergency Management, County of Santa Clara County. 2021.



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- The Operational Area is requesting resources from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing mutual aid agreements.
- The Operational Area has received resource requests from outside its boundaries, except those resources used in normal day-to-day operations which are obtained through existing mutual aid agreements.

Deactivation. Deactivation of the County EOC occurs upon order of the Director of Emergency Services based on incident status. Deactivation may occur through a gradual decrease in staffing or all at once. County EOC responders must follow applicable deactivation procedures as directed by the EOC Director and identified in the County EOC position-specific checklists. County OEM should notify OA jurisdictions and CalOES upon deactivation of the County EOC.

Minimum Activation Requirements per SEMS					
Situation Identified in SEMS	Field Response	Local Government (County of Santa Clara)	Operational Area (OA) (Santa Clara County OA)	Regional	State
Incident involving two or more response agencies	Use ICS				
Local emergency proclaimed		Activate Local EOC			
Local government EOC activated		Activate Local EOC			
CEO determines that conditions warrant activation of the Local or OA EOC		Activate Local EOC	Activate County (OA) EOC		
Local government activates and requests OA EOC activation		Activate Local EOC	Activate County (OA) EOC	Activate Regional EOC	Activate SOC
Two or more cities within an OA declare or proclaim a local emergency			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
County and one or more cities proclaim an emergency			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
City, city and county, or county requests Governor's state of emergency proclamation			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
Governor proclaims a state of emergency for county or two or more cities			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
OA requests resources from outside its boundaries			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
OA receives resource requests from outside its boundaries			Activate County (OA) EOC	Activate Regional EOC	Activate SOC
An OA EOC is activated				Activate Regional EOC	Activate SOC



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Continued: Minimum Activation Requirements per SEMS					
Situation Identified in SEMS	Field Response	Local Government (County of Santa Clara)	Operational Area (OA) (Santa Clara County OA)	Regional	State
A regional EOC is activated					Activate SOC
Governor proclaims a state of emergency					Activate SOC
Governor proclaims an earthquake or volcanic prediction					Activate SOC

Notification – Emergency Operations Center. County OEM maintains a roster of pre-identified/appointed County EOC staff and will notify those personnel to report to the County EOC using AlertSCC, the County's alert, warning, and notification system. The EOC staff roster includes County department representatives and agency representatives who are part of each SEMS EOC Section – Management, Operations, Planning/Intelligence, Logistics, Finance/Administration, as well as NIMS recommended ESF designations. The roster is utilized when the Director of Emergency Services or designee (i.e., the Director of Emergency Management) directs activation of the EOC. Only positions necessary for that particular event, as determined by the EOC Director, will be activated and recalled to the EOC.

EOC representatives may be include:

- Employees from County departments and agencies with appropriate authority and expertise.
- Representatives from outside agencies including:
 - special districts
 - other government agencies
 - VOADs
 - private sector organizations



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Activation Levels – Emergency Operations Center.

EOC activation levels and procedures are scalable based on the changing needs of an event. An activation level is defined as an organization's readiness to carry out its mission during an emergency.

Activation Levels – Emergency Operations Center			
Activation Level	Staffing	Description	Examples
Level 4 – Normal Operations Lowest Level	OEM Staff Only	Perform day-to-day OEM activities and functions. OEM Readiness Section monitors potential hazards and sends out daily situational awareness to all County and Operational Area stakeholders.	OEM conducts training/exercise, planning activities and maintains the readiness of the EOC. No emergency, disaster, or planned event to coordinate.
Level 3 – Remote Coordination	IN-PERSON: Select OEM Staff REMOTE: Necessary County departments/agencies determined by the hazard, impacted jurisdictions, and relevant state/federal agencies	County OEM identifies the appropriate organizations and jurisdictions as determined by the emergency or disaster and conducts a conference call via Microsoft Teams (or some equivalent platform). The conference call is conducted with an agenda that provides an opportunity to share key information and to synchronize efforts and operations. Emergency Proclamation not necessary, state/federal assistance not needed.	Inclement Weather Episode (i.e., high and low temps with rain). These events do not require an in-person EOC activation because: <ul style="list-style-type: none">• they are predictable events• the County has response experience in this area• the impacted population is relatively small
Level 2 – Partial Activation	IN-PERSON: Most or all OEM Staff Most or all Management Staff Most or all General Staff Select ESFs and/or EOC positions	An emergency or disaster has occurred that requires rapid coordination and/or unanticipated decision-making with little information and/or damages/operations may be reimbursable via state/federal program(s). Support to on-scene operations. Emergency Proclamation may be necessary, state/federal assistance likely needed.	PG&E Public Safety Power Shutoff (PSPS) is an example of an emergency that would trigger a Level 2 – Partial Activation. These events are planned, with predictable impacts; while a PSPS event may last days, they typically don't last longer than a few to several hours. Most EOC positions or ESFs do not need to be activated for a PSPS event. An EOC Activation Level may be elevated to a Level 1 – Full Activation and additional EOC positions or ESFs may be activated if consequences are realized during or following the PSPS event.
Level 1 – Full Activation Highest Level	IN-PERSON: All OEM Staff All Management Staff All General Staff Most or all ESFs and/or EOC positions	An emergency or disaster has occurred that requires all of the capabilities detailed in a Level 2 – Partial Activation, as well as: <ul style="list-style-type: none">• Multiple jurisdictions impacted• Extended operational timeline• Large population impacts• Wide disruption of governmental services• High complexity, wide scope• Reimbursement eligibility• Coordinate state/federal response and relief efforts	Catastrophic event such as an earthquake or large flood

Initial (Standing) Objectives – Emergency Operations Center.

The overall objective of emergency management is to ensure the effective government preparedness, mitigation, response, and recovery for situations associated with natural disasters, terrorist attacks, technological incidents, and national security emergencies.



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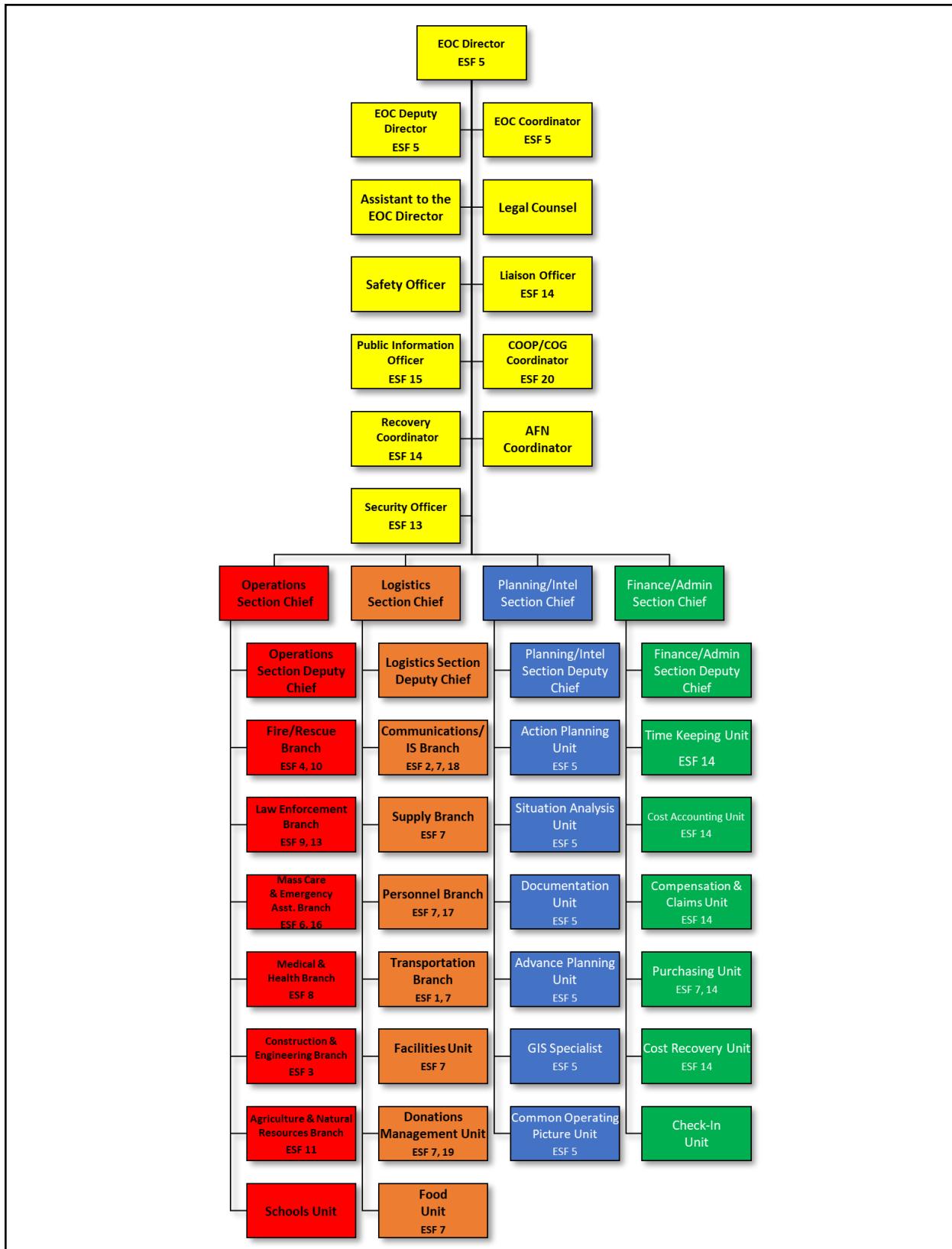
To carry out its responsibilities, the County EOC organization will accomplish the following objectives during a disaster/emergency:

- Support and coordinate emergency response and recovery operations
- Provide an active presence of the County Executive, or designee, in setting objectives, establishing priorities, and making decisions that affect County government and the general public
- Coordinate and work with appropriate federal, state, and other local government agencies, as well as applicable segments of private sector entities and VOADS to assess situation status, monitor resource needs, and coordinate requests for resources from outside agencies and jurisdictions
- Establish priorities and resolve conflicting demands for support or scarce resources
- Ensure Continuity of government priorities, objectives, and actions are taken
- Prepare and disseminate information to alert, warn, and inform the public
- Collect and disseminate damage and other essential data about the situation
- Fulfill obligations for intelligence gathering and information flow as described in SEMS and other guidelines
- Provide logistical support for the emergency response where appropriate and requested
- Oversee and manage activities incurring costs and expenditures
- Collect records needed for successful cost recovery



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Organizational Structure – Emergency Operations Center.

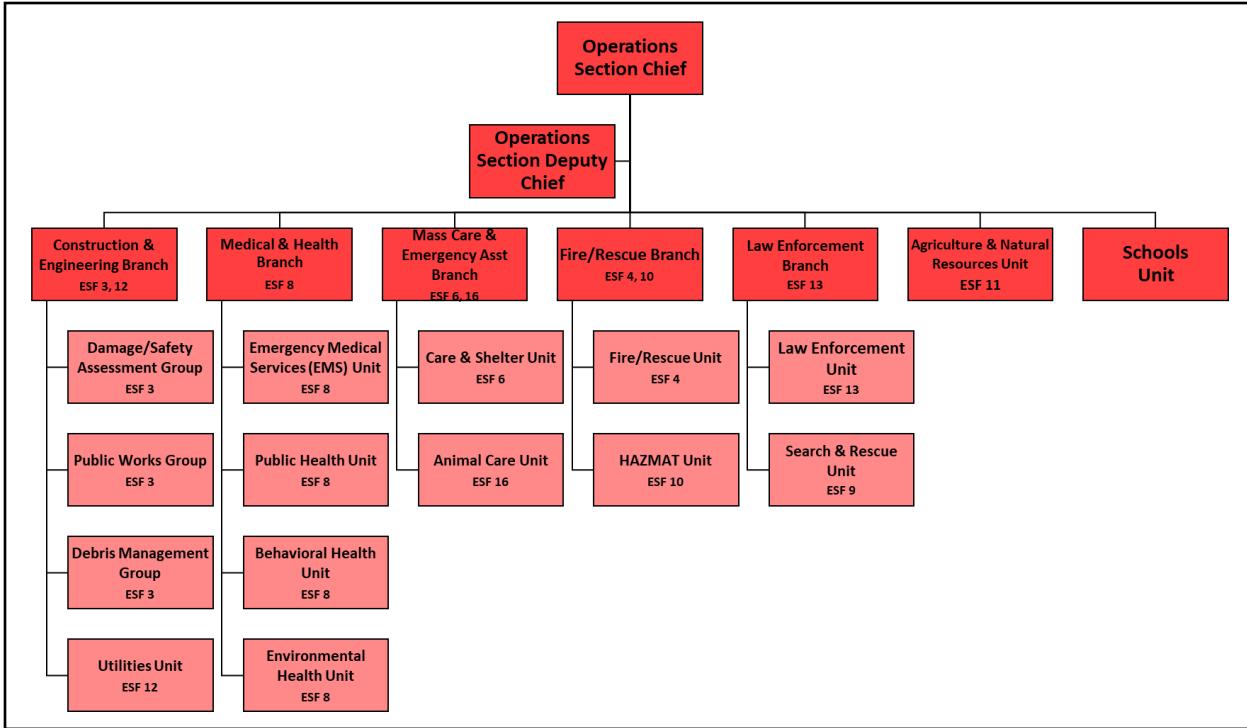




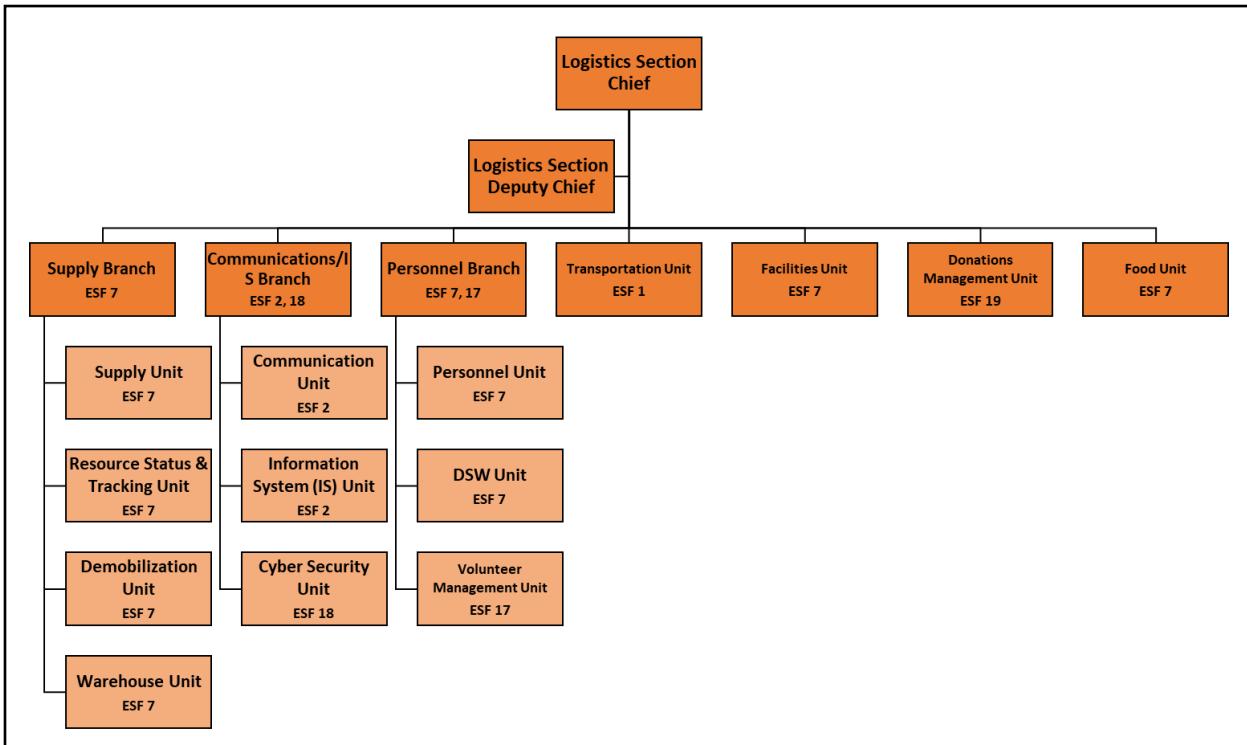
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Branch Breakout – Emergency Operations Center.

Operations Section – Branch Breakdown.



Logistics Section – Branch Breakdown.





