

RESOLUTION NO. 2023-54

A RESOLUTION OF THE CITY COUNCIL OF THE  
CITY OF HUNTINGTON BEACH APPROVING  
THE CITY'S EMERGENCY OPERATIONS PLAN

WHEREAS, the City of Huntington Beach has prepared an emergency operations plan;  
and

The emergency operation plan complies with all local, state and federal guidelines,

NOW, THEREFORE, the City Council of the City of Huntington Beach does hereby  
resolve as follows:

The City of Huntington Beach Emergency Operations Plan, a copy of which is attached  
hereto as **Exhibit "A"** and incorporated by this reference as though fully set forth herein, is  
hereby approved.

PASSED AND ADOPTED by the City Council of the City of Huntington Beach at a  
regular meeting thereof held on the \_\_\_\_\_ day of \_\_\_\_\_, 2023.

\_\_\_\_\_  
Mayor

REVIEWED AND APPROVED:

\_\_\_\_\_  
City Manager

APPROVED AS TO FORM:

  
\_\_\_\_\_  
City Attorney

INITIATED AND APPROVED:

  
\_\_\_\_\_  
Fire Chief



# City of Huntington Beach Emergency Operations Plan

2023



## Huntington Beach Fire Department

EMERGENCY MANAGEMENT AND HOMELAND SECURITY OFFICE

2000 MAIN STREET, HUNTINGTON BEACH, CA 92648

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**EXHIBIT A**





**City of Huntington Beach**  
**Emergency Operations Plan**

Basic Plan





**City of Huntington Beach**  
Emergency Operations Plan

Basic Plan

# Promulgation Letter



## Plan Concurrence Executive Team

Department	Name	Date	Signature
City Manager	Al Zelinka		
City Attorney	Michael Gates		
City Treasurer	Alisa Backstrom		
City Clerk	Robin Estanislau		
Asst. City Manager	Travis Hopkins		
Fire	Scott Haberle		
Police	Eric Parra		
Community and Library Services	Ashley Wysocki		
Finance	Sunny Han		
Community Development	Ursula Luna-Reynosa		
Human Resources	Theresa St. Peter		
Public Works	Alvin Papa		



## Plan Concurrence LEPC

Role	Name	Date	Signature
Emergency Management	Brevyn Mettler		
Operations Fire	Eric McCoy		
Operations Law	Thoby Archer		
Marine Safety/Planning	Leslie Schwene		
Operations Public Works	Alvin Papa		
CLS/Logistics	Chris Cole		
Finance	Sunny Han		
Community Development/Planning	Jennifer Villasenor		
Human Resources/Logistics	Deanna Soria		
PIO	Jennifer Carey		
Community Development/Recovery	Steve Holtz		
IS/Logistics	Brian Weinberg		
Dispatch/PSAP	Julie Reynolds		
CERT/Volunteers	Carol Burtis		
Council Liaison	Catherine Jun		



**City of Huntington Beach**  
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# **City Council Adoption Resolution / Plan Approval**



## **Municipal Code 8.60**

**Insert Hyperlink**





## Record of Change

Date	Base Plan / Appendices	Section	Pages	Description



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## **1 INTRODUCTION**

This plan has been developed to provide a comprehensive emergency management plan for the City of Huntington Beach. This Emergency Operations Plan (EOP) addresses the planned response to extraordinary emergencies associated with natural disasters, human-caused incidents, and homeland security emergencies in or affecting the City of Huntington Beach. This EOP is designed to be flexible enough to address both traditional and catastrophic incidents.

It contains a hazard analysis, description of preparedness measures that will preserve life and minimize damage, describes activation and response procedures, and establishes a recovery system to return the City to its normal state of affairs. It provides an overview of the National Incident Management Systems (NIMS), Standardized Emergency Management System (SEMS), and the Operational Area concepts. It also identifies components of the City Emergency Response Organization and describes the overall responsibilities of Federal, State, Region, Operational Area, and City entities.

### **1.1 PURPOSE**

The purpose of the EOP is to establish the foundational policies and procedures that define how the City will effectively prepare for, respond to, recover from, and mitigate natural or human-caused disasters. It describes the emergency response organization and how it is activated. The EOP is also the foundation for all Functional Annexes and Standard Operating Procedures.

The EOP is composed of a base plan with supporting appendices and annexes.

### **BASIC PLAN**

The EOP provides an overview of the City's organization, policies, and approach to all phases of emergency preparedness. It is the foundation document for the City's emergency management program. The EOP identifies the functions and responsibilities for the emergency response organization and EOC staff and guides plan maintenance. It describes internal processes that address emergency response and coordination. The EOP intends to provide supporting documentation to emergency response staff that is detailed enough for effective response yet is flexible enough to be used in any emergency response.

### **FUNCTIONAL ANNEXES**

Functional Annexes are individual plans that focus on missions (e.g., EOC sections, public information, alerting and warning, damage assessment, etc.) and hazard/incident-specific plans that supplement the Basic Plan. These Annexes discuss how the City's response will be managed and organized before, during, and after an emergency.

### **STANDARD OPERATING PROCEDURES (SOP)**

SOPs describe the purpose, authorities, durations, and details of the preferred method for performing a single function or several interrelated functions in a uniform manner. The EMHS Office and department directors are responsible for developing and maintaining their respective segments of this plan and their appropriate supporting SOPs as stated here and outlined in each





section. Some department directors may choose to develop only one plan, the EOP, and make it an all-inclusive EOP/SOP.

## **1.2 SCOPE**

This plan defines the individual and departmental responsibilities in the process of mitigating, preparing for, responding to, and recovering from disasters. It does not describe the field level response to emergencies described in department Standard Operating Procedures (SOPs). It describes coordination between the City of Huntington Beach, the Orange County Operational Area (OC / OA), the State of California Office of Emergency Services (OES), and the Federal Emergency Management Agency (FEMA).

The EOP addresses the entire spectrum of contingencies, ranging from relatively minor incidents to large-scale disasters. All departments must be prepared to promptly and effectively respond to any foreseeable emergency, taking all appropriate actions. The plan applies to all City Emergency Response Organization elements during all phases of emergency management.

### **FOUR PHASES OF EMERGENCY MANAGEMENT**

There are four phases of every disaster: Mitigation, Preparation, Response, and Recovery; it is a constant cycle. As soon as the Response Phase is completed, the Recovery Phase is initiated. Then, immediately begin mitigating the hazard that caused the emergency. Then, preparation begins for the next disaster. The four phases are described below:

#### **MITIGATION**

Mitigation refers to any activity that prevents an emergency, reduces the chance of an emergency happening, or reduces the effects of unavoidable circumstances that turn into emergencies. Mitigation refers to any sustained action taken to reduce or eliminate long-term risk to life and property from a hazard event. Mitigation, also known as prevention (when done before a disaster), encourages the long-term reduction of hazard vulnerability. The goal of mitigation is to decrease the need for a response instead of simply increasing the response capability. Mitigation can protect critical community facilities, reduce liability exposure, and minimize community disruption.

#### **PREPAREDNESS**

Preparedness is a continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and improving activities to ensure effective coordination and the enhancement of capabilities. The preparation phase of emergency management includes ensuring that the City's disaster ordinance and Emergency Operations Plans (EOPs) are complete and current. The disaster ordinance is vital because it outlines who is in charge, the order of succession, the process for declaring a Local Emergency, and other key information. The EOP details how the City will conduct emergency operations and defines areas of responsibility. Other preparation activities include providing training for all the jurisdiction's department responders on ICS, SEMS, and NIMS and their





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specific role in emergencies, and conducting exercises and drills that range from “tabletop” to “full scale” events.

#### **RESPONSE**

The Response phase includes mobilizing the necessary emergency services and first responders in the disaster. In the response phase, the most critical factor for the City is ensuring first responders are supported so they can save lives, property, and protect the environment. This is accomplished by ensuring that the Emergency Operations Center (EOC) is equipped for immediate activation.

#### **RECOVERY**

Recovery activities involve restoring services to the public and returning the affected area(s) to pre-emergency conditions. While the immediate lifesaving activities are occurring, it is important to assess how soon the response phase can transition to recovery. Critical response phase operations will gradually shift to assisting individuals, households, businesses, and governments in meeting basic needs and returning to self-sufficiency. Recovery activities may be both short-term, intermediate, and long term, ranging from restoration of essential utilities, such as water and power, to mitigation measures designed to prevent future occurrences of a given threat.

#### **MITIGATION PROGRAM**

Mitigation efforts occur both before and after emergencies or disasters. Some post-disaster mitigation activities may be incorporated into the recovery process. Effective mitigation includes eliminating or reducing the impact of hazards that exist within the City. Details on the City’s mitigation activities (particularly post-disaster) are included in the Local Hazard Mitigation Plan. Mitigation efforts include, but are not limited to:

- Amending local ordinances and statutes, such as zoning ordinances, building codes, and other enforcement codes
- Initiating structural retrofitting measures
- Assessing tax levies or abatements
- Emphasizing public education and awareness
- Assessing and altering land use planning

### **1.3 EMERGENCY MANAGEMENT AND HOMELAND SECURITY PROGRAM**

#### **EMERGENCY MANAGEMENT AND HOMELAND SECURITY COUNCIL**

It is the duty of the Emergency Management and Homeland Security Council to oversee the preparedness activities of city departments, ensuring unity of purpose. This includes preparing and approving plans, training employees for emergency and disaster-related functions, and related emergency preparedness activities.

#### **EMERGENCY MANAGEMENT AND HOMELAND SECURITY OFFICE**

Under the direction of the Fire Chief, the Emergency Services Coordinator (ESC) manages and oversees the day-to-day operations of the Emergency Management and Homeland Security





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(EMHS) Office. The ESC manages, plans, and organizes various citywide EMHS programs that assist city leadership and staff to prepare, mitigate, respond and recover from natural and human-made emergencies. The ESC plans and directs emergency operations and recovery efforts before, during, and after emergency/special events; directs the activation of the City Emergency Operations Center (EOC) and Command Posts, and serves as a member of the Director of Emergency Management's an incident commander's support staff.

### **LOCAL EMERGENCY PLANNING COMMITTEE**

In September 2006, the City formed the Emergency Preparedness Committee. In 2014 the committee was officially created as a part of the Municipal Code 8.60 and renamed the Local Emergency Planning Committee (LEPC). The LEPC is a standing and working Emergency Management and Homeland Security Council subcommittee. The committee's membership includes the Emergency Services Coordinator and a senior manager from each City department. The LEPC will provide operational direction for implementing the programs and policies established by the Emergency Management and Homeland Security Council, assist in the preparation of emergency plans, coordinate department emergency training/exercises, and speak on behalf of the department. The committee will meet monthly, at the council's direction or upon the committee chair's call.

### **CITIZEN CORPS COUNCIL**

The Citizen Corps Council is a Department of Homeland Security recommended group that collaborates with government and non-government agencies and volunteer organizations, the private sector, and faith-based and other entities involved in public safety activities to achieve common emergency management goals. The council is represented on the LEPC and will work with community members to meet Citizen Corps goals and objectives. A segment of the LEPC and quarterly meeting of the EMHS Council will be devoted to issues and discussions relating to Citizen Corps Programs.

### **VOLUNTEER GROUPS**

Huntington Beach has made disaster preparedness public education a priority since 1985, when the City hired an Assistant Coordinator to start a community outreach program. This culminated in the Community Emergency Response Team (CERT) Program which was started in 1991. CERT plays a crucial role in the City's preparedness training efforts. CERT training is offered at least once a year by the Emergency Management and Homeland Security (EMHS) office. Since 1991, over 10,000 residents have been trained through the EMHS Office and the CERT program to prepare and respond to their family, neighborhood, school, business, and/or City in a disaster.

### **ORANGE COUNTY EMERGENCY MANAGEMENT ORGANIZATION**

OCEMO is a standing subcommittee (the working group) to the OA Executive Board. They are required to establish OA policies, procedures, training, exercises, and plans. They review Emergency Management legislation and grant opportunities. OCEMO identifies and examines programs of concern to the subdivisions and the county and coordinates the development of appropriate plans and programs leading toward an integrated OA approach to preparedness for



emergencies. This includes cost-efficient and effective programs, coordinated public education, and sharing of specialized programs, plans, and tools. OCEMO coordinates the emergency management needs of the jurisdictions within Orange County.

#### **1.4 SEMS AND NIMS COMPLIANCE**

City of Huntington Beach Emergency Response Organization (ERO) is formed per City Municipal Code Ordinance chapter 8.60. This Municipal Code Ordinance describes the powers and duties, the Emergency Management and Homeland Security (EMHS) Council, the role of the Director of Emergency Management (DEM), and the Emergency Operations Plan (this plan).

The City will manage emergencies operating under the following:

- The Standardized Emergency Management System (SEMS) and the Operational Area concept - adopted in November 1995 (City Resolution 6732)
- The National Incident Management System (NIMS) - adopted on August 1, 2005 (Resolution 2005-47)
- The Unified County of Orange and Orange County Operational Area Emergency Operations Plan – 2019
- Huntington Beach Municipal Code Ordinance 8.60 (revised and updated 2014)

Together, these operational systems outline how the City's Emergency Response Organization will respond to critical incidents, emergencies, and disasters coordinated in the field, at the local level, and through the county, region, state, and federal levels.

#### **NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS)**

The City conforms to the requirements of SEMS and NIMS and uses the concepts of incident command, common terminology, span of control, and resource management common to both systems. The City applies standard operating processes and procedures in managing small incidents and may not activate the EOC.

The NIMS provides a comprehensive approach to emergency management for all hazards. NIMS integrates existing best practices into a consistent, nationwide approach to domestic emergency management applicable to all jurisdictional levels (public and private) and across functional disciplines. NIMS incorporates Incident Command System (ICS), a standardized on-scene emergency management concept designed to provide an integrated organizational structure for single or multiple emergencies and to facilitate emergency response across jurisdictional boundaries.

#### **INCIDENT COMMAND SYSTEM**

The City responds to disasters using ICS, which is a primary component of both SEMS and NIMS. This standardized incident management concept allows responders to adopt an integrated organizational structure equal to the complexity and demands of any single incident or multiple incidents without being hindered by jurisdictional boundaries.





ICS is based on a flexible, scalable response organization. This organization provides a common framework within which people can work together effectively. The ICS is designed to establish standard response and operational procedures because response personnel may be drawn from multiple agencies that do not routinely work together. This reduces the potential for miscommunication during incident response.

### **STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS)**

In 1991, the Oakland - East Bay Hills Fire revealed gaps in coordination during disaster response. As a result, a bill was introduced by Senator Nicholas Petris from the Oakland area, and Government Code Section 8607 became law. This law intended to improve the coordination of state and local agencies during a disaster or emergency response in California by making many of the same precepts of ICS applicable at ALL levels of emergency management, from the field to the state. The statute directed the Governor's Office of Emergency Services (Cal OES), in coordination with other state agencies and local agencies, to establish the Standardized Emergency Management System (SEMS).

With the creation of SEMS also came the requirement that in California, all state, county, city, and special district agencies use SEMS during an emergency or disaster and that all state, county, city, and special district agency employees take a basic course in SEMS. **Figure 1.1** provides an overview of the SEMS structure.

**Figure 1.1 – SEMS Organizational Structure**

#### **Field Response**

- Commands on-scene information, resources, and priorities

#### **Local**

- Manages and/or coordinates information, resources, and priorities within its jurisdiction

#### **Operational Area**

- Manages and/or coordinates information, resources, and priorities among all local governments within the boundary of a county

#### **Region**

- Manages and coordinates information and resources among operational areas

#### **State**

- Statewide resource coordination integrated with Federal agencies

### **FIELD**

The Field level is where emergency response personnel and resources, under the command of responsible officials with jurisdiction. Using the structure of ICS and the established standard operating procedures, first responders carry out tactical decisions and activities in direct response to an incident or threat. As events evolve and require activation of the EOC, Field level resources maintain local command of incident response and mitigation (in the form of a DOC) while coordinating with the EOC.



## **LOCAL GOVERNMENT**

According to California Government Code and SEMS doctrine, a local agency (local government) includes incorporated cities, special districts, and the county. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their EOC is activated, or a Local Emergency is proclaimed, to be eligible for State reimbursement of response-related costs.

## **OPERATIONAL AREA**

SEMS regulations specify that the county board of supervisors is responsible for establishing an Operational Area. The Orange County Sheriff-Coroner Department is the lead agency for the Orange County OA. All local governments should cooperate in organizing an effective operational area, but the operational area's authority and responsibility are not affected by the nonparticipation of any local government.

If the Orange County OA is activated, a Director of Emergency Management (DEM) or Operational Area Coordinator will be appointed, depending on the type of hazard. They will have the overall responsibility for coordinating resources on behalf of OA members and supporting emergency operations within the county. The Orange County EOC located at Loma Ridge fulfills the role of the OA EOC.

Initial requests for federal assistance will be made to and coordinated with the FEMA Region IX Regional Response Coordination Center (RRCC) by the Cal OES Operations Center (SOC) unless other, more specific, procedures are agreed upon and contained in mutually approved contingency plans.

Other federal interactions with the Operational Areas and OA Members may include the:

- Environmental Protection Agency during hazardous materials incidents
- U.S. Coast Guard on oil spills
- FBI in law enforcement operations
- U.S. Forest Service during wildfires
- Health and Human Services in public health emergencies





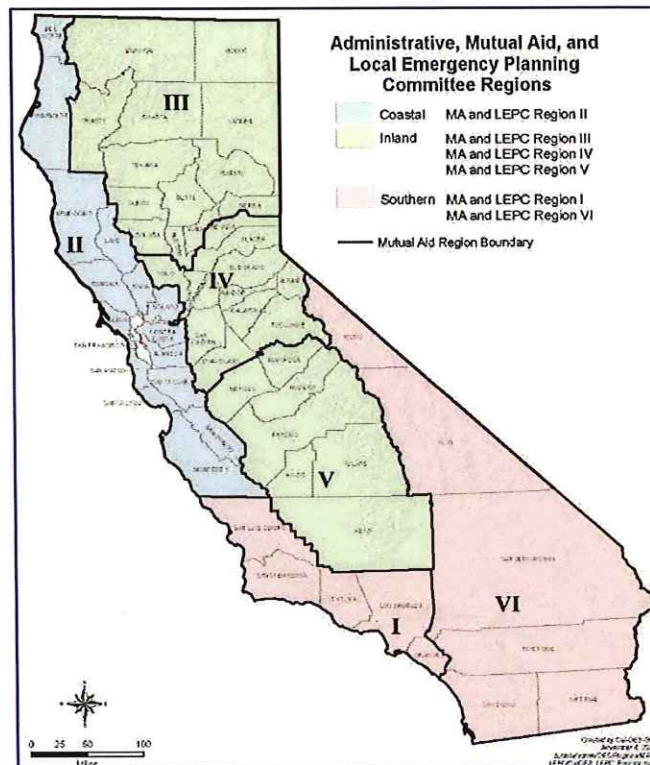
## REGIONAL LEVEL

The Regional level is administered by the State and manages and coordinates information and resources among Operational Areas, and within or between one or more mutual aid regions established by Cal OES. The Regional level coordinates overall State agency support for emergency response activities within the Region. California is divided into three (3) Cal OES administrative regions – Inland, Coastal, and Southern; six (6) fire and rescue mutual aid regions; and seven (7) law enforcement mutual aid regions. The Regional level operates the REOC and serves as the coordination and communication link between the Operational Area and the State level.

There are 11 counties and 151 incorporated cities within the Southern Administration Region. Within the region, 226 incorporated cities include 2 nuclear plants. The total population of all cities and counties in the Southern Region is approximately 21,648,506.

## STATE LEVEL

The state-level manages state resources in response to the emergency needs of the other levels and coordinates mutual aid among the mutual aid regions and between the regional level and state level. The state-level also serves as the coordination and communication link between the state and the federal disaster response system. The State level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with FEMA. The Cal OES SOC is located at 3650 Schriever Avenue, Mather, California.



**Figure 1.2 - Administrative, Mutual Aid, and Local Emergency Planning Committee Regions**

Cal OES Southern Region  
4671 Liberty Avenue, Building 283  
Los Alamitos, California 90720  
(562) 795-2902 Office  
(562) 795-2963 Fax

## 1.5 AUTHORITIES AND REFERENCES

### FEDERAL AUTHORITIES

- Federal Civil Defense Act of 1950 (PL 920) as amended
- Federal Disaster Relief Act of 1974 (PL 93-288)
- Flood Control and Coastal Act (PL 84-99) (US Army Corps of Engineers)
- Homeland Security Act of 2002
- Homeland Security Presidential Directive (HSPD) 5, Management of Domestic Incidents





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- Homeland Security Presidential Directive (HSPD) 8, National Preparedness
- U.S. Dept. of Homeland Security (USDHS) National Incident Management System (NIMS)
- U.S. Department of Homeland Security (DHS) National Response Framework (NRF)
- Presidential Directive 39 and 62 terrorism investigations delegated to U.S. Dept. of Justice/FBI
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288), as amended
- National Fire Protection Association, Safer Act Grant; NFPA 1710, 2010
- Americans With Disabilities Act (ADA), 1990
- ADA Amendment Act (ADAAA), 2008
- Post-Katrina Emergency Reform Act, 2007
- The Pets Evacuation and Transportation Standards Act of 2006
- National Response Team (NRT)-1, Hazardous Materials Emergency Planning Guide and NRT-1A Plan Review Guide (Environmental Protection Agency's National Response Team)
- National Environmental Policy Act of 1969, 42 U.S.C. 4321

### STATE AUTHORITIES

- State of California Emergency Plan
- California Emergency Services Act, Chapter 7 of Division 1 of Title 2 of the Government Code
- Government Code Section 8605 (Counties designated Operational Areas)
- California Government Code 8607(a) creation of SEMS
- California Office of Emergency Services (OES) Standardized Emergency Management System (SEMS) Guidelines
- California Master Mutual Aid Agreement
- California Law Enforcement Mutual Aid Plan
- California Oil Spill Contingency Plan
- California Natural Disaster Assistance Act (Chapter 7.5 of Div 1 of Title 2 Government Code)
- California Hazardous Materials Incident Contingency Plan
- California Health and Safety Code, Div 20, Chapter 6.5 (hazardous materials)
- California Fire Service and Rescue Emergency Mutual Aid Plan
- California Emergency Resources Management Plan
- California Constitution
- Standardized Emergency Management System (SEMS) Regulations; Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and Government Code Section 8607(a)
- California Emergency Management Mutual Aid Plan
- California State Private Nonprofit Organizations Assistance Program, 2011
- Orders and Regulations which may be selectively promulgated by the Governor during a State of Emergency



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- Orders and Regulations Promulgated by the Governor to take effect upon the Existence of a State of War Emergency

#### **COUNTY AUTHORITIES**

- Orange County Operational Area (OC/OA) Emergency Operations Plan, 2007
- Orange County Fire Services Operational Area Mutual Aid Plan
- American Red Cross Orange County Chapter – Disaster Operations Plan
- OC/OA San Onofre Nuclear Generating Station (SONGS) Emergency Plan
- OC/OA Weapons of Mass Destruction (WMD) Annex
- OC/OA Aviation Accident Annex
- OC/OA Metropolitan Medical Response System (MMRS) Annex
- OC/OA Tsunami Annex
- OC/OA Care and Shelter Annex
- OC/OA Dam/Reservoir Failure Annex
- OC/OA Strategic National Stockpile Annex
- Orange County Fire Authority's Hazardous Materials Area Plans
- Orange County Law Enforcement Mutual Aid Contract
- Orange County Fire Service OA Mutual Aid Plan

#### **CITY OF HUNTINGTON BEACH AUTHORITIES**

- City of Huntington Beach Municipal Code Ordinance Chapter 8.60
- Local Hazard Mitigation Plan
- SEMS, the Incident Command System and Operational Area concept, adopted by Huntington Beach Resolution 6732
- Central Net Operations Authority Joint Powers Agreement
- Metro Cities Fire Authority – Emergency Communications Plan (Metro Net)
- Huntington Beach Municipal Code Ordinance 17.05.120 Hazardous Conditions
- NIMS and its concepts and policies, adopted by Huntington Beach Resolution 2005-47
- City of Huntington Beach adoption of Orange County's Public Works Mutual Aid Plan, 1996



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## 2 COMMUNITY PROFILE

The City of Huntington Beach has a population of approximately 196,000 residents within an area of approximately 27.7 square miles. For additional information and details about the City, refer to the most recent City and Local Hazard Mitigation Plan.

