



CITY OF SAN FERNANDO

EMERGENCY OPERATIONS PLAN (EOP)

NOVEMBER 2020

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THE CITY OF SAN FERNANDO

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Letter of Promulgation

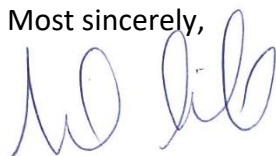
The City of San Fernando is committed to the preservation of life and property and the protection of the community. For this reason, the City Manager, with the approval of the City Council, has developed this Emergency Operations Plan (EOP). This plan is intended to assist the City in minimizing the impact of emergencies and assure the maximum effectiveness of the City's response to an emergency and recovery from such occurrences.

Although no plan can absolutely prevent loss of life or property, the City can best prepare for such emergencies and minimize the impact through working together with the community and City staff to face the unpredictable challenges of such occurrences. The City expects all city personnel and the City's departments to develop annex plans to effectively organize, coordinate, and direct our resources toward emergency response and the recovery following an emergency. This plan establishes authorities and responsibilities for City staff in the event of such emergencies. The City places the primary responsibility for emergency response under the direction of the Police Department, led by the Chief of Police, and has trained various city personnel to be prepared in the event of disasters and emergencies. Within the Police Department, the primary responsibility for emergency preparedness and development/modification of procedures is assigned to the Lieutenant/Detective and Support Services Commander, who has the ancillary duty of Emergency Management Coordinator.

This Emergency Operations Plan is created to assist City personnel in responding appropriately when emergency conditions present themselves. Keeping in mind these events are generally unpredictable, this EOP provides guidance for City personnel in responding immediately to minimize the impacts and dangers for the community. The City follows the principles of the Standardized Emergency Management System (SEMS) and National Incident Management System (NIMS), as well as Incident Command Systems (ICS) for field operations.

City of San Fernando personnel need to understand their role in an emergency situation and strive to educate themselves on the details of this plan all employees, regardless of their position or day to day role, must review this plan carefully and familiarize themselves with it so they can support an emergency response as well as protect their colleagues, our City's facilities, visitors and our community when an emergency occurs.

Most sincerely,



Nick Kimball,
City Manager/Director of Emergency Services

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1. FORWARD

The City of San Fernando is committed to be prepared for emergencies and disasters, both natural and human-caused. In recent years, the City has placed renewed emphasis on reviewing its Emergency Preparedness Plans and the training and qualifications of its staff. The City understands it plays a critical role in emergency management since all emergencies and events are local. In other words, they begin first in the City. An example of a disaster that had a major impact on our City in the past few decades was the Northridge Earthquake in 1994.

The City's efforts primarily focus on disaster preparedness for City departments and the community. Catastrophic events, such as the 1994 Northridge Earthquake, highlight San Fernando's significant disaster risk. Today, serious terrorist threats, active shooter events, and actions around the world compound the City's need for readiness beyond natural disasters. Here is a brief look at the progression of emergency management in the City of San Fernando.

1933 Field Act of 1933 following the Long Beach earthquake marked a significant step in the advancement of earthquake-resistant building design.

1957 San Fernando Municipal Code, Section 26-92 - Disaster Council Powers and Duties- It shall be the duty of the Disaster Council and it is empowered to develop and recommend for adoption by the City Council emergency and mutual aid plans and agreements and such ordinances and resolutions as are necessary to implement such plans and agreements. The Disaster Council shall meet at least quarterly and upon call of the chairman or, in his absence from the city or inability to call such meeting, upon call of the vice-chairman. (Code 1957§7.4)

1970 California Emergency Services Act was enacted and established the Governor's Office of Emergency Services with a Director reporting to the Governor. The Office was given responsibility to coordinate statewide emergency preparedness, post emergency recovery and mitigation efforts, and the development, review, approval, and integration of emergency plans. The California Emergency Services Act underwent major revision in 1994 with the added mandate of the Standardized Emergency Management System.

1987 Division 2. Emergency Organization-Section 26.62-Officers, (a) There is hereby created an office of director of emergency services. The city administrator [city manager) shall be the director of emergency services. (b) There is hereby created the office of vice director of emergency services. The chief of police shall be the vice director of emergency services. (c) There is hereby created the office of assistant director of emergency services, who shall be the director of public works. (d) There is hereby created the office of coordinator of emergency services, who shall be a representative of the San Fernando Police Department (currently designated as the Lieutenant/Detective and Support Services Commander).

1988 Robert T. Stafford Act is the centerpiece legislation for the provision of Federal aid for emergency and disaster relief. Under the Stafford Act, the President can designate an incident

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as either an “emergency” or a “major disaster” – both of which authorize the Federal Government to provide essential assistance to meet immediate threats to life and property, as well as disaster relief assistance. The Stafford Act provides a system of emergency preparedness for the protection of life and property from hazards and vests responsibility for emergency preparedness jointly in the Federal Government, State governments, and their political subdivisions. Gives the Federal Emergency Management Agency (FEMA) responsibility for coordinating government response efforts.