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Position and ESF Assignment Matrix – Emergency Operations Center

Position Assignment Matrix – Emergency Operations Center				
#	EOC Section	EOC Position Title	ESF Designation	Department/ Agency
1	Management	EOC Director	ESF 5: Management	CEO
2	Management	EOC Deputy Director	ESF 5: Management	CEO
3	Management	Assistant to the EOC Directors	NA	CEO
4	Management	EOC Coordinator	ESF 5: Management	OEM
5	Management	Safety Officer	NA	SHO
6	Management	Liaison Officer	ESF 14: Recovery	CEO
7	Management	Public Information Officer	ESF 15: Public Information	OPA, OEM
8	Management	Recovery Coordinator	ESF 14: Recovery	CEO, OEM
9	Management	AFN Coordinator	NA	OEM
10	Management	Legal Counsel	NA	CCO
11	Management	COOP/COG Coordinator	ESF 20: COOP/COG	COO
12	Management	Security Officer	ESF 13: Law Enforcement	SHO
13	Operations	Operations Section Chief	ESF 3: Construction & Engineering ESF 4: Firefighting ESF 6: Care & Shelter ESF 8: Public Health & Medical ESF 9: Search & Rescue ESF 10: HAZMAT ESF 11: Food & Agriculture ESF 12: Utilities ESF 13: Law Enforcement ESF 16: Animal Services	Event Dependent: FAF RDA CNT PHD OSH SSA EMS SHO CEPA
14	Operations	Operations Section Deputy Chief	ESF 3: Construction & Engineering ESF 4: Firefighting ESF 6: Care & Shelter ESF 8: Public Health & Medical ESF 9: Search & Rescue ESF 10: HAZMAT ESF 11: Food & Agriculture ESF 12: Utilities ESF 13: Law Enforcement ESF 16: Animal Services	Event Dependent: FAF RDA CNT PHD OSH SSA EMS SHO CEPA
15	Operations	Construction & Engineering Branch	ESF 3: Construction & Engineering ESF 12: Utilities	Event Dependent: FAF RDA
16	Operations	Damage/Safety Assessment Group	ESF 3: Construction & Engineering	FAF RDA
17	Operations	Public Works Group	ESF 3: Construction & Engineering	RDA
18	Operations	Debris Management Group	ESF 3: Construction & Engineering	RDA
19	Operations	Utilities Unit	ESF 3: Construction & Engineering	Event Dependent: PG&E FAF RDA



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Continued: Position Assignment Matrix – Emergency Operations Center				
#	EOC Section	EOC Position Title	ESF Designation	Department/ Agency
20	Operations	Medical & Health Branch Director	ESF 8: Public Health & Medical	Event Dependent: PHD EMS
21	Operations	Emergency Medical Services (EMS) Unit	ESF 8: Public Health & Medical	EMS
22	Operations	Public Health Unit	ESF 8: Public Health & Medical	PHD
23	Operations	Behavioral Health Unit	ESF 8: Public Health & Medical	BHS
24		Environmental Health Unit	ESF 8: Public Health & Medical	DEH
25	Operations	Mass Care & Emergency Assistance Branch Director	ESF 6: Care & Shelter ESF 16: Animal Services	OSH SSA
26	Operations	Care & Shelter Unit	ESF 6: Care & Shelter	OSH SSA
27	Operations	Animal Services Unit	ESF 16: Animal Services	CEPA
28	Operations	Fire/Rescue Branch Director	ESF 4: Firefighting ESF 10: HAZMAT	OA Lead Agency: CNT Event Dependent: Other OA Fire Agencies
29	Operations	Fire/Rescue Unit	ESF 4: Firefighting	OA Lead Agency: CNT Event Dependent: Other OA Fire Agencies
30	Operations	HAZMAT Unit	ESF 10: HAZMAT	OA Lead Agency: CNT Event Dependent: Other OA Fire Agencies
31	Operations	Law Enforcement Branch Director	ESF 13: Law Enforcement	SHO
32	Operations	Law Enforcement Unit	ESF 13: Law Enforcement	SHO
33	Operations	Search & Rescue Unit	ESF 9: Search & Rescue	SHO
34	Operations	Agriculture & Natural Resources Unit	ESF 11: Food & Agriculture	CEPA
35	Operations	Schools Unit	NA	Office of Ed
36	Planning/ Intelligence	Planning/Intelligence Section Chief	ESF 5: Management	OEM
37	Planning/ Intelligence	Planning/Intelligence Section Deputy Chief	ESF 5: Management	OEM
38	Planning/ Intelligence	Action Planning Unit	ESF 5: Management	OEM
39	Planning/ Intelligence	Situation Analysis Unit	ESF 5: Management	OEM
40	Planning/ Intelligence	Documentation Unit	ESF 5: Management	OEM
41	Planning/ Intelligence	Advanced Planning Unit	ESF 5: Management	OEM



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Continued: Position Assignment Matrix – Emergency Operations Center				
#	EOC Section	EOC Position Title	ESF Designation	Department/ Agency
42	Planning/ Intelligence	Common Operating Picture (COP) Specialist	ESF 5: Management	OEM
43	Logistics	Logistics Section Chief	ESF 1: Transportation ESF 2: Communications ESF 7: Resources ESF 17: Volunteer Management ESF 18: Cyber Security ESF 19: Donations Management	Event Dependent: RDA FAF TSS PRC
44	Logistics	Logistics Section Deputy Chief	ESF 1: Transportation ESF 2: Communications ESF 7: Resources ESF 17: Volunteer Management ESF 18: Cyber Security ESF 19: Donations Management	Event Dependent: RDA FAF TSS PRC
45	Logistics	Supply Branch Director	ESF 7: Resources	PRC
46	Logistics	Supply Unit	ESF 7: Resources	PRC
47	Logistics	Resource Status and Tracking Unit	ESF 7: Resources	PRC
48	Logistics	Demobilization Unit	ESF 7: Resources	Event Dependent: RDA FAF TSS
49	Logistics	Warehouse Unit	ESF 7: Resources	Event Dependent: RDA FAF OEM PHD
50	Logistics	Communications/Information Systems Branch Director	ESF 2: Communications ESF 18: Cyber Security	Event Dependent: TSS County Communications
51	Logistics	Communications Unit	ESF 2: Communications	Event Dependent: TSS County Communications
52	Logistics	Information Systems Unit	ESF 2: Communications	TSS
53	Logistics	Cyber Security Unit	ESF 18: Cyber Security	TSS
54	Logistics	Personnel Branch Director	ESF 7: Resources ESF 17: Volunteer Management	ESA
55	Logistics	Personnel Unit	ESF 7: Resources	ESA
56	Logistics	Disaster Service Worker (DSW) Unit	ESF 7: Resources	ESA
57	Logistics	Volunteer Management Unit	ESF 7: Resources ESF 17: Volunteer Management	ESA CADRE
58	Logistics	Transportation Unit	ESF 1: Transportation ESF 7: Resources	Event Dependent: RDA VTA
59	Logistics	Facilities Unit	ESF 7: Resources	FAF



<u>Continued: Position Assignment Matrix – Emergency Operations Center</u>				
#	EOC Section	EOC Position Title	ESF Designation	Department/ Agency
60	Logistics	Donations Management Unit	ESF 7: Resources ESF 19: Donations Management Unit	Silicon Valley Community Foundation OEM
61	Logistics	Food Unit	NA	OEM
62	Fin/Admin	Finance/Admin Section Chief	ESF 14: Recovery	FIN
63	Fin/Admin	Finance/Admin Section Deputy Chief	ESF 14: Recovery	FIN
64	Fin/Admin	Time Keeping Unit	ESF 14: Recovery	FIN
65	Fin/Admin	Cost Accounting Unit	ESF 14: Recovery	FIN
66	Fin/Admin	Compensation & Claims Unit	ESF 14: Recovery	FIN
67	Fin/Admin	Purchasing Unit	ESF 14: Recovery	FIN
68	Fin/Admin	Cost Recovery Unit	ESF 14: Recovery	FIN
69	Fin/Admin	Check-In Unit	NA	OEM
CADRE: Collaborating Agencies' Disaster Relief Effort CEO: Office of the County Executive CCO: Office of the County Counsel CEPA: Consumer & Environmental Protection Agency CNT: County Fire COO: Chief Operating Officer EMS: Emergency Medical Service		FAF: Facilities & Fleet FIN: Finance Agency OEM: Office of Emergency Management OPA: Office of Public Affairs OSH: Office of Supportive Housing PG&E: Pacific Gas & Electric PHD: Public Health Department	PRC: Procurement RDA: Roads & Airports SHO: Sheriff's Office SSA: Social Services Agency TSS: Technology Solutions & Services	

Amateur Radio Emergency Services/Radio Amateur Civil Emergency Services. Santa Clara County has trained amateur radio operators, registered with their respective City, Town, or County ARES/RACES organization. Local ARES/RACES radio operators are a primary source of initial damage assessment in any significant incident. They respond immediately to any obvious incident with assessment of their local area and report to the County ARES/RACES radio operators assigned to the County (Operational Area) EOC for compilation into an Operational Area-wide damage assessment.

Operational Area (OA) Organization – Santa Clara County Operational Area

The operational area is defined by the Emergency Services Act as an intermediate level of the state emergency services organization consisting of a county and all political subdivisions within the county area. Political subdivisions include cities, a city and county, counties, districts, or other local governmental agency, or public agency authorized by law.

The Operational Area Concept

The concept of an operational area was included in the Emergency Services Act in 1970. It was required by that act to be used during a state of war emergency, but its use was optional during a state of emergency or a local emergency. The operational area level has been used by established discipline-specific mutual aid systems including fire and law enforcement.

California Government Code, Title 2, Division 1, Chapter 7, Article 9—California Emergency Services Act— defines an operational area as:

“Each County is designated as an operational area. In a state of war emergency each operational area shall serve as a link in the system of communications and coordination



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between the state's emergency operating centers and the operating centers of the political subdivision comprising the operational area.

The governing bodies of County and of the political subdivisions in the County may organize and structure their operational area.

An operational area may be used by the County and the political subdivisions comprising the operational area for the coordination of emergency activities and to serve as a link in the communications system during a state of emergency or a local emergency." (Government Code § 8605)

Additionally, in accordance with California Code of Regulations, Title 19, Division 2, Chapter 1, Article 4—Standardized Emergency Management System — "The County government shall serve as the lead agency of the operational area unless another member agency of the operational area assumes that responsibility by written agreement with County government." (19 California Code of Regulations § 2409)

The Standardized Emergency Management System (SEMS) regulations establish the operational area as one of the five SEMS levels for use in all emergencies and disasters involving multiple agencies or multiple jurisdictions.

The Operational Area is used by the County and the political subdivisions comprising the operational area:

- For coordination of emergency activities within the geographic area of the county.
- To serve as a link in the system of communications and coordination between the CalOES regional EOC (REOC) and the EOCs of the political subdivisions within the operational area.

All local governments within the geographic area of a county are part of the same operational area. The operational area may establish zones or other subdivisions to improve coordination and communications within the operational area. SEMS Regulations specify that all local governments within a county geographic area be organized into a single operational area and that the county board of supervisors is responsible for its establishment.

The county government serves as the lead agency of the operational area unless another member agency assumes that responsibility by written agreement with the County government. All local governments should cooperate in organizing an effective operational area, but the operational area authority and responsibility is not affected by the non-participation of any local government.

The Santa Clara County Operational Area consists of:

- County of Santa Clara (Lead Agency)
- Campbell, City of
- Cupertino, City of
- Gilroy, City of
- Los Altos, City of
- Los Altos Hills, Town of
- Los Gatos, Town of
- Milpitas, City of
- Monte Sereno, City of
- Morgan Hill, City of

Image: Santa Clara County Operational Area.



Source: Emergency Operational Area Council (EOAC). 2021.



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- Mountain View, City of
- Palo Alto, City of
- San José, City of
- Santa Clara, City of
- Saratoga, City of
- Sunnyvale, City of
- Special Districts
- Governmental subdivisions

Operational Area Lead Agency Responsibilities

In its capacity as the OA lead, the County manages and/or coordinates information, resources, and priorities among local governments and serves as the link between the local government level and the regional level. At this level, the governing bodies are required in SEMS to reach consensus on how resources will be allocated before, during, and after a major disaster affecting multiple jurisdictions or agencies.

As the lead agency of the operational area, the County is responsible for:

- Coordinating information, resources, and priorities among the local governments within the operational area.
- Coordinating information, resources and priorities between the regional level and the local government level.
- Using multi-agency or inter-agency coordination to facilitate decisions for overall operational area level emergency response activities. The role of the operational area lead agency does not change the coordination of discipline-specific resources, such as fire, law, and medical, through their established mutual aid systems.
- Management and coordination of the Emergency Operational Area Council for the allocation of preparedness funds via the Emergency Operational Area.
- Communicating information within the OA on SEMS and NIMS requirements and guidelines.
- Coordinating SEMS and NIMS training and development among County departments and agencies.
- Reporting NIMS compliance to Cal OES and the Department of Homeland Security through NIMSCAST.
- Incorporating NIMS requirements into this EOP and County of Santa Clara Ordinance Code with adoption by the County Board of Supervisors.
- Identification of all County departments and agencies involved in field level response.
- Coordinating with local jurisdictions, non-profit organizations, and the business community on the development and implementation of SEMS and NIMS.
- Identification of Special Districts that operate or provide services within the OA.
- Determining the emergency role of the OA Special Districts and making provisions for coordination during emergencies.
- Adjudicate the allocation of scarce resources, that are non-mutual aid in nature, between multiple incidents or multiple impacted jurisdictions through the County EOC's Action Planning Process.
- Manage an Operational Area-wide Recovery Team to prioritize recovery actions if multiple jurisdictions have been impacted.
- Identification of local voluntary organizations active in disasters (VOADs) and private agencies that have an emergency response role.



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- Determining the emergency role of the OA volunteer organizations and private agencies and making provisions for coordination during emergencies.

Emergency Operations Center (Operational Area)

The County's EOC serves as the Operational Area EOC when an emergency or disaster has impacted two or more local jurisdictions or special districts. It provides a focal point for communication between the OA and the State, as well as between the OA and local jurisdictions within the County (e.g., Cities/towns and special districts).

The following activities are performed in the County's EOC as the OA Lead Agency:

- Engage in information-sharing between County agencies, local jurisdictions, and special districts.
- Engage in information-sharing between state and/or federal agencies and OA jurisdictions and agencies.
- Manage of limited resources.
- Support local jurisdictions.
- Receive and disseminate warning information.
- Prepare and distribute intelligence/information summaries, situation reports, operational reports, and other reports as needed.
- Maintain general and specific maps, information display boards, and other data pertaining to OA emergency operations and situational awareness.
- Ensure Continuity of government priorities, objectives, and actions are taken.
- Analyze and evaluate all data pertaining to OA emergency operations.
- Maintain contact and coordination with County DOCs, other local jurisdiction EOCs, and the state.
- Provide emergency information and instructions to the public, via the joint information system, making official releases to the news media and the scheduling of press conferences, as necessary.
- Develop emergency policies and procedures in collaboration with senior policy advisory executives.

Emergency Operational Area Council

In accordance with Santa Clara County Ordinance Code § A8-19, the Santa Clara County Emergency Operational Area Council (EOAC) is charged to enhance planning and preparedness for large-scale emergencies; to create effective partnerships in emergency planning, preparedness, training and exercise; to consolidate activities of the various cities, towns, and special districts to more efficiently plan for future emergencies and/or disasters; to provide public-private partners access to participate in emergency planning and preparedness; and to develop broad-based emergency preparedness via funding prioritization and selection.

Emergency Operational Area Signatories

The Operational Area Signatories (OAS) is an advisory body to the EOAC and is made up of emergency management representatives from the various jurisdictions and special districts within the Operational Area. The OAS collaborates on emergency and incident management planning, logistics, and training and exercise priorities to ensure greater Operational Area consistency and interoperability, as well as ensuring periodic information sharing and situational awareness. Additionally, OAS makes recommendations to the EOAC for Emergency Management Performance Grant (EMPG) proposals and funding.



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Operational Area Advisory Groups

The Operational Area Advisory Group is the mechanism by which the OAS ensures and captures whole community engagement, as recommended by FEMA, in its planning priorities, processes, and development; its training and exercise priorities, curriculums, and schedules; and its operations center (EOCs & DOCs) capability, interoperability, and functionality. Various core teams, working groups, and sub-working groups are established in topical areas to develop products; trainings and exercises; prioritize projects; and advise and report to the OAS on progress and status.

Santa Clara County Emergency Managers Association

The purpose of the Emergency Managers Association (EMA) is to support the professional advancement and development of emergency management in the Santa Clara County Operational Area, and to serve the interests of professional emergency managers (practitioners), full and part-time, working in both the public and private sectors.

To serve this purpose, the EMA shall:

- Serve as a platform for networking and collaboration between emergency managers and other key community stakeholders that provide support and/or coordinate disaster related services to people and animals affected by emergencies and disasters.
- Improve coordination and communication in the emergency management and preparedness community, provide training and professional development opportunities, encourage emergency planning and preparedness, and share best practices and lessons learned.
- Have a role in the Santa Clara County Emergency Operational Area Council, providing guidance, representing, and advocating for emergency management initiatives in Santa Clara County.