## 3 HAZARDS ANALYSIS

A hazard analysis has indicated that the City is at risk from numerous hazards associated with natural disasters and technological incidents. Many of the hazards which exist in or adjacent to the City have the potential for causing disasters exceeding any one jurisdiction's capabilities to successfully respond, making regional collaboration essential. Hazards identified as a risk to the City could result in an EOC activation. A detailed analysis of hazards faced by Huntington Beach can be found in the most recent Local Hazard Mitigation Plan.

### 3.1 HAZARD IDENTIFICATION

The threats, risks, and vulnerabilities are based on multiple variables that constantly change with new information, mitigation, and preparedness measures and as new threats arise. As more accurate and detailed information becomes available, it may or may not affect a specific hazard's risk/vulnerability scoring. As a result, only a generalized description of each threat is placed in this plan. The EMHS Office is responsible for keeping apprised of this information, maintaining records, and ensuring the Emergency Response Organization is aware and includes it in preparedness and mitigation programs/projects. During the plan review cycle, information will be updated if needed, and the City Emergency Preparedness Committee will make adjustments.

Table 3.1 – Hazard Prioritization

HAZARD	PROBABILITY	IMPACT			TOTAL	THREAT
		LOCATION	PRIMARY	SECONDARY		
Seismic Hazards	4 (Highly Likely)	4 (Extensive)	4 (Extreme)	4 (High)	64.0	High
Drought	4 (Highly Likely)	4 (Extensive)	2 (Moderate)	2 (Limited)	48.8	High
Coastal Hazards	3 (Likely)	3 (Significant)	3 (Severe)	4 (High)	39.0	Medium
Flood	3 (Likely)	3 (Significant)	3 (Severe)	3 (Moderate)	36.0	Medium
Severe Weather	3 (Likely)	4 (Extensive)	2 (Moderate)	2 (Limited)	33.6	Medium
Human-caused hazards	3 (Likely)	2 (Limited)	2 (Moderate)	2 (Limited)	24.0	Medium
Geologic Hazards	2 (Occasional)	3 (Significant)	2 (Moderate)	2 (Limited)	19.2	Medium
Dam Failure	1 (Unlikely)	4 (Extensive)	4 (Extreme)	4 (High)	16.0	Medium



### 3.2 HAZARD PROFILES

#### NATURAL HAZARDS

##### SEISMIC HAZARDS (FAULT RUPTURE, GROUND SHAKING, LIQUEFACTION)

**Description:** Seismic hazards include three different but related hazard types—fault rupture, ground shaking, and liquefaction—all of which are consequences of earthquakes. Earthquakes themselves are caused by the movement of large pieces of the earth's crust, called tectonic plates. As the tectonic plates move against each other, they can become stuck together, causing stress between the plates to build up until it eventually overcomes the friction holding them together. When this happens, the stress is released, and the plates suddenly slip past each other, creating the shaking that we call an earthquake. Earthquakes occur along boundaries called fault lines. These fault lines may be the actual border between plates, but they may also be borders between two sections of a single plate, created by the repeated process of accumulated and released stress.

**Risk/Threat:** The City in its entirety is under direct threat from earthquakes. It is located near multiple faults, including the San Andreas Fault, the most active fault in California, and sits on the Newport-Inglewood Fault, the second most active in the state.

**Fault rupture:** Affects areas immediately adjacent to the fault in question. As a result, only faults running through Huntington Beach are at risk of creating a fault rupture hazard in the community. However, fault rupture in neighboring communities may cause indirect damage or challenges for Huntington Beach. The only known fault in Huntington Beach is the Newport Inglewood fault, which extends from Santa Monica to Newport Beach, and then continues offshore as far south as Oceanside. The last major rupture of this fault (the 1933 Long Beach earthquake) did not cause any surface rupture.

**Ground shaking:** Like large sections of California, Huntington Beach sits in a seismically active area and may be exposed to ground shaking from numerous different earthquake events. While many small faults in the area or large faults a greater distance away may produce minor ground shaking, a limited number of faults could create more substantial ground shaking in the community.

**Liquefaction:** Parts of Huntington Beach sit on soil prone to liquefaction. The liquefaction risk is highest in the Sunset Beach and Huntington Harbour neighborhoods, along the coast, and the lowland areas inland of the Bolsa Chica wetlands. However, most of the low-lying inland areas of Huntington Beach are also within areas of high to very high liquefaction potential, and the northern edges of the two mesas are in a zone of medium to high liquefaction potential. Only the two mesas themselves have a low risk of liquefaction.





**Affected Population Estimates:** Fault rupture and ground shaking in the region could affect all residents, but special consideration should be given to persons with disabilities, access, and functional needs. Huntington Beach's liquefaction hazard zone is home to approximately two-thirds of the community's residents. Individuals within the liquefaction zone are not more socially vulnerable than the average Huntington Beach resident due in part to the large size of the hazard zone. As with many other types of hazards, lower-income persons may be more likely to live in less structurally sound homes and so may experience more significant liquefaction events than less socially vulnerable persons.

**Geographical Characteristics:** See the 2017 Huntington Beach LHMP for figures.

**Response Considerations:** A major earthquake in the region will have responders from multiple agencies. The city must establish a UC with all affected agencies. A sustained EOC activation will be required to coordinate the response and support the incident with logistical needs, alert and warning, public messaging, and sheltering.

**Associated Plans:**

- City of Huntington Beach Plans: LHMP
- Orange County Operational Area EOP: JIS Annex, Recovery Annex, Mass Care and Shelter Annex
- OCFCFA Plans: MCI Plan, Earthquake Plan

**DROUGHT**

**Description:** A drought is a period in which water supplies become scarce. In California, droughts occur when precipitation is limited for an extended period. Unlike most other hazards, droughts develop over a long period, often taking multiple dry years to cause drought conditions, which may persist for years. Droughts may also significantly impact communities not directly in the affected area.

**Risk/Threat:** Huntington Beach is somewhat buffered from drought conditions due to its large reliance on groundwater, supported by the additional supplies made available by the GWRS and helped by recent state legislation requiring sustainable use of groundwater basins. However, as the state's recent drought has shown, the community must still reduce water use substantially during drought conditions to reduce the risk of shortages. Lengthy droughts that begin to affect groundwater supplies will have greater impacts on the community, particularly if the local and regional populations continue to grow.

**Affected Population Estimates:** Given Huntington Beach's location, any drought that is significant enough to reduce water supply to southern California may have an impact on the City. The regional nature of drought hazards means that all of Huntington Beach is likely to be exposed to similar drought conditions if such an event occurs and that there is no "hazard zone" for drought events.



**Frequency:** Droughts are a regular feature in California and are almost certain to continue to occur in the future, with varying severity and duration.

**Geographical Characteristics:** Droughts are usually a region-wide hazard, and at times may extend statewide or cover multiple states. However, the specific impacts of drought can depend on several local conditions, including water supply systems, soil types, and land uses. As a result, two communities under similar drought conditions may experience different impacts.

**Response Considerations:** It is unlikely that the City would activate the EOC during a drought.

**Associated Plans:**

- City of Huntington Beach Plans: LHMP, Urban Water Management Plan
- Orange County Operational Area EOP
- Water Emergency Response Organization of Orange County (WEROC) EOP

**COASTAL HAZARDS (COASTAL EROSION, SEA LEVEL RISE, TSUNAMI)**

**Description:**

**Coastal erosion:** the wearing away of beaches and coastal bluffs by wind, rain, high tides, and surf.

**Sea level rise:** the increase in the average height of the ocean's surface.

**Tsunami:** a wave generated by the sudden displacement of a large volume of water.





**Risk/Threat:**

**Coastal erosion:** Coastal erosion occurs all along the 9.5-mile-long Huntington Beach shoreline. All of the community's beach areas experience erosion, although the beaches are replenished by natural processes and artificial beach nourishment projects. Bluff erosion occurs along Huntington Beach's coastal mesas, located between Golden West Street and Seapoint Street.

**Sea level rise:** All low-lying coastal areas in Huntington Beach are exposed to sea-level rise, including all beaches. Higher sea levels may increase community vulnerability to hazards such as storm surges and tidal flooding, and may also exacerbate coastal erosion by decreasing the size of protective beaches. These hazards could threaten private buildings, public facilities, roads, and beaches in vulnerable areas such as the Sunset Beach and Huntington Harbour neighborhoods, areas located south of the Huntington Beach Pier, the AES power plant, and the Huntington By The Sea RV Park. Because the degree and probability of sea level rise expected to occur is uncertain, the City should continue to assess vulnerability and monitor sea level rise over time.

**Tsunamis:** The tsunami risk zone in Huntington Beach covers the beachfront area of the community as well as several inland areas, similar to the hazard zone for extreme tidal flooding after extensive sea level rise. The Huntington Harbour area is at risk, as is the area inland of the Bolsa Chica wetlands extended as far east as Edwards Street and north past Warner Avenue. Southeastern Huntington Beach, north past Indianapolis Avenue in some locations, is also within the risk zone. Areas within the risk zone are not necessarily subject to inundation during a tsunami event, but the risk zone does mark an area where there is a reasonable threat to individual health and private property from a tsunami and an area where evacuations could be called if a tsunami occurs.

**Affected Population Estimates:** Huntington Beach has a large number of people living near the coast who are vulnerable to coastal hazards, although there are no defined hazard zones for coastal erosion or sea-level rise. Coastal erosion is a threat to properties located immediately adjacent to the ocean. This primarily includes community beaches, the multi-use beach path, including a Class I Bike Path and other shoreline recreational areas, but also includes homes in Sunset Beach and the Huntington Pacific Beach condominiums near the pier. The tsunami hazard zone is home to over 40,000 residents in approximately 16,500 households. On average, residents in the tsunami hazard zone are not substantially more socially vulnerable than the typical community member. Indeed, residents in the tsunami hazard zone are to some degree less socially vulnerable, as they generally have a higher income and higher levels of English proficiency.

**Frequency:**



**Coastal erosion:** As it is an ongoing process, coastal erosion is expected to continue. The rate of future coastal erosion is difficult to anticipate, but any increases in sea levels or the frequency and/or severity of storms may likely increase the erosion rate.

**Sea level rise:** While the rate of sea-level rise has been slow along the Orange County coast, it is projected to accelerate in the future. Based on the best available science, sea level rise of 1 foot is expected by 2030, an increase of 2 feet by 2050, and an increase of 55 inches to as much as 66 inches is expected by 2100. However, new research suggests that Antarctic land ice is melting much faster than previously expected and could cause an extra 24 to 48 inches of sea-level rise by 2100.

**Tsunami:** Since tsunamis are primarily caused by earthquakes or similar events that cannot be easily forecasted, it is impossible to accurately assess how often future tsunami events will occur or how large or destructive the waves will be. However, given that tsunamis have occurred in the past in Huntington Beach, it is likely that they will continue to occur at a rate comparable to past events and that a serious tsunami event will affect the community at some point in the future.

**Geographical Characteristics:** See the 2017 Huntington Beach LHMP for figures.

**Response Considerations:** The most likely event that would trigger activation of the EOC would be a Tsunami Warning from a seismic event. If this type of event were to occur, the Emergency Services Coordinator will determine the potential threat to the City, identify the potential areas affected, and conduct the appropriate notifications to City staff, residents, businesses, and visitors to ensure safe evacuation if necessary.

**Associated Plans:**

- City of Huntington Beach Plans: LHMP
- General Plan: Natural Element and Coastal Resiliency Program

## FLOOD

**Description:** A flood occurs any time a body of water rises to cover what is usually dry land. Floods have many causes, including heavy rains, spring snowmelt, tsunamis, hurricanes, coastal storms, and dam or levee failure. When flooding occurs, affected areas may sustain damage to structures and personal property, as well as severe damage to the environment in the form of soil erosion and deforestation, and damage to utilities and transportation systems.

**Risk/Threat:** There is no indication that the severe rainfall that leads to flooding will abate in the future, either in Huntington Beach or the greater region of Southern California. While Huntington Beach may experience prolonged periods of dry or wet years, flood events will likely continue to impact the City. For areas within the 100-year and 500-year flood hazard zones, the likelihood of flooding to occur on an annual basis is 1% and 0.2%, respectively.





**Affected Population Estimates:** Collectively, close to 52,000 residents live in an area that faces elevated flood risks. Residents of the 100-year flood zone are generally more likely to be under the poverty limit than a typical Huntington Beach resident, which may limit their ability to prepare their homes for a flood disaster if any extensive work is required. The 500-year flood zone contains a higher percentage of elderly households and households with a disabled person, and such households may find it more challenging to make flood safety retrofits due to a lower degree of mobility.

**Frequency:** Although flood control measures, such as infrastructure along the Santa Ana River, have reduced the risk of flooding in Huntington Beach, they have not completely removed it, as demonstrated in more recent flood events such as the January 1995 flooding. As a result, flooding in Huntington Beach is expected to continue to occur

**Geographical Characteristics:** See the 2017 Huntington Beach LHMP for figures.

**Response Considerations:** During a flood situation, the HBPD and HBFD will establish a UC, and the EOC will support the UC with logistical needs, alert and warning, public messaging, and sheltering.

**Associated Plans:**

- City of Huntington Beach Plans: LHMP
- Orange County Operational Area EOP: Flood Annex, Dam and Reservoir Annex, Mass Care and Shelter Annex

**SEVERE WEATHER (HIGH WINDS/WINDSTORMS, TORNADOES)**

**Description:**

**Tornados:** A tornado is a rapidly rotating column of air reaching from a thunderstorm cloud to the ground, often visible as a funnel cloud. They form when the high winds present in a thundercloud drag a rotating section of the cloud called the mesocyclone below the base of the rest of the cloud. This causes changes in the temperature, air pressure, and humidity around the mesocyclone, which focuses the mesocyclone over a small area and drags it toward the ground. If the focused mesocyclone touches the ground, it becomes a tornado. The threats posed by tornados come from the high wind speeds within the rotating funnel cloud, which can cause direct damage to structures it passes over. The high winds can also pick up and fling large pieces of debris, causing further damage. The winds of a tornado can exceed 200 miles an hour, and the highest wind speed observed was approximately 300 miles an hour (Raymond 2009). Tornados can be multiple miles wide or very thin, although the size of a particular tornado does not necessarily indicate its destructive potential. They may persist for hours or last only seconds. They may also move very quickly and cover well over a hundred miles or affect only a small area (NOAA 2016e). A tornado's strength is measured using the Enhanced



Fujita (EF) scale, based on estimates (not actual measurements) of wind speeds as determined by observed damage.

**Windstorms:** Severe winds can occur due to an intense storm system, or they may be independent of any storm activity. In many parts of Southern California, the most common windstorms are the Santa Ana winds, which occur when differences in temperature and air pressure between the high desert and the coastal areas generate winds that blow toward the coast. As these winds decrease in elevation between the high desert and the coast, the air compresses and heats up, creating a Santa Ana event's hot, dry characteristics. Windstorms generally involve winds faster than 47 mph, as this is usually the threshold for structural damage, although some property damage or minor injuries can occur at lower speeds. High winds can directly damage structures, blow down trees and branches, and create airborne debris that can cause further damage. Windstorms frequently cause power outages, as high winds blow down power lines or bring trees and branches down on power lines.

**Risk/Threat:**

**Tornado:** Tornadoes are relatively rare in California, although they can occur anywhere. While topographic features such as mountains, oceans, and rivers are often thought to prevent tornadoes from forming or act as barriers to moving tornadoes, there is no evidence to support this. Urban areas are also no less susceptible to tornadoes than rural locations. Consequently, no part of Huntington Beach is at a greater or lesser risk of tornadoes than others.

**Windstorms:** May occur in any area of Huntington Beach. No part of the community is at greater or lesser risk of a windstorm. All areas of Huntington Beach are equally at risk of experiencing severe winds.

**Affected Population Estimates:** Socially vulnerable people are more likely to live in homes that may have structural weaknesses, which could be subject to greater damage during severe weather events.

**Frequency:**

**Tornadoes:** Tornadoes are likely to continue to occur in Huntington Beach, based on past events, although all indications are that such events will remain rare.

**Windstorms:** Past events indicate that windstorms will continue to occur in Huntington Beach.

**Geographical Characteristics:** No part of Huntington Beach is at a greater or lesser risk of tornadoes than others.

**Response Considerations:** The Emergency Services Coordinator will monitor weather reports and conditions to determine the potential threat of severe wind. Based on these weather reports, City staff will be notified of potential threats that could damage City buildings and





infrastructure. Departments will be placed on alert once severe wind conditions are forecasted and resources and materials mobilized if necessary.

**Associated Plans:**

- City of Huntington Beach Plans: LHMP, DOC Plans

**GEOLOGIC (LANDSLIDES, METHANE-CONTAINING SOILS, AND SUBSIDENCE)**

**Description:**

Landslides occur when slopes become destabilized, typically after heavy rains or when significant erosion from rainfall destabilizes the ground. Slopes that have recently burned (due to wildfire) also face a greater risk from rain-induced landslides, as the fire removes vegetation that helps stabilize the earth. Earthquakes may also be a source of landslides as the shaking can destabilize already loosened soils.

**Risk/Threat:**

**Landslide:** Much of Huntington Beach is not at risk of landslides, as the community's topography is mostly unsuitable for them. However, there is a potential for landslides along the bluff areas at the edges of the mesas. The mesa cliffs between Adams Avenue, Beach Boulevard, Talbert Avenue, and Newland Street are potentially susceptible to landslides, as are the bluffs west of Edwards Street near the Bolsa Chica wetlands. Some of the cliffs in Central Park are also at risk of landslides. Landslides in Huntington Beach are more likely to be induced by earthquakes rather than moisture.

**Affected Population Estimates:**

**Landslide:** Due to the very small size of the landslide hazard zone in Huntington Beach, there is no specific social vulnerability for landslide hazards.

**Frequency:**

**Landslide:** The potential for landslides is limited to specific areas along mesa bluffs. There is no record of any substantive landslide in the community, although this does not mean that the risk of such an event is entirely absent.

**Geographical Characteristics:** See the 2017 Huntington Beach LHMP for figures.

**Response Considerations:** During a geological hazard situation, the HBPD and HBFD will establish a UC, and the EOC will support the UC with logistical needs, alert and warning, public messaging, and sheltering.

**Associated Plans:** City of Huntington Beach Plans: LHMP



#### DAM FAILURE

**Description:** Dam failure occurs when a dam is damaged or destroyed to the point where it partially or completely loses its ability to hold back water. When this occurs, some or all of the water impounded by the dam is suddenly released, causing a fast-moving flood downstream of the dam. Depending on the amount of water released, the flood caused by dam failure can resemble a flash flood, or in more severe instances, can resemble a wall of water similar to a tsunami. These floods can damage or destroy property and cause injury or loss of life for people in the affected area. Due to the speed of the floodwaters, an unexpected dam failure event may occur too rapidly to effectively notify people living near the dam.

**Risk/Threat:** There are no dams in Huntington Beach. However, the city is on the floodplain on the Santa Ana River. There are two dams, Prado Dam and Seven Oaks Dam, located upstream of Huntington Beach on the Santa Ana River. Failure of either dam could cause damage in Huntington Beach.

**Affected Population Estimates:** Since such a large section of the city is in the dam failure hazard zone, the social vulnerability of residents in the hazard zone is fairly similar to that of all of Huntington Beach. There are relatively few steps that individuals can take to reduce the damage from a major dam failure event, although a well-built home may have a better chance of surviving with less damage. Access to a vehicle is very important for evacuation purposes. Individuals without one may be disproportionately affected if alternative forms of transportation are not made available quickly throughout the community.

**Frequency:** As previously noted, dam failure events are rare and have not occurred in Huntington Beach in the past. Additionally, both Prado Dam and Seven Oaks Dam only impound water during flood events, and thus there is no risk of dam failure except during or immediately after a flood when the reservoirs behind the dams are holding back a large volume of water.

**Geographical Characteristics:** See the 2017 Huntington Beach LHMP for figures.

**Response Considerations:** A dam failure may occur suddenly or gradually degrade over an extended period. The HBPD and HBFD will establish a UC, and the EOC will support the UC with logistical needs, alert and warning, public messaging, and sheltering.

**Associated Plans:**

City of Huntington Beach Plans: LHMP, Annexes  
Orange County Operational Area EOP: Flood Annex, Dam and Reservoir Annex  
OCFA Plans: MCI Plan and Swift Water Plan





HUMAN-CAUSED HAZARDS
HAZARDOUS MATERIALS RELEASES
<b>Description:</b> Hazardous materials release refers to a hazard event whereby harmful concentrations of hazardous or toxic substances are released into the environment. This occurs when storage containers of hazardous materials leak or fail. This can happen due to industrial accidents, vehicle crashes, as a direct result of other disasters (e.g., a flood or earthquake), or as a deliberate act.
<b>Risk/Threat:</b> Hazardous waste can take the form of liquids, solids, contained gases, or sludge, and can be the by-products of manufacturing processes or simply discarded commercial products, like cleaning fluids and pesticides. There is a risk of hazardous materials release events on a regional level due to prevailing wind conditions in severe situations, and airborne toxic material could spread and impact the City. The threat that hazardous materials pose to human health depends on the type of material, frequency, and duration of exposure, and whether chemicals are inhaled, penetrate the skin, or are ingested, among other factors. Exposure to hazardous materials can result in short- or long-term effects, including major damage to organs and systems in the body, or death. Most of the release events within Huntington Beach have occurred due to human error, malfunctioning equipment, or as a deliberate act.
<b>Affected Population Estimates:</b> While all residents can be affected by a hazardous material release, those who live near industrial centers and transportation corridors are most susceptible.
<b>Frequency:</b> As long as hazardous materials are present in Huntington Beach, either permanently or temporarily, there is some chance of a hazardous material release. There is no indication that the amounts of hazardous materials in Huntington Beach will change substantially in the future (e.g., from the opening or closing of a large industrial facility), but such events are possible.
<b>Geographical Characteristics:</b> See the 2017 Huntington Beach LHMP for figures.
<b>Response Considerations:</b> During a hazardous materials incident, the City and OCFA will establish a UC, and the EOC will support the UC with logistical needs, alert and warning, and public messaging.
<b>Associated Plans:</b>  City of Huntington Beach: LHMP, Page 54 Orange County Operational Area EOP OCFA Plans: Hazardous Materials, Terrorist Response Plan





## TERRORISM

**Description:** Terrorism is the use of force or the threat of force to intimidate the population and/or the government with the intent to achieve a particular political or social objective. Terrorists may seek to kill or injure people, damage, or destroy property, disrupt infrastructure or services, or some combination of these outcomes. Acts of terror often involve the use of firearms or conventional explosives, although other materials may be used in some cases (e.g., flammable materials in a terrorism-related act of arson). The use of biological, chemical, radioactive, or high-yield explosive materials (collectively called weapons of mass destruction or WMDs) in acts of terror is not unprecedented but is extremely rare. Terrorist acts are often perceived as being carried out by foreign individuals or groups, although American citizens have been responsible for most acts of terror in the US.