1988 Jurisdiction’s Emergency Operations Center - The City’s Police Department Detective Conference Room is designated as the City’s Emergency Operations Center (EOC). This has been the practice since the opening of the Department’s facilities. The alternative EOC facility is the City’s Public Work facility located at 120 Macneil Street. The City operates a Department Operations Center (DOC) from this facility, which was the police facility prior to the construction of the existing Police facility located at 910 First Street.

1994 Standardized Emergency Management System resulted in a major revision of the California Emergency Services Act. The City’s Emergency Operations Organization was reorganized to comply with the Standardized Emergency Management System. With the Incident Command System at its foundation, the Standardized Emergency Management System emphasizes a standard organizational structure and terminology at all emergency management levels. The system was designed to enhance coordination among response organizations and facilitate the flow of emergency information and resources within and between the organizational levels.

2000 Disaster Mitigation Act (Public Law 106-390) provides the legal basis for FEMA mitigation planning requirements for State, local and Indian Tribal governments as a condition of mitigation grant assistance. The Act amended the Stafford Act by repealing the previous mitigation planning provisions and replacing them with a new set of requirements that emphasize the need to closely coordinate mitigation planning and implementation efforts. The Disaster Mitigation Act also established a new requirement for local mitigation plans and authorized up to 7 percent of Hazard Mitigation Grant Program funds available to a State for development of State, local, and Indian Tribal mitigation plans.

2004 National Incident Management System was issued by the Department of Homeland Security. The National Incident Management System identifies concepts and principles that answer how to manage emergencies from preparedness to recovery regardless of their cause, size, location or complexity. The system provides a consistent, nationwide approach and vocabulary for multiple agencies or jurisdictions to work together to build, sustain and deliver the core capabilities needed to achieve a secure and resilient nation. The National Incident Management System is used by the City in emergency response at different levels of operations.

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2006 Post-Katrina Emergency Management Reform Act provided important provisions, including the key principle that after a major disaster or emergency declaration accelerated Federal assistance could be sent by FEMA, in the absence of a specific request by a State, to save lives and prevent suffering. The act required the development of comprehensive plans to respond to catastrophic incidents to include clear standardization, guidance, and assistance to ensure common terminology, approach, and framework for all strategic and operational planning. Amended the Stafford Act to direct FEMA to appoint a Disability Coordinator to ensure that the needs of individuals with disabilities are addressed in emergency preparedness and disaster relief. Coordinated and supported precautionary evacuations and recovery efforts. Established the National Emergency Family Registry and Locator System to reunify separated family members. Provided case management assistance to identify and address unmet needs of survivors of major disasters. Added protection for household pets and service animals.

2006 California Disaster Services Act authorized the Director of the California Governor's Office of Emergency Services (Cal OES) to administer a disaster assistance program that provides financial assistance from the state for costs incurred by local governments as a result of a disaster event. Funding for the repair, restoration, or replacement of public real property damaged or destroyed by a disaster is made available when the Director concurs with a local emergency proclamation requesting state disaster assistance. The program also provides for the reimbursement of local government costs associated with certain emergency activities undertaken in response to a state of emergency proclaimed by the Governor.

Recent Trends in Jurisdiction's Emergency Management - Since 1996, a variety of emerging trends have influenced emergency management, including an increasing diversity of California's population, greater vulnerability to floods and wildland fires as development expands, and the need for more emphasis on disaster recovery and hazard mitigation efforts to reduce disaster impact. At the national level, significant events such as Hurricane Katrina captured the world's attention and have widely influenced emergency management today. In San Fernando, outreach to non-profit organizations and local businesses has increased and community leaders are involved in stakeholder meetings held throughout the year. The City of San Fernando has also worked with American Red Cross to establish a coalition of residents and community leaders to be a part of Prepare Los Angeles, known as Prepare San Fernando. This coalition also includes representatives of education, public utilities, faith based leaders, LAFD, CERT, Chamber of Commerce, Mall Association, health professionals, and public safety.

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3. PLAN MAINTENANCE AND DISTRIBUTION

The Police Department's designated Police Lieutenant Division Commander (hereinafter referred to as the Emergency Management Coordinator) will be responsible for the maintenance and distribution of this plan. At a minimum, the plan will be reviewed annually by the Emergency Management Coordinator and a formal comprehensive review will take place every two years by all applicable City of San Fernando departments.