The mission of the EMA is to:

- Serve as a clearinghouse for emergency management best practices, ideas, suggestions, and courses of action; to provide input and recommendations for administrative and operational plans, courses of action and procedures.
- Evaluate, develop, and make recommendations for emergency management and disaster-related public policy and legislation.
- Convey an EMA position on appropriate matters and provide expertise and information to the public and private sectors, and to the communities we serve.
- Encourage planning and preparedness for emergencies.

Membership is open to any individual who is professionally engaged and currently employed in the emergency management field in the County of Santa Clara in local government, special districts, private (non-profit) sector, business and industry, public health, and higher education, and/or has retired after serving in the emergency management profession.

Special Districts, Private, and other Organizations

Many special districts, utilities, private companies, and institutes of higher learning, such as: the Valley Transportation Authority (VTA), the Santa Clara Valley Water District (SCVWD), and the San Jose Water Company, also have their own incident management organization for continuity of operations and to provide resources in support of an emergency in the Operational Area. Community-based organizations (CBOs), non-governmental organizations (NGOs), and private sector organizations provide a range of



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services to address needs that are wholly or partly unmet by governmental sources during disaster response and recovery operations.

CADRE

CADRE (Collaborating Agencies' Disaster Relief Effort) is the official Voluntary Agencies Active in Disaster (VOAD) for Santa Clara County under Northern California's State VOAD. CADRE serves to coordinate a network of organizations providing community services that are essential in times of disaster. CADRE's purpose is to facilitate a coordinated disaster response, of non-profit and faith-based organizations, to support local government and the community.

CADRE also coordinates organizational preparedness planning in non-disaster times through training and exercise and activates to respond and provide essential services during and after a disaster. CADRE works closely with Santa Clara County's emergency management community to build disaster resilience among service organizations through communication, coordination, and preparedness training.

Business Operations Center

During an emergency or disaster, the mission of the Business Operations Center (BOC) is to facilitate communication and coordination with the private sector and an EOC. A BOC can take on many forms, some of which may be more or less suitable for a given incident, including:

- Virtual center where multiple private sector representatives can assist the government EOC staff remotely. This is the preferred model and was used to coordinate with the business community during the COVID-19 pandemic.
- A single desk in or near the EOC where a volunteer or staff private sector representative can assist EOC staff. This position is frequently referred to the "Private Sector Liaison." This model was utilized to coordinate with the business community during Super Bowl 50 (2016).
- Separate center where multiple private sector representatives can assist the government EOC staff remotely.
- Conference room in or near the EOC where multiple private sector representatives can assist EOC staff. This model is not recommended unless absolutely necessary.

Assignment of Responsibilities Matrix

Assignment of Responsibilities Matrix								
Department or Agency	EOC Position	ESF Assignment (Primary)	ESF Assignment (Support)	RSF Assignment	EOP Annex Contributor	EOC Requirement	DOC Requirement	Operational Area Mutual-Aid Coordinator
211			X					
American Red Cross		X		X	X			
Animal Care and Control	X		X	X	X			X
Behavioral Health Services	X	X						X
California Resiliency Alliance	X		X	X				
Child Support Services								
Collaborating Agencies' Disaster Relief Effort (CADRE)	X		X	X	X			


Continued: Assignment of Responsibilities Matrix

Department or Agency	EOC Position	ESF Assignment (Primary)	ESF Assignment (Support)	RSF Assignment	EOP Annex Contributor	EOC Requirement	DOC Requirement	Operational Area Mutual-Aid Coordinator
Controller-Treasurer	X	X	X	X	X			
Consumer & Environmental Protection Agency	X	X		X				X
County ARES/RACES	X		X	X				
County Board of Supervisors								
County Communications		X		X				
County Counsel	X	X		X				
County Executive	X	X		X	X			
Emergency Management	X	X		X	X	X		X
Emergency Medical Services	X	X			X		X	X
Employee Services Agency	X	X						
Fleet and Facilities	X	X	X	X	X		X	
Health and Hospital Systems						X		
Medical Examiner-Coroner	X				X			X
Outreach			X		X			
Parks	X	X		X				
Planning and Development	X			X				X
Procurement	X	X			X			
Public Affairs	X	X		X	X			
Public Health	X	X		X	X		X	X
Registrar of Voters								
Roads and Airports	X	X		X	X		X	X
Santa Clara County Fire Department	X	X			X		X	X
Santa Clara Valley Water District			X	X	X	X		
Silicon Valley Community Foundation	X		X		X			



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Direction, Control, and Coordination

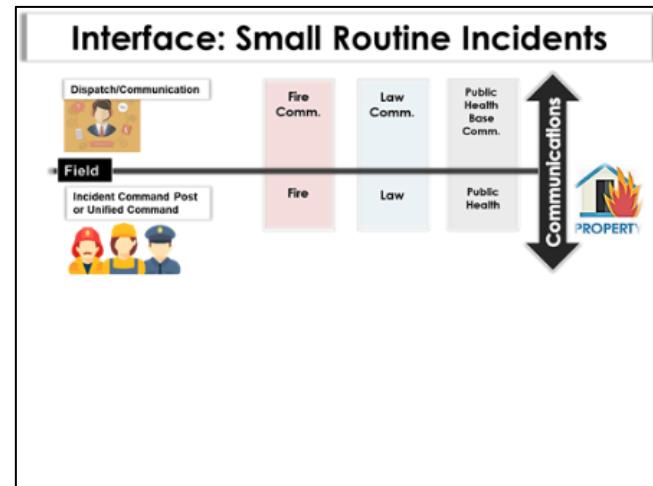
Emergency responses coordinated under SEMS, are provided a flexible, adaptable, and expandable response organization to address all-hazards of varying magnitude and complexity.

An EOC is activated to:

- Support field operations.
- Ensure continuity of government when an incident threatens government services.
- Support and coordinate resource needs for responding agencies that are beyond their internal capacity or when resource needs exceed that which is available from the whole jurisdiction.

Field/EOC Interface

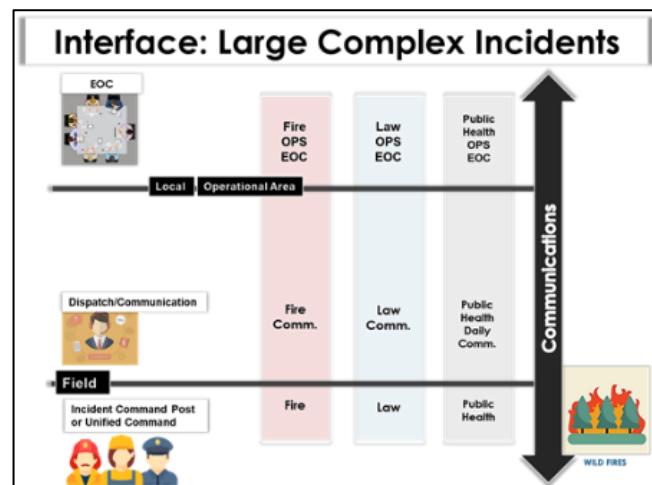
Figure: Field/EOC Interface.



Source: ICS/EOC Interface Course (G191). CalOES. 2021.

Most emergencies are handled by individual 1st responder units in the field (i.e., Law Enforcement, Fire, EMS). However, large emergencies – or disasters – require additional coordination and resources. This may be due to the complexity of the disaster, an extended timeline, or coordination requirements with neighboring, state, or federal jurisdictions or agencies.

Figure: Field/EOC Interface.



Source: ICS/EOC Interface Course (G191). CalOES. 2021.

operations centers (DOCs) as a coordination for agency resources and facilities during major incidents and planned events. The existence of a DOC may preempt the need to activate the County (Local) EOC; therefore, utilization of the DOC concept enhances the resiliency of the County's incident management organization. Departments with a DOC include EMS, Public Health, Facilities and Fleet, Sheriff, Roads and Airports, County Fire, and SSA.

Field Operations – Field/EOC Interface

Coordination functions are generally completed in the field. Usually, routine incidents require little or no policy decisions and coordination, so the EOC is not activated. Incident coordination is handled on-scene by the Incident Commander and their staff. The Incident Commander also handles on-scene command and tactical operations.

Department Operations Centers – Field/EOC Interface

Some organizations utilize department

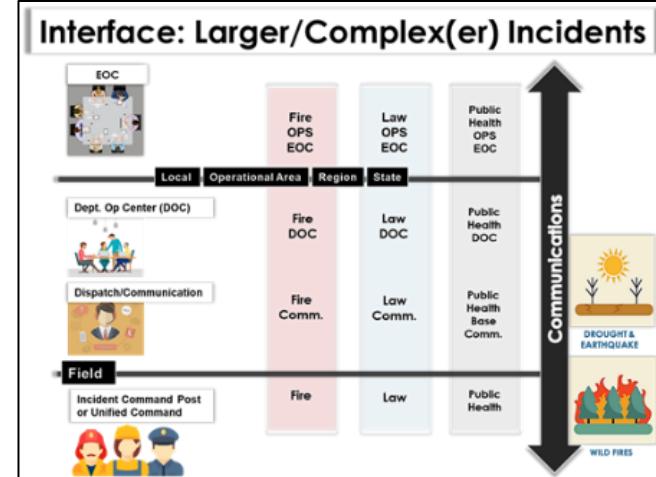


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County (Local) Emergency Operations Center – Field/EOC Interface

As an incident expands in size or increases in complexity, central coordination is needed and provided by the County (Local) EOC. The County (Local) EOC provides for centralized coordination, information sharing, and decision-making in support of field operations during a disaster or emergency. The County (Local) EOC is not responsible for tactical decision-making; rather tactical control of on-scene assets is maintained by the Incident Commander. The County (Local) EOC provides for whole of government coordination to respond and recover from a major disaster. This may include activities outside the scope of direct support to field operations, such as: cost recovery, continuity of operations/government, as well as management the emergency proclamation process and the subsequent delivery of State and/or federal relief.

Figure: Field/EOC Interface.



Source: ICS/EOC Interface Course (G191). CalOES. 2021.

Operational Area Coordination and Communication

Coordination and communication will be established between any activated local EOC and County OEM or the County EOC. Common communication modalities available to the local jurisdictions and special districts include, but are not limited to landline telephone, email, text, runner, fax, cell phone, satellite phone, computer networks, amateur radio, and low-band EOC-to-EOC radio.

As the lead agency for the Santa Clara County Operational Area, the County may activate its EOC to coordinate response and recovery operations between impacted jurisdictions and special districts, support field-level response, provide for the continuity of government, and inform the public.

Coordination with Other Levels of Government and Special Districts

The County has identified the jurisdictions and special districts within the geographical boundaries of the County that may have an emergency response role during an emergency or disaster. Their emergency roles have been identified and provisions for coordination with each of them made. The County will also work with state and federal agencies that have emergency responsibilities to ensure they are integrated into coordination of emergency operations as appropriate.

Special districts are defined as local governments by both the state and federal government and often have unique resources, capabilities, and vulnerabilities. The emergency response role of special districts is generally focused on the return to normal services. During disasters, some types of special districts will be extensively involved in the emergency response by assisting other local governments.

Coordination and communication should be established with special districts that are involved in emergency response. Relationships among special districts, Cities, Towns, and the County are complicated by overlapping boundaries and by the multiplicity of special districts.

Typically, special district boundaries cross municipal boundaries. A special district may serve several Cities, Towns, and County unincorporated areas. Some special districts serve more than one county. In such a



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situation, the special district may provide a liaison representative to the County EOC to facilitate coordination and communication with the various entities it serves.

Coordination with Non-Profit and Volunteer Organizations

The County recognizes the valuable assistance and resources provided by non-profit partnerships and the importance of organizations that perform voluntary services in the community on a daily basis. As a result, the County continues to cultivate relationships with PNP (Private Non-Profit) organizations, including faith-based and community-based organizations through the County's recognized VOAD – CADRE.

The County EOC will likely be a focal point for coordination of response activities with many PNPs and volunteer groups via the County's VOAD (CADRE) or an established CBO Liaison. Some private non-profit organizations that have a key response role may have representation in the County EOC. For example, American Red Cross personnel will staff the County EOC Care & Shelter Branch, i.e., ESF-6: Care & Shelter.

Access and Functional Needs and Cultural Competency Working Group

In 2021, County OEM established the "Access and Functional Needs and Cultural Competency Working Group, or "AFN and Cultural Competency Working Group." As the nature and scope of disasters that have recently impacted the County, and the State of California, have grown in intensity and severity year over year the need to formally engage representatives from all cultural groups and people with access and functional needs has been starkly demonstrated. For the County of Santa Clara to be effective in addressing future disasters, it must integrate the needs of all of the county's diverse population to avoid disproportionate impacts to some of our most vulnerable communities. This EOP is intended to incorporate mechanisms and processes that account for the county population's diversity and access and functional needs in a meaningful and inclusive manner to ensure all community members – whatever their background or needs – are disaster ready and resilient.

The AFN and Cultural Competency Working Group meets regularly with key County departments, local governments from the Operational Area, a variety of community-based organizations to advocate for the diverse community living in the County, and representatives from historically marginalized groups to provide a whole community perspective on OEM initiatives, products, and programs to ensure AFN effectiveness and culture competency.

Additionally, this Working Group organizes and conducts outreach events that focus county's diverse population and most vulnerable community members like people with access and functional needs. Topics considered by this Working Group include, but are not limited to: AFN and cultural competency in emergency communications, evacuation, shelter, mitigation, prevention, planning, preparedness, etc.

Key County Departments and OA Agencies in the AFN and Cultural Competency Working Group include:

- Office of Emergency Management*
- Social Services Agency
- Public Health Department
- Office of Immigrant Relations
- Office of Cultural Competency
- Office of LGBTQ Affairs
- Santa Clara Valley Transportation Authority
- Collaborating Agencies' Disaster Relief Effort (CADRE)



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NOTE: The County's Office of Emergency Management is the Lead Agency for the AFN and Cultural Competency Working Group.

Multi-Agency Coordination System

The Multi-Agency Coordination (MAC) System is one of the four pillars of SEMS, which are the ICS, MAC System, the Master Mutual Aid System, and the Operational Area Concept (as identified in the Emergency Services Act, Section 8607). In accordance with the 2013 California Statewide Multi-Agency Coordination System Guide, MAC groups are convened to address incidents or situations in which resources are considered scarce and decision-makers need to prioritize their allocation in order to best serve the communities in need.

MAC groups are established to allow subject matter experts and agency representatives to evaluate complex situations and problem sets and make actionable recommendations to the MAC group activating body (IC, DOC, EOC, etc.). Activating a MAC group helps to ensure that operational tempo is not hindered for the MAC group parent organization/operations center, objectives may still be set, and progress continued to be made while still tackling difficult or complex problems or issues.

A MAC group may be convened by an EOC Director or other authority to establish priorities among multiple competing incidents, provide coordinated decision making for resource allocation among cooperating agencies, harmonize agency policies, and offer strategic guidance and direction to support incident management activities. MAC groups convened to prioritize incidents for the allocation of scarce resources should consist of administrators or executives, or their designee, who are authorized to commit agency resources and funds. A MAC group may also be referred to as a multi-agency committee, emergency management committee, interagency policy group, or as otherwise defined by the MAC System.

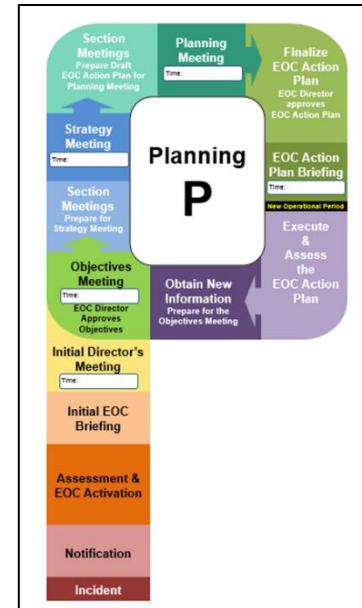
The EOC Action Planning Process

The EOC action planning process and EOC Action Plans (EAPs) are central to managing EOC activations. The EOC action planning is more than the production of an EAP and completion of the forms – it provides a consistent rhythm and structure to EOC management. Management personnel develop an EAP for each operational period. A concise EAP template essential to guide the initial EOC management decision-making process and the continued collective planning activities. The EAP is the vehicle by which EOC leaders communicate their expectations and provide clear guidance to those assigned to the EOC.

The EAP:

- Informs EOC staff of the EOC objectives for the operational period, the specific resources that will be applied, actions taken during the operational period to achieve the objectives, and other operational information (e.g., meeting schedule, constraints, limitations, etc.).
- Informs partners and EOC staff about the objectives and operational activities planned for the coming operational period.

Figure: EOC Action Planning "P."



Source: Office of Emergency Management. County of Santa Clara. 2021.