**Risk/Threat:** The causes behind acts of terror are highly complex, often involving national or global political, social, or economic issues. It is impossible to reasonably forecast the likelihood of a future terrorist act in Huntington Beach or suggest which facilities or events may be potential targets. Like virtually all other communities, Huntington Beach will continue to be a target, likely a higher priority target than some neighboring communities, but also likely a lower priority target than other sites in the region.

**Affected Population Estimates:** All residents, businesses, and infrastructure are susceptible to the effects of terrorism.

**Frequency:** There have been no reported acts of terror within Huntington Beach itself, although multiple terrorist acts have happened in the region.

**Geographical Characteristics:** Terrorism is not limited to specific areas. Terrorists may target virtually any location, depending on their objectives, and there are no places that can be said to be completely safe from terrorist acts. Potential prominent sites that terrorists may seek to target include military bases, government offices, corporate headquarters, shopping malls, major industrial facilities and pieces of infrastructure, and large events.

**Response Considerations:** A terrorist attack will have responders from multiple agencies. The City must establish a UC with all affected agencies. The EOC would be activated to coordinate the response and support the incident with logistical needs, alert and warning, public messaging, and sheltering.

### Associated Plans:

City of Huntington Beach Plans: LHMP, Page 55; Huntington Beach Police Department Plans  
Orange County Operational Area EOP: WMD Annex, JIS Annex  
OCFA Plans: MCI, Active Shooter, and Terrorist Response



**City of Huntington Beach**  
**Emergency Operations Plan**

Basic Plan

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## 4 CONCEPT OF OPERATIONS

In broad terms, this section explains leadership intent with regard to emergency response operations. The Concept of Operations describes how the emergency response organization accomplishes its mission. Ideally, it offers a clear methodology to realize the goals and objectives to execute the plan. It includes roles and responsibilities, the organizational element of the overall emergency management program, a brief discussion of the EOC activation levels, and a description of control, direction, and intra- and interagency coordination.

### 4.1 EMERGENCY RESPONSE ORGANIZATION ACTIVATION

Emergencies can occur in several ways. An emergency warning such as a dam failure or tsunami warning may result in the EOC activation followed by the DOCs and mobilization of field resources. This is *top-down activation*. However, the more common type of emergency occurs when the field responders are the first on the scene, such as a fire or hazardous materials spill. The field personnel activate the DOCs and then the EOC if needed. This is *bottom-up activation*. The City must prepare for both types of occurrences.

Every day, the City experiences emergencies, and police, fire, public works, and marine safety personnel respond. These operational departments respond to emergencies together on a regular basis. When an emergency incident requires the response of more than one department (including outside organizations) over an extended period of time, it is recommended that the ICS is established to manage the emergency, and the DOCs and EOC be activated, as needed. This alleviates many problems, including determining who is in charge, establishing coordination between responding agencies, coordinating communications, eliminating duplicate resource ordering, and providing a more effective response to the emergency.

All officers and employees of this city, together with those volunteer forces enrolled to aid them during an emergency, and all groups, organizations, and persons who may by agreement or operation of law, including persons impressed into service under the provisions of City's Municipal Code, Chapter 8.60 are thereby charged with duties incident to the protection of life and property in this city during such emergency, shall constitute the emergency response organization of the city.

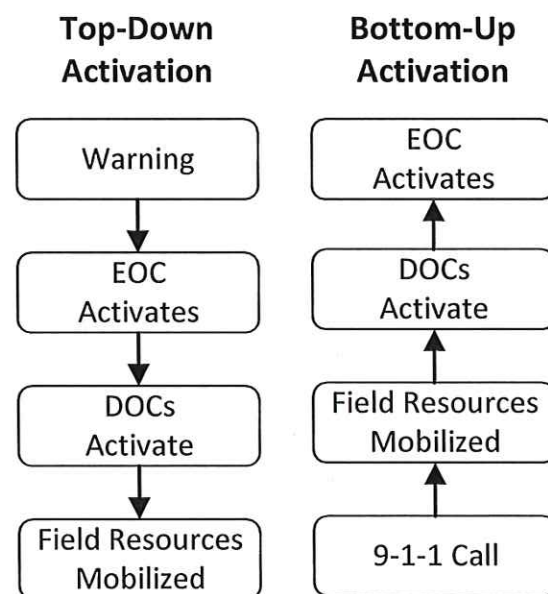


Figure 4.1 - Emergency Response Organization Activation





## **4.2 COMMAND AND CONTROL**

### **FIELD LEVEL INCIDENT COMMAND SYSTEM**

The concepts, principles, and organizational structure of the ICS will be used in managing field operations. The size, complexity, hazard environment, and objectives of the situation will determine the ICS size and the support that will be required to support field activities. The incident will be managed by objectives to be achieved, and those objectives are communicated to field and EOC personnel using the action planning process.

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

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

### **FIELD/EOC COMMUNICATIONS AND COORDINATION**

Typically, field to EOC communications will occur at the Command and General Staff levels or, if they are established, field units will communicate with a Department Operations Center (DOC) who will, in turn, relay the information to the appropriate section/function in the EOC. The City EOC will communicate situation and resource status information to the Orange County Operational Area and other outside agencies via designated countywide emergency reporting systems, such as Web EOC.

### **FIELD/EOC DIRECTION AND CONTROL INTERFACE**

The EOC will establish jurisdictional objectives and priorities and communicate those to everyone in the organization through the Incident Action Plan (IAP). The IAP does not direct or control field units but supports their activities. Incident Commander(s) will ensure incident objectives and priorities are consistent with those policies and guidelines established at the city level. It is the responsibility of the Incident Commander to communicate critical information to the Emergency Services Director in a timely manner.

### **FIELD/EOC COORDINATION WITH DEPARTMENT OPERATIONS CENTERS**

When a department within the City establishes a DOC to coordinate and support its departmental field activities, its location, time of establishment, and staffing information will be communicated to the City EOC. All communications with the field units of that department will be directed to the DOC, who will then relay situation and resource information to the EOC. DOCs are intermediate communication and coordination links between field units and the City EOC.



**City of Huntington Beach**  
Emergency Operations Plan

Basic Plan

**Table 4.1 – Response Levels**

Primary SEMS/NIMS Function	Field Response Level	DOC Response Level	EOC Response Level
<b>Command/ Management</b>	Command is responsible for the directing, ordering and/or controlling of resources.	DOC Management Section is responsible for directing the specific department or function's (fire, law enforcement, sheltering) resources and setting department priorities. They implement the IAP.	Management is responsible for facilitation of overall policy, coordination and support of the incident.
<b>Operations</b>	The coordinated tactical response of all field operations in accordance with the Incident Action Plan.	DOC Operations Section is responsible for one specific department's tactical operations. They manage the department resources and the functional specific mutual aid resources, i.e., HBPD would manage OC Sheriff, CHP, etc. mutual aid resources.	Provide coordination and strategy for all jurisdiction operations in support of the response to the emergency in accordance with the Incident Action Plan.
<b>Planning</b>	The collection, evaluation, documentation, and use of intelligence related to the incident.	DOC Planning Section is responsible for department-specific information/intelligence and resource tracking, evaluation, and documentation. They provide information to the EOC to be included in the IAP.	Collecting, evaluating, and disseminating information and maintaining documentation relative to all jurisdictions' activities. Development and maintenance of the IAP.
<b>Logistics</b>	Providing facilities, services, personnel, equipment and materials in support of the incident.	DOC Logistics Section is responsible for the department-specific ordering of resources, facilities, personnel, and services. They order: (1) from other departments through the EOC Operations; (2) mutual aid through the EOC Operations; and (3) purchasing through the EOC Logistics. This ensures a consistent ordering process and eliminates duplication.	Providing facilities, services, personnel, equipment, and materials in support of all jurisdiction activities as required.
<b>Finance</b>	Financial and cost analysis and administrative aspects not handled by other functions.	DOC Finance Section is responsible for tracking personnel time and material costs. This information is forwarded to the EOC Finance Section to be included in the daily reports.	Responsible for coordinating and supporting administrative and fiscal consideration surrounding an emergency incident





#### 4.3 ROLES AND RESPONSIBILITIES

Each Department has a role and responsibility within the Emergency Response Organization. Table 4.2 identifies the key responsibilities undertaken by each department within the City.

**Table 4.2 – Department Roles and Responsibilities**

Department	Responsibilities
City Council	Ratifies proclamation of a Local Emergency Provides policy guidance
City Manager's Office	Provides direction for the overall City coordination of Local Emergency response efforts Directs EOC during activations Directs recovery operations Leads City response and recovery efforts Issues initial Local Emergency proclamation for the City Provides public information services for the city
City Attorney's Office	Provides legal advice during emergency operations
Community Development	Coordinates safety assessments Coordinates damage inspection activities for private-sector facilities Coordinates post-disaster interim, transitional, and long-term housing solutions
Community and Library Services	Manages Logistics Section in the EOC Coordinates shelter activations and operations
Emergency Management & Homeland Security Office	Advises City Manager and Elected Officials on plans, policies and procedures Provides emergency management training to key stakeholders Supports law enforcement alert and warnings notifications Maintains the EOP and the City EOC in a constant state of readiness
Finance Department	Manages Finance Section in the EOC Manages emergency resource procurement Facilitates post-disaster cost-recovery Establishes systems/procedures for emergency procurement
Fire	Manages Planning Section in the EOC Manages Fire Suppression, EMS, HAZMAT, Swift Water and USAR operations in the city. Coordinates Fire Mutual Aid
Police Department	Manages law enforcement activities for the City Coordinates alert and warning, and evacuations Provides security and perimeter control for vulnerable emergency response locations Provide coroner operations in the absence of the County Sheriff/Coroner Coordinates law enforcement Coordinates aircraft assets responding to City
Public Works Department	Manages water, wastewater, and flood control operations Coordinates debris clearance for city government facilities Manages city vehicle fleet to include fuel management Coordinates damage and safety assessments for City facilities
Information Technology	Provides technical support for all IT applications and systems, Cyber
Human Resources	Manages Disaster Services Workers Staffing/Volunteers Manages workers compensation claims





#### 4.4 PROCLAIMING A LOCAL EMERGENCY

The authority to proclaim a Local Emergency is vested in the City Council, or if not in session, the Director of Emergency Management (City Manager), or designated alternate. A Local Emergency proclamation is invalid after seven days unless ratified by the governing body (City Council). In the event that the governing body ratifies the proclamation and the proclamation extends beyond seven days, the governing body must review the need to continue the proclamation at least every fourteen days until the Local Emergency is terminated. In any case, the governing body must proclaim the termination of the Local Emergency as soon as conditions warrant. If and when Orange County proclaims a Local Emergency, the City will be covered under their proclamation. According to the California Emergency Services Act, a proclamation of Local Emergency provides the local governing body the authority to:

- Request and receive assistance from local, state, and federal
- Provide public employees, disaster service workers, and governing bodies certain legal immunities for emergency actions taken.
- Promulgate orders and regulations necessary to provide for the protection of life and property.
- Promulgate orders and regulations imposing a curfew.
- Additionally, the City defines in its government code the following:
- In the event of a proclamation of a Local Emergency, the director is hereby empowered:
  - To make and issue rules and regulations on matters reasonably related to the protection of life and property as affected by such emergency; provided, however, such rules and regulations must be confirmed at the earliest practicable time by the city council.
  - To obtain vital supplies, equipment, and other properties needed to protect life and property, and to obligate the city for the fair value thereof and, if required immediately, to commandeer for public use.
  - To require emergency services of any city officer or employee and, in the event of the proclamation, to command the aid of as many citizens of this community as he or she deems necessary. Such persons shall be entitled to all privileges, benefits, and immunities provided by state law for registered disaster service workers.
  - To requisition necessary personnel or material of any city department or agency.
  - To execute all of the ordinary powers as city manager, all of the special powers conferred upon him or her by this chapter, or by resolution or emergency plan adopted by the city council, as well as all powers conferred by any statute, by any agreement approved by the city council, and by any other lawful authority. Disaster Service Worker

#### DISASTER SERVICE WORKER

In compliance with state law, every City of Huntington Beach employee is a Disaster Service Worker (DSW) and is expected to work at any time when the Emergency Operations Plan is



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activated. The State of California Disaster Service Worker (DSW) Program includes all public employees impressed into service by a person having authority to command the aid of citizens in the execution of his or her duties during a state of war, a state of emergency, or a local emergency.

As public employees, all paid City employees are DSWs. Examples of emergencies for which City employees may be called upon to help as DSWs include fire, flood, earthquake, or public health emergencies. In an emergency, non-essential public employees (those that are not required for continuity of operations) may be released from their usual duties so that they can be reassigned to assist any agency or organization carrying out its emergency response duties. Employees acting as DSWs will be assigned duties within the scope of their training, skill, and ability. Examples of DSW responsibilities include:

- Working in a shelter or mass prophylaxis clinic
- Acting as a messenger at a designated site
- Serving food to emergency staff or to vulnerable populations
- Working in Disaster Recovery Centers

Many City employees are already identified and trained for emergency response in Department Operations Centers (DOCs) or the City Emergency Operations Center (EOC). Some departments have specific disaster response duties that employees are trained to fulfill. Employees who do not have a specific disaster assignment, and have not received specific training, may be asked to perform general duties as assigned under the DSW Program.

### RELEASE POLICY

The primary responsibility for managing the response of City employees during and following a disaster lies with the individual operating departments. Employees of all departments represent a valuable resource that might be needed in response to a disaster.

In the event of an emergency during normal working hours, City employees shall remain at work and may be assigned duties that can be performed safely to assist in the emergency response and recovery efforts of the City. The City Manager has sole authority to order a general release of City employees. Department Heads may release individual employees as instructed by the City Manager and/or in accordance with their department emergency plan.

Employees who leave their assignment without authorization when emergencies occur during working hours or fail to comply with instructions issued outside of normal working hours may be subject to disciplinary action.

### RECALL POLICY, EOC STAFF

If an individual with responsibilities in the EOC becomes aware of an incident in Huntington Beach that they think might logically warrant EOC activation, but has not received an activation notification, then that individual should attempt to determine if the EOC has been activated by:

- Directly contacting the EOC via telephone





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- Contacting their Department Operations Center or Supervisor
- Monitoring local Emergency Alert System (EAS) broadcasts for instructions - KWVE (107.9)

If activation of the EOC cannot be confirmed through these sources, but reports indicate extensive damage to the Huntington Beach area, employees living in Seal Beach, Costa Mesa, Newport Beach, Fountain Valley, or Westminster should report to work as soon as possible. All others should, if possible, report within 12 hours. If roads are impassable and an employee cannot get to work, the employee should wait until they can do so safely.

### **RECALL POLICY, EMPLOYEES**

Each City Department is responsible for having an employee recall procedure. Whenever an emergency occurs outside normal working hours, all employees are directed to follow news media broadcasts and comply with instructions issued for City employees or respond in accordance with established departmental procedures.

City staff recalled for duty following a disaster or in anticipation of a potential disaster should report immediately to their pre-assigned location (e.g., Department Operations Center, if applicable) for emergency instructions. If there is any question about where to report or if an employee's pre-assigned location is rendered inoperable, employees should immediately contact the EOC.

Employees requested to report for duty should be instructed to tend first to family needs before reporting. If necessary, employees can bring family members to work, and employee-specific shelters will be opened. Following a major disaster, employees traveling from outside the City should be prepared to show proper City identification and explain the purpose of gaining entry to the City upon request by any law enforcement official. In addition, City identification may be required to obtain meals and lodging or gain access to designated City facilities or operations.

### **REPORTING TO WORK**

It is expected that all employees will report to work in their assigned disaster response roles after they have assessed the welfare of their families and the safety of their surroundings. Readiness to assume these roles is dependent on staff's prior development of personal and household disaster preparedness plans. An employee's family should be made aware of this responsibility as a DSW and activate their personal preparedness plan accordingly.

### **DURING NORMAL BUSINESS HOURS**

All employees on-site at the time of a disaster are expected to check in with their immediate supervisor, confirm their contact information, and await direction. As soon as they are able, those not on site are expected to report in (by telephone, email, or in-person) to their designated Department Operations Center (DOC) to determine whether and when they will be needed and what their assignment will be.





## **OUTSIDE NORMAL BUSINESS HOURS**

Employees are expected to communicate (by telephone, email, or in person) with their supervisors as soon as feasible and respond to assistance requests. In the event that telephone communications or email transmissions are unavailable, employees are encouraged to monitor social media (Facebook, Twitter, Instagram) and listen to local radio broadcasts (KFWB, KNX, KABC) to receive the most updated disaster information, reporting instructions, and respond as appropriate.

## **EXPECTED WORK SHIFT**

During an emergency, shifts run in 12-hour increments, at minimum. If an employee is not identified to work the first 12-hour shift, their supervisor may direct them to report for the second 12-hour shift. Shifts may start at any time during a 24-hour period and are determined at the time an incident starts.

## **4.5 ALERT AND WARNING**

Alert and Warning is the process of alerting governmental forces and the general public to the threat of imminent extraordinary danger. Dependent upon the nature of the threat and the population group at risk, a warning can originate at any level of government. The police department dispatch is designated as the Public Safety Answering Point within the City. As such, the function of Alert and Warning resides within the Law Branch.

Success in saving lives and property is dependent upon timely dissemination of warning and emergency information to persons in threatened areas. Local government is responsible for warning the populace of the jurisdiction. Government officials accomplish this using communications systems and warning devices located within the community or mounted on official vehicles. The warning devices are normally activated from a point that is staffed 24 hours a day. There are various federal, state, and local systems in place (described below) whereby an alert or warning may be originated or disseminated. Each description includes information specific to Orange County and explains how these systems may be accessed.

## **PHASES OF WARNINGS**

### **MONITORING**

City officials constantly monitor events and the environment to identify specific threats that may impact their jurisdiction and increase awareness of emergency personnel and the community when a threat is approaching or imminent.

### **NOTIFICATION**

Notification involves contacting emergency response personnel and public officials about actions they are to take, as well as details of the event. Emergency organizations maintain documented emergency notification procedures, systems, and call lists to ensure responsible individuals can be notified in a timely manner. See the EOC Activation Plan for procedures and phone numbers for activating the EOC.



### ALERTING & WARNING THE PUBLIC

Emergency officials implement warning procedures when a specific threat occurs. Warning requires immediate action to protect people, the environment, and public and private resources.

### NOTIFICATION METHODS

#### SIREN SYSTEM

Emergency warning sirens have been strategically placed at the fire stations throughout the City. The sirens are tested on the first Friday of the month at noon. Residents have been educated to know that if they hear the siren, it means "*Seek More Information*" by turning on the TV and/or tuning to 107.9KWVE. The Siren System shall only be used in conjunction with the activation of AlertOC and/or the Emergency Alert System (EAS).

#### ALERTOC

AlertOC is Orange County's regional public mass notification system designed to keep those living or working in Orange County informed of important information during emergency events. The City has access to the system and can send messages to residents and businesses.

AlertOC is available 24/7 and has been pre-loaded with landline phone numbers (including unlisted) and countywide geographic maps. Additionally, citizens have the option to provide additional contact information via the self-registration portal [www.alertoc.com](http://www.alertoc.com). Upon the decision to activate, the system will be used to send a message describing the situation and recommended action the public should take. The message will be sent to affected businesses and households by landline, cell phone, text message, e-mail, and TDD/TTY device.

As a general rule, AlertOC is used for urgent safety warnings to shelter in place, evacuation notice, follow-up after the emergency/danger has passed, or take other safety action. Messages are short and written in plain language.

- Evacuation notices
- Public health emergencies
- Any notification to provide emergency information to a defined community

#### EMERGENCY ALERT SYSTEM (EAS)

The Emergency Alert System is a national public warning system that may be used by state, county, and local authorities to deliver important emergency information. EAS interrupts radio and television broadcasts across the media market to deliver safety instructions. The National Weather Service is the agency that most often activates the EAS in Orange County.

For incidents other than severe weather, Orange County Sheriff's Department Emergency Communications Center has the ability to send EAS messages. EAS television broadcasts must be captioned, per FCC rules, so that this method can reach people with vision or hearing impairment. They are also intended to be short and in plain language. However, broadcasts are usually only in English.





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The Orange County LP-1 is KWVE, 107.9 FM. The Orange County LP-2 is Control One, using a County VHF system. The LP stations will transmit emergency information first, and the participating stations and cable systems will then re-transmit the same emergency message.

Activation of the Orange County EAS shall be for emergency events and conditions of concern to a significant segment of the population of Orange County and shall meet the requirements identified in the Orange County EAS Plan. EAS requests are submitted to the County of Orange Countywide Coordinated Communications Center (Control One).

#### **WIRELESS EMERGENCY ALERTS (WEA)**

WEA allows regional text warnings to be delivered directly to WEA-enabled mobile devices. WEA messages target individual cell sites; however, some bleed over is expected. All participating wireless providers are required to transmit alerts to a geographic area that best approximates the area affected by the emergency situation, even if it is smaller than a county.

The public does not need to register for this service. WEA geo-locates individuals so messages will reach all WEA-capable devices within the specified area, including visitors. A WEA alert appears on the screen of the recipient's handset as a text-like message. The alert is accompanied by a unique attention signal and vibration, which is particularly helpful to people with hearing or vision-related disabilities. WEA messages are currently limited to 90 characters, typically warning the recipient of the type of incident and recommended safety action (e.g., shelter in place or evacuate).

WEA is intended to complement other mass notification systems (EAS, AlertOC, Social Media) in that it alerts the public, including visitors, of a significant event or disaster where they might need to take action. WEA is the same technology used to transmit Amber Alerts for missing children; however, cities cannot send Amber Alerts. In California, Amber Alerts are issued by the California Highway Patrol.

#### **MEDIA RELEASE AND SOCIAL MEDIA**

Both media releases and social media posts are important tools used during significant events and emergencies. Media releases and social media posts are not only a means of communicating a warning but help the media amplify the message and provide a verified information source to the public. Many people who receive an emergency text message or phone call will seek to verify the message in the media before taking action. Media releases may also reach people who do not have mobile phones, reach caregivers outside the impacted area, and generate news coverage in languages other than English.

In almost all instances, media releases and social media should be used when a warning is issued to the public. Social media such as Twitter, Facebook, Nextdoor, and other platforms can be used to inform the public quickly. These platforms may reach people who are not watching broadcast media. Accounts are not monitored 24 hours a day, nor are they considered a primary means of





informing the public. This information should be reposted, when appropriate, by other city social media platforms.

#### **NATIONAL WEATHER SERVICE (NWS)**

The National Weather Service (NWS) transmits continuous weather information on designated frequencies nationwide. In addition to weather information, these radio stations can broadcast emergency weather information and all-hazards emergency information. The public may purchase inexpensive radio receivers that receive these transmissions from local retail stores. The frequencies for local weather information are:

162.450 MHz – Orange County, Riverside County, San Bernardino County

162.550 MHz – Los Angeles County

162.400 MHz – San Diego County

#### **PUBLIC ADDRESS SYSTEM (PA) & VEHICLE SIREN**

The Huntington Beach Police Department can issue warnings by using loudspeakers and sirens on their vehicles. Examples where this may be appropriate include:

- Widespread evacuation
- Hazardous materials incident
- Civil disturbance
- Crowd control

This method effectively reaches most people, except those with hearing impairments, and should be used in addition to other mass notification systems, including AlertOC, WEA, etc., as appropriate.

#### **IN-PERSON NOTIFICATION**

A successful alert and warning program relies not only on digital systems for notification but also on low-tech systems for hard-to-reach areas, fast-moving events where first responders may already be in the location, and areas where digital systems may be unavailable. Door-to-Door notification can be highly effective, especially when reaching people who are asleep, those who live in rural areas, or those not reached by other warning technologies. Dispatched personnel, most often law enforcement, should be trained in assisting individuals with access or functional needs and people who speak languages other than English. Personnel chosen to assist with this form of notification should be clearly identified (usually by a uniform of some kind), selected to connect with the audience they are intended to notify, and should be trained prior to an event. When possible, personnel dispatched for door-to-door notification should have a flyer with the appropriate multi-language warning message. The flyer should include a visualization of the message in the form of a pictogram and/or maps. Personnel can use the flyer to explain the warning message visually and/or leave the flyer behind. It is essential to make sure any person going door-to-door can communicate with whomever answers the door by including visual materials and other supporting material.



#### 4.6 EMERGENCY OPERATIONS CENTER (EOC)

The EOC is a dedicated stand-alone facility located in the Civic Center, with the resources necessary to facilitate an effective emergency response. It serves as the centralized point to manage the overall city response to major disasters and allows for face-to-face coordination among key staff. An EOC is responsible for strategic direction and operational decisions and does not normally directly control field assets, instead leaving tactical decisions to lower commands. The common functions of EOCs is to collect, gather and analyze data; make decisions that protect life and property, maintain continuity of the organization.

An EOC activation should be considered whenever one or more of the following apply to an incident:

- The response of two or more City departments and there is a possibility that the City's resources may be overtaxed and/or exhausted, requiring the activation of mutual aid.
- The number of involved agencies, departments, and/or organizations may require a centralized coordination location.
- Planned or unplanned events that require protective and/or response measures that are significant
- There is a possibility for the involvement of external (from outside the City) agencies/organizations in the response.

Table 4.3 – EOC Activation Levels	
Activation Level	Conditions/Definition
<b>LEVEL 1 (Full)</b>	<p>A major emergency where Operational Area or Regional resources are overwhelmed, and state resources and assistance are required</p> <ul style="list-style-type: none"> <li>• All EOC positions activated</li> </ul>
<b>LEVEL 2 (Partial)</b>	<p>An incident/emergency for which resources and mutual aid are required</p> <ul style="list-style-type: none"> <li>• Director of Emergency Management</li> <li>• EOC Manager</li> <li>• Policy Group – as required</li> <li>• Section Chiefs</li> <li>• Public Information Officer</li> <li>• Branches and Units – as required</li> <li>• Specialists</li> </ul>
<b>LEVEL 3 (Low/Virtual)</b>	<p>Small to moderate incident or pre-planned event</p> <ul style="list-style-type: none"> <li>• Director of Emergency Management</li> <li>• EOC Manager</li> <li>• Section Chiefs</li> <li>• Public Information Officer</li> </ul>
<b>NORMAL OPERATIONS</b>	<ul style="list-style-type: none"> <li>• Duty Officer Status</li> <li>• Maintaining situational awareness</li> </ul>





#### 4.7 EOC ORGANIZATION

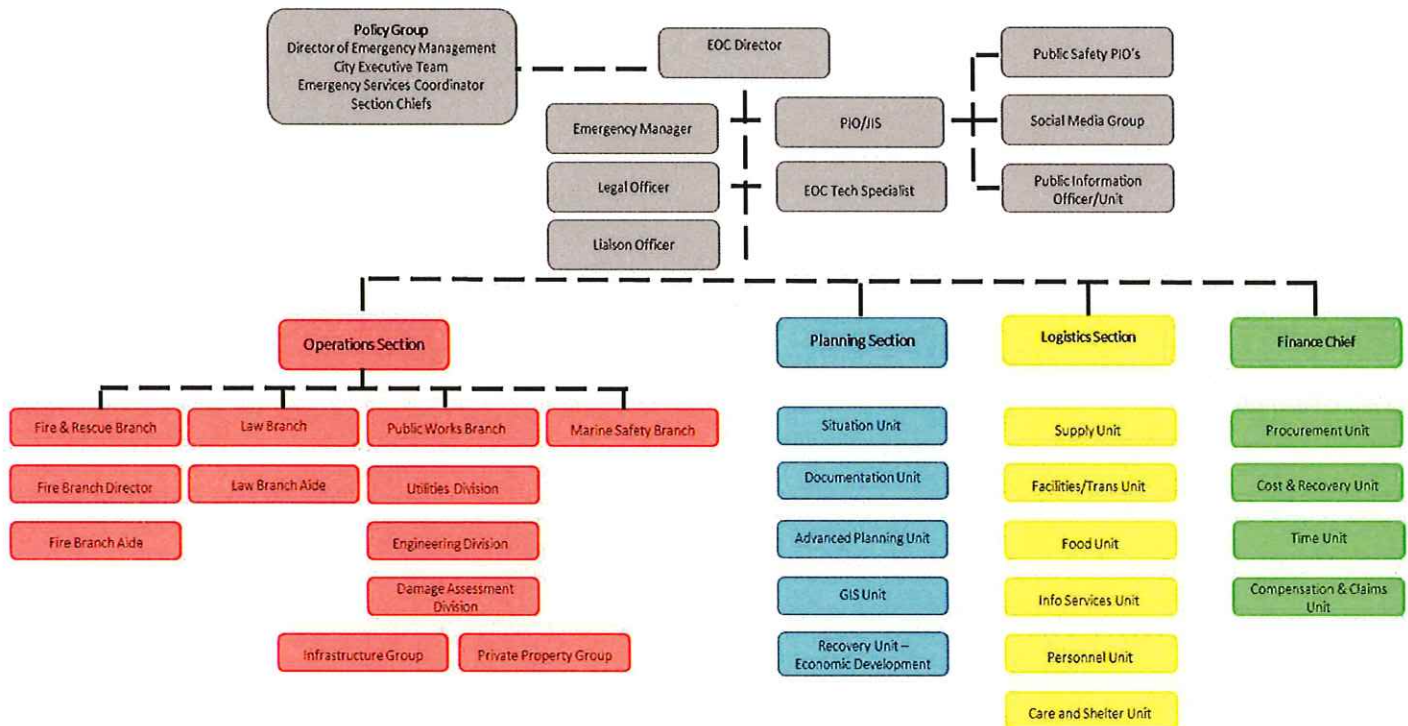


Figure 4.2 - EOC Organization

#### EOC POLICY GROUP

The Policy Group, comprised of high-level decision-makers, sets policy and response and recovery direction, making recommendations on the City's course of action. They provide strategic methodology to the DEM on how to manage the City in the most effective manner. The DEM has all final decision-making responsibility and authority, and the Policy Group is only a recommending body. The individuals in the Policy Group may hold key positions in the Command and General Staff, but they will be asked to help set City policy during a disaster.

A Policy Group meeting will convene when called for by the DEM and will consist of the following positions or their designee:

- City Manager
- City Executive Team
- Emergency Services Coordinator
- EOC Section Chiefs

The Policy Group may be expanded to include Agency Representatives from outside agencies such as a: school district, college, hospital, a representative from the Chamber of Commerce representing businesses, county, state, and federal agencies, or other appropriate agency





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representatives. Additional department heads may be included during the response and recovery effort. For example, the Economic Development Director may be asked to assist with policy related to recovery.

### MANAGEMENT SECTION

In an incident command organization, the Command Staff consists of the DEM, the EOC Director, and various special staff positions and/or groups. The Command Staff element is provided through special staff positions and groups that are specifically designated, report directly to the DEM or EOC Director, and are assigned responsibility for key activities that are not a part of the ICS General Staff functional elements.

#### DIRECTOR OF EMERGENCY MANAGEMENT (DEM)

The emergency management staff is located in the EOC and is directed by the City Manager (or designee) who serves as the DEM. The DEM is responsible to the City Council and EMHS Council per Municipal Code Chapter 8.60. The DEM has the authority to direct all Emergency Response Organization activity and is responsible for the City's overall emergency management policy and coordination.

#### EOC DIRECTOR

An EOC Director is assigned to the City's Emergency Operations Center as the citywide commander of all emergency response efforts. Although the DEM has a legal obligation and ultimate authority to control response operations, it is generally accepted that the EOC Director conceives strategic objectives, response strategies and implements response measures. The Huntington Beach response environment is built on collaboration, full and complete understanding, and the use of a common operating picture. Therefore, the EOC Director receives advice from the Policy Group and seeks approval/validation for response strategies and objectives through the DEM and Policy Group.

The EOC Director:

- Has full responsibility for the response efforts of the City
- Directs all other departments and City resources in a disaster operation
- Approves the EOC Action Plan and ensures all requests for action are completed
- Oversees Section Chiefs and other members of the Management Staff assigned to the primary/alternate EOC and ensures they are accomplishing mission objectives. In most cases, the EOC Directors' direct supervision responsibilities will be limited to those liaisons assigned to the primary/alternate EOC.
- Maintains awareness of and directs field forces through appropriate chains of command in the EOC
- Makes necessary executive decisions regarding orders, rules, and regulations
- Makes operational plans and policies and establishes operational priorities
- Seeks counsel from the Policy Group and approval/validation from the DEM



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The type of incident will determine whether staffing for the position of EOC Director will be the Fire Chief, Chief of Police, the Public Works Director, Emergency Manager or a Unified Command. During a disaster, the lead City department shall be the department normally in charge of the response efforts for the specific incident, such as the Police Department, Fire Department, or Public Works Department.

#### **PUBLIC INFORMATION OFFICER – CITY MANAGER’S OFFICE**

Public Information Officers (PIOs) are responsible for interfacing with the public, the media, each other (within City departments), and other agencies or jurisdictions with incident-related public information requirements during emergency situations. PIOs develop accurate and complete information on the incident’s cause, size, current situation, resources committed, and other matters of general safety and interest for both internal and external consumption.

The City of Huntington Beach has three PIOs (City, Fire, and Police). The Public Affairs Manager within the City Manager’s Office (City PIO) is the ultimate authority for public information in the City. Their most important role is to create and coordinate the City’s overall public information strategy, including strategies for emergency situations or events. The City PIO is supported by the Fire Department PIO and Police Department PIO.

During emergency situations, the PIOs will operate out of the EOC Public Information Office. The room is equipped with two desks, compatible computers, telephones, televisions, an AM/FM radio, and a fax machine; additional televisions are located right outside the door.

#### **EMERGENCY MANAGER – FIRE**

This position is filled by the full-time Emergency Management & Homeland Security Office personnel who develops and maintains the emergency management plans, conducts training, and exercises and maintains the EOC in an operational readiness condition 24 hours a day, 7 days a week. The Emergency Manager is staff to the DEM and the EOC Director, and is a member of the Management Section/Command Staff and Policy Group and can be the EOC Director if necessary. The Emergency Manager is the point of contact for all outside agency representatives to the EOC. During initial activation, the emergency manager will fill the role of Liaison Officer until it is necessary to activate the position.

#### **LIAISON OFFICER – FIRE**

The Liaison Officer acts as a point of contact for agencies/external and coordinates with other agency reps and liaisons. The position functions as a central point of contact for incoming agency representatives, provides workspace, and arranges for support as necessary. The Liaison Officer ensures that all developed guidelines, directives, EOC Action Plans, and appropriate situation information are disseminated to agency/external representatives.

#### **EOC TECHNICAL SUPPORT – INFORMATION SERVICES**

The EOC Technical Support Unit is responsible for the primary and backup EOC communication systems. They ensure that radio, telephone, and wireless services are functional in the EOC. The





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EOC Technical Support Unit is responsible for supporting all information technology (IT) systems used by response organizations/agencies during the disaster and recovery periods. They ensure that computer resources and services are provided to EOC staff, as required, and oversee the procurement and installation of requested IT resources.

#### **LEGAL OFFICER – CITY ATTORNEY’S OFFICE**

The City Attorney or appointee will be the EOC Legal Officer and will provide legal advice to the DEM in all legal matters relative to the emergency. They will assist in the preparation of legal documents such as resolutions, proclamations, a Declaration of Local Emergency, a resolution of the City Council requesting the Governor of the State of California to proclaim a State of Emergency in the City of Huntington Beach, a resolution requesting the concurrence of the State Director of Cal OES in declaring a local emergency, ordinances relative to the demolition of hazardous structures and conditions or other ordinances that may be needed during an emergency.

The Legal Officer will maintain legal information, reports, and records relative to the emergency. Commence legal proceedings as needed. The City Attorney is a member of the EOC Management Section and is staff to the Policy Group. When the Policy Group is activated, the City Attorney will attend all meetings as the legal advisor and provide information relative to emergency-related ordinances.

#### **DAFN OFFICER – COMMUNITY AND LIBRARY SERVICES**

The Disability, Access, and Functional Needs Officer provides information and guidance to EOC on access and functional needs-related issues and available resources. They ensure people with disabilities and access and functional needs are carefully considered in all aspects of the incident response and facilitate communication between EOC and disability service organizations and advocacy groups.

#### **PLANNING SECTION (CHIEF)**

The Planning Section Chief is responsible for collecting, evaluating, and disseminating all operational information concerning the incident required to understand the current situation, predict the incident course, and prepare the response objectives and strategies. The Planning Chief has the overall responsibility for facilitating planning meetings and the preparation of the EOC Action Plan.

#### **SITUATION ANALYSIS UNIT – FIRE**

The Situation Analysis Unit is responsible for collecting, processing, and organizing all incident information. The Unit collects and processes information on incidents, situations and status. They evaluate information and make recommendations to the Planning Section Chief. The Situation Analysis Unit Leader will act on behalf of the Section Chief in his or her absence.

Following a disaster, a major requirement of the EOC is collecting and analyzing information on the nature, severity, extent of damage, and the status of available resources to meet the emergency and report the results through established channels. The information will provide a logical basis





for response decisions, a basis for requesting state and federal assistance, and a basis for both short- and long-range recovery decisions.

#### **DOCUMENTATION UNIT – FIRE**

The Documentation Unit will create and maintain the necessary records which document all disaster response and recovery activities. To accomplish this, the Documentation Unit will: (1) provide clerical services to the EOC, (2) maintain accurate and complete computerized incident files, (3) provide duplication services, (4) pack and store incident files for legal, analytical, historical and financial reimbursement purposes, (5) request, track, and fax all Operational Area forms, as needed and (6) maintain all EOC forms.

#### **ADVANCED PLANNING / DEMOBILIZATION UNIT – FIRE DEPARTMENT / COMMUNITY DEVELOPMENT**

The Advanced Planning / Recovery Unit assists the Situation Analysis Unit by identifying potential response and recovery-related issues likely to occur beyond the next operational period, generally within 36 to 72 hours. Those assigned will review all available status reports, Action Plans, and other significant documents. They will determine the disaster's potential impacts, particularly issues that might modify the overall strategic response objectives. The Advanced Planning / Demobilization Unit will develop a demobilization plan and coordinate with the Field Incident Commanders.

#### **RECOVERY UNIT – COMMUNITY DEVELOPMENT**

The Recovery Unit Leader will develop a Recovery / Reconstruction Plan with the assistance of all departments prior to an emergency. This plan will then be used at the onset of the disaster. It will state how the City will recover from the incident using all City Departments as needed. Initially, "response" efforts will take priority over "recovery" efforts. The Recovery Unit Leader will set recovery priorities and develop an Emergency Recovery Team which may or may not include the Emergency Response Organization participants.

#### **GIS UNIT – ADMINISTRATIVE SERVICES - INFORMATION SERVICES**

The GIS Unit is responsible for collecting, analyzing, and disseminating information throughout the response organization. The team's focus will be to develop an integrated common operational picture of an emergency event. It will review information coming from the field, departmental control centers, and EOC personnel to quality control the data, identify gaps, and develop intelligence products for the staff. Most of the GIS products will be built around geospatial information. These include situation maps, an incident action plan, and briefing maps. However, using a team approach, the GIS Specialist will be called upon to support other team members as needed.

#### **TECHNICAL SPECIALISTS**

Technical Specialists are advisors with special skills and are activated only when needed. Specialists may serve anywhere within the organization, including the Management Staff. No



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minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident as they do in their everyday jobs. They are typically specially certified in their fields or professions.

Technical Specialists assigned to the Planning Section may report directly to its chief, report to any function in an existing unit, or form a separate unit within the Planning Section, depending on the requirements of the incident and the needs of the Section Chief. Technical Specialists may also be assigned to other parts of the organization (e.g., to the Operations Section to assist with tactical matters or to the Finance Section to assist with fiscal matters). Generally, if the expertise is needed for only a short period and it normally involves only one individual, that individual should be assigned to the Situation Unit. If the expertise will be required on a long-term basis and requires several personnel, it is advisable to establish a separate Technical Specialist Unit in the Planning Section.

### **OPERATIONS SECTION (CHIEF)**

The Operations Section is responsible for directly supporting Incident Command Posts (when applicable) in executing tactical operations at the incident site directed toward reducing the immediate hazard, saving lives and property, establishing situation control, and restoring normal conditions. The EOC Operations Section may also serve as a conduit to support communications and coordination between Incident Command Posts if multiple incidents occur simultaneously.

When appropriate, the EOC Operations Section may assist Incident Command Posts in establishing priorities by providing a broader perspective on incidents or available resources. Incident operations can be organized and executed in many ways. The specific method selected will depend on the type of incident, agencies involved, and objectives and strategies of the incident management effort. A good rule of thumb is to assign an Operations Section Chief from the same department as the EOC Director, based on the department most impacted by the event.

### **FIRE AND RESCUE BRANCH – FIRE**

The Fire and Rescue Branch in the EOC Operations Section is responsible for linking the EOC to Fire Department Operations Center, Metro-Net, fire resources, and fire and rescue mutual aid system. The Branch monitors and supports field operations related to urban search and rescue, heavy rescue, fire suppression and control, emergency medical, and hazardous materials incidents.

In an emergency situation, the Huntington Beach Fire Department will activate the Fire Department Operations Center (FDOC) when an incident seriously impacts the department's resources and personnel. The FDOC should be activated as soon as any of the below functions are required in response to major incidents. If activated, the EOC will coordinate with the FDOC to ensure response objectives are met and to satisfy mutual aid requests as deemed necessary.

The Branch Director reports to the Operations Section Chief. The Branch will obtain situation reports, requests for resource support (outside of the mutual aid system), and be the primary link





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from the EOC to fire department operations. The Branch will supply fire DOC and ICs, as appropriate, with information and directives developed in the EOC.

#### **MARINE SAFETY BRANCH – FIRE**

The Marine Safety Branch will be activated for all maritime, swift water and flood emergencies. Any other event Marine Safety is represented in the Planning Section and can provide input if necessary. Marine Safety personnel can be assigned to any frontline emergency.

The Branch Director reports to the Operations Section Chief. The Branch will obtain situation reports, requests for resource support (outside of the mutual aid system), and be the primary link from the EOC to fire department operations. The Branch will supply fire DOC and ICs, as appropriate, with information and directives developed in the EOC.

#### **LAW BRANCH – POLICE**

The Law Enforcement Branch is responsible for linking the EOC to Law DOC, Dispatch Center, law resources, and the law enforcement mutual aid system. The Branch monitors and supports field operations related to; enforcing laws, orders, and regulations; alerting and warning the public; managing evacuations and the control of movement; managing/directing vehicular traffic, access, and perimeter control; security for critical facilities and resources; coordinating air operations; and assisting in search and rescue operations.

In an emergency situation, the police department will activate the Law Department Operations Center (LDOC) when an incident seriously impacts the department's resources and personnel. The LDOC should be activated as soon as any of the below functions are required in response to a major incident. If activated, the EOC will coordinate with individuals at the LDOC to ensure response objectives are met and to satisfy mutual aid requests as deemed necessary by the LDOC.

The Law Enforcement Branch Director reports to the Operations Section Chief. The Branch will obtain situation reports, requests for resource support (outside of the mutual aid system), and be the primary link from the EOC to law enforcement operations. The Branch will supply law enforcement agency DOCs and ICs as appropriate, with information and directives developed in the EOC.

#### **PUBLIC WORKS BRANCH – PUBLIC WORKS**

The Public Works Branch is responsible for linking the EOC to Public Works Department Operations Center (PWDOC), public works department resources, and the public works mutual aid system. The Branch builds, repairs, and restores essential structures and utilities; removes debris; assists in heavy rescue operations; and supports law enforcement and fire services personnel in executing access and perimeter control.

When the situation becomes unmanageable under normal procedures, the PWDOC may be activated at the Water Operations facility to better manage the resources. It shall be the responsibility of the PWDOC to ensure that their operation, when activated, is staffed with sufficient management and clerical personnel, supplies, and equipment. The PWDOC shall also



see that effective and stable lines of communications are in place and operative to carry out all incident objectives.

#### **DAMAGE ASSESSMENT UNIT – PUBLIC WORKS/COMMUNITY DEVELOPMENT**

The Damage Assessment Unit provides an assessment of buildings to determine if they are safe for occupancy following a disaster. The unit collects damage information on public and private structures and provides costs estimates to the Operational Area and State.

In an emergency, the Public Works Branch Director, in consultation with the Operations Section Chief, may allow some public works-related groups to operate from the PWDOC. As the lead for the Private Property Inspections Group, the Community Development Department will have the option to integrate with the PWDOC or continue working from the City EOC/Civic Center.

#### **LOGISTICS SECTION (CHIEF) – COMMUNITY AND LIBRARY SERVICES**

The Logistics Section Chief is responsible for acquiring, transporting, and mobilizing resources, facilities, and personnel to support the response effort at the disaster sites and incident facilities, such as public shelters, EOC, DOCs, and Incident Command Posts. Logistics provides shelters for displaced individuals and supplements the workforce with employees and volunteers. This section also manages information systems and communications resources.

When the EOC is activated, the Logistics Chief reports to the EOC. He/she will manage the logistical needs of the City of Huntington Beach emergency organization. If the Logistics Chief needs assistance, he/she will activate the necessary branches. Branches will respond to the needs of the emergency organization. If the Branches need assistance, they will activate the Units, and Units will be expanded as needed to meet the logistical needs of the City. If the incident is minor, the Logistics Chief may manage and run the entire section alone.