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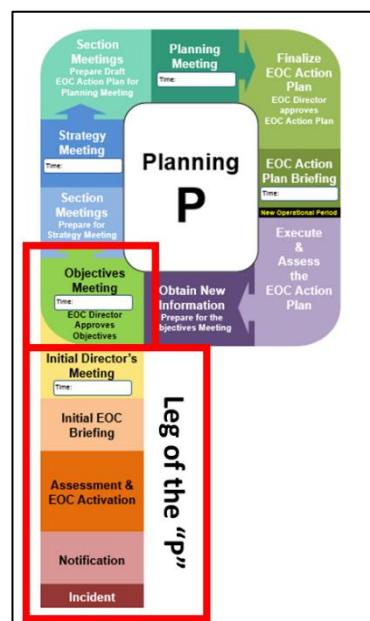
- Identifies work assignments and provides a roadmap of operations during the operational period to help individuals understand how their efforts affect the success of the operation.
- Shows how specific supervisory personnel and various operational elements fit into the organization.

The EAP provides clear direction and includes a comprehensive listing of strategies, activities, and support needed to accomplish the objectives. The various steps in the process, executed in sequence, help ensure a comprehensive EAP. These steps support the accomplishment of objectives within a specified time. The development of EAPs is a cyclical process, and personnel repeat the planning steps every operational period. EOC personnel develop the EAP with best information available at the time the Planning Meeting. EOC personnel should not delay planning meeting in anticipation of future information. It is important to understand that EOC action planning is conducted for the benefit of the next Operational Period.

The Leg of the “P”

The Leg of the “P” refers to the initial period immediately after an emergency, disaster, or incident first occurs. During this period, information, resources, and coordination may be limited or hard to come by.

Figure: Planning “P” Leg and Objectives Meeting.



Source: Office of Emergency Management. County of Santa Clara. 2021.

The EOC Director should collect and analyze all available information to set initial objectives and to determine the operational period timeframe, as well as the necessary staffing-levels to achieve the set objectives.

The Objectives Meeting

The purpose of the Objectives Meeting is to assess the status of established objectives, communicate new objectives, identify carry-over actions, and to obtain support from the Management Staff and General Staff for the stated objectives. The Planning/Intelligence Section Chief has been assigned the task of facilitation for all EOC action planning meetings. The P/I Section Chief will need to display, strong leadership to conduct this meeting – and all EOC action planning meetings – efficiently.

The conversation should be focused on the objectives and not meander on about any single topic that is not pertinent to the entire group. It is advisable to keep this meeting to a 30-minute limit, as the personnel in this meeting are in high demand elsewhere in the operation. Attendance should be limited to Management Staff, General Staff, Situation Analysis Unit, Agency Representatives with critical assets, infrastructure, or other resources involved with the County’s response. The Objectives Meeting is associated with completion of the left side of the EOC Objectives (EAP-202) and the Section Objectives (EAP-202S) forms.

SMART Objectives. An efficient EOC requires strong objectives in order to monitor progress toward achieving goals and outcomes. It can be difficult to create objectives that accurately measure progress toward a goal and that are meaningful to other EOC members or stakeholders. Devoting time and resources early on to intentionally writing SMART objectives is an investment in the future outcome of an EOC activation. By starting the emergency response with SMART objectives, the EOC can systematically and meaningfully measure progress, show achievements, and identify opportunities for improvement.



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A SMART objective is one that is:

- **S** – Specific
- **M** – Measurable
- **A** – Achievable
- **R** – Realistic/Relevant
- **T** – Time-bound

The Strategy Meeting

The purpose of the Strategy Meeting is to coordinate logistics, and any other support, needed to accomplish the SMART objectives established during the Objectives Meeting. Additionally, the Strategy Meeting is utilized to update other EOC Action Plan documents, such as:

- EOC Personnel Roster (EAP-203)
- EOC Communications Plan (EAP-205)
- Medical & Safety Plan (EAP-206)
- EOC Organizational Chart (EAP-207)
- Situation Report (EAP-209)
- EOC Schedule

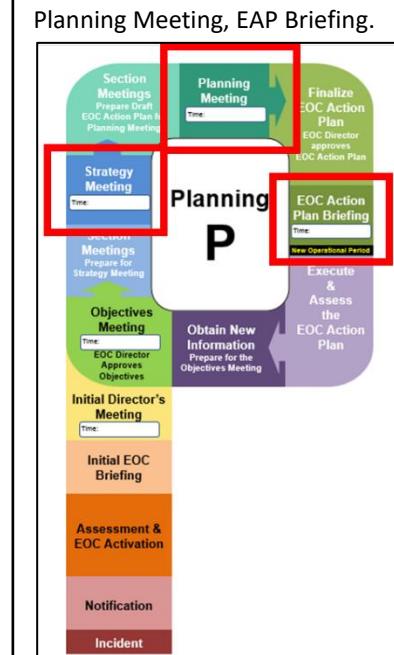
The Planning Meeting

The purpose of the Planning Meeting is to review the draft EOC Action Plan (EAP), discuss and resolve any final issues, obtain buy-in from all stakeholders, and gain the EOC Director's approval. The ideal outcome from the Planning Meeting is a signed/approved EAP that is well understood and communicated between all participating stakeholders.

The specific needs of each event will dictate the final composition of the EAP; however, the typically EAP has many of the component documents, or EAP forms, listed below:

- EOC Schedule of Events
- EOC Objectives (EAP-202)
- Section Objectives (EAP-202S)
 - Management Section Objectives (EAP-202S-M)
 - Operations Section Objectives (EAP-202S-O)
 - P/I Section Objectives (EAP-202S-P)
 - Logistics Section Objectives (EAP-202S-L)
 - Fin/Admin Section Objectives (EAP-202S-F)
- Personnel Roster (EAP-203)
- Branch Assignment Lists (EAP-204)
- Communication Plan (EAP-205)
- Medical & Safety Plan (EAP-206)
- EOC Organizational Chart (EAP-207)
- Situation Report (EAP-209)
- Weather Forecast
- Individual Activity Log – BLANK (EAP-214)

Figure: Strategy Meeting, Planning Meeting, EAP Briefing.



Source: Office of Emergency Management. County of Santa Clara. 2021.



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The EOC Action Plan Briefing

The purpose of the EOC Action Plan (EAP) Plan Briefing is to ensure that all members of the EOC understand the current situation, incident status, and the EOC and Section objectives for the on-coming shift. The briefing should be facilitated by the Planning/Intelligence Section Chief with all personnel from both shifts (i.e., on-coming/out-going) in attendance. A brief overview of each document in the EAP is presented by the Management or General Staff member responsible the specific documents production. In other words, the Operations Section Chief should brief the Operations Section objectives form (EAP-202S-O), the Safety Officer should brief the Medical and Safety Plan (EAP-206), etc. The next operational period begins at the conclusion of the EOC Action Plan Briefing.



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INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION



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Information Collection, Analysis, and Dissemination

A primary objective of the County EOC is the timely collection of accurate, accessible, and consistent information during an EOC activation and the sharing of vetted intelligence to ensure coordinated and effective emergency response. Situation reports (EAP-209) create a common operating picture and will be used to inform the operational objectives, priorities, and strategies. To ensure effective intelligence flow, emergency agencies at all levels must establish communication systems and protocols to organize, integrate, and coordinate intelligence among the responding agencies.

The flow of situation reports among the levels of government should occur as:

- Field level reports disseminated to local DOCs/EOCs.
- The local EOC will provide a jurisdictional situation report to the County (OA) EOC based on field reports; DOC reports; and EOC activities.
- The County (OA) EOC will provide an OA-wide situation report to the state based on County department reports; DOC reports; County (OA) activities, and jurisdictional reports.

Information Collection and Management Tool

One of the tools used in the County EOC to gather timely, accurate, accessible, and consistent information during an EOC Activation is the Information Collection Tool. Every emergency is unique, as such the Information Collection and Management Tool should be tailored to fit the circumstances and particular needs demanded by individual incidents.

At a minimum, every information Collection and Management Tool should include the following:

- **Essential Element of Information** – boundaries of the disaster area, access points to the disaster area, jurisdictional boundaries.
- **Specific Information Requirement** – in support of an *Essential Element of Information*, e.g., traffic control points, safe routes, special permits required to access the disaster area, etc.
- **Proposed Method or Source** – that could be used to obtain the *Specific Information Requirement*, e.g., field operation reports, GIS, reconnaissance, etc.
- **Responsible Element, Section, or Agency** – identifies the responsible party tasked with collecting the specified information, e.g., EOC Operations Section, EOC Logistics Section, etc.
- **Deliverable Product** – specifies the mechanism the *Responsible Element, Section, or Agency* utilizes to relay a particular *Specific Information Requirement*, e.g., EOC Action Plan, incident map, etc.
- **Collection Suspense or Schedule** – defines the reporting frequency for each *Specific Information Requirement*, e.g., daily, hourly, status change, etc.
- **Distribution Requirement** – identifies the position, personnel, agency, or organization receiving the most up-to-date information in accordance with the *Collection Suspense or Schedule*, e.g., all EOC Section Chiefs, the REOC, etc.

Community Lifelines

A lifeline enables the continuous operation of critical government and business functions and is essential to human health and safety or economic security. Lifelines are the most fundamental services in the community that, when stabilized, enable all other aspects of society to function. FEMA has developed a construct for objectives-based response that prioritizes the rapid stabilization of Community Lifelines



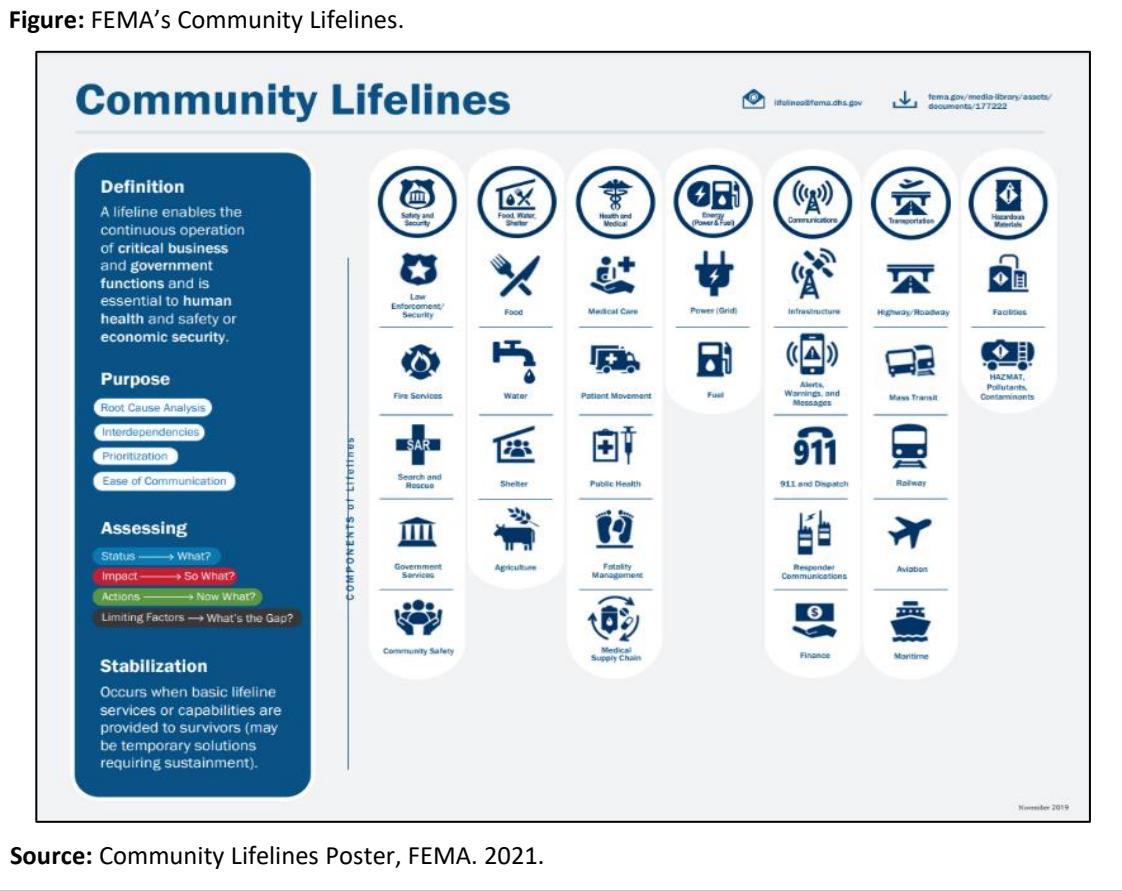
INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

after a disaster. The integrated network of assets, services, and capabilities that provide lifeline services are used day-to-day to support the recurring needs of the community and enable all other aspects of society to function. When disrupted, decisive intervention (e.g., rapid re-establishment or employment of contingency response solutions) is required to stabilize the incident.

FEMA's Seven Community Lifelines:

- **Safety and Security** – law enforcement/security, fire services, search and rescue, government services, community safety
- **Food, Water, Shelter** – food, water, shelter, agriculture
- **Health and Medical** – medical care, public health, patient movement, medical supply chain, fatality management
- **Energy** – power grid, fuel
- **Communications** – infrastructure, responder communications, alerts warnings and messages, finance, 911/dispatch
- **Transportation** – highways, roadway, motor vehicle, mass transit, railway, aviation, maritime
- **Hazardous Materials** – facilities, HAZMAT, pollutants, contaminants

Figure: FEMA's Community Lifelines.



FEMA created Community Lifelines to reframe incident information, understand and communicate incident impacts using plain language, and promote unity of effort across the whole community to prioritize efforts to stabilize the lifelines during incident response.



INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

While lifelines were developed to support response planning and operations, the concept can be applied across the entire preparedness cycle. Efforts to protect lifelines, prevent and mitigate potential impacts to them, and building back stronger and smarter during recovery will drive overall resilience of the nation.

Community lifelines were tested and validated by federal, state, local, tribal and territorial partners in the aftermath of hurricanes Michael (Oct. 2018), Florence (Sept. 2018) and Dorian (Aug. 2019), Super Typhoon Yutu (Oct. 2018), the Alaska earthquake (Dec. 2018) and the coronavirus (COVID-19) pandemic (2020). They were formalized in the National Response Framework, 4th Edition.

Daily Situational Awareness Updates

County OEM prepares and distributes a hazards-based, daily situational awareness update each business day (Monday – Friday) to provide County and OA stakeholders, including decision-makers, a quick understanding of the current situation for the day that the report was issued. The update does assume the reader can infer what is important or not – what is important to one stakeholder is unimportant to another stakeholder.

Typically, the Daily Situation Awareness Update will contain information related to:

- Current weather forecast
- Any weather alerts, warning, watches, or advisories, if applicable
- Drought monitor, if applicable
- Reservoir capacity
- Fire potential
- Public Safety Power Shutoff (PSPS) forecast
- Air quality
- Public health emergencies, if applicable

Figure: Daily Situational Awareness Update, Santa Clara County Operational Area.

The figure shows a screenshot of the Daily Situational Awareness Update for Santa Clara County. It includes three main sections: 1) Drought Monitor (with a link to The National Drought Mitigation Center), 2) Weather Forecast (from the National Weather Service, NWS, showing conditions from October 28 to November 1, 2021), and 3) Situational Awareness - Multi-Hazard Outlook (dated Thursday, October 28, 2021, by the Office of Emergency Management, County of Santa Clara).

Source: Office of Emergency Management. County of Santa Clara. 2021.

WebEOC

The County EOC utilizes WebEOC, a web-based emergency management information system, as a resource ordering/tracking tool and for information sharing with Santa Clara County OA partners, local jurisdictions, and the state. The platform's purpose is to provide the OA with a real-time common operating picture (COP), situation awareness, and information coordination throughout the county during an EOC activation. WebEOC status boards track emergency activities and the status of resources.



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CRISIS COMMUNICATIONS AND PUBLIC INFORMATION



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Crisis Communications and Public Information

Per NIMS, public information is coordinated and integrated across jurisdictions and functional agencies; among Federal, State, local, and tribal partners; and with private-sector entities and nongovernmental organizations. In order to effectively ensure timely and accurate public information and alert and warning messages are disseminated systems, structures, plans, policies, and equipment must be developed and identified to accomplish these tasks.

Joint Information System

The Joint Information System (JIS) provides the mechanism to organize, integrate, and coordinate information to ensure timely, accurate, accessible, and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector. It includes the plans, protocols, procedures, and structures used to provide public information.

The JIS structure is used for ensuring that:

- Public Information Officer (PIO) functions are coordinated and integrated.
- A structure and system for developing and delivering coordinated interagency messages is provided.
- Public information plans and strategies on behalf of the incident management leadership can be developed, recommended, and executed.
- Leadership is effectively advised on public affairs issues that could affect a response effort.
- Address and manage rumors and inaccurate information that could undermine public confidence and interfere with the emergency response or incident operations.