#### **PERSONNEL UNIT – ADMINISTRATIVE SERVICES-HUMAN RESOURCES**

The Personnel Unit is responsible for providing additional personnel for response and recovery efforts through the use of City employees, trained volunteers, mutual aid responders, Community Based Organizations (CBO), Faith-Based Organizations (FBO), and Spontaneous Unaffiliated Volunteers (SUV). They will also manage all personnel-related issues, determine and disseminate personnel policies and ensure that all responders (including volunteers) are properly credentialed, skilled, and trained for their intended assignment. The Human Resources and Library Services Departments have primary responsibility for staffing this branch.

#### **INFORMATION SERVICES UNIT – ADMINISTRATIVE SERVICES-INFORMATION SERVICES**

The Information Services Unit manages all radio, data, and telephone needs of the City of Huntington Beach Emergency Response Organization, including the EOC, the five DOCs, the field Command Posts, and any support facilities needed during the incident. They coordinate public safety radio technicians and CAD specialists, Information Services Systems, and RACES.





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#### **CARE AND SHELTER UNIT – COMMUNITY AND LIBRARY SERVICES**

In any type of disaster, employees, residents, and visitors to the City may be displaced. If individuals are displaced in a disaster situation, it is ultimately the American Red Cross (ARC) and City government's responsibility to provide temporary shelter for the impacted population.

The EOC will be activated as the result of a disaster situation. When the EOC is activated, the Care and Shelter Branch and the ARC will be activated to manage shelter operations. The EOC will request the ARC to activate the actual shelters. ARC will activate, manage, staff, and provide logistical support to all shelters in a disaster unless severely impacted by the disaster and unable to do so. If the ARC is not able to activate a shelter, the Shelter Unit will take direct responsibility for activation, staffing, providing logistical support, and all other aspects of the shelter operations until such time as the ARC or other organizations are available.

#### **SUPPLY UNIT – PUBLIC WORKS**

The Supply Unit will determine if the item exists within the City government. If not, they will work with the Finance Section/Procurement Unit. If the Procurement Unit cannot locate the item, they will request it through the OA's mutual aid system. The Support Branch Director will fulfill the responsibilities of the Supply Unit in most circumstances and will fill this position after all other Support Branch positions have been filled.

#### **FOOD UNIT - COMMUNITY AND LIBRARY SERVICES**

The Food Unit is responsible for managing all food ordering, preparation, and serving for incident responders. They support the American Red Cross in supplying food to incident victims. Feeding and sheltering priorities will be given to City employees, Mutual Aid responders, volunteers, and any other workers to help lifesaving operations continue without interruption.

#### **FACILITIES / TRANSPORTATION UNIT – PUBLIC WORKS**

The Facilities / Transportation Unit is responsible for listing, maintaining, and tracking the status of all City facilities. They will determine facility requirements during an incident, obtaining additional facilities as required. They will also provide facility maintenance services, such as sanitation, lighting, and cleanup during a disaster. They are responsible for transportation equipment, fuel, arranging pickup and delivery of supplies, and the movement of people.

#### **FINANCE SECTION (CHIEF)**

A finance section is established when there is a specific need for financial reimbursement (individual and agency or department) and/or administrative services to support incident management activities. Not all agencies and incidents will require such assistance. In large, complex scenarios involving significant funding originating from multiple sources, the Finance Section is essential for the response organization. In addition to monitoring multiple sources of funds, the section must track and report on the financial "burn rate" as the incident progresses. This allows Management to forecast the need for additional funds before operations are negatively affected. This is particularly important if significant operational assets are under contract from the private sector. The Finance Section may also need to monitor cost expenditures



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to ensure that applicable statutory rules are followed. Close coordination with the Planning Section and Logistics Section is also essential to reconcile operational records with financial documents. Because of the flexible nature of SEMS/NIMS/ICS, only one or a few specific functions may be required (e.g., cost analysis).

This Section will be activated as required to maintain records on personnel and equipment time, provide payments to vendors for supplies and equipment usage, and determine the cost considerations or various alternative strategies associated with incident planning. The Finance Section Chief will determine the need for establishing specific subordinate units given current and anticipated future requirements.

#### **COST ANALYSIS/RECOVERY UNIT – FINANCE**

The Cost Recovery Unit provides cost analysis data for the incident to help the planning and recovery efforts. The Unit must ensure that all pieces of equipment and personnel that require payment are properly identified, obtain and record all cost data, analyze and prepare estimates of incident costs, and maintain accurate records of incident costs.

The Cost Recovery Unit should be activated at the onset of any disaster/emergency and is responsible for maintaining the Disaster Accounting System and procedures to capture and document costs relating to a disaster/emergency in coordination with other sections and departments. The Unit also acts as a liaison with the disaster assistance agencies and coordinates the recovery of costs as allowed by law. Maintenance of records in such a manner that will pass audit is also an essential task of this Unit. Accurate and timely documentation is essential to financial recovery. The Cost Analysis Unit will prepare all FEMA/DHS financial claim materials necessary to file, track, and receive financial reimbursement claims to the City.

#### **PURCHASING UNIT – FINANCE**

This Purchasing Unit Plan describes the organizational and operational policies and procedures required to meet the needs of purchasing supplies, materials, and equipment necessary to support emergency response and recovery activities. The purpose is to provide a centralized procurement system that identifies the organization's financial obligations.

#### **TIME UNIT- FINANCE**

The Time Unit is responsible for tracking hours worked by paid personnel, volunteers, contract labor, mutual aid, etc. They ensure that daily personnel time recording documents are prepared and compliance with the agency's time policy is met. In addition, they are responsible for ensuring that time and equipment use records identify the scope of work and site-specific work location consistent with initial safety/damage assessment records, sites, and Damage Survey Reports (DSRs).

As necessary, personnel time and equipment use records should be collected and processed for each operational period. Records must be verified, checked for accuracy, and posted according to existing policy. Excess hours worked must also be determined and separate logs maintained.





Time and equipment use records must be compiled in the appropriate format for cost recovery purposes.

#### CLAIMS / COMPENSATION UNIT- ADMINISTRATIVE SERVICES: HUMAN RESOURCES

The Claims / Comp unit is responsible for managing the investigation and compensation of physical injuries and property damage claims involving the City of Huntington Beach arising from an emergency. This includes completing all forms required by Workers' Compensation programs and local agencies, maintaining a file of injuries and illnesses associated with the incident, providing investigative support of claims, and issuing checks upon settlement of claims.

#### 4.8 DEPARTMENT OPERATIONS CENTERS (DOC)

Due to the size of the City, it is necessary to manage department resources from decentralized locations in large-scale emergencies. The EOC lacks sufficient space to hold all the personnel needed for this function. Each operations section function has a Department Operation Center (DOC), which they may activate in an event. The decision to activate a DOC is the responsibility of each department head.

When response personnel become heavily impacted, they will request the activation of their DOC. The DOCs will coordinate resource requests, track resources and incidents, and make initial mutual aid requests. If the incident has the potential to be a large-scale emergency over an extended period of time, the EOC will be activated to provide coordination between the DOCs/departments. The EOC provides guidance and policy direction to the Field Incident Commanders who maintain operational authority. The DOCs and the EOC must determine resource priorities, track and provide incident-specific information to the OC/OA EOC, and coordinate mutual aid requests. Critical information from the field should be relayed to EOC through the DOC, where it will be utilized to set citywide objectives, make policy decisions, order outside resources, and complete a citywide EOC Action Plan.

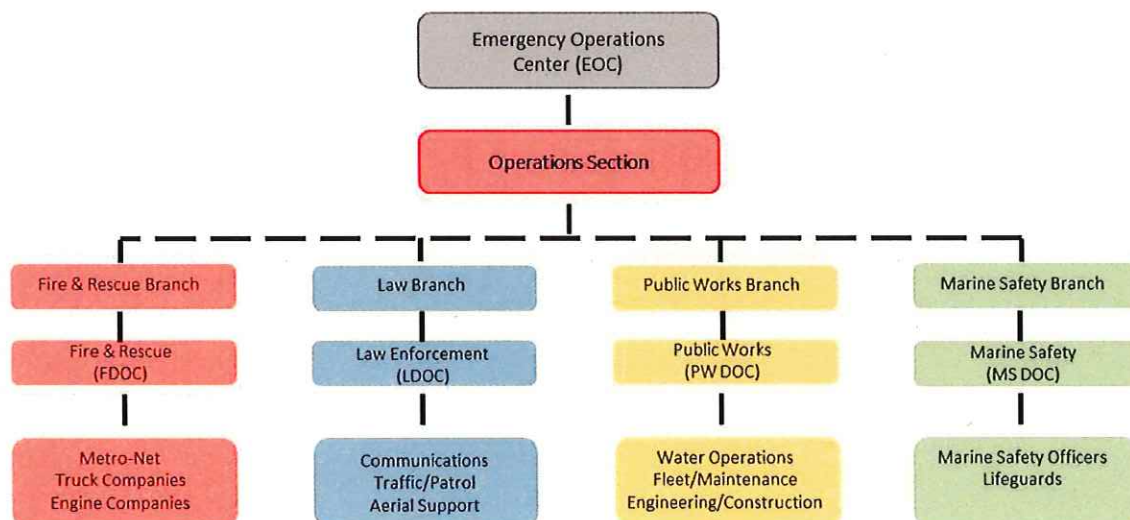


Figure 4.3 - Department Operations Center Organization



#### **4.9 CONTINUITY OF OPERATIONS/GOVERNMENT**

A major disaster or national security emergency could result in the death or injury of key government officials and/or the partial or complete destruction of established seats of government along with public and private records essential to continued operations of government. Government at all levels is responsible for providing continuity of effective leadership, authority, and adequate direction of emergency and recovery operations. The California Government Code Section 8643(b) and the Constitution of California provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve.

##### **ALTERNATE EOC**

If the City's primary EOC is damaged and non-operational, the City has designated three alternate EOC sites: (1) Water Operations multi-purpose room, (2) Marine Safety Training Center (3) the Mobile Command Post. An alternate EOC will be activated only when the primary EOC is damaged, inaccessible, and/or if evacuation of EOC staff members becomes necessary. If the primary EOC is unusable before its activation, staff members will be asked to report directly to an alternate EOC site.

The EOC Logistics Section will arrange for relocation of EOC staff members to the alternate EOC. The DEM will transfer direction and control authority from the primary EOC to an alternate EOC when necessary. All EOC Section Chiefs will advise their emergency response field forces of the transition to the alternate EOC. As many supplies as possible will be transferred from the primary EOC to the alternate EOC. The operational capabilities of the alternate EOC will be similar to those of the primary EOC.





**Table 4.4 Alternate EOC Locations/Characteristics**

<b>PRIMARY ALTERNATE – WATER OPERATIONS FACILITY</b>	19001 Huntington Street
The Water Operations Alternate EOC is located in the large multi-purpose room.	<ul style="list-style-type: none"> <li>• Capacity: 150 - 200</li> <li>• Kitchen facilities</li> <li>• Generator Power</li> <li>• Audio/Visual equipment</li> <li>• Phone systems</li> <li>• Conference room</li> <li>• EOC position binders and vests</li> <li>• Digital access to emergency files</li> <li>• Tables/Chairs</li> <li>• Limited office supplies</li> </ul>
<b>POTENTIAL ALTERNATE – MARINE SAFETY TRAINING CENTER</b>	103 Pacific Coast Hwy.
The Marine Safety Training Center can be used as an alternate or for Level 1 EOC activations for special events in the downtown/beach area. This facility has:	<ul style="list-style-type: none"> <li>• Capacity: 50</li> <li>• Kitchen facilities</li> <li>• Audio/Visual equipment</li> <li>• Phone systems</li> <li>• Digital access to emergency files</li> <li>• Limited office supplies</li> </ul>
<b>POTENTIAL ALTERNATE - MOBILE COMMAND POST</b>	The Mobile Command post has been designed to provide some of the most basic functions needed in an EOC. If necessary, it will serve as a base of operations until a more suitable location is located.

#### **ALTERNATE FACILITIES – CITY COUNCIL**

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

- The City Council shall designate alternative City seats, which may be located outside City boundaries.
- Real property cannot be purchased for this purpose.
- A resolution designating the alternate City seats must be filed with the Secretary of State.
- Additional sites may be designated subsequent to the original site designations if circumstances warrant.

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



Table 4.5 Alternate Temporary Seats of City Government	
First Alternate	Central Library - Theater 7111 Talbert Avenue
Second Alternate	Edison Community Center 21377 Magnolia Avenue
Third Alternate	Murdy Community Center 7000 Norma Drive

### LINE OF SUCCESSION

The first step in assuring continuity of government is to have personnel who are authorized and prepared to carry out emergency actions for the government in the event of a natural, technological or national security disaster. Article 15, Section 8638 of the Emergency Services Act authorizes governing bodies to designate and appoint three standby officers for each governing body member and for the chief executive, if not a member of the governing body. Standby officers may be residents or officers of a political subdivision other than that to which they are appointed.

City Council shall appoint a successor to the position of City Manager but should the City Manager be unavailable or unable to serve, the positions listed below, in order, shall act as the DEM until such time as a new City Manager be appointed. Should these positions be unavailable or unable to serve, the individuals who hold permanent appointments to the following positions will automatically serve as Acting DEM in the order shown. The individual who serves as Acting DEM shall have the authority and powers of the DEM.

Table 4.6 - Director of Emergency Management Line of Succession	
Director	City Manager
First Alternate	Deputy City Manager
Second Alternate	Fire Chief
Third Alternate	Chief of Police
Fourth Alternate	Public Works Director

### VITAL RECORDS PROTECTION

The City Clerk is the designated custodian of vital records. This position will maintain a list of records and their locations.

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

- Protect the rights and interests of individuals. Examples include vital statistics, land and tax records, license registers, and articles of incorporation.





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- Conduct emergency response and recovery operations. Records of this type include utility system maps, emergency supplies, equipment locations, the City's Emergency Management Plan, and personnel rosters.
- Re-establish normal governmental functions. This group includes charter, statutes, ordinances, court records, and financial records.
- Each level of government down to the departmental level is responsible for designating a custodian for vital records and ensuring that vital record storage and preservation is accomplished.

#### 4.10 DISABILITIES AND OTHER ACCESS AND FUNCTIONAL NEEDS

Access to emergency services shall not be denied on the grounds of race, color, national origin, sex, age, or handicap. To ensure that this goal is met, Title II of the Americans with Disabilities Act of 1990 (ADA) requires state and local governments to make their programs and services accessible to persons with disabilities. This requirement extends not only to physical access at government facilities, programs, and events but also to policy changes that governmental entities must make to ensure that all people with disabilities can take part in, and benefit from, the programs and services of state and local governments. In addition, governmental entities must ensure effective communication, including providing necessary auxiliary aids and services, so that individuals with disabilities can participate in civic life.

ADA, signed into law on July 26, 1990, is a broad civil rights law that prohibits discrimination against people with disabilities, including but not limited to mobility, vision, hearing, cognitive disorders, mental illnesses, and language barriers. In 2008, the Federal government updated the ADA, which is known as the ADA Amendments Act (ADAAA). The revised law broadens the scope of the definition of what it means to have a disability. These changes went into effect on January 1, 2009. These amendments make it easier for people with disabilities and others with access and functional needs to seek protection under the law.

The City of Huntington Beach strives to comply with the Americans with Disability Act (ADA). This need became evident after significant challenges surfaced following the 1989 Loma Prieta Earthquake, the 1994 Northridge earthquake, and, even more so, Hurricane Katrina in 2005. The City must ensure that disaster planning, response, and recovery consider the citizens highlighted in the ADA.

In addition, the EMHS staff, CERT Volunteers and Senior Center employees participate on the County Disabilities Access and Functional Need (DAFN) committee and are assisting the County in completing plans.

Functional needs populations are those members of the community who may have additional needs before, during, and after an incident in functional areas, including, but not limited to, maintaining independence, communication, transportation, supervision, and medical care. Individuals in need of additional response assistance may include those who have disabilities, live in institutionalized settings, older adults, children, those who are from diverse cultures, those



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with limited English proficiency or are non-English speaking, and those who are transportation disadvantaged.

According to the Center for Disease Control, 24 percent of people in California identify as having a disability. Lessons documented in recent disasters concerning the integration of people with disabilities into community living and the growing aging population has shown that the existing paradigm of emergency planning and implementation must change. These lessons learned show three areas that are repeatedly identified as most important to people with disabilities and older adults: communications (alert, warning, and notification), evacuation (transportation), and sheltering.

In January 2008, the Office for Access and Functional Needs (OAFN) was created within Cal OES. The purpose of OAFN is to identify the needs of individuals with disabilities and others with access and functional needs before, during, and after disasters and to integrate them into the State's emergency management systems. OAFN utilizes a whole community approach by offering training and guidance to emergency managers and planners, disability advocates and other service providers responsible for planning for, responding to and helping communities recover from disasters. In short, OAFN plans for the realities of disasters by integrating access and functional needs into everything Cal OES does, including partnership development, outreach, training, guidance, and providing technical assistance.

Disaster response to citizens in need will be initiated with impartiality. The City of Huntington Beach will depend on and coordinate with the American Red Cross. According to the 1996 Statement of Operational Relationship between the Department of Social Services and the American Red Cross, the Red Cross will make every effort possible to select shelter sites that are accessible for citizens with functional needs and work to include compensatory equipment in their shelter design. Furthermore, the American Red Cross will provide shelter residents who have functional needs with appropriate literature and, through their human relations liaisons, will ensure that the needs of their clients are being met in accordance with the ADA. The City of Huntington Beach will work closely with the American Red Cross, Orange County Department of Social Services, and the Department of Rehabilitation to ensure that other response and recovery needs, such as food, transportation, and communication are appropriately addressed.

In an emergency, the City of Huntington Beach will make every effort possible to deal with all its citizens' needs. There may be a shortage of resources in the initial hours of a disaster, and priorities will be on lifesaving operations, not care and sheltering. It may, therefore, take some time to deal with every individual in need.





## **5 INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION**

The Emergency Operations Center (EOC) serves as a hub for collecting, analyzing, and disseminating timely, accurate, consistent, and accessible information relating to the incident or event. Establishing a common operating picture and maintaining situational awareness is essential to incident management and is a major EOC role.

### **5.1 INFORMATION COLLECTION**

Information relating to the incident or event is often collected before an incident through routine monitoring of warning sources and credible threats. This information is used to advance preparedness and planning, devise incident management strategies and action plans, and make decisions about notifying the public. The EOC will use this information to determine what steps should be taken, such as recommending the activation of the EOC and the emergency organization.

Information may be collected during the incident or event from a variety of sources, such as:

- On-scene observation
- Incident Command Posts
- Field-level personnel
- Dispatch center
- Inter-Agency Coordination meetings
- OC 2-1-1
- Law enforcement monitoring networks (such as NCRIC)
- Media reports
- Social media
- WebEOC
- Interagency Coordination Calls

### **ESSENTIAL ELEMENTS OF INFORMATION AND COLLECTION PRIORITIES**

The Planning Section is responsible for gathering information to support decision-making in accordance with established operational priorities. The EOC Director will establish information collection priorities. Essential elements of information (EEIs) are the critical information items required by decision-makers to make timely decisions and prioritize key tasks and information requests. Information profiles examples of critical information necessary for several key disciplines is located in Table 5.1.



**Table 5.1: Available Essential Elements of Information**

Area or Infrastructure	Sources: State and Local Level	Sources: Federal Level
<b>Utilities and Infrastructure</b>  Information needed: Utilities/Infrastructure: <ul style="list-style-type: none"> <li>• System disruptions and failures</li> <li>• Location</li> <li>• Cause</li> <li>• Customers impacted</li> <li>• Expected time of resumption</li> <li>• Downstream impacts</li> <li>• Interdependence issues</li> <li>• Potential or impending system overloads</li> </ul>	<ul style="list-style-type: none"> <li>• California Independent System Operator (ISO)</li> <li>• Department of Water Resources (DWR)</li> <li>• California State Water Resources Control Board (SWRCB)</li> <li>• CA/local Department of Health Care Services</li> <li>• CA/local Department of Public Health</li> <li>• CA/local Department of General Services</li> <li>• California Energy Commission</li> <li>• California Public Utilities Commission</li> <li>• California Utilities Emergency Association (CUEA)</li> <li>• Utilities representatives in EOC</li> <li>• Construction &amp; Engineering Branch</li> <li>• Field units</li> <li>• Operational Areas</li> <li>• News reports</li> <li>• Social media</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Federal Energy Regulatory Commission</li> <li>• Bureau of Reclamation</li> <li>• Army Corps of Engineers</li> <li>• National Weather Service</li> <li>• Nuclear Regulatory Commission/Nuclear Power Plants</li> <li>• News reports</li> <li>• Field units</li> </ul>
<b>Transportation</b>  Information needed: <ul style="list-style-type: none"> <li>• Air</li> <li>• Rail</li> <li>• Shipping</li> <li>• Roads</li> <li>• Bridges</li> </ul>	<ul style="list-style-type: none"> <li>• Caltrans for state highways</li> <li>• California Highway Patrol for state highways and local thoroughfare</li> <li>• Operational Areas</li> <li>• News reports</li> <li>• Field units</li> <li>• OCTA</li> <li>• Local Airports</li> <li>• Rails</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Coast Guard</li> <li>• Federal Aviation Administration</li> <li>• National Transportation Safety Board</li> <li>• Department of Transportation</li> <li>• Field units</li> </ul>
<b>Medical/Health</b>  Information needed: <ul style="list-style-type: none"> <li>• Equipment failures</li> <li>• Disruptions in medical supplies/stockpiles</li> <li>• Facility problems</li> <li>• Medical evacuation needs</li> </ul>	<ul style="list-style-type: none"> <li>• Orange County Health Care Agency</li> <li>• California Department of Public Health Office of Statewide Health Planning and Development</li> <li>• Operational Areas and local EMS</li> <li>• News reports</li> <li>• Field units</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Centers for Disease Control (CDC)</li> <li>• U.S. Department of Health &amp; Human Services (HHS)</li> <li>• Food and Drug Administration (FDA)</li> <li>• News reports</li> <li>• Field units</li> </ul>
<b>Hazardous Materials</b>  Information needed: <ul style="list-style-type: none"> <li>• Releases</li> <li>• Perimeter boundaries (location)</li> </ul>	<ul style="list-style-type: none"> <li>• California Department of Toxic Substances Control</li> <li>• Cal OES Warning Center</li> <li>• California Environmental Protection Agency (CalEPA)</li> <li>• CalOSHA</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• EPA</li> <li>• Coast Guard</li> <li>• National Response Center</li> </ul>





**Table 5.1: Available Essential Elements of Information**

Area or Infrastructure	Sources: State and Local Level	Sources: Federal Level
<ul style="list-style-type: none"> <li>• Exposures</li> <li>• Casualties</li> <li>• Evacuations</li> <li>• Damage</li> <li>• Supply/source</li> <li>• Supply disruptions</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Health Services</li> <li>• California Public Utilities Commission</li> <li>• Operational Areas</li> <li>• News reports</li> <li>• Field units</li> </ul>	<ul style="list-style-type: none"> <li>• Department of Homeland Security</li> <li>• Department of Energy</li> <li>• Department of Agriculture</li> <li>• Department of Health and Human Services (HHS)</li> <li>• Department of Transportation</li> </ul>
<b>Public Events/Occurrences</b> Information needed: <ul style="list-style-type: none"> <li>• Potential problems at any anticipated events, including civil unrest</li> <li>• Location</li> <li>• Law enforcement/fire mutual aid shortfalls</li> </ul>	<ul style="list-style-type: none"> <li>• NCRIC</li> <li>• Law Enforcement Branch Coordinator</li> <li>• Local law enforcement</li> <li>• Operational Area</li> <li>• News reports</li> <li>• Social media</li> <li>• Permits issued</li> <li>• Field units</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Department of Justice</li> <li>• Department of Defense</li> </ul>
<b>Social Service Systems</b> Information needed: <ul style="list-style-type: none"> <li>• Problems with schools</li> <li>• Human care services (adult, senior, child, AFN)</li> <li>• Banking</li> <li>• Payment systems</li> <li>• General commerce</li> </ul>	<ul style="list-style-type: none"> <li>• Operational Area</li> <li>• Orange County Social Services</li> <li>• Community-Based Organizations</li> <li>• News reports</li> <li>• Social media</li> <li>• Private-sector</li> <li>• Field units</li> <li>• OC 2-1-1</li> </ul>	<ul style="list-style-type: none"> <li>• FEMA</li> <li>• Department of Commerce</li> <li>• Department of Education</li> <li>• HHS</li> </ul>

## INFORMATION ANALYSIS

Analysis of information may occur before or during an incident. Information that is made available through monitoring and warnings must be analyzed in the context of risk assessment, infrastructure/structural vulnerability, forecasts, social vulnerabilities, current events, and other factors.

When the EOC is activated, a critical task of the Planning Section is turning the collected information into actionable intelligence. Raw information and data require evaluation, verification, and assessment for relevance. The Planning Section will process information made available, validate and organize relevant components, and ensure that the resulting intelligence is evaluated by qualified personnel. Information for the public is disseminated through several mechanisms under the control of the PIO. Details describing how information is collected, vetted, and disseminated to the public are determined by the EOC.



### SITUATION STATUS REPORTING

Intelligence collected throughout the incident will be documented in a Situation Status Report. The Situation Analysis Unit in the Planning Section of the EOC develops the report. Situation Status Reports create a common operating picture and will be used to adjust the operational goals, priorities, and strategies. The City has established communications systems and protocols to organize, integrate, and coordinate intelligence to ensure effective intelligence flow. The flow of situation reports among the levels of government should occur consistently with the Standardized Emergency Management System (SEMS), as shown below:

**Field Situation Status Reports:** Situational status and other relevant information from the field should be compiled and documented in situation status reports by the DOCs if activated or by department representatives when no DOC is activated. These reports may be conveyed verbally but should be provided in writing to the EOC Planning Section within the operational period.

**City EOC:** The Situation Analysis Unit in the EOC will summarize and verify reports received from the field, DOCs, and other reporting disciplines and create a consolidated City Situation Report. The Situation Status Report will also be made available to all participants in the City's emergency response organization to provide situational awareness.

**Operational Area EOC:** The Operational Area EOC will provide situation status reports received from local government EOCs within the County, county field units, county DOCs, and other reporting disciplines.

**Joint Field Office (JFO):** When the JFO is activated to support local, state, and federal coordination, including the Federal Emergency Management Agency (FEMA), the REOC and SOC situation status reports will be assimilated into the JFO situation report. The REOC organization may be co-located with the federal organization at the JFO.

### INCIDENT ACTION PLANS (FIELD)

An Incident Action Plan (IAP) formally documents incident goals (known as control objectives in NIMS), operational period objectives, and the response strategy defined by the incident command during response planning. It contains general tactics to achieve goals and objectives within the overall strategy, while providing important information on event and response parameters. Equally important, the IAP facilitates the dissemination of critical information about the response assets' status. Because incident parameters evolve, action plans must be revised regularly (at least once per operational period) to maintain consistent, up-to-date guidance across the system.

Initially following a major disaster, the field Incident Commander/Unified Command will create an IAP for each individual incident (e.g., building collapse, flooded neighborhood, etc.) Once the EOC is fully operational, the Operations Section Chief will determine whether Incident Commanders continue with the formal IAP process or roll into a large Incident Action Plan. The Operation Section may divide the City into Area Commands or Divisions and create one IAP for





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each functional area. Whatever is determined, the field's IAPs must reflect the goals and objectives of the EOC Action Plan, and, in turn, the EOC Action Plan should support the field response.

The following should be considered for inclusion in an IAP:

- Incident goals (where the response system wants to be at the end of response)
- Operational period objectives (major areas that must be addressed in the specified operational period to achieve the goals or control objectives)
- Response strategies (priorities and the general approach to accomplish the objectives)
- Response tactics (methods developed by Operations to achieve the objectives)
- Organization list with ICS chart showing primary roles and relationships
- Assignment list with specific tasks
- Critical situation updates and assessments
- Composite resource status update
- Health and safety plan (to prevent responder injury or illness)
- Communications plan (how functional areas can exchange information)
- Logistics plan (e.g., procedures to support Operations with equipment, supplies, etc.)
- Responder medical plan (providing direction for care to responders)
- Incident map (i.e., map of the incident scene)
- Additional component plans, as indicated by the incident

### EOC ACTION PLAN (EAP)

Using EOC Action Plans (EAPs) will provide specific direction to EOC personnel by providing them with knowledge of the objectives to be achieved and the steps required for achievement. Action plans provide direction and serve to provide a basis for measuring the achievement of objectives and overall system performance. Action planning is an important management tool that involves a process for identifying priorities and objectives for emergency response or recovery efforts. Action planning also provides documentation of the priorities, objectives, associated tasks, and the personnel assigned to perform the tasks.

The EAP may or may not be the overall action plan for the entire incident. For example, if an Area Command is established at another facility and it develops an IAP for the entire response, then the Huntington Beach EOC may develop its own EAP that only addresses its portion of and obligations. There may also be incidents when the on-scene Incident Command Post (ICP) develops an IAP and the EOC also develops one relevant to its mission and role in support of the ICP plan. In other cases, the EAP will serve as the primary response policy.

Huntington Beach follows the NIMS incident planning process and standards. The EAP is a living document prepared based on the best available information at the time of the planning meeting. Action plans are developed for a specified operational period that may range from 12 hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable time frame is then established for accomplishing those actions. The



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action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions. The format of the IAP will depend upon the time since the incident occurred and the magnitude of impact. The format may be limited to a well-prepared outline for an oral briefing for the initial response. The plan will be developed in writing according to ICS procedures for most incidents that will span multiple operational periods.

The action planning process should involve the Policy Group, EOC Director, Command and General Staff, school district representatives, and other agency representatives, as needed. The Planning Section is responsible for developing the action plan and for facilitating action planning meetings. Planning meetings will not be delayed in anticipation of future information. During the planning meeting, the EOC Director, Section Chiefs, Policy Group, and other representatives (when appropriate) will develop the plan collectively. The planning process should provide the following:

- Current information that accurately describes the incident situation and resource status
- Predictions of the probable course of events
- Alternative strategies to attain critical incident objectives
- An accurate, realistic EAP for the next operational period





## 6 CRISIS COMMUNICATIONS AND PUBLIC INFORMATION

### 6.1 PUBLIC INFORMATION COORDINATION

Public information consists of the processes, procedures, and systems to communicate timely and accurate information by accessible means and in accessible formats on the incident's cause, size, and current situation to the public, responders, and additional stakeholders (both directly affected and indirectly affected). Public information must be coordinated and integrated across jurisdictions, agencies, organizations, and the private sector and NGOs. Public information includes processes, procedures, and organizational structures required to gather, verify, coordinate and disseminate information. During an emergency, City officials must communicate and educate the public (including businesses, individuals, and residents) on the risks and issues faced by the community.

The goal of emergency public information is to keep the public informed of the general progress of events and provide educational information, particularly in the realm of health and safety. Public information will be disseminated using all media methods: television, radio, newspapers, internet, and wire services.

A comprehensive emergency public information program combines educational and emergency information to reduce casualties and property damage and provides long-term public education related to hazard awareness. In either case, the participation of multiple agencies and jurisdictions is often required for successful implementation.

Emergency Public Information activities are structured under a Joint Information System (JIS) concept, which ensures coordination of messages, whether the Public Information Officers (PIO) are located at one site Joint Information Center (JIC) or multiple sites (virtual JIC). The JIS is designed to disseminate a variety of information and instruction to the general public, government officials, and the news media through direct contact, news conferences, news releases and advisories, websites and social media sites, and timely response to public and news media queries.

#### PUBLIC AWARENESS/EDUCATION

Educating the public on actions that can be taken prior to an event is one of the best ways to build resilience within the community and ensure that the population is as prepared as possible for an emergency. Huntington Beach is committed to this public outreach through Public Education and ReadyOC. ReadyOC is a public service campaign to educate and empower Orange County residents, businesses, and the community to better prepare for emergency situations. The goal of ReadyOC is to get local residents better prepared for various emergency situations that could impact the county and offer opportunities for concerned citizens to get involved in local readiness efforts.



## **MEDIA RELATIONS/COORDINATION**

The role of the mainstream media is changing. The public's reliance on mainstream media continues to decline. The widespread use of phones and computers has led to higher interconnectivity and social connectedness of internal and external audiences. In addition, the public now relies on social media as a source of information. At times, the public is not only a receiver of information. People can now convey information as citizen reporters who report news from their smartphones, tablets, and other devices. In order to address these changes in communication, the PIO's communication must be faster, more direct, more interactive, and more transparent.

Planning how to communicate in urgent situations must be done well in advance. The PIO's key messages should be developed in advance. Just as there is a "golden hour" in emergency medical services, there is a "golden hour" for public information as well. The communications decisions that the PIO makes in the first hour of a critical incident will affect the PIO's success.

Good working relationships with the media help during an incident. To help build these relationships, the JIS group will:

- Make a periodic effort to meet with the news managers at local media outlets to familiarize them with the JIS/JIC concepts.
- Periodically, provide the media with a contact list with after-business hours contact information.
- Newsroom trainings may be scheduled with the news managers to acquaint reporting staff with JIS/JIC operations and procedures.
- Review and update all contact lists (e.g., media, PIO, and other agencies) every six months.

## **HARD-TO-REACH AND VULNERABLE POPULATIONS**

Every effort will be made to contact hard-to-reach and vulnerable populations, which include, but are not limited to: the hearing impaired, visually impaired, populations that do not speak English or speak English-as-a-Second-Language (ESL), economically disadvantaged, and Disability Functional and Access Needs (DAFN) populations.

Populations can be vulnerable based upon:

- A certain set of shared characteristics
- Circumstances of a situation

For example, after a disaster, disaster victims who would be easy to reach under normal circumstances may now be part of a hard-to-reach population because they are living in a shelter without typical means of communication. Vulnerable populations are unique depending upon each community's demographics and available support.





The key to communicating with vulnerable populations is the preparatory work done before an incident. Message content for crisis notification to all populations should be developed prior to an incident.

To be successful with vulnerable populations, the PIO must build a network of collaborators or champions. With these “trusted agents,” PIOs must establish channels of communication and relationships during non-emergency times that can be leveraged during an incident. Building these relationships takes time.

Some broad ways to define vulnerable populations include:

- Economically disadvantaged
- Limited English language competence
- Physical, cognitive or sensory disability
- Cultural/geographic isolation
- Age vulnerability

Being able to reach all constituents requires knowing what languages constituents speak. PIOs should identify resources and develop policies to address the language needs of their jurisdiction.

- PIOs should determine the languages spoken in their jurisdiction by collecting demographic data from local and federal sources.
- PIOs should develop language access policies and protocol guidance.
- Documents that communicate vital information to the public should be translated into the most prevalent languages spoken by the Limited English Proficiency (LEP) community. (Note: Pictures and diagrams are easier to understand or interpret than verbal communication.)
- All agency personnel should be educated about language access and know how to use agency language assistance services.
- Bilingual staff can be used to conduct community outreach and build relationships between the department and immigrant and LEP residents.
- PIOs can pool resources and leverage assets with other agencies and services to meet their needs.

#### **INTERGOVERNMENTAL AFFAIRS – STATE AND LOCAL OFFICIALS**

An effective JIS requires partnerships with:

- Individuals and households
- Private sector
- Nongovernmental Organizations (NGOs)

Individuals and households contribute by reducing hazards in and around their homes, preparing an emergency supply kit and household emergency plan, and monitoring emergency communications carefully.



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The private sector plays a key role before, during and after an incident. Many private-sector organizations are responsible for operating and maintaining portions of the Nation's critical infrastructure. In addition, they must provide for the welfare and protection of their employees in the workplace.

Nongovernmental Organizations (NGOs) also play important roles before, during, and after an incident. For example, NGOs provide shelter, emergency food supplies, counseling services, and other vital support services to support response and promote the recovery of disaster victims. These groups often provide specialized services that help individuals with special needs, including those with functional needs.

There are legal implications and protective mechanisms for partnerships, either informal or mutual aid agreements. The goal of building coalitions and partnerships is to bring together community partners and other stakeholders to prepare for both disaster and non-disaster times. The best time to do this is before an event or an emergency.

Stakeholder management includes managing a PIO's partners and Federal and State external affairs staff and politicians.

- Before an incident, the PIO should maintain ongoing communication and participate in joint training and exercises
- During response and recovery, the PIO should use a collaborative approach to planning, decision-making, and assignments
- After an incident, the PIO should share lessons learned

### **JOINT INFORMATION SYSTEM (JIS) ACTIVATION**

The Huntington Beach Joint Information System (JIS) is considered activated whenever two or more department PIOs are mobilized to manage information on the same incident. Emergency situations almost always begin with the involvement of one of the City's departments, typically Fire or Police. Following the initiation of an incident, one of the three PIOs (City, Fire, and Police) in the City is notified of a potential or existing need for public information support at their department through:

- A direct media inquiry
- Notification from a department dispatcher that a significant or unusual event is or may be underway
- Automatic or intentional activation of the EAS Notification from a department supervisor, field personnel, or Incident Commander
- Notification from the City EOC
- Experiencing (e.g., feeling an earthquake) or bearing witness to (e.g., in person or via media outlet) an incident of significance

Upon being individually activated, each department PIO is responsible for assessing the situation to determine whether additional support is needed from the other PIOs in the City or whether





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the incident might escalate to involve other departments. The City PIO should always be kept apprised of activities when department PIOs are officially activated. If the activated PIO determines that he/she might need additional support from other PIOs or the City's Public Information Office (triggering activation of the JIS), then the City PIO should be contacted to determine the appropriate level of JIS activation. That determination will include: which PIOs will be activated, the gathering location (or distribution of PIOs), and the appropriate communications strategy.

In other events, the actual involvement of the City PIO is contingent upon the situation. For example, in an incident involving the Fire and Police departments, it may be determined that the Fire and Police PIOs can jointly handle the situation without additional assistance. They should keep the City PIO apprised of their activities even if the formal involvement of the City PIO may not be necessary.

During an emergency situation, the three Huntington Beach PIOs will make initial contact virtually via e-mail, phone, etc. This is particularly true during incidents of short duration. The PIO whose department is least affected by the emergency will be stationed at the City EOC when it is activated. The other PIOs will likely converge near or around the incident scene where media is likely to be on hand. If Huntington Beach is involved in an incident involving other jurisdictions and a Unified Command (UC) or Joint Information Center (JIC) is established (either in or outside Huntington Beach), then at least one of the City/department PIOs or appropriate designee will be dispatched to that location to facilitate coordination on behalf of the Huntington Beach JIS.

If the incident is anticipated to have a long duration but remain localized to Huntington Beach, the City PIO may choose to identify and staff a formal JIC location. This location may be mobile or fixed. If facilities are needed only for media briefings, the City Council Chamber will be the pre-designated location when a formal JIC is not activated.

### JOINT INFORMATION CENTER (JIC)

Joint Information Centers can be both physical locations and virtual sites that utilize an online interface for document collaboration and dissemination. The decision to use a virtual JIC in place of a physical one or an Area JIC will be made by the PIO or designee. The JIC should be located near the EOC or incident to allow for easy coordination. If the incident is localized, representatives from responding agencies must be invited to participate to allow for coordination of public information.

The City and OA may establish a *Virtual JIC* using RespondOC to coordinate public information. PrepareOC/RespondOC is a collaborative website designed to facilitate business continuity, disaster recovery, and emergency response preparedness and planning efforts. The site enables Orange County agencies, Operational Area member jurisdictions, participating non-profits, and area partners to share resources, documentation, communications, training materials, etc., in a secure, online environment. RespondOC is the part of the site that the OA uses to maintain



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emergency plans, shared calendars and other critical documents. Many groups have their own areas that they use to collaborate on planning, training, or other preparedness efforts.

#### HOTLINE

Agencies may activate an inquiry center to centralize information sharing among the public, the media, and the government. As appropriate, inquiry centers should be directly linked to media centers or joint information centers. Establishing a Hotline allows for:

- Monitoring of radio and television stations and informing the PIO Coordination Team of inaccuracies
- Sharing of information about the emergency or the government's response
- Identification of information trends, which in turn allows PIO to focus on providing targeted information
- Identification of rumors and of misinformation and bringing these to the attention of the PIO Coordination Team
- Response to questions using official, verified information that has been approved for release
- Call referrals, as appropriate, to federal, state, local, volunteer, and private sector agencies
- Adjusting the mode of communication to meet the needs of those whose primary language is not English and to meet the functional needs of the blind, deaf and hard of hearing

#### OPERATIONAL AREA JOINT INFORMATION SYSTEM (JIS) PLAN

The City Emergency Manager and PIO staff participated in developing the Operation Area plan JIS Annex. It will be used in the event that multiple jurisdictions are impacted. For more details regarding information in this section, refer to the OA JIS Plan.

The JIS provides the mechanism to organize, integrate and coordinate information to ensure timely, accurate, accessible, and consistent messaging activities across multiple jurisdictions and/or disciplines with the public, the private sector, and NGOs. It includes the plans, protocols, procedures, and structures used to provide public information and establishes JICs that are critical supporting elements of the JIS. Key elements include:

- Interagency coordination and integration
- Gathering, verifying, coordinating, and disseminating consistent messages
- Support for decision-makers
- Flexibility, modularity, and adaptability

#### AREA JIC (OPERATIONAL AREA)

The Area JIC is a centralized, physical location in which the public information function for the OA is coordinated. This location is ideally situated close to the OA EOC and provides for media access when needed, but it can be located anywhere suitable to support the response. **(The list of identified JIC locations can be found in section 2.3.6. of the OA JIC Plan).** Regardless of where the JIC is located, the function remains the same, to support the overarching JIS structure with tools that improve the public messaging and information that is required after a disaster.





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#### **2-1-1 INFORMATION AND REFERRAL SERVICES**

Local and state governments may consider supplementing their public information programs with established 2-1-1 information and referral services to increase the public's access to vital emergency-related information, including evacuation routes, shelter locations, and road closures, to reduce inappropriate calls to 9-1-1 and make referrals to essential health and social services. The 2-1-1 program can improve access to government and non-profit community services for people who are most at risk, including older adults, people with disabilities, and non-English speaking people.



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## 7 LOGISTICS

### 7.1 LOGISTICS SECTION

The Logistics Section is responsible for acquiring, transporting, and mobilizing resources, facilities, and personnel to support the response effort. Logistics provides shelters for displaced individuals and supplements the workforce with employees and volunteers. When the EOC is activated, the Logistics Chief is recalled to the EOC. He/she will manage the logistical needs of the City of Huntington Beach Emergency Response Organization (ERO). If the Logistics Chief needs assistance, he/she will activate Units as needed. Branches will respond to the needs of the emergency organization. If the Branches need assistance, they will activate the Units. These Units will be expanded as needed to meet the logistical needs of the City. If the incident is minor, the Logistics Chief may manage and run the entire section alone.

The Community Services Department is responsible for directing all response efforts of the Logistics section. The Community Services Department will staff the Section Chief position in the Emergency Operations Center (EOC).

The overall objectives of the Logistics/Support Branch during an emergency are:

- Order, receive, store, process, and distribute all incident-related resources and supplies
- Store, disburse, and service all tools
- Work closely with the Finance Section/Purchasing Unit in purchasing any items they are unable to secure
- Coordinate resources with all City departments
- Access mutual aid resources for items that cannot be obtained locally
- Accomplish objectives of the EOC Action Plan; set up, maintain and demobilize all facilities used in support of the incident
- Obtain additional facilities as required
- Provide facility maintenance and security services
- Determine facility requirements for the incident
- Arrange facilities for special purposes as needed; oversee the distribution of food and other essential supplies
- Manage all food preparation and serving for incident responders
- Support the Care and Shelter Branch in supplying food and beverage to incident victims at shelters
- Determine food and water requirements

### 7.2 RESOURCE MANAGEMENT

Resource Management preparedness involves identifying and typing resources; qualifying, certifying, and credentialing personnel; planning for resources; and acquiring, storing, and inventorying resources.



## IDENTIFYING AND TYPING RESOURCES

In accordance with NIMS, resources are identified by the following characteristics:

- **Capability:** The core capability for which the resource is most useful (e.g., fire management and suppression; on-scene security, protection, and law enforcement; public health, healthcare, and emergency medical services)
- **Category:** The function for which a resource would be most useful (e.g., fire/hazardous materials, law enforcement operations, medical and public health)
- **Kind:** A broad characterization, such as personnel, teams, facilities, equipment, and supplies
- **Type:** Provides further details regarding the capability of a specific *kind* of resource that applies a metric to designate it as a specific numbered class (e.g., Type 1 IMT, Type 2 IMT, and Type 3 IMT)

## GENERAL RESOURCE REQUEST FLOW

The real-time tracking of incident response needs and resources available is critical during the response phase. Resources may be in short supply, and multiple service requests can occur. Resource requirements for supplies, equipment, vehicles, facilities, or personnel are initially filled from within City departments. Once internal resources have been exhausted (to include inventories on hand and procurement from vendors) or when a shortfall is projected, a resource request based on a needed outcome is submitted by the DOC to the appropriate Operations Section Branch at the EOC.

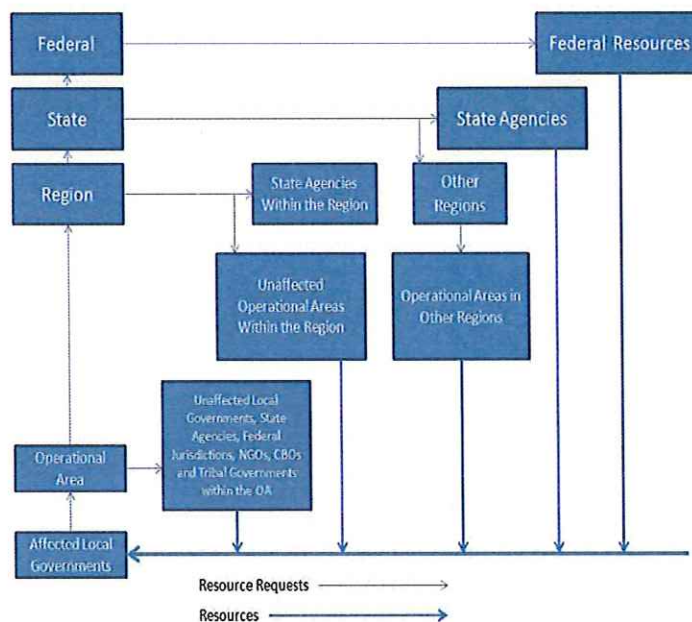


Figure 7.1 - Resource Request Flow

The request is then filled, if possible, by other departments represented in the Operations Section of the EOC. When no internal source exists to fulfill the resource request, or a shortage is anticipated, the request is forwarded to the Logistics Section via the appropriate EOC representative. The Logistics Section attempts to fulfill the request by procuring the necessary services or supplies first from within existing City resources and then from the private sector or other nongovernmental sources.