Federal, State, tribal, territorial, regional, or local Public Information Officers and established Joint Information Centers (JICs) are critical supporting elements of the JIS. A robust and competent JIS is integral to an effective and comprehensive incident management capability.

Examples of JIC tasks during the Activation Phase:

- Gain situational awareness
- Provide language access for the most commonly spoken languages
- Send alert and warning via IPAWS
- Determine PIO staffing needs
- Establish Joint Information Center
- Engage Joint Information System
- Establish media line
- Issue press release or holding statement
- Establish in-bound call center
- Create emergency website

Examples of JIC tasks during the Response Phase:

- Maintain situational awareness
- Determine target audiences
- Ensure accessibility of all emergency communications, including the commonly spoken languages
- Institute communications planning using FEMA model
- Develop key messages
- Disseminate public information via multiple channels



CRISIS COMMUNICATIONS AND PUBLIC INFORMATION

Examples of JIC tasks during the Recovery Phase:

- Maintain situational awareness
- Maintain communications processes for target audiences
- Provide language access for the most commonly spoken languages
- Continue to develop key messages
- Continue to disseminate key messages
- Deactivate EOC/PIO Function/Joint Information Center

Joint Information Center (JIC)

The Joint Information Center (JIC) is:

- A central location that facilitates operation of the Joint Information System.
- A location where personnel with public information responsibilities perform critical emergency information functions, crisis communications, and public affairs functions.

JICs may be established at various levels of government or at incident sites or can be components of Multiagency Coordination (MAC) Systems (e.g., MAC Groups or EOCs). A single JIC location is preferable, but the system is flexible and adaptable enough to accommodate virtual or multiple JIC locations, as required.

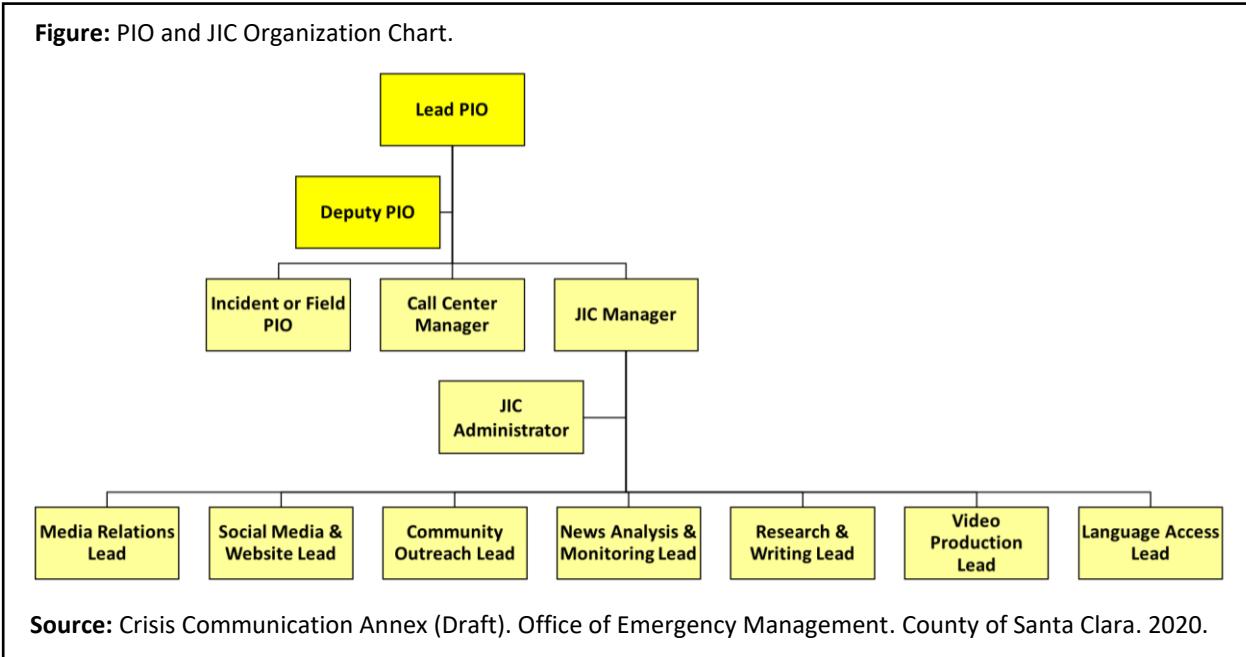
Language Access. According to the U.S. Census Bureau (2015-2019), 53% of persons aged 5 years and over living in Santa Clara County speak a language other than English at home. County OEM recognizes that emergency messages and notifications sent in a person's first language are more likely to spur action than a message sent in a non-native language. The most common languages spoken in the county, other than English, are Spanish (32.5%), Chinese (including Mandarin and Cantonese) (17.9%) Vietnamese (12.4%), and Tagalog (6.16%).

Joint Information Center (JIC) – Roles and Responsibilities	
JIC Position	Position Activities
Lead PIO Deputy PIO	Serve in the Management Section and maintain high level of situational awareness by attending EOC and Management Section briefings and Operational Area conference calls. Help formulate communications strategy and shape key messages and content. Lead PIO reports to EOC Director; Deputy PIO reports to lead PIO.
Incident or Field PIO	Works independently at the site of a major incident and coordinates with partner agencies and responders. Provides intelligence and information about the incident to the Lead PIO. Represents the Joint Information Center/System at the incident sites. Reports to Lead PIO.
Call Center Manager	Coordinates with 211 or other call-center provider on behalf of JIC; monitors and reports statistics on calls taken during an incident. Reports to JIC Manager.
JIC Manager	Supervises the operations of the JIC, enforces procedures, executes plans, policies, and strategies. Oversees content development, review, approval, and dissemination. Schedules and creates agenda for Joint Information System (JIS) conference calls. Reports to Lead PIO.
JIC Administrator	Performs administrative functions to support the JIC team, including updating mailing lists, disseminating information, maintaining binders of press releases, content, key messages, and other resource materials. Reports to JIC Manager.
Media Relations Lead	Serves as the point person for media, responds to media inquiries, and tracks all inbound and outbound media calls. Organizes press briefings/press conferences. Reports to JIC Manager.
Social Media and Website Communications Lead	Develops social media and website strategy and content. Uses Hootsuite to schedule posts. Maintains situational awareness by monitoring social media accounts of responding agencies and related organizations. Reports to JIC Manager.
Community Outreach Lead	Ensures message and content translation into English, Spanish, Vietnamese and Mandarin. During public meetings and press conferences, ensures a certified American Sign Language translator is present. Coordinates with Department of Equity and Social Justice and community-based organizations to help ensure dissemination of information to targeted communities that may not have access to mass or social media or other channels. Reports to JIC Manager.



Continued: Joint Information Center (JIC) – Roles and Responsibilities	
JIC Position	Position Activities
News Analysis and Media Monitoring Lead	Keeps apprised of breaking news and shares timely and accurate information with JIC Staff and members of the EOC. Checks facts and monitors rumors on social media platforms and other mass media. Reports to JIC Manager.
Research and Writing Lead	Produces accurate, timely, and relevant materials for multiple audiences and stakeholders, including key messages, news releases, talking points, video scripts, web and social media content and instructional materials. Prior to activation, the Research/Writer can develop a detailed list of audiences and stakeholders with corresponding demographic and psychographic analyses to inform how messages and materials can be tailored to various audiences. Reports to JIC Manager.
Video Production Lead	Collaborates with the Research and Writing team to produce timely, accurate video and audio to inform the public about safety instructions, hazards, and risks. The Video and Audio Production Team also may be called into the field to document incident damage and response efforts/activities. Reports to JIC Manager.
Language Access Lead	Collaborates with all other units in the JIC to provide translation services for all messages and notifications sent to the public in the most commonly spoken languages other than English. Reports to the JIC Manager.

PIO and JIC Organization Chart



Communication Systems

The County EOC is equipped with multiple redundant communication modalities allowing the sharing of situational awareness, resource status, raw intelligence and data, and alert and warning. The communication capabilities are routinely reviewed and updated as technology advances.

Current communication resources in the County EOC include, but are not limited to:

- Land-line based phones
- Email
- SharePoint
- Cell phones
- Satellite phones
- Fax machines
- Internet enabled computers



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- Operational Area Satellite Information System (OASIS)
- Radio systems
- ARES/RACES amateur radio
- Government frequencies (department/agency radios)
- Business/Commercial frequencies (i.e., PG&E, San Jose Water, Red Cross)
- Low band frequencies (EOC to EOC radios)

County (OA) to State Communications Resources

CalEOC. CalOES employs a customized version of WebEOC referred to as “CalEOC.” The County must utilize this system to submit damage assessment information, request emergency management mutual aid (EMMA), or to fill an EMMA request. The designated Duty Officers in County OEM have access and training to perform these tasks, as necessary.

Operational Area Satellite Information System (OASIS). The OASIS project was established to create a robust redundant communications system using leased transponder space from commercial satellite operators. The system allows virtually uninterrupted communication between state, regional and County (OA) EOCs. OASIS is a system that consists of a communications satellite, multiple remote sites, and a hub. OASIS can be accessed from the County OEM office, the County EOC, and County 9-1-1 Communications.

Public Alerting and Notifications

During an emergency, local jurisdictions are responsible for the dissemination of critical information to the public within that local jurisdiction’s boundaries. This includes public safety messages, notifications, alerts, warnings, and/or orders related to evacuation, shelter-in-place, or any other protective action or directive.

Public Information Officers (PIOs) disseminate emergency instruction and critical information to affected audiences – including governments, media, and the public – to provide messages that are accessible to all sectors of the community in the most commonly spoken languages in Santa Clara County. Several County departments and, jurisdictions/special districts, PNP organizations, and private companies all share in the responsibility for disseminating complete, coordinated, and correct information to the public. The County has various systems in place for disseminating warnings and emergency information to the public, which are described below.

AlertSCC

AlertSCC is the County’s public alert and notification system which has been made available for use to each of the 15 Cities/Towns plus the unincorporated areas in the County. AlertSCC uses the 9-1-1 database to deliver messages to the public via landline-based telephones. Additionally, the public can register through a web portal to directly receive AlertSCC alerts and notifications on cell phones and via email and SMS. Representatives from each of the local jurisdictions have been trained and authorized to create and send public alerts and notifications. County Communications staff are available 24/7 to assist the local jurisdictions in creating and sending public messages, as needed.

Figure: AlertSCC Logo.



Source: County of Santa Clara. 2021.



Emergency Alert System

The Emergency Alert System (EAS) is a national public warning system that may be used by local authorities to deliver important emergency information to the public via local broadcast media. The County's primary station is KCBS (740 AM) and KSJO (92.3 FM) serves as the County's backup station. County OEM and County Communications have the credentials to access EAS and script emergency messages to inform the public of a threat, the steps to be taken by them, and where additional information can be obtained.

Integrated Public Alert and Warning System (IPAWS)

The Integrated Public Alert and Warning System (IPAWS) is an internet-based capability Federal, State, and local authorities can use to issue critical public alerts and notifications. OEM has been credentialed on behalf of the County to access IPAWS through our AlertSCC and WebEOC systems. IPAWS delivers alerts simultaneously through multiple communications devices reaching as many people as possible to save lives and protect property. These communication pathways include EAS (described above) and Wireless Emergency Alerts (WEA). The WEA system is capable of delivering alerts and notifications to cell phones within a geographic area without the cell phone being registered with the local alerting system.

Evacuation and Shelter-in-Place

California's *Emergency Plan* (2017) defines evacuation as the organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas. Depending on the hazard, an evacuation order may derive from a number of agencies and/or authorities; however, evacuation operations are conducted and supervised by each jurisdiction's law enforcement agency.

Evacuation and shelter-in-place operations occur in five phases: mobilization, evacuation and shelter-in-place, impact, displacement/mas care, and re-entry.

- **Mobilization:** Begins with the identification of a threat or hazard that could lead to an evacuation or shelter-in-place order. The first activity is initial notification of people, systems, and resources to establish incident command (field) and management (EOC) structures. Small-scale evacuations that are limited in scope and timeline (e.g., house fire) are typically conducted in the field by local law or fire personnel in coordination with their respective Public Safety Answering Point (PSAP). However large-scale evacuations that have an expansive scope and timeline (e.g., large wildfire) may require coordination with County OEM or the County EOC, if activated, to make decisions for protective actions, priorities, dissemination of messages to the public.
- **Evacuation and Shelter-in-Place:** Begins when a threat requires evacuation or shelter-in-place operations, either following or concurrent with mobilization phase activities, depending on incident notice. This phase includes implementation of the protective actions of evacuation and shelter-in-place orders, which will vary depending on the size and scope of the incident. This phase may be used in advance of the impact phase for notice events (e.g., severe weather) or after the impact phase of no-notice or low-notice events (e.g., earthquakes, wildfires) to meet incident objectives and protect life and property.
- **Impact:** This phase begins when jurisdictions start to see adverse impact on operations. During this phase, for notice events, jurisdictions work to secure facilities, people, and equipment, as well as clear/close public transit to minimize the impact of the hazard. Within the impact phase, the "zero hour" marks the time needed to ensure the safety of first responders as the hazard



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makes impact, and it is the designated point in time when it is no longer safe for responders to continue operations.

- **Displacement/Mass Care:** Mass care are mobilized and conducted throughout an incident to establish shelters and provide other services, but greater emphasis is placed on these activities during the mass care phase. During this phase, the evacuating jurisdiction should communicate with neighboring jurisdictions to coordinate the numbers and types of evacuees, shelters for them, and the potential length of the evacuation. Not every evacuation necessitates a robust mass care operation; it is most commonly conducted during long-lasting events. During shelter-in-place operations, mass care may consist of mobile commodity distribution or the establishment of hubs for evacuations to obtain food, water, and information during evacuations that last hours instead of days. See reference to Temporary Evacuation Points (TEP) below.
- **Re-entry:** Incorporates the coordinated movement of evacuees back into a community once the threat or hazard dissipates and the event causing the evacuation ends. In instances where residents may not be able to return to their communities for an extended period, this population is re-located to host areas and returned when it is safe. Re-entry typically marks the transition to recovery activities.

Temporary Evacuation Point (TEP). A temporary evacuation point allows for government to provide impacted community members with a location to go outside the hazard area, while the decision to activate an overnight shelter is determined. A TEP can also provide impacted community members with limited access to health services and emotional support prior to finding overnight accommodations – i.e., overnight shelter, hotel, etc.

Public Awareness and Education

The public's response to any emergency is based on their understanding of the nature of the emergency, the potential hazards, the likely response of emergency services, and knowledge of what individuals and groups with or without access and functional needs, should do to increase their chances of survival and recovery. Individuals caring for the elderly, children, or pets also need an increased understanding of their specific situation as it pertains to disaster preparedness.

OEM staff members will make emergency preparedness information from local, State and Federal sources available to the OA member jurisdictions and County residents through collaboration with CBOs, NGOs, FBOs, Immigrant Services, and For-profit Organizations (Medical/Health Community) to disseminate outreach materials through participation of community events. Further, OEM will provide special emphasis on specific hazards (Earthquake, Wildfire, and PSPS) throughout the calendar year, aiding in the disaster preparation and education of the communities within the OA.

The AFN and Cultural Competency Working Group organizes and conducts geographically diverse outreach events that focus county's diverse population and most vulnerable community members like people with access and functional needs. County OEM engages this Working Group to draw upon community-based values and customs, incorporate qualified representatives from diverse population groups in the community to produce effective emergency plans and ensure delivery of services during a disaster or emergency.

Finally, County OEM provides incident management and preparedness information in the form of brochures, flyers, and booklets to various public education kiosks located in some County facilities. OEM also utilizes social media to disseminate preparedness information to the public and stakeholders.



Social Media Channels

For a detailed list of County OEM social media platforms, refer to the list below:

- Website: <https://emergencymanagement.sccgov.org/home>
- Facebook Page: <https://www.facebook.com/SCCOES/>
- Twitter Feed: https://twitter.com/SCC_OES
- Instagram: <https://www.instagram.com/santaclaracountyemergencies/>



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Finance/Administration and Logistics

Finance/Administration Considerations

To enhance the capability of the County of Santa Clara to respond to incidents by providing financial support and coordination to county incident management operations and coordinating the recovery of costs as allowed by Federal and State law, the financial priorities during incident management operations are:

- Preserve life, property, and the environment.
- Provide continuity of financial support to the county, and OA when appropriate.
- Cooperate with the other sections of the EOC.
- Document the county's costs and recovery of those costs as allowable.
- Maintain a positive image for the County in its dealings with the OA.

The Finance/Administration function will operate under the following policies during a qualifying incident/event as the situation dictates:

- The Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) will be followed.
- All existing county and departmental fiscal operating procedures will be adhered to unless modified by County Council or the EOC Director.
- For incident/events that render the accounting systems either inaccessible or unusable for any period of time, appropriate personnel will be on an operational period, as determined by the EOC Director. This may be a period of 12 hours.