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When City resources have been exhausted or certain resources are unavailable, resource requests are then routed to the Operational Area EOC. If resources are exhausted in the Operational Area, requests are routed to the Southern REOC following SEMS protocols.

### RESOURCE MANAGEMENT PROCESS

During an incident, the resource management process includes standard methods to identify, order, mobilize, and track resources. In some cases, the identification and ordering process is compressed, such as when an Incident Commander identifies the specific resources necessary for a given task and orders those resources directly. However, in larger, more complex incidents, the Incident Commander relies on the resource management process and personnel in the ICP, DOCs, and EOC to coordinate to identify and meet resource needs. The six primary tasks of resource management during an incident are:

- Identify requirements
- Order and acquire
- Mobilize
- Track and report
- Demobilize
- Reimburse and restock

### RESOURCE TRACKING

Resource tracking occurs prior to, during, and after an incident. This process helps staff prepare to receive and use resources; tracks resource location; facilitates the safety and security of personnel, equipment, teams, and facilities; and enables effective resource coordination and movement. Resource status updates and associated information should flow up from the ICP to DOCs to the EOC and continue until the resource provider receives the information.

### SUPPLY REQUESTS

Requests for supplies, equipment, transportation, or facilities may be initiated from other City departments to the EOC. As requests are received, this branch will review the EOC Action Plan to prioritize resources and determine the following:

- How many are needed?
- Where is it to be delivered?
- How soon is it needed?
- How long is it needed?
- Are personnel needed to operate it?
- Is specific training (certified/licensed) needed for the operator?

In the initial hours of an emergency or when life-saving issues are involved, any reasonable method may be utilized to get the necessary resources to save lives and protect the environment and property. This includes the commandeering of equipment. Ensure that the City has proclaimed a Local Emergency prior to commandeering any equipment or supplies.



## **TACTICAL RESOURCES VS. LOGISTICAL RESOURCES**

*Tactical resources* are ordered and tracked by the Incident Command Post or DOC in the first operational period. All tactical resources will be ordered and tracked by the EOC Operations Section by the second operational period. Each DOC retains the responsibility to request, assign and track tactical resources, and the DOCS will make periodic reports to the EOC Operations and Planning Sections. Tactical resources include fire, police, public works and marine safety apparatus, equipment, and personnel and should be ordered at the highest level of the organization.

*Logistical resources* include all other resources (e.g., food, portable restrooms, sand, sandbags, etc.). They will be ordered by the Logistics Section at the highest level of the organization. For example, if only an Incident Command Post is activated, they will order the logistical resources; if the DOC is activated, they place the orders, and when the EOC is activated, the EOC will place all orders for logistical items. The Command Post and DOCs will forward orders they cannot fill from within the City to the highest level Logistics Section that is activated.

## **REQUESTING INTERNAL EQUIPMENT AND SUPPLIES**

Departments will utilize their own supplies and equipment. If departments within Operations need a resource from another department within Operations, they will contact the department directly. This coordination usually occurs at the EOC level where Police, Fire, Public Works, and Marine Safety all sit at the Operations Section, working together to support each other. If Operations cannot find the item within the Operations Section, it will be requested from Logistics. Logistics will search the City asset and warehouse inventory lists for the item. If the resource is within the City inventory, they will arrange to get the needed item to the requesting person.

## **REQUESTING EXTERNAL EQUIPMENT AND SUPPLIES**

If a request cannot be fulfilled from within the City, it must be rented, leased or contracted, and purchased as a last resort. The Support Branch does not directly rent, lease, contract, or purchase items. The Finance Section/Purchasing Unit will be responsible for the actual purchasing process and tracking the purchase.

## **PROCUREMENT POLICIES**

Supplies will be obtained from the following sources:

- If departments within Operations need a resource from another department within Operations, they will contact the department directly.
- If Operations cannot find the item within the Operations Section, it will be requested from Logistics. Logistics will search the City asset list for the item. If found within the City, Logistics will contact the department with the item and see if it is available. If so, the Supply Unit will arrange to get the needed item to the requesting person.
- As surplus property or donated goods become available, the City and the American Red Cross will coordinate and mutually agree upon the use and disposition of such property and services to the affected victims.





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- If the item cannot be obtained from within the City or by donation, it must be purchased, leased, or obtained by contract. The Logistics Section/Supply Unit does not directly purchase items. The Finance Section/Purchasing Unit will be responsible for purchasing.
- Supplies that are depleted or destroyed in an emergency will be replaced to help maintain City inventory.
- Resources should be typed in accordance with the National Incident Management System (NIMS).

### 7.3 MUTUAL AID

Mutual Aid is defined as “voluntary aid and assistance by the provision of services and facilities, including but not limited to fire, police, medical and health, communication, transportation, and utilities. Mutual aid is intended to provide adequate resources, facilities, and other support to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.”

The basis for the Mutual Aid System is the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), which is entered into by and between the State of California, its various departments and agencies and the various political subdivisions, municipal corporations and public agencies to assist each other by providing resources during an emergency. The City is a party to this agreement. The agreement obligates each signatory entity to provide aid to each other during an emergency without expectation of reimbursement. Under specific conditions, Federal and State monies may be appropriated to reimburse public agencies that aid other jurisdictions. If other agreements, memorandums, and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility, and local entities may be reimbursed only if funds are available.

The City is also party to the Emergency Management Assistance Compact (EMAC). Passed through Public Law 104-321, EMAC provides the legal agreement and standard operating procedures for states and their political sub-divisions to receive interstate aid in a disaster.

In addition to mutual aid from other jurisdictions, other states can also obtain emergency response resources through alternative mutual aid systems such as the Water Response Network, coordinated by the California Utilities Emergency Association, or the Public Transit Mutual Aid, coordinated by the Metropolitan Transportation Commission.

When the City’s resources are exhausted, it depends on the Mutual Aid System and the resource request flow defined in SEMS to acquire necessary resources to execute response activities.

### 7.4 DONATIONS

The City should look to other organizations, such as the Salvation Army, to manage physical donations. This can be accomplished by directing donors to the AidMatrix portal to register online donations. If the AidMatrix solution is not viable, the city must coordinate intake and distribution as necessary.



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Businesses, corporations, and organizations will often make donations of new and bulk goods into an affected area in times of disaster. These bulk donations can provide critical and needed resources, such as hundreds of cases of water, baby formula, etc. When a bulk donation offer is received, it is important that the Logistics Section Chief is aware of the resources and can utilize them in the resource allocation process in the response.

Special considerations should be given to the following:

- Directs donated goods to a central reception area away from the disaster area in order to be sorted and organized for redistribution.
- Requests from the Facilities Unit Leader an indoor facility to be used as the Donations Center, if needed.
- Coordinates with the Public Information Officer or the Joint Information Center (JIC) to ensure they know what types of donation goods are needed. Information regarding where they may go to get donated items must also be disseminated to victims.

## 7.5 VOLUNTEERS

### AFFILIATED DSW VOLUNTEERS

The City's emergency organization relies on a dedicated network of volunteers to support preparedness activities, augment response, and provide expertise in recovery. The Office of Emergency Management manages the following volunteer programs:

- Community Emergency Response Team (CERT)
- Radio Amateur Civil Emergency Services (RACES)
- Volunteers in Policing
- Search and Rescue Explorers

### SPONTANEOUS UNAFFILIATED VOLUNTEERS

After a disaster, local governments often see an influx of spontaneous volunteers converge in their communities; however, well-intentioned, uncoordinated volunteers can be ineffective, hinder response operations, and create new risks. Emergency volunteers must be carefully managed, a function that often falls to local government. In the City, after a disaster, emergent volunteers will be managed by Community and Library Services Department.





## 8 COMMUNICATIONS

### 8.1 LOCAL SYSTEMS

#### VOICE SYSTEMS

##### TELEPHONES

The EOC has 35 separate phone lines. The phone lines are on two different phone systems, digital and analog. If the power goes out, the analog system will still function.

##### CELLULAR PHONES

Many employees are provided with City-issued cellular phones, and most carry personal cell phones. In an emergency situation, all forms of redundant communication are encouraged should primary systems fail.

##### EOC-TO-EOC RADIO (OA1)

The OA EOC-to-EOC Radio system is an additional communications system between the Orange County OA EOC, OA Members, and other OAs with this radio capability. The frequencies are always monitored by Control One in the event a jurisdiction cannot communicate by any other method.

##### FAX MACHINE

Facsimile is still the secondary method of communication between the OA EOC and OA Members due to the number of reporting jurisdictions and the quantity of documentation they provide. (WebEOC® may become primary within the next few years.)

##### RADIO AMATEUR CIVIL EMERGENCY SERVICES (RACES)

RACES consists of volunteer amateur radio (ham radio) operators committed to assisting with emergency communications in times of disaster. This group can provide auxiliary communications for all response agencies and other departments. The City maintains a cadre of ham radio volunteers and radio base stations to ensure communications between the EOC and various locations can be maintained. Individual operators may have their own base stations that can also be dispatched at the discretion of the EOC. Emergency information can be communicated through RACES operators to any location an operator and base station is dispatched (e.g., mutual aid EOCs, Incident Command Posts, shelters, staging areas, etc.).

The EOC has Police, Fire, Public Works (Silver 1, 2, and 3), and RACES radios. The Police radio room is a backup Police dispatch center.

##### SATELLITE PHONES

Satellite phones are mobile phones that communicate directly with orbiting communications satellites to ensure communications independent of terrestrial systems (e.g., radios, telephones). Both handheld and hardwired satellite phones are available at the Huntington Beach and OA EOCs. Handheld satellite phones need a clear view of the sky. Thus, they do not work inside



buildings or cars, and they must be used outside. Hardwired satellite phones within the EOC are connected to external antennas that allow them to be used inside the building.

## **DATA SYSTEMS**

### **E-MAIL**

E-mail is a method of communication utilized between the City and the OA due to the number of reporting jurisdictions and the quantity of documentation they provide. All county employees have an e-mail account, as do most individuals working for OA Members. Like cellular telephones, if other primary means of data or voice communications fail, e-mail should be considered a sufficient backup. Before using e-mail, personnel should confirm that the intended recipient(s) has access to and is checking their e-mail. Critical information should never be sent over e-mail unless confirmation exists that the intended recipient is receiving the messages.

The OA has established e-mail accounts for use specifically during OA EOC activations. The [eocliaison@ocsd.org](mailto:eocliaison@ocsd.org) e-mail will serve as a reliable e-mail account designed to accept correspondence with OA jurisdictions.

### **WEBEOC®**

WebEOC® is a web-based crisis information management system that provides secure real-time information sharing to help City managers make sound decisions quickly in times of disaster. This software allows viewing of critical information countywide as well as posting information for all authorized personnel to see in the Emergency Operation Center, Department Operation Centers, in the field, or other remote locations.

The City will primarily use WebEOC® for the following purposes:

- Review situational information posted by the City and OA Members
- Send information to OA using Jurisdictional Information Management System (JIMS)
- Use applicable position checklists, contact lists, and plans posted to WebEOC®

## **8.2 ORANGE COUNTY OPERATIONAL AREA (OC/OA) SYSTEMS**

### **CACHE RADIOS**

The County of Orange maintains 800 MHz portable radios that can be deployed to support emergency incidents. The radios are maintained at Control One and are available for deployment 24 hours a day. The radios have two sets of pre-programming. The *Law* program includes all common talk groups and conventional channels but no agency-specific talk groups. The *Fire* program corresponds to a typical city or county fire radio with the exception of Zone 1 being OCFA programming. Contact the on-duty Control One supervisor to request the use of these cache radios.

### **COUNTYWIDE COMMUNICATIONS CENTER (CONTROL ONE)**

The Orange County Sheriff's Department functions as the 24-hour-a-day emergency point of contact through their countywide coordinated communications center known as Control One.





Communications Coordinators monitor numerous radio, California Law Enforcement Telecommunication System (CLETS), and telephone systems and are responsible, through established procedures, for Alerting & Warning notifications for a wide variety of emergency incidents that impact or have the potential to impact Orange County.

#### **INCIDENT NOTIFICATION PROCEDURE**

When notified of any incident that requires countywide notification, Control One will immediately broadcast the information following an established notification procedure. Incidents may include earthquakes, fires, hazardous material events, significant weather (such as a Tornado Warning, Flash Flood Warning, or Hurricane Warning), a 9-1-1 outage, or other emergencies. Notifications are made using radio, telephone, and CLETS systems to the public, law enforcement, fire service, hospitals, and other public safety agencies. This information is also provided to the public using the EAS, Sigalert, and NWS radio systems.

#### **ORANGE COUNTY JURISDICTION INFORMATION MANAGEMENT SYSTEM**

The Orange County Jurisdiction Information Management System (JIMS) is used by all cities, county agencies, special districts, school districts, and approved private and non-governmental organizations to coordinate, collaborate and share information during a disaster. Accurate and timely information that is shared with the most people possible is critical for situational awareness, mission, and resource prioritization. The communication protocol for participating in JIMS is discussed below.

Two primary types of information are shared within JIMS: Activation Status and Status Updates. Activation Status confers the level of activation of the jurisdiction's EOC and other related information. Status Updates include many different reports, such as Initial Damage Estimates, Casualties, Proclamations, Utility Outages, Evacuations, Mass Care Sites, Road Closures, Infrastructure Schools, Hospitals, Advisories / Press Releases, Potable Water, Waste Water, DOC Status, and Resource Requests.

There are two situations when OA jurisdictions should begin input into JIMS. The first is if their EOC is activated for any reason. The second is upon request by the OA following their EOC activation. OA jurisdictions should attempt to submit their Activation Status within one hour in either case. Status Updates should be added or updated as information is collected and verified. Each jurisdiction is responsible for updating all status updates that apply to their jurisdiction.

Successive communications methods should be used in this order: WebEOC®, e-mail, fax, landline phone, OA Radio, EOC-to-EOC 800 MHz talk group, RACES, and satellite phone. Jurisdictions should utilize the next communication method only if the preceding one is unavailable.



### **8.3 STATE OF CALIFORNIA SYSTEMS**

#### **CALIFORNIA WARNING SYSTEM (CALWAS)**

California Warning System (CALWAS) is the state portion of the National Warning System (NAWAS) that extends to communications centers throughout the state. Cal OES headquarters ties into the federal system through the Warning Center in Mather (Sacramento). Circuits then extend to County warning points. The California Highway Patrol (CHP) headquarters in Sacramento is the state's alternate warning point.

State and federal circuits are monitored 24 hours a day at the Warning Center and the alternate point. The Local warning points monitor the State circuit. Immediately following the NAWAS test, the State conducts the CALWAS test.

The County of Orange Countywide Coordinated Communications Center (Control One) monitors CALWAS and all backup systems 24 hours a day and functions as the point of contact for Orange County.

#### **CALIFORNIA LAW ENFORCEMENT MUTUAL AID RADIO SYSTEM (CLEMARS)**

CLEMARS was established to provide common police radio frequencies for use statewide by state and local law enforcement agencies during periods of human-caused or natural disasters or other emergencies where inter-agency coordination is required. The State of California administers it through Cal OES.

Additional information can be obtained from the CLEMARS Plan, available from the Cal OES Telecommunications Division.

#### **CALIFORNIA LAW ENFORCEMENT RADIO SYSTEM (CLERS)**

CLERS is a microwave interconnected radio repeater system with statewide coverage. This system was designed for use by law enforcement agencies for point-to-point communications, to provide a backup warning system to all counties in the state, and serves as the backbone for the California EAS. Control One monitors this system 24 hours a day and functions as the point of contact for Orange County.

Additional information can be obtained from the CLERS Plan, available from the Cal OES Telecommunications Division.

#### **CALIFORNIA LAW ENFORCEMENT TELECOMMUNICATIONS SYSTEM (CLETS)**

CLETS is a high-speed message switching system that provides law enforcement and criminal justice agencies access to various databases and the ability to transmit and receive point-to-point administrative messages with other agencies within California or, via the National Law Enforcement Telecommunications System (NLETS), to other states and countries. HBPD has message-switching computer systems and computer-aided dispatch (CAD) systems that directly connect to CLETS. Many of these systems have mobile data terminals (MDTs) which allow





officers in the field to inquire directly into various systems. Control One monitors this system 24 hours a day and uses CLETS to distribute Alert and Warning information.

#### **EMERGENCY DIGITAL INFORMATION SERVICE (EDIS)**

The EDIS provides local, state, and federal agencies with a direct computer link to news media, other agencies, and the public during emergencies. EDIS supplements existing emergency public information systems such as the EAS. The main purpose of EDIS is to distribute official information to the public during emergencies. However, a system that is not used daily will not be used confidently during an emergency. Therefore, certain non-emergency uses of EDIS are permitted so long as they do not interfere with more urgent transmissions. Control One uses EDIS to distribute alerting and warning information when requested to do so. Additional information can be obtained from the EDIS Plan, available from the CalOES Telecommunications Division.

#### **FIRE MUTUAL AID RADIO SYSTEM (FIREMARS)**

FIREMARS was established to provide a common 800 MHz channel for use statewide by state and local fire agencies during periods of human-made or natural disasters or other emergencies where inter-agency coordination is required. The State of California administers it through the CalOES. Control One monitors this system 24 hours a day and functions as the point of contact for Orange County.

#### **CAL FIRE**

This is a statewide VHF High Band repeater system used by Fire Mutual Aid Coordinators at the state, regional, and OA levels. The State of California administers it through the CalOES. The Orange County Fire Authority dispatch center monitors this system 24 hours a day and functions as the point of contact for Orange County.

#### **OPERATIONAL AREA SATELLITE INFORMATION SYSTEM (OASIS)**

The CalOES leases transponder space from a commercial satellite operator and operates a satellite communications system known as OASIS. This system serves as one of the various backup and redundancy systems and allows public safety agencies to exchange disaster intelligence and resource requests when either the public switched telephone network (PSTN) fails, or a secure communications source is needed. In the event of PSTN failure, OASIS is the primary backup, providing voice and internet connectivity to the California State Warning Center, the CalOES, Regional Emergency Operations Centers (REOC), key State agencies, and each OA. It is administered by the CalOES. Control One monitors this system 24 hours a day and functions as the point of contact for Orange County. Additional information can be obtained from the OASIS Guidelines Plan available from the CalOES Telecommunications Division.



## 9 RECOVERY OPERATIONS

### 9.1 INTRODUCTION

Recovery refers to those measures undertaken by an entity following a disaster that will return all systems (utilities, roads, government offices, etc.) to normal service levels. Successful recovery starts at the moment of impact. There is no clearly defined separation between response and recovery. The tasks are different from response, but they should be carried out simultaneously. Establishing a recovery organization prior to a disaster has proven effective in enabling a smooth and speedy recovery. Emergency response personnel are to continue using SEMS/NIMS principles and procedures during recovery.

Recovery operations differ significantly from emergency response activities, which are greater in the SEMS/NIMS Operations and Logistics functions. Recovery activities see much more activity in the Finance and Planning functions and less in the other SEMS functions. The OA also plays a different role in recovery than in response. The OA may act as an information and coordination point for its constituent jurisdiction; however, each local jurisdiction works directly with state and federal recovery programs rather than having to go through the OA.

Recovery priorities include:

- Reinstatement of individual autonomy
- Restoration of family unity
- Provision of essential public services
- Permanent restoration of private and public property
- Restoration of normal government operations
- Restoration of public services
- Research to uncover residual hazards, advance knowledge of disasters and improve future emergency operations

The City's Emergency Operations Center (EOC) will be activated to manage the disaster/emergency and will continue operations into the recovery phase. Based on the size and length of the recovery period, it is possible that operations may shift to a Recovery Coordination Center. Even though response efforts may take priority over recovery efforts, a representative from the Economic Development employees will be assigned to lead the Recovery Unit during the height of response operations. In that role, that individual will begin assessing the situation to identify recovery priorities and strategies for consideration. When all lifesaving and immediate property protection operations are complete, the DEM will determine who will lead the phases of recovery.



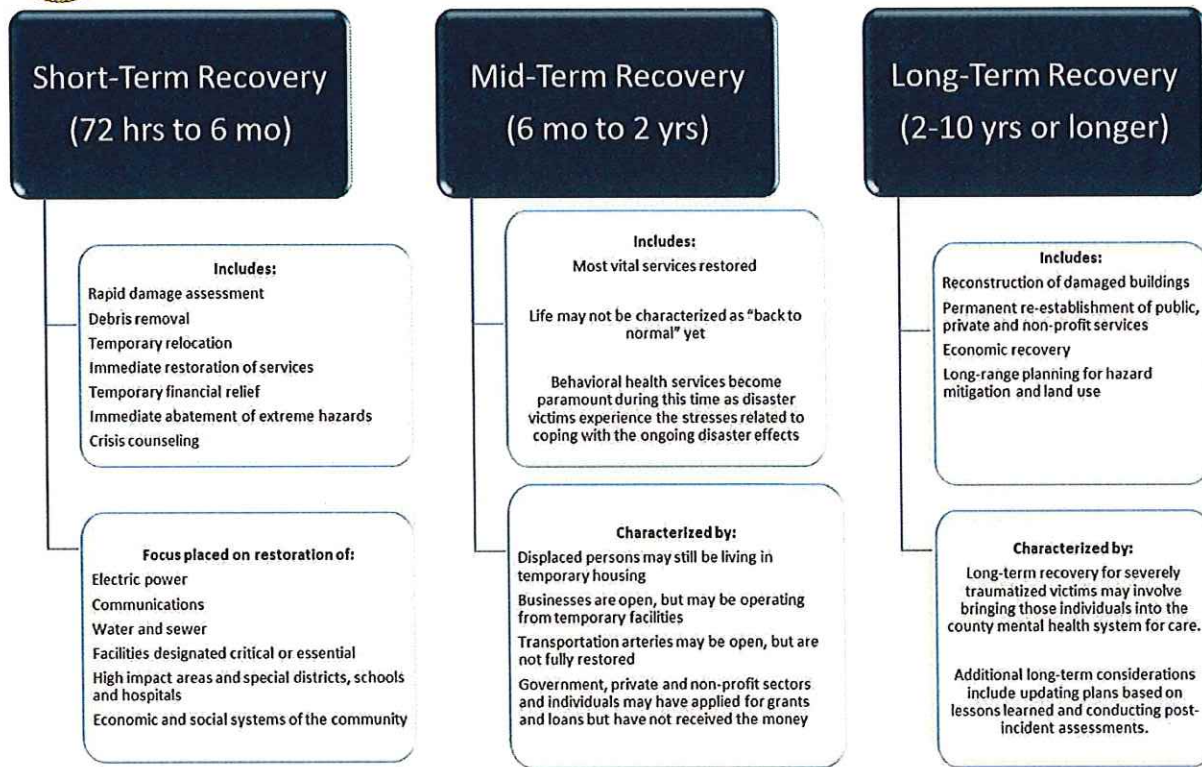


Figure 9.1 Phases of Recovery

## 9.2 RECOVERY ORGANIZATION

In the aftermath of a disaster, all departments will be responsible for carrying out some portion of the recovery and reconstruction duties and assisting in preparing the City's Recovery and Reconstruction Plan. Some departments may even be expected to defer some of their normal day-to-day operations to devote personnel and equipment to carry out functions during the initial recovery phase.

Whether or not it has been assigned a specific recovery role, any City department may be called upon to provide recovery assistance to other departments. Some departments may be designated to coordinate or assist in coordinating recovery functions between departments and/or outside agencies. All departments will be expected to comply immediately with reasonable requests for assistance from the Recovery Team. If a request impedes the department's ability to fulfill its normal primary and non-deferrable mission, the team will coordinate through the DEM. The DEM will make the final decision to divert a department's resources from its normal primary and non-deferrable mission to recovery support activities.

### EMERGENCY RECOVERY TEAM

Because recovery operations may go on for years and the EOC may be needed to support new emergency response operations, it may not be advantageous to have recovery operations based in the City EOC. Instead, the DEM may choose to move recovery operations to another facility, which will be designated as the Recovery Coordination Center (RCC).



Additional consideration should be given to co-locating the RCC with a facility to provide service to the public. This “one-stop” opportunity for citizens may address temporary housing, demolition permits, building permits, federal grants, tax relief, American Red Cross services, etc. FEMA refers to this type of facility as a Disaster Recovery Center (DRC). Prior to renting or assigning the facility, coordination with Cal OES and FEMA is recommended. The RCC should be a facility that is available to support the potential long-term needs of the recovery operation. It should be convenient to City personnel, have appropriate security and capabilities, and be accessible to citizens if used as a service center to support constituents.

### **JOINT FIELD OFFICE (FEDERAL)**

Following a Presidential Declaration of a Disaster or Emergency, a Joint Field Office (JFO) will be established in the proximity of the disaster area. If applicable, City staff will coordinate closely with the Federal Coordinating Officer (FCO) and JFO staff to recover and rebuild the community. The JFO provides the direction and coordination point for federal assistance.

Typical functions of the JFO include:

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

### **9.3 ROLES AND RESPONSIBILITIES**

The Recovery organization is required to communicate and interact with all departments on recovery planning and will be responsible for forming the task force, which will prepare the City's Recovery and Reconstruction Plan. This function will be activated at the initial stages of disaster response through the Recovery Unit under the Planning Section. Under the Finance Section, additional recovery activities will be coordinated through the Recovery Unit/RCC, Cal OES & FEMA Filing Unit. This Unit will start the process of collecting the required documentation for future Cal OES and FEMA reimbursement filings. Following a transition to recovery operations, the recovery organization, as identified above, will be responsible for short and long-term recovery planning, redevelopment, and economic recovery efforts.





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The recovery organization is responsible for disseminating information, establishing recovery priorities, and distributing resources. A concerted effort on the part of many individuals in many departments will be required to coordinate and implement recovery operations. During a transition to recovery, unneeded EOC public safety personnel will be relieved from the Operations Section while staff from departments with recovery responsibilities, such as Planning and Building, Community Services, Public Works, and Finance are added. If the recovery organization must work full time, the DES must consider how it will maintain day-to-day workloads for disaster and normal City functions. City personnel will be working long hours coordinating the recovery process. Many have responsibilities during the response phase and the recovery phase. To keep the staff from "burnout," maximum work hours per day and/or week may need to be set. Exhausted, over-worked personnel should not make decisions. It may be determined that additional personnel must be hired during the recovery phase. Refer to FEMA Public Assistance Program for reimbursement opportunities.

#### 9.4 ASSISTANCE PROGRAMS

There are numerous post-disaster assistance programs. They are administrated by federal, state, and local governments, NGOs, and private organizations.

Federal programs include:

- **Stafford Act Programs** – These are discussed in detail in **Section 9.5**.
- **Disaster Housing Assistance Program** – This is a federal program administered by FEMA that provides temporary housing to disaster victims during Presidentially declared disasters.
- **Disaster Mortgage and Rental Assistance Program** – This program provides grants for home-related mortgage or rent payments to disaster victims who have lost their job or business and face foreclosure or eviction from their homes because of a disaster. It is a federal program available under a Presidentially declared disaster.
- **Housing and Urban Development (HUD) Program** – This program is offered to families that meet certain income guidelines and may provide a percentage of the rental cost for a limited period to disaster victims. It is also available under a Presidentially declared disaster.
- **Small Business Administration (SBA)** – This program is automatically implemented following a Presidential disaster declaration for Individual Assistance or may be implemented at the governor's request. It provides low-interest loans to businesses and individuals who have suffered disaster losses.
- **Individual and Family Grant Program (IFGP)** – This is authorized only by a federal disaster declaration. It provides grants to disaster victims who are not eligible for SBA loans.



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- Cora Brown Fund - This is authorized only by a federal disaster declaration. The fund provides disaster victims with assistance provided they are not eligible for any other disaster assistance award from the government or other organizations
- US Department of Health and Human Services (HHS) – HHS provides programs such as community health services, including the Emergency Prescription Assistance Program and the Strategic National Stockpile of medicines.

These are only a few federal programs that can be activated under a Presidentially declared disaster. Disaster assistance may also be altered by legislation passed at the time of the event. Other types of assistance may also be made available depending on the disaster.

State programs include:

- Unemployment and job services – The California Employment Development Department (EDD) provides various services to individuals and businesses impacted by disasters in California. These range from assistance for those who may have lost a job due to the disaster, to employers who are forced to shut down operations.
- State Public Assistance Program – The California Public Assistance Program provides funding to cities, counties, special districts, school districts, community colleges and certain private nonprofit organizations in the event of a state disaster.
- Local Assistance Center (LAC) activation and staffing – The LAC is normally staffed and supported by local, state, and federal agencies, as well as non-profit and voluntary organizations. The LAC provides a single facility where individuals, families, and businesses can access available disaster assistance programs and services.

Volunteer programs include:

- The American Red Cross exists to provide compassionate care to those in need. The network of donors, volunteers, and employees aims to prevent and relieve suffering through disaster relief efforts.
- Volunteer Organizations Active in Disasters (VOAD) improve outcomes for people affected by disasters by facilitating cooperation, communication, coordination, and collaboration among nonprofit organizations, community-based groups, government agencies, and for-profit companies.
- Community Emergency Response Teams (CERT) – CERT volunteers are trained to prepare for and respond to a disaster until first responders arrive.
- The Salvation Army is a ministry with a mission to meet human needs without discrimination.

The Volunteer and Donations Management Unit is part of the Operations Section in the City EOC. It supports and coordinates the efforts of trained volunteer groups and NGOs that provide critical services in a disaster.





## **9.5 STAFFORD ACT PROGRAMS**

Stafford Act programs include individual and public assistance. These programs are available after a Presidential disaster declaration. They are administered through a joint State/federal organization located in a Joint Field Office (JFO). The JFO is organized along ICS principles and follows NIMS/SEMS processes for both response and recovery operations. Eligible applicants for Stafford Act assistance include the following:

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

### Individual Assistance

The Individuals and Households Program (IHP) provides financial help or direct services to those who have necessary expenses and serious needs if they are unable to meet these needs through other means. Program support includes:

### Housing Assistance

- Temporary Housing: Money to rent a different place to live or a temporary housing unit (when rental properties are not available).
- Repair: Money for homeowners to repair damage from the disaster that is not covered by insurance. The goal is to repair the home to a safe and sanitary living or functioning condition. FEMA may provide limited funds for home repair; then, the homeowner may apply for an SBA disaster loan for additional repair assistance. FEMA will not pay to return a home to its condition before the disaster. Flood insurance may be required if the home is in a Special Flood Hazard Area.
- Replacement: Money to replace a disaster-damaged home, under rare conditions, if this can be done with limited funds.

### Other Needs Assistance

The Other Needs Assistance provision of the Individuals and Households Program provides grants for uninsured, disaster-related necessary expenses, and serious needs. Assistance includes:

- Medical and dental expenses
- Funeral and burial costs
- Repair, cleaning, or replacement of:
  - Clothing



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- Household items (room furnishings, appliances)
- Specialized tools or protective clothing and equipment required for the individual's job
- Necessary educational materials (computers, schoolbooks, supplies)
- Clean-up items (wet/dry vacuum, air purifier, and dehumidifier)
- Fuel (fuel, chain saw, firewood)
- Repairing or replacing vehicles damaged by the disaster or providing for public transportation or other transportation costs
- Moving and storage expenses related to the disaster (including evacuation, storage, or the return of property to a home)
- Other necessary expenses or serious needs (for example, towing, or setup or connecting essential utilities for a housing unit not provided by FEMA)

### Public Assistance

The Public Assistance (PA) grant program provides federal assistance to government organizations and certain private nonprofit (PNP) organizations following a Presidential disaster declaration. PA provides grants to state, tribal, territorial, and local governments and certain types of PNP organizations so that communities can quickly respond to and recover from major disasters or emergencies.

The PA program provides supplemental federal disaster grant assistance for debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities and the facilities of certain PNP organizations. The PA program also encourages the protection of these damaged facilities from future events by assisting with hazard mitigation measures during the recovery process.

Public Assistance categories are:

- Category A: Debris Clearance – Clearance of debris, wreckage, demolition, and removal of buildings damaged beyond repair.
- Category B: Emergency Protective Measures – Measures to eliminate or lessen immediate threats to life, public health, and safety.
- Category C: Roads and Bridges – All non-emergency work and any that may require more time for decision-making, preparation of detailed design, construction plans, cost estimates, and schedules.
- Category D: Water Control Facilities – Includes flood control, drainage, levees, dams, dikes, irrigation works, and bulkheads.
- Category E: Public Buildings and Equipment – Buildings, vehicles or other equipment, transportation systems, fire stations, supplies or inventory, higher education facilities, libraries, and schools.





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- Category F: Utilities – Water supply systems, sanitary sewerage treatment plants, storm drainage and light/power.
- Category G: Other – Park facilities, public and private non-profit facilities, recreational facilities, and playground equipment.

PA programs provide at least 75 percent of costs associated with Presidentially declared disasters if program projects meet stringent requirements for documentation, regulatory compliance, and administration. Detailed guidance is provided at: <https://www.fema.gov/public-assistance-local-state-tribal-and-non-profit>

### 9.6 AFTER-ACTION REPORTING

SEMS/NIMS regulations require any jurisdiction declaring a Local Emergency for which the governor proclaims a State of Emergency to complete and transmit an After-Action and Corrective Action Report to Cal OES within 90 days of the close of the incident period.

The After-Action Report will provide at a minimum:

- Response actions taken
- Applications to SEMS/NIMS
- Suggested modifications to SEMS/NIMS
- Necessary mediation to plans and procedures
- Identified training needs
- Recovery activities to date

The After-Action report documents the City of Huntington Beach's response activities and identifies areas of concern and success. The Corrective Action Report will develop a work plan for implementing improvements in the response and recovery system.

The After-Action Report is a composite of documents submitted by all functions and provides a broad perspective of the incident. It references more detailed documents and addresses all areas specified in the regulations. It includes all documents generated by the response phase and data gathered from interviews of emergency responders. It will coordinate with, but not encompass, the post-disaster hazard mitigation plan. However, hazard mitigation efforts may be included in the "recovery actions to date" portion of the After-Action Report.

The Planning Section develops the After-Action and Corrective Actions Report. The Emergency Services Coordinator is responsible for ensuring the completion and distribution of the Huntington Beach After-Action Report and will send it to the OA, who will forward it to Cal OES within the required 90-day period.

## 10 PLAN DEVELOPMENT, TRAINING, AND EXERCISES

The Huntington Beach City Manager, with assistance from the City's Emergency Management & Homeland Security Staff, is responsible for ensuring that necessary changes and revisions to this



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plan are prepared, coordinated, published, and distributed. These changes will be done through the City's LEPC.

City departments will follow SEMS and NIMS when preparing SOPs. They will also conduct periodic reviews, update alert procedures and resource lists, and maintain a high level of preparedness by participating in yearly exercises and implementing all or portions of the plan as necessary.

#### 10.1 PLAN UPDATES

Individual departments are responsible for updating and revising their departmental procedures regularly and submitting those updates to the ESM, who will incorporate them into the EOP. These updates should include new information (e.g., update of phone numbers and revisions of relevant standard operating procedures or positions). All changes to the EOP will be documented in the Record of Change table. Changes to the EOP will be distributed to the City departments shown on the Plan Distribution list. Major revisions to the EOP will be submitted to the City Manager for approval or recommendation for review by the City Council.

Evaluating the effectiveness of the EOP involves capturing information from training events, exercises, and real-world incidents to determine whether the goals, incident objectives, decisions, and timing outlined led to a successful response. This process may indicate that deficiencies exist. City staff should discuss the deficiencies and consider assigning responsibility for generating remedies. Remedial actions may involve revising planning assumptions and operational concepts, changing organizational tasks, or modifying organizational implementing instructions such as checklists or templates. Remedial actions may also involve providing refresher training for EOC personnel.

The EOP should be reviewed and updated annually internally by City staff and whenever the following occurs:

- A major incident
- A change in operational capabilities or resources (e.g., policy, personnel, organizational structures, management processes, facilities, equipment)
- A formal update of planning guidance or standards
- A change in the acceptability of various risks

#### 10.2 TRAINING AND EXERCISES

Huntington Beach has a basic philosophy on training and exercises that lies at the foundation of preparedness. Below are some of the policies that the City has institutionalized to ensure its readiness:

- Exercises are conducted frequently and in accordance with procedures that ensure people remember what to do and how to perform tasks. Training is provided to a minimum of three individuals per EOC position.





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- The City takes advantage of all activations, including small events, to practice response procedures, train staff, and identify issues and problems so that they can be addressed prior to a large activation.
- Amateur radio operators and volunteers are engaged during trainings, exercises, and real-world incidents as much as possible.

### TRAINING

All local government staff who may participate in emergencies in the Emergency Operations Center, in Department Operations Centers (DOCs), or at the field level must receive appropriate SEMS, NIMS, and other specialized training as required by SEMS regulations, NIMS policy, or their job function, respectively. Individual departments are responsible for coordinating and executing training or sending employees to attend appropriate training programs. With regard to SEMS and NIMS, a pre-designated list of approved courses has been identified below. SEMS/NIMS training is ongoing to ensure all emergency response personnel are trained in SEMS/NIMS and the EOP. Training is scheduled as needed and to accommodate personnel changes. Specialized training courses (e.g., fire suppression, tactical operations, etc.) for first responders or other City employees are the responsibility of individual departments to identify, develop and/or execute/attend.

As required by the City of Huntington Beach, each department shall coordinate the following NIMS training at relevant levels for emergency personnel:

As required by the City of Huntington Beach, each department shall coordinate the following SEMS training at relevant levels for emergency personnel (some of the SEMS and NIMS training requirements overlap):



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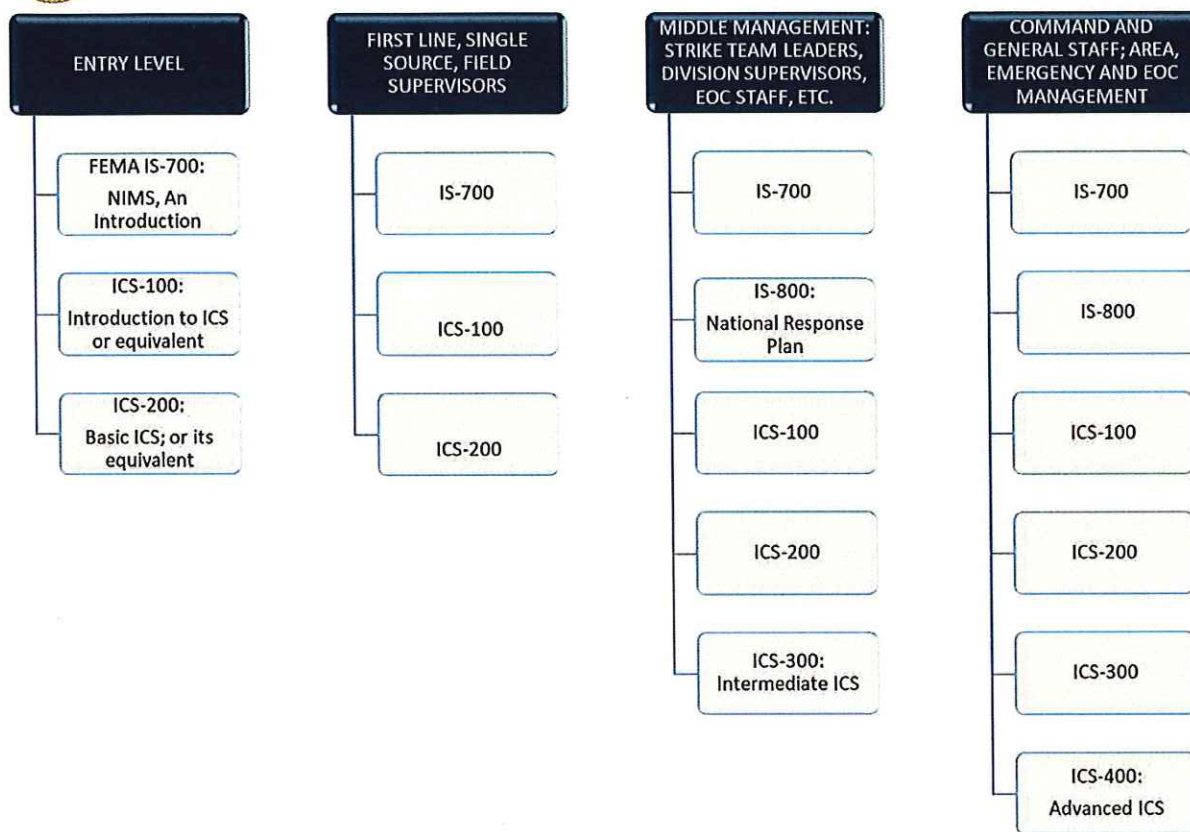


Figure 10.1 - SEMS/NIMS Training Flow

The EMHS Office is responsible for documenting SEMS/NIMS training in the City. A record of SEMS/NIMS training is maintained for each person who is a part of the ERO. Records of each class and attendance are kept electronically in the EOC. In addition, public safety departments maintain individual training records for as long as employed by the City.

### EXERCISES

Exercises are conducted to maintain the readiness of operational procedures. Exercises provide personnel with an opportunity to become thoroughly familiar with relevant procedures, facilities, and systems that will actually be used in emergency situations. Citywide, multi-agency, or regional exercises are conducted annually to ensure departments are able to efficiently perform emergency functions and work together with external organizations. These larger-scale exercises are coordinated by numerous groups, including the EMHS Office, Fire Department, Police Department, the OCSD Emergency Management Division, the Urban Area Working Group, and others. Individual departments may conduct exercises more frequently as they deem necessary.

As a part of the Anaheim/Santa Ana Urban Area, the City of Huntington Beach is a signatory to the Combined Areas Homeland Security Exercise and Evaluation Program (HSEEP) Three-Year Exercise Plan. The Exercise Plan presents a common approach for cross-jurisdictional exercises in the Orange County Operational Area, provides a framework for developing desired exercises and





exercise execution work plans and timelines that tentatively schedule exercises for a three-year period based on needs and capabilities. The various types of exercises described above are defined in more detail below:

### **SEMINARS/ORIENTATIONS**

Seminars are commonly employed to orient participants to, or provide an overview of authorities, strategies, plans, policies, procedures, protocols, response resources or concepts, and ideas. Seminars provide a good starting point for jurisdictions that are developing or making major changes to their plans and procedures. They offer the following attributes:

- Low-stress environment employing several instruction techniques, such as lecture, multimedia presentations, panel discussions, case study discussions, expert testimony, and decision support tools
- Informal discussions led by a seminar leader
- Discussions not constrained by the real-time portrayal of events
- Settings that are effective with both small and large groups

### **WORKSHOPS**

Workshops usually focus on the development of a product by the attendees. The organization of attendees into functional groupings aided by facilitators and the use of breakout sessions are common. Final results are often presented and approved in a plenum session. In conjunction with exercise development, workshops are most useful in achieving specific aspects of exercise design, such as the following:

- Determining program or exercise objectives
- Developing exercise scenario and key events listings
- Determining evaluation elements and standards of performance

### **TABLETOP EXERCISES (TTXS)**

TTXs involve senior staff, elected or appointed officials, or other key staff in an informal setting to discuss simulated situations. This type of exercise is intended to stimulate discussion of various issues regarding a hypothetical situation. It can be used to assess plans, policies, and procedures, assess the types of systems needed to guide the prevention, response to and recovery from the defined event, or solve a specific problem. TTXs are typically aimed at facilitating understanding concepts, identifying strengths and shortfalls, and/or achieving a change in attitude. The effectiveness of TTXs is derived from the energetic involvement of participants and their assessment of recommended revisions to current policies, procedures, and plans. Attributes of a TTX may include the following:

- Practicing group problem solving
- Familiarizing senior officials with Emergency Response
- A specific case study
- Examining personnel contingencies



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- Testing group message interpretation
- Participating in information sharing
- Assessing inter-agency coordination
- Achieving limited or specific objectives

### DRILLS

A drill is a coordinated, supervised activity usually employed to test a single specific operation or function in a single agency. Drills are commonly used to provide training on new equipment, develop or test new policies or procedures, or practice and maintain current skills. Typical attributes include:

- A narrow focus, measured against established standards
- Instant feedback
- Realistic environment
- Performance in isolation

### FUNCTIONAL EXERCISES (FXS)

The FX is designed to test and evaluate individual capabilities, multiple functions, or activities within a function or interdependent groups of functions. It is generally focused on exercising the plans, policies, procedures, and staffs of the direction and control nodes of incident command and unified command. Generally, events are projected through an exercise scenario with event updates that drive activity at the management level. The movement of personnel and equipment is simulated. The objective of the FX is to execute specific plans and procedures and apply established policies, plans, and procedures under crisis conditions within or by a particular function team(s). The FX simulates the reality of operations in a functional area by presenting complex and realistic problems requiring rapid and effective responses by trained personnel in a highly stressful environment. Attributes of an FX include:

- Evaluating functions
- Evaluating the EOC and staff
- Reinforcing established policies and procedures
- Measuring the adequacy of resources
- Examining inter-jurisdictional relationships

### FULL-SCALE EXERCISES (FSXS)

In an FSX, response elements are required to mobilize and deploy to a designated site or locale in response to a simulated incident, generally for an extended period. Actual mobilization and movement of personnel and resources are required to demonstrate coordination and response capability. EOCs and field command posts are activated. The FSX is the largest, most costly, and most complex exercise type and may involve participation at the state, local, regional and federal levels. Although pre-scripted events may be used, the exercise is primarily driven by player actions and decisions. The FSX is used to evaluate the operational capabilities of systems, functional interfaces, and interactions during an extended period. It involves testing a major





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portion of operations plans and organizations under field conditions. Attributes of an FSX may include the following:

- Assessing organizational and individual performance
- Demonstrating inter-agency cooperation
- Allocating resources and personnel
- Assessing equipment capabilities
- Activating personnel and equipment locations
- Assessing inter-jurisdictional cooperation
- Exercising public information systems
- Testing communication systems and procedures
- Analyzing memoranda of understanding (MOUs), standard operating procedures (SOPs), plans, policies, and procedures