The Finance/Administration function's primary responsibility is to maintain to the greatest extent possible the financial systems necessary to keep the county functioning during an incident or crisis of any size or type. These systems include but are not limited to:

- Payroll
- Payments
- Revenue collection
- Claim processing
- Cost recovery documentation

The function also supervises the negotiation and administration of vendor and supply contracts and procedures in collaboration with the incident management procurement functions.

The extent and complexity of the incident or crisis will determine the extent to which the Finance/Administration function will mobilize. For some incidents/events, only part of the section may need to be engaged. In larger more complex incidents, the entire function will likely engage.

The Finance/Administration function acts in a support role in all incidents/events to ensure that all required records are preserved for future use and Cal OES and FEMA filing requirements through maintenance of proper and accurate documentation of all actions taken.

To carry out its responsibilities, the Finance/Administration function will accomplish the activities listed below during a disaster/emergency.

For incidents/events where the county's computer systems and bank are accessible and usable:

- Notify the other parts of the incident management organization and county departments that incident management accounting procedures will be initiated and used for the event.



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- Determine (in collaboration with technical staff) the extent to which the county's computer systems are accessible and/or usable.
- Determine if the county's banking institutions can continue handling financial transactions.
- Inform the incident management organization and county departments that the payroll and payments processing will be handled on a "business-as-usual" basis except that incident management accounting procedures will be used for incident/event-related costs.
- Disseminate information about the incident management accounting procedures to other sections and departments as necessary.
- Upon proclamation or declaration of a disaster by the State and/or Federal Governments, coordinate with those agencies to initiate the recovery process of the county's costs.
- Coordinate with the other sections and departments on the collection and documentation of costs pertaining to the incident/event.
- Coordinate with the State and Federal disaster assistance agencies for the required inspections, documentation, audits, and other necessary work in order to recover costs.

For incidents/events where the county's computer systems and/or banking institutions are either inaccessible or unusable:

- Notify the other parts of the incident management organization and county departments that incident management accounting procedures will be initiated and used for the event.
- Determine (in collaboration with technical staff) the extent to which the county's computer systems are accessible and/or usable.
- Determine if the county's banking institutions can continue handling financial transactions.
- Inform the incident management organization and county departments that payroll and payments will be on hold for a short time and that processing will continue on a normal basis as of a specified date.
- Activate other Finance/Administration functions as necessary.
- Maintain, as best possible, the financial continuity of the county (payroll, payments, and revenue collection).
- Disseminate information about the incident management accounting procedures to other sections and departments as necessary.
- Upon proclamation or declaration of a disaster by the State and/or Federal Governments, coordinate with those agencies to initiate the recovery process of the county's costs.
- Coordinate with the other sections and departments on the collection and documentation of costs pertaining to the incident/event.
- Coordinate with the State and Federal disaster assistance agencies for the required inspections, documentation, audits, and other necessary work in order to recover costs.

Records Retention Policy

The Finance/Administration function acts in a support role in all incidents/events to ensure that all required records are preserved for future use and CalOES and FEMA filing requirements through maintenance of proper and accurate documentation of all actions taken.



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NOTE: FEMA is the primary point-of-contact for state and local governments to engage with federal agencies regarding disaster-related issues, including cost recovery. Follow-on coordination may be made directly between a specific federal agency and a local agency once contact has been established. However, it is recommended that any County department, local jurisdiction, or special district that is working with a federal agency on a disaster-related issue include County OEM, the assigned CALOES representative(s), and the assigned FEMA representative(s) on any correspondence to ensure continuity and fidelity.

Record Retention Policy – County of Santa Clara OEM			
Title	Description	Official Record Retention	Citation/Rationale
Federal Homeland Security Grants Agreement and Related Documents	Includes grant applications, grant agreements, RFPs for services/goods procured using grant funds, grant-funded contracts, etc.	3 years after receipt of grant closure letter from federal government “If any litigation, claim, negotiation, audit, or other action involving the records has been started before the expiration of the 3-year period, the records must be retained until completion of the action and resolution of all issues which arise from it, or until the end of the regular 3-year period, whichever is later” 44 C.F.R. § 13.42(b)(2)	44 C.F.R. § 13.42
Contracts/MOUs (non-federally funded)	Includes all contracts/MOUs not covered in other categories	Life of the contract/MOU plus 4 years	Retention period captures the life of the contract plus the statute of limitations of a breach of contract action, Legal Value, Administrative Value
Records Related to the Purchase of Equipment and Related Services	Includes receipts, purchase orders, and any other documents memorializing the purchase of equipment, plus any services/maintenance agreements	Until the equipment is disposed of or 4 years after the service/maintenance agreement terminates, whichever is longer	Retention period captures life of the equipment plus the statute of limitations of a breach of contract action, Legal Value, Administrative Value
Emergency-Related Plans, Policies, and Procedures	Emergency-Related Plans, Policies, and Procedures	Perpetuity	Potential litigation; state and federal reimbursement; Legal Value, Historical Value, Administrative Value
Disaster Event-Related Plans, Policies, and Procedures	Any and all documents generated at the Emergency Operations Center must be collected and maintained	3 years after receipt of a closure letter regarding reimbursement funds received from the state and/or federal government	State and federal reimbursement 44 C.F.R. § 13.42 (FEMA grant guidelines)
Administrative Expense Records	Includes bills, payment receipts, travel-related documentation, etc.	5 year	GS §26907 (a), Fiscal Value

Mutual Aid

The foundation of California's emergency planning and response is a statewide mutual aid system which is designed to ensure adequate resources, facilities and other support is provided to jurisdictions whenever their own resources prove to be inadequate to cope with a catastrophic disaster/emergency. The basis for the system is the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA).

The MMAA was developed in 1950 and has been adopted by the state, all 58 counties, and most incorporated cities in the state. The agreement creates a formal structure wherein each jurisdiction retains control of its own facilities, personnel, and resources, but may also receive or render assistance to



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other jurisdictions within the state. State government is obligated to provide available resources to assist local jurisdictions in emergencies. It is the responsibility of the local jurisdiction to negotiate, coordinate, and prepare mutual-aid agreements.

Mutual-aid agreements exist for:

- Law Enforcement
- Fire Services
- Emergency Medical Services
- Public Health
- Emergency Management
- Public Utilities
- Building Inspectors
- Coroner
- Transit Operators

Mutual Aid Systems. A statewide mutual aid system, operating within the framework of the MMAA allows for the progressive mobilization of resources to and from emergency response agencies, local governments, OAs, and state regions with the intent of providing requesting agencies with adequate resources. Emergency mutual-aid response and recovery activities are generally conducted at the request and under the direction of the affected local government.

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire rescue and law. The adoption of SEMS/NIMS does not alter existing mutual-aid systems. These systems work through local government, OAs; regional and state levels consistent with SEMS/NIMS guidelines.

Fire agencies in Santa Clara County have signed onto a County wide mutual aid agreement to ensure that firefighting resources and personnel will be available to combat wildland/urban interface fires. If these resources are not enough to meet the threat, fire resources from throughout the state can be requested under the MMAA. Requested mutual aid resources will be provided and utilized in accordance with the MMAA. During a proclaimed emergency, mutual aid will be coordinated at the local government, OA, or mutual aid regional level. The cities/towns and special districts will make mutual aid requests through the OA EOC for resources not covered under the MMAA.

During and following an incident, the coordination of resources is critical when there are multiple requests for similar resource or when resources are scarce. It is anticipated that a Mutual Aid MAC Group will be established to coordinate mutual aid resources. The 2013 California Statewide MACS Guide provides the architecture to support coordination for incident prioritization, scarce resource allocation, communications systems integration, and information coordination.

Emergency Management Mutual Aid. The purpose of Emergency Management Mutual Aid (EMMA) is to provide emergency management personnel and technical specialists to support the disaster operations of affected jurisdictions during an emergency. The Santa Clara County Operational Area has deployed dozens of personnel to multiple major disasters throughout the state under the EMMA program, including Napa Earthquake (2014), Valley Fire (2015), Wine Country Fires (2017), Mendocino Debris Flow (2018), and Camp Fire (2018).

California's EMMA program:

- Provides emergency management personnel and technical specialists (collectively, "EMMA resources") from unaffected areas to support local jurisdictions, Operational Areas (OAs), and regional emergency operations during emergencies in other parts of the state.



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- Provides a system, including an organization, information, and forms necessary to coordinate the formal request, reception, assignment, training, and demobilization of assigned personnel.
 - Provides for the coordination of training for EMMA resources, including SEMS training, emergency management course work, exercises, and disaster response procedures.
 - Promotes professionalism in emergency management and EMMA response.

The EMMA program is based on the following assumptions:

- The main tenet of mutual aid operations is that the requesting jurisdiction has fully committed its resources or has a unique need prior to the initiation of a mutual aid request. This does not require actual exhaustion of all resources, but it does anticipate full mobilization and commitment to the emergency.
 - Mutual aid is requested and provided because it is needed to support the response to a credible threat or actual emergency, not because it is anticipated that local government will be reimbursed by state or federal disaster funds.
 - All personnel deployed as EMMA resources are qualified in the job for which they are being deployed.

- All personnel deployed as EMMA resources are qualified in the job for which they are being deployed.
- When emergency management mutual aid is requested, the CalOES Regional Administrator, or designee, will assign an EMMA Coordinator at the regional level. Each SEMS level of government participating in EMMA will also designate an EMMA Coordinator. The EMMA Coordinator at each SEMS level will facilitate the assignment, reception, and demobilization of EMMA resources.

- Local government must use SEMS in order to be eligible for possible state funding of response-related personnel costs pursuant to activities identified in the California Code of Regulations.
 - The mutual aid extended under this agreement shall be without reimbursement unless otherwise expressly provided for by the parties to this agreement. This Agreement shall not supplant existing agreements between the parties hereto providing for the furnishing of certain types of facilities and services on a reimbursable, exchange or other basis.
 - The State may use the EMMA Plan to deploy EMMA resources from any level of government (State and Local) as a State coordinated resource.
 - All resources deployed under this Plan are public employees.

Figure: Emergency Management Mutual Aid Plan.

Source: State of California. CalOES. 2012.



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- The EMMA Plan and Annexes do not apply to fire and law enforcement agencies which maintain their own mutual aid systems.
- EMMA does not supersede any government agency's internal deployment policies or procedures but should be used when deploying personnel outside of their organization.

Emergency Management Assistance Compact. The Emergency Management Assistance Compact (EMAC) is the first national disaster-relief compact since the Civil Defense and Disaster Compact of 1950 to be ratified by the U.S. Congress. Since ratification and signing into law in 1996 (Public Law 104-321), 50 states, the District of Columbia, Puerto Rico, Guam, U.S. Virgin Islands, and the Northern Mariana Islands have enacted legislation to become EMAC members.

EMAC offers assistance during governor-declared states of emergency or disaster through a responsive, straightforward system that allows states to send personnel, equipment, and commodities to assist with response and recovery efforts in other states. Through EMAC states can also transfer services (such as shipping newborn blood from a disaster-impacted lab to a lab in another state) and conduct virtual missions (such as GIS mapping).

The strength of EMAC and the quality that distinguishes it from other plans and compacts is found in its governance structure; its relationship with federal agencies, national organizations, states, counties, territories, and regions; the willingness of state and response and recovery personnel to deploy; and the ability to move any resource one state wishes to utilize to assist another state. The National Guard deploy through EMAC in both State Active Duty and Title 32 to assist Member States.

EMAC establishes a firm legal foundation for sharing resources between states. Once the conditions for providing assistance to a requesting state have been set, the terms constitute a legally binding agreement. The EMAC legislation solves the problems of liability and responsibilities of cost and allows for credentials, licenses, and certifications to be honored across state lines. EMAC is implemented within the State Emergency Management Agency [CalOES] on behalf of the Governor of the State. This provides a consistent and coordinated response across the nation.

County OEM has limited experience with the national EMAC program:

- Hurricane Florence (2018)

Benefits of the EMAC program:

- Fast scalable assistance
- All hazards - all disciplines
- Resources deploy through the state emergency management agencies of their respective states allowing for a coordinated deployment

Volunteer and Private Sector Agencies in Mutual Aid. Volunteer, non-profit, and private sector agencies may participate in the mutual aid system along with governmental agencies. The County's VOAD (CADRE) should mobilize volunteers and other resources through internal systems. They should identify resource needs that are not met within their own systems that would be requested through the mutual aid system. Volunteer agencies with extensive involvement in the emergency response should be represented in the County EOC via a CADRE representative, CBO Liaison, or directly.

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



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established between the County EOC and private sector agencies involved in a response. Wherever there is a need for extensive coordination and information exchange, private sector agencies should be represented in an activated EOC at the appropriate SEMS level.

Special Mutual Aid Considerations for Terrorism Incidents. Terrorism incidents require response by law enforcement at many levels and require crime scene management. As such, the information flow, command structure, and mutual aid processes can be different from those in the management of other emergency activations. A terrorist activity emergency has its own unique threat and crisis characteristics and must be dealt with in accordance with its magnitude and with an appropriate level of response.

Mutual Aid Authorities, Plans, and Guidance Documents. Mutual aid assistance may be provided under one or more of the following authorities:

- California Emergency Management Mutual Aid (EMMA) Plan
- California Fire Service and Rescue Mutual Aid Plan
- California Law Enforcement Mutual Aid Plan
- California Master Mutual Aid Agreement (MMAA)
- California Medical Mutual Aid Plan
- California Statewide Multi-Agency Coordination System Guide
- Coroner Mutual Aid Plan
- Emergency Managers Mutual Aid Plan
- San Francisco Bay Area Transit Operators Mutual Aid Agreement
- Santa Clara County Law Enforcement Mutual Aid Protocol

Integration of Mutual Aid Resources. The discipline specific OA Mutual Aid Coordinators will be in charge of tracking requests for equipment, resources, and manpower under existing mutual aid protocols. The requesting agencies are responsible to report to CalOES the number and status of resources deployed on a mission on a daily basis.

Logistics Considerations

The Logistics Section is responsible for providing facilities, services, people, and material in support of the incident. At the Operational Area level, this means that the Section provides logistical support to:

- County EOC
- Incident(s) in the field
- Activated EOCs in local jurisdiction(s)

Major responsibilities of the Logistics Section are:

- Participate in the planning process
- Determine and supply immediate EOC resource and facility needs
- Coordinate and process requests for additional resources
- Advise all incident stakeholders of the resource request process, the resource approval process, and the use of the County's Resource Request form (EAP-213RR)
- Review plan for upcoming operational period to ensure ability to provide resources and logistical support
- Advise management and other Section Chiefs on resource availability to support EOC and incident needs
- Identify long-term service and support requirements for planned and expected operations
- Oversee development of Personnel Roster (EAP-203), Communications Plan (EAP-205), and Transportation Plan, as required
- Provide input for all other EOC Action Plan (EAP) forms
- Process logistical resource needs received from the field or a local jurisdiction



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- Track and monitor the status of all deployed resources
- Advise Section Chiefs on resource limitations
- Implement the demobilization process for de-activated resources, including facilities, equipment, vehicles, and personnel

Resource Management

It is state policy that resource requests for emergency response and disaster repair and restoration be entered into by the lowest level of government. When local resources are exhausted and additional resources are required, resource requests will follow an established process for ordering, tracking, mobilizing, and demobilizing.

Maintenance of resources is important throughout all aspects of resource management. Maintenance prior to deployment ensures their availability and capability. Maintenance during the deployment phase ensures continued capabilities (e.g., ensuring adequate fuel supplies during use). Post-operational inspection and maintenance ensures future availability.

Resource Ordering and Tracking. Depending on the scale of the emergency, limited resources may need to be coordinated through the County (OA) EOC. In accordance with the Standardized Emergency Management System (SEMS), all disasters are managed at the local or field level. When field incident commanders (IC) need resources that fall outside the purview of their discipline specific mutual-aid channel(s) they should request assistance from their local/city government EOC.

The Logistics Section in the County's EOC is responsible for tracking all resource request starting with the original request, including procurement, staging, deployment, and demobilization.

Source: EOC Operations and Management Course (G-775). CalOES. 2021.

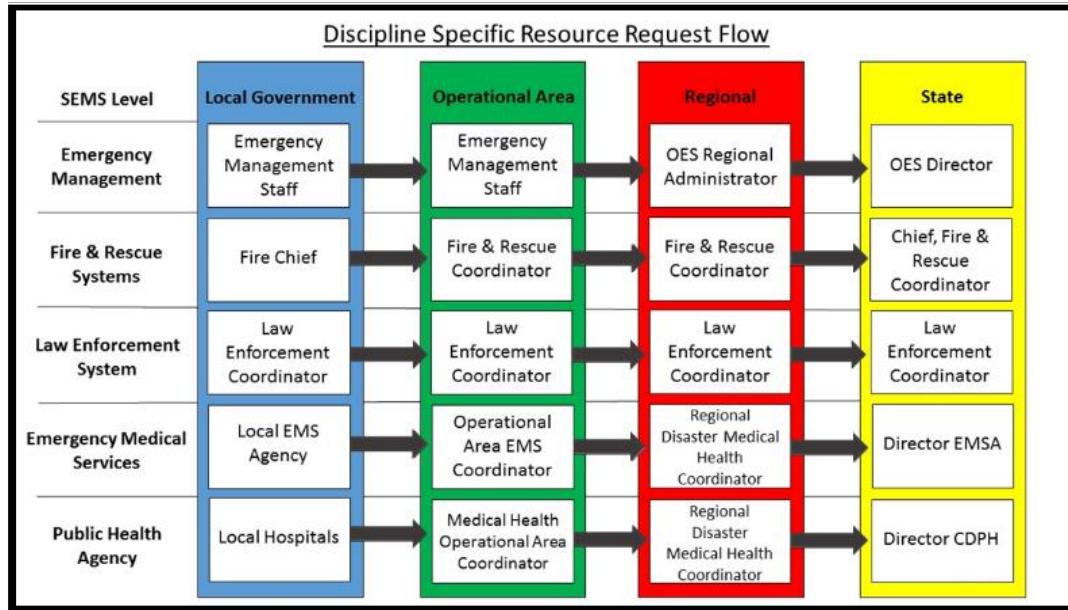


Figure: Discipline Specific Resource Request Flow.

If resources cannot be obtained through local jurisdictional processes, a Resource Request should be submitted via a 213RR form to the County (OA). It is assumed that local government EOCs will attempt to



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fill resource requests within their own jurisdiction before requesting resources through the County, as the lead agency for the OA.

County (OA) EOC activated vs. County (OA) Duty Officer status. If the OA EOC is activated all resource requests will first be routed to the OA Logistics Section Resource Tracking Unit. The Resource Tracking unit will provide updates on request status as appropriate.

Upon receipt of your request, the Resource Tracking Unit will enter and assign your request to in WebEOC and a tracking # will be obtained. The requestor will receive an email with the tracking # for reference.

If the County (OA) EOC is not activated the County (OA) Duty Officer will serve as Resource Tracking Unit Leader in the process above, until the request is complete or until the EOC is activated. If the County (OA) EOC is not activated submit resource requests to dutyofficer@oem.sccgov.org. If the County (OA) EOC activates before the completion of the resource request then the Resource Tracking Unit will take responsibility of the request from the County (OA) Duty Officer, unless otherwise notified.



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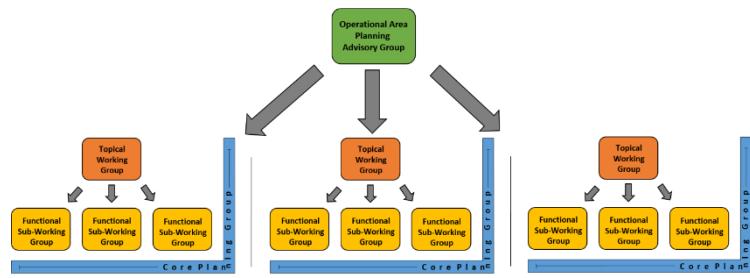


Plan Development and Maintenance

Emergency Management Planning Process

This locally developed planning process incorporates various nationally recognized emergency management planning best-practices and concepts (i.e., whole community concept, span of control, core capabilities, etc.) with standard program management principles that can be easily integrated into the County's existing governmental structure.

Figure: Santa Clara County Operational Area Emergency Management Planning Structure.



Source: Office of Emergency Management. County of Santa Clara. 2021.

FEMA's planning process guidance is broad. The framers of FEMA's Six-Step process wanted their model to be generic, so that it may be applicable to as wide an audience as possible. Conversely, Santa Clara County's process has been highly detailed and refined based on local characteristics found in the County.

The Santa Clara County Emergency Management Planning Program is composed of two components:

- **Group Structure**—the County's EM Planning Program incorporates a variety of planning groups to delineate the roles and responsibilities of all planning partners clearly and deliberately.
- **Phased Process**—a phased approach to EM planning allows County EM Planners to focus on pertinent plan development tasks and activities without being overwhelmed by the totality of the project all at once.

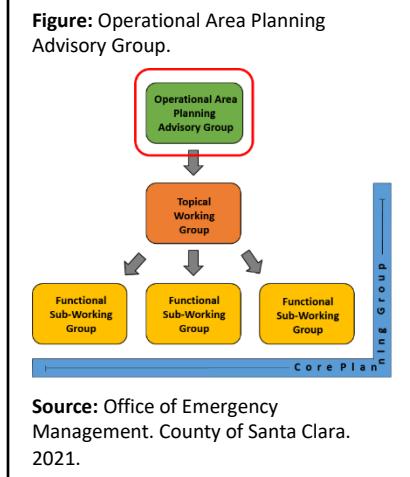
Group Structure

Operational Area Advisory Group – Planning.

Purpose. The Operational Area Advisory Group for Planning builds consensus on emergency/contingency planning priorities for the County's planning efforts.

Suggested Membership Criteria. The OA Advisory Group for Planning is open to any interested community stakeholder. It is recommended that membership, at a minimum, include:

- Representatives from local jurisdictions
- Key County Departments and Agencies – Fleet and Facilities, Roads and Airport, Sheriff, etc.
- Local Emergency Managers
- Representatives from Allied Agencies (i.e., Red Cross, CADRE, VTA, etc.)



Meeting Frequency. It is recommended that the OA Advisory Group for Planning meet semi-annually, but the frequency is subject to change based the needs of the County and the Operational Area.

Typical Activities. Conduct workshops to discern planning priorities for the County. Present information concerning relevant hazards and capabilities. Identify and promote best practices within the OA. Provide



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guidance and accountability of the Operational Area Topical Working Groups and Functional Sub-Working Groups.

Suggested Topics of Discussion. Summations of previous planning successes, current planning projects, and planning endeavors scheduled to begin in the near future. Additionally, this is an excellent platform for subject matter experts to discuss hazard types pertinent to the Operational Area. Furthermore, this is also an excellent platform for local emergency management professionals to present local emergency management activities to help identify and profligate best practices in the Operational Area.

County OEM Responsibilities. The OA Advisory Group for Planning is a resource directly under the control of Santa Clara County OEM. The meeting schedule, agenda, composition, stakeholder participation, and format are completely subject to Santa Clara County OEM needs.

Topical Working Group.

Purpose. Topical Working Groups endorse plan framework, identify subject matter experts, establish divisions of labor, develop work schedules, etc. for a specific topical plan assigned by the Operational Area Planning Advisory Group.

Lead Agency. Leadership of each Topical Working Group should be established by the OA Advisory Group for Planning in coordination with the Santa Clara County OEM. It is recommended that the leadership of a specific Topical Working Group should fall to the department that has primary responsibility for the plan under draft (i.e., Cost Recovery – Finance Agency). The lead agency is completion of all planning efforts with support from Santa Clara County OEM.

Support Agency(ies). Support Agencies are identified by the Lead Agency for the purpose of sourcing valuable information needed in crafting effective emergency plans. Support Agencies are expected to participate in all planning efforts to the greatest extent possible with the understanding that such participation may be constrained by limited resources such as time, funding, and staffing. Such imitations should be communicated to the Topical Working Group Lead Agency and Santa Clara County OEM to allow for alternate planning actions and documentation.

Suggested Membership Criteria. Membership composition of each Topical Working Group should include relevant jurisdictional departments, subject matter experts, and representatives from local jurisdictions. The membership level of a Topical Working Group should be proportionate to the scope of work under consideration. It should be noted that very large membership groups (more than 30 – 40 individuals) may NOT be conducive to planning at this level.

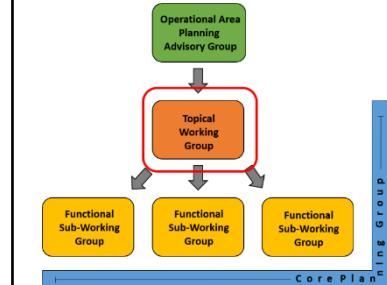
Suggested Membership Level. 20 – 35 individuals.

Meeting Frequency. Topical Working Groups should meet as needed, but it is recommended that at a minimum include: an initial meeting, a mid-term progress meeting, and final meeting. Meetings can be electronic/virtual.

Typical Activities. In order to meet the expectations detailed above – or any additional expectations established by the OA Advisory Group for Planning – each Topical Working Group should develop the following products and/or processes:

- Define the current situation regarding the hazard, topic, or function under consideration – including a proposed timeline.

Figure: Operational Area Topical Working Group(s).



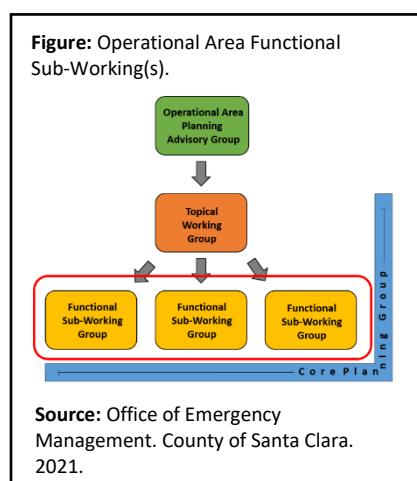
Source: Office of Emergency Management. County of Santa Clara. 2021.



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- Participate in and contribute to an Initial Planning Meeting, a Mid-Term Planning Meeting, and a Final Planning Meeting that includes a broad, holistic audience.
 - The Initial Planning Meeting should establish the problem to be addressed via the Emergency Planning Process, solicit opinions from Operational Area stakeholders, and develop a course of action to resolve the problem previously stated
 - The Mid-Term Planning Meeting is intended to inform Operational Area planning partners on the progress of planning effort in order to maintain consensus throughout the planning area and address any unresolved issues that may hinder the planning process
 - The Final Planning Meeting is intended to inform and socialize the resultant planning product among County and Operational Area stakeholders
- Enlist community stakeholders and subject matter experts in the planning effort.
- Define a plan framework with specific objectives, goals, and a refined timeline.
- Divide the planning team into smaller, more manageable teams (Sub-Working Groups) and assign them to develop an area within the plan.
- In consultation with the Core Planning Group, identify Functional Sub-Working Group leaders and product deadlines/milestones.
- Each Topical Working Group will need to identify a Recorder that is tasked to complete a Meeting Minutes document, Action Item document, and a Topical Working Group Meeting Summary Worksheet for the purpose for informing the larger planning team of progress.

County OEM Responsibilities. The success of each Topical Working Group depends on close collaboration between County OEM and the designated Lead Agency. County OEM should concentrate on plan format, consistency, interdependency, and standardization throughout the County's entire emergency planning process, while the Lead Agency should focus on the function, hazard, or topic, currently under consideration.



Functional Sub-Working Groups.

Purpose. Functional Sub-Working Groups develop plan content, identify missing subject matter experts, and assign work to Functional Sub-Working Group Members to address a specific function or section of the plan assigned by the Topical Working Group with assistance from the Core Planning Group.

Functional Sub-Working Group Leader. Leadership of each Functional Sub-Working Group should be established by the Core Planning Group with input from the Topical Working Group and County OEM. It is recommended that a member of the Core Planning Group lead each Sub-Working Group; however, members with highly specialized knowledge and a commitment to this planning process can be a Sub-Working

Group Leader under the guidance of the Core Planning Group, County OEM, and the Lead Agency.

Support Agency(ies). Support Agencies are identified by County OEM, the Lead Agency, and the Functional Sub-Working Group Leader for the purpose of sourcing valuable information needed in crafting effective emergency plan content. Support Agencies are expected to participate in all



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planning efforts to the greatest extent possible with the understanding that such participation may be constrained by limited resources (i.e., time, funding, and workforce). Such limitations should be communicated to the Lead Agency, and County OEM, and Functional Sub-Working Group Leader to allow for alternate planning actions and documentation.

Suggested Membership Criteria. Membership composition of each Functional Sub-Working Group should include relevant County Departments, subject matter experts, representatives from Allied Agencies, members of the Core Planning Group, and representatives from local jurisdictions – especially jurisdictions threatened by the hazard under consideration. The membership level of a Functional Sub-Working Group should be proportionate with the scope of work under consideration. It should be noted that small groups are most conducive to planning at this level.

Suggested Membership Level. 4 – 8 individuals.

Meeting Frequency. Frequency is dependent upon the proposed timeline and scope of work. Enough time should be scheduled in between each Functional Sub-Working Group to provide members an opportunity to complete any work assignments. Ultimately, the meeting frequency should be defined in coordination between the Core Planning Group and the Functional Sub-Working Group with the goal of balancing planning needs and the demands of each member's daily occupation. Meetings may be digital/virtual, as necessary.

Typical Activities. Each Functional Sub-Working Group should develop the following products and/or processes:

- Define the current situation regarding the hazard, topic, or function under consideration – including a proposed planning timeline.
- Enlist community stakeholders and subject matter experts that are not currently included in the planning effort.
- Identify product deadlines, milestones, or shortfalls.
- Discuss and craft plan content.
- Identify a Recorder that is tasked to complete a Meeting Minutes document, Action Item document, and a Sub-Working Group Meeting Summary Worksheet for the purpose of informing the larger planning team of progress.
- Contribute to and participate in any Topical Working Group Planning Meetings, as needed and able.

County OEM Responsibilities. The success of each Functional Sub-Working Group depends on close collaboration between County OEM, the identified Lead Agency, members of the Core Planning Group, and members of each Functional Sub-Working Group. As the planning process experts, County OEM staff shepherd the County's emergency planning process.

Core Planning Group.

Purpose. The Core Planning Group is ultimately responsible for all production activities including proposing plan scope & framework, performing research & information validation, initiating the recruitment & continuing the management of needed planning partners, as well as drafting & editing of the planning document.



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Lead Agency and OEM. The Core Planning Group is collaborative in nature. Rather than relying on a single agency to provide leadership, the Core Planning Group should strive to balance the needs of all assigned organizations through collaborative teamwork. It is suggested that the Core Planning Group look to the Lead Agency for appropriate task assignments, division of labor, and guidance on relevant subject matter, while OEM provide guidance as it relates to the Emergency Management planning process and continuity of effort between the various County emergency management plans. Above all, Core Planning Group members must remain flexible, while being conscience of the needs of all agencies involved in the planning process.

Source: Office of Emergency Management. County of Santa Clara. 2021.

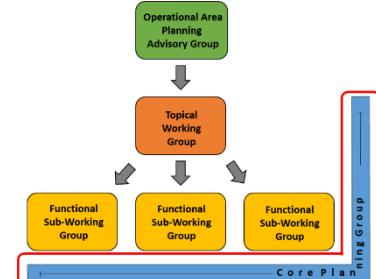


Figure: Operational Area Core Planning Group.

Suggested Membership Criteria. Membership composition of the Core Planning Group should include representatives from the Lead Agency, OEM, and any other agency deemed essential. The membership level of the Core Planning Group should be proportionate with the scope of work under consideration. It should be noted that given the high level of coordination required for planning at this level small groups should be enlisted as Core Planning Group membership.

Suggested Membership Level. 4 – 8 individuals.

Meeting Frequency. The Core Planning Group should meet as frequently as needed. Frequency is dependent upon the proposed timeline and scope of work. Enough time should be scheduled in between each Core Planning Group meeting to provide members an opportunity to complete any work assignments. Ultimately, the meeting frequency should be defined in coordination with the Core Planning Group members with goal of balancing the Group's planning needs with the demands of each member's daily occupation.

Phased Process

Phase 1. Planning Project Initiation.

- **Operational Area Advisory Group for Planning** – guide and advise the EOAC on planning priorities for the Operational Area.
- **Emergency Operational Area Council** – establishes planning priorities.
- **Operational Area Advisory Group for Planning** – establishes Topical Working Groups in accordance with EOAC priorities.
- **Core Planning Group** – prepares agency resources for planning project, researches the topic, and provides the initial plan framework.

Phase 2. Project Preparation.

- **Topical Working Group** – refine scope of the plan and divide labor functionally.

Phase 3. Planning Product Development.

- **Functional Sub-Working Groups** – produce plan content.
- **Core Planning Group** – draft and edit proposed plan.

Phase 4. Monitor and Control.

- **Topical Working Group** – review plan and provide recommended edits, as appropriate.



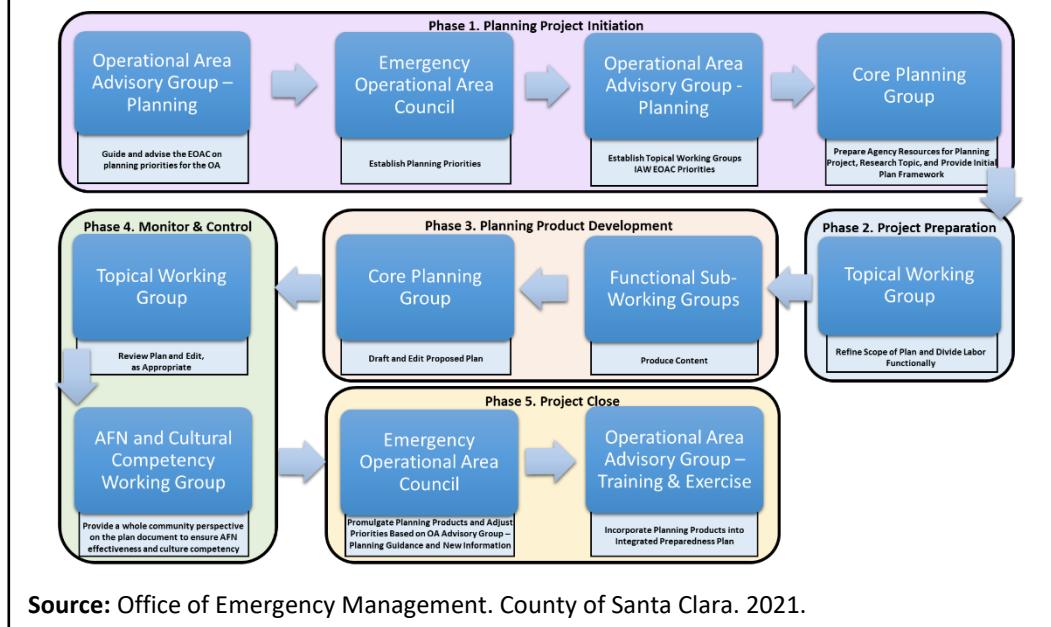
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- **AFN and Cultural Competency Working Group** – provide a whole community perspective on the plan document to ensure AFN effectiveness and culture competency.

Phase 5. Project Close.

- **Emergency Operational Area Council** – promulgate planning products and adjust priorities based on the OA Advisory Group for Planning, new guidance, and new information.
- **OA Advisory Group for Training & Exercise** – incorporate planning products into Multi-Year Training Plan.

Figure: Santa Clara County Operational Area Emergency Management Planning Process.





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Annexes to the Emergency Operations Plan

This EOP has a number of additional plans, or “annexes,” associated with it that further describe the operational or functional response envisioned by emergency managers and public safety officials when contemplating a particular threat or hazard. These annexes typically include the basic considerations, actions, and responsibilities of specific emergency response disciplines or functions. Regardless of the specified maintenance schedule detailed in each annex, the review/revision cycle for all EOP annexes is: 3-year/review; 5-year/revision. County OEM may choose to review and/or revise any annex to the EOP earlier than the listed review/revision date in the table below. Finally, all plans, including the annexes below, should be reviewed and revised, if needed, following any exercise or real-world event that demonstrates a program deficiency via the after-action and improvement planning processes.

The table below:

- Provides a list of annexes that have been published to date
- Provides a list of annexes that are to be published in the future
- Details the maintenance schedule for each published annex
- Establishes the responsible Lead Agency for production of each annex

EOP Annex Update Schedule								
#	Annex Title	Date – Publication	Date – Last Review	Date – Last Revision	Date – Next Review	Date – Next Revision	Lead Agency	Support Agencies
1	Public Safety Power Shutoff	October 2019	September 2021	October 2019	October 2022	October 2024	OEM	PG&E
2	Flood	August 2016	December 2017	NA	NA	Pending	OEM	Water District
3	Excessive Heat Response	July 2014	July 2017	September 2017	NA	Pending	OSH	County OEM
4	Inclement Weather	August 2019	March 2021	NA	August 2027	August 2024	OSH	County OEM
5	Wildfire	June 2019	NA	NA	June 2022	June 2024	County Fire	County OEM
6	Earthquake*	July 2016	See Comments	See Comments	See Comments	See Comments	BAUASI	County OEM
7	Emergency Communication	TBD	TBD	TBD	TBD	TBD	OEM	County OEM
8	Debris Management	TBD	TBD	TBD	TBD	TBD	OEM	County GIS
9	Disaster Cost Recovery	January 2017	NA	NA	NA	January 2022	Finance Agency	County OEM
10	Donations Management	August 2018	NA	NA	NA	August 2023	OEM	Silicon Valley Community Foundation
11	EOC Readiness and Operations	TBD	TBD	TBD	TBD	TBD	OEM	NA
12	Logistics & Resource Mgmt.	TBD	TBD	TBD	TBD	TBD	OEM	RDA/PRC FAF/TSS
13	Mass Care & Shelter	May 2015	NA	NA	NA	2022	OSH	SSA/County OEM

*NOTE: This plan is a regional plan developed by the Bay Area Urban Area Initiative (BAUASI), U.S. Department of Homeland Security (DHS)/Federal Emergency Management Agency (FEMA) Region IX, and the California Governor's Office of Emergency Services (CalOES) to describe the joint response to a catastrophic earthquake in the Bay Area.

**NOTE: The schedule established above can be influenced by many factors, including EOC activations, that may require adjustment to the review/revision dates.



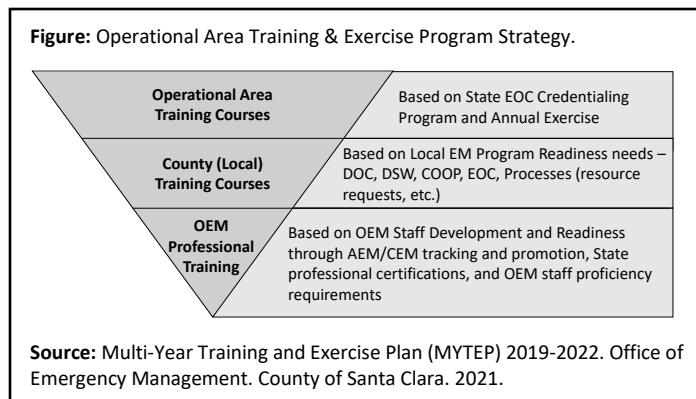
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Plan Maintenance

This EOP and its associated annexes are reviewed, updated, republished, and redistributed on a 2-year review, 5-year revision cycle (in accordance with 2016 State Homeland Security Grant Program guidance). This EOP may be modified as a result of post-incident analyses and/or post exercise critiques. It may also be modified if any component, stated responsibilities, procedures, laws, rules, or regulations pertaining to emergency or incident management and operations change.

Those agencies having assigned responsibilities under this EOP are obligated to inform OEM when changes are needed to reflect current process. OEM will maintain records of revision to this EOP and each of the annexes as they are reviewed and updated. All changes will be noted in the Record of Change table at the beginning of this document.



Trainings and Exercises

The County of Santa Clara – Office of Emergency Management, Training and Exercise Section (County OEM T&E Section) provides emergency management trainings, exercises, and education opportunities to all applicable stakeholders in the Santa Clara County Operational Area with the intent of enhancing core capabilities among local jurisdictions, County departments, and local non-governmental agencies responsible for disaster/emergency response and/or recovery.

The goal of the County's emergency management training and exercise program is to improve the Operational Area's emergency preparedness and resiliency.

Local jurisdictions, special districts, non-governmental organizations active during disasters, and other County departments should identify and deliver needed emergency management training and exercises. However, as the lead emergency management agency for the Santa Clara County Operational Area, County OEM T&E Section is responsible for monitoring and enhancing core capabilities across all Santa Clara County governmental sub-divisions and disciplines through the delivery of emergency management training and exercises.

The Santa Clara County Operational Area T&E Program is composed of:

- A training needs assessment
- Course curriculum
- Course evaluations
- Records of training
- An Advisory Group
- Working Groups as needed to coordinate training events, develop new courses, and enhance local instructors

Operational Area Advisory Group for Training & Exercise

In 2018, County OEM T&E initiated an Operational Area Training and Exercise Advisory Group with members representing the whole community. Membership consists of emergency managers from each constituent jurisdiction, applicable County departments, special districts, non-governmental agencies active during disasters, including the private sector, as well as state and federal partners.

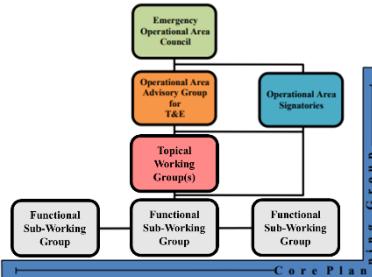


PLAN DEVELOPMENT AND MAINTENANCE

The purpose of this Operational Area advisory group is to guide training and exercise priorities for the Operational Area through the development of an Operational Area Multi-Year Training and Exercise Plan (MYTEP). Participants consist of any interested community stakeholder; however, target members include local emergency managers from jurisdictions or special districts, county department points-of-contact, and applicable non-governmental agencies.

This advisory group meets twice annually and develops, hosts, or otherwise facilitates workshops, presentations, and guided discussions that promote cross-jurisdictional collaboration. Additionally, members should provide unity of effort, and serve to enlist OA-wide support.

Figure: Operational Area Advisory Group for T&E.



Source: Multi-Year Training and Exercise Plan (MYTEP) 2019-2022. OEM. County of Santa Clara. 2021.

Topical Working Group(s). The purpose of working groups is to organize available resources to execute a singular topical training and exercise program objective. Participants include relevant stakeholders, departments, jurisdictions, and experts. Topical Groups meet as frequently as necessary – to complete any assignments from the Advisory Group.

The Operational Area Advisory Group for T&E has established three topical working groups:

- EM Event Coordination Working Group
- Professional Enhancement Working Group
- Material Development Work Group

EM Event Coordination Working Group.

The purpose for this group is:

- Conduct recurring training needs assessments.
- Maintain records of training.
- Publish OA-level T&E Calendar.
- Schedule and coordinate all necessary actions for course delivery.
- Assist jurisdictions with local training events, as needed.
- Design and implement an exercise program based on locally assessed hazards that regularly tests personnel, plans, procedures, equipment, and facilities.
- Evaluate plans, procedures, and capabilities through periodic testing and performance evaluations. The products of these evaluations are documented and disseminated throughout the Operational Area.
- Establish, implement, and maintain a process for corrective actions that prioritizes and tracks the resolution of deficiencies.

Professional Enhancement Working Group.

The purpose of this group is:

- Provide guidance on, and access to, state credentialing program.
- Actively seek out exercise and real-world experience for all EOC members in the OA.
- Provide advice for future program development.
- Identify, develop, and certify EM Course instructors.

Figure: Working Group Division – Operational Area Advisory Group for T&E.



Source: Multi-Year Training and Exercise Plan (MYTEP) 2019-2022. OEM. County of Santa Clara. 2021.



PLAN DEVELOPMENT AND MAINTENANCE

Material Development Working Group.

The purpose of this group is:

- Review, incorporate, and localize outside training courses.
- Develop new course curriculum.
- Review course evaluations and adapt training material accordingly.

Functional Sub-Working Group(s). The purpose of functional sub-working groups is to complete the tasks assigned by the Advisory Group, as well as provide guidance and expertise for future program development. Participants meet as frequently as needed, and include the most relevant stakeholders, departments, jurisdictions, and experts for the assigned task(s).

Core Planning Group. The purpose of the Core Planning Group is monitor, track, and administer all tasks or activities within an established topical working group. The group serves as the “command and control” mechanism for all working group actions. Select members of the County’s Office of Emergency Management may be assigned to a Core Planning Group in partnership with the lead agency responsible for the completion of assigned tasks.

Santa Clara County Anti-Terrorism Approval Authority

The purpose of this approval authority is to prioritize Homeland Security Grant funding that has been distributed from the State to the County for Operational Area public safety agency projects to reduce risk and vulnerability gaps and to increase capabilities. The Anti-Terrorism Approval Authority meets quarterly and consists of five voting members – one representative each for the Sheriff’s Office, County Fire Chief, Police Chiefs, Public Health and City Fire Chiefs.

Homeland Security Training and Exercise Advisory Group

Established by the Santa Clara County Anti-Terrorism Approval Authority, the purpose of the Homeland Security Training and Exercise Advisory Group is “to enhance Santa Clara County’s capability to prevent, prepare for, respond to, and recover from acts of terror and catastrophic events.” This advisory group consists of five subject-matter experts from Fire, Law Enforcement, Public Health/Emergency Medical Services, Emergency Management, and the City of San Jose as a core city. The Homeland Security Training Exercise Advisory Group is facilitated by the County of Santa Clara – Office of Emergency Management.

After-Action Reports and Improvement Planning

The After-Action Report/Improvement Plan (AAR/IP) is a document that generally includes a summary of events (for a real-world event) or an exercise overview, analysis of capabilities, and a list of corrective actions. The length, format, and development timeframe of the AAR/IP depend on the type and scope of the real-world event or exercise. These parameters should be determined by the after-action team or exercise planning team, based on the expectations of senior leaders. The AAR/IP should include an overview of performance related to each objective and associated capabilities.

The observations developed for the AAR/IP should be categorized as either strengths or areas for improvement. Observations do not have to be lengthy to be impactful. A strongly written observation includes a clear and direct statement of the issue identified, a brief description of the analysis, and the impact or result of the issue. A brief summary of the analysis completed can be included to help stakeholders understand how the after action or evaluation team arrived at the conclusion.



PLAN DEVELOPMENT AND MAINTENANCE

After-Action Meeting

The purpose of the After-Action Meeting (AAM) is to serve as a forum to review the revised draft AAR/IP. Participants should seek to reach final consensus on strengths, areas for improvement, draft corrective actions, concrete deadlines, and owners/assignees for implementation of corrective actions.

Improvement Plan

The Improvement Plan (IP) includes all consolidated corrective actions. The IP may be an appendix to the AAR. The AAR/IP is then final and distributed to exercise planners, participants, and other preparedness stakeholders, as appropriate.



AUTHORITIES AND REFERENCES



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AUTHORITIES AND REFERENCES

Authorities and References

Emergency response, like all governmental action, is based on legal authority. The County of Santa Clara Emergency Operations Plan (EOP), follows local, state, and federal regulations and guidelines. Additionally, best practices and lessons learned have also been integrated into this plan where possible; these were identified in the review of after-action reports from recent national large-scale disasters, incidents, and events (to include Stafford Act, non-Stafford Act, terrorist non-Stafford act, and offshore non-Stafford act incidents and events).

Local Authorities and References

- County of Santa Clara Ordinance Code, Division A8: Civil Protection and Emergency Services
- After-Action Report – SCU Lightning Complex Fire
- After-Action Report – Yellow Command Exercise 2018
- After-Action Report – Alternate EOC Exercise 2018
- Interim After-Action Report v1 – COVID (March – May 2020)
- Interim After-Action Report v2 – COVID (June – December 2020)

State Authorities and References

- California Emergency Services Act (Title 2, Division 1, Chapter 7 of the Government Code)
- California Disaster Assistance Act (Title 19, Division 2, Chapter 6 of the California Code of Regulations)
- Standardized Emergency Management System (Title 19, Division 2, Chapter 1 of the California Code of Regulations)
- Standardized Emergency Management System Guidelines
- State of California Emergency Plan
- California Disaster and Civil Defense Master Mutual Aid Agreement
- California Law Enforcement Mutual Aid Plan
- California Coroners' Mutual Aid Plan
- California Fire Service and Rescue Emergency Mutual Aid Plan
- California Constitution (Article XI: Local Government)
- Disaster Service Worker Program Authorities (Title 1, Division 4, Chapter 8 of the Government Code and Section 3211.92 of the Labor Code)
- California Assembly Bill 2311. Emergency Services: Access and Functional Needs. (2016)
- California Senate Bill 833. Emergencies: Office of Emergency Services: Guidelines: Alert and Warning Systems. (2018)
- California Senate Bill 160. Emergency Services: Cultural Competence. (2019)

Federal Authorities and References

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288) as amended
- Homeland Security Act of 2002 (PL 107-296)
- Presidential Policy Directive / PPD-8: National Preparedness
- Homeland Security Presidential Directive / HSPD-5: Management of Domestic Incidents
- Post-Katrina Emergency Management Reform Act of 2006 (PL 109-295)
- Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)
- Improving Access to Services for Persons with Limited English Proficiency (Executive Order 13166)
- Individuals with Disabilities in Emergency Preparedness (Executive Order 13347)



AUTHORITIES AND REFERENCES

- Americans with Disabilities Act of 1990 (PL 101-336) as amended
- Rehabilitation Act of 1973 (PL 93-112, Section 504) as amended
- Civil Rights Act of 1964 (PL 88-352, Section VI)
- Federal Civil Defense Act of 1950 (PL 920)
- National Incident Management System (2017)
- National Response Framework (2019)
- Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans (2021)



ATTACHMENT 1: EOC ACTION PLAN WITH STANDING (INITIAL) OBJECTIVES



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ATTACHMENT 2: EOC ACTION PLANNING MEETING AGENDAS



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ATTACHMENT 3: AFTER-ACTION REPORT/IMPROVEMENT PLAN (TEMPLATE)



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