3.1 Maintenance

- If, at any time, a department, agency, or stakeholder to this Plan changes, develops, or amends any policy, procedure, or operation that will change or affect the contents of this Plan, that entity is to immediately notify the Emergency Management Coordinator.
- This Plan is to be corrected immediately upon notification or observation of any operational errors or conflicts. Such corrections are to be reflected within the Record of Revisions.
- Every other year, a formal review of this Plan will be conducted by departments and agencies that are identified within the Plan, as well as any other departments or agencies that may need to be part of the review process. The City's Emergency Management Coordinator will lead the review process and upon completion of a formal review, all corrections to the Plan will be reflected within the Record of Revisions.

3.2 Distribution

The City's Emergency Management Coordinator is responsible for making the Emergency Operations Plan, Plan Annexes, and approved revisions to these plans available on the Jurisdiction's Intranet Network and distributed to each City Department Head or their designee for each department. Each City department may make internal copies. Hard copy and electronic distribution is for internal use only by City designees.

Due to the public safety nature of confidential information, any request for the Emergency Operations Plan, Annexes, and any other associated documents for use by those outside of the City of San Fernando organization must have approval from the City's Emergency Management Coordinator. A formal request for access to these documents by persons or entities outside of the City of San Fernando may be made to the City's Emergency Management Coordinator and, based on review and need of the requested documents, they may be provided in a redacted format removing any vital confidential or public safety sensitive information. Different degrees of redaction may be performed based on the affiliation of the requesting persons or entities to the City of San Fernando and their need for different levels of information.

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4. APPROVAL AND IMPLEMENTATION

This City of San Fernando's Emergency Operations Plan is intended to be read and understood before an emergency occurs. The Plan was developed with input from all applicable city departments, offices, and appropriate stakeholders. After review by all department heads, this plan is reviewed by the City's Disaster Council. Upon approval of the City's Disaster Council, the Plan goes to the City Manager's Office with a recommendation to approve and forward to the City of San Fernando City Council for adoption.

This Plan was developed with input from all applicable San Fernando City Departments. This Plan is compliant with FEMA Comprehensive Preparedness Guide 101, Developing and Maintaining Emergency Operations Plans, Version 2.0 (CPG 101 V.2).

Upon formal approval by the City Manager's Office and adoption by the City Council, this Plan becomes the official City of San Fernando Emergency Operations Plan.

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5. RECORD OF CHANGES

Each revision or correction to this Plan must be recorded. The record contains the date, location, and brief description of change, as well as who requested or performed such change.

Once corrections have been made and all affected parties notified of such correction, the type of correction and how it impacts the plan will be forwarded to the Disaster Council for approval at the next possible Disaster Council meeting. The correction will remain temporarily in effect within the Plan until such time that the Disaster Council can officially approve or deny such correction.

DATE	SECTION/PAGE	DESCRIPTION OF CHANGE	CHANGED BY

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6. INTRODUCTION

State agencies, local governments, and partner agencies must be prepared to respond to emergencies that may occur within their areas of responsibility and must be able to assess whether their capabilities are sufficient to respond effectively.

The Emergency Operations Plan (The Plan) for the City of San Fernando addresses the City's response from small-scale to large-scale emergency situations associated with natural disasters or human-caused emergencies. The Plan and its Appendices are developed to describe the overall citywide response functions and capabilities. The Plan is established in accordance with Section 26.31.-Emergency Plan of the San Fernando Municipal Code for the City of San Fernando and the California Emergency Services Act of 1970 and is consistent and compatible with the State of California Emergency Plan.

The Plan describes the methods for carrying out emergency operations, the process for rendering mutual aid, the emergency services of governmental departments and agencies, how resources are mobilized, how the public will be informed and the process to ensure continuity of government during an emergency or disaster.

The Plan is developed as a management document to facilitate mitigation, preparedness, response, and recovery efforts. The concepts presented emphasize response operations. Response embodies the actions taken in the immediate aftermath of an incident to save and sustain lives, meet basic human needs, and reduce the loss of property and the effect on critical infrastructure and the environment. Following an incident, response operations reduce the physical, psychological, social, and economic effects of an incident.

The Plan and its Appendices are management documents intended to be read and understood before an emergency occurs. The Plan is designed to outline the activities of all city departments, offices, and partner agencies within a Citywide emergency management system and it embraces the capabilities and resources in the broader emergency management community that includes individuals, businesses, non-governmental organizations, tribal governments, other cities, counties, federal government and international assistance.

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7. BASIC PLAN

There are three parts to the City's Emergency Operations Plan: The Basic Plan, Hazard-Specific and Functional-Support Annexes, and References.

7.1 Basic Plan

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

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

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

7.2 Hazard-Specific and Functional-Support Annexes

The Plan describes the situation, concept of operations, and responsibilities for specific hazards, threats, or incidents.

- Hazard-Specific Annexes explain the procedures that are unique to that annex for a hazard type. The hazard-specific annexes are developed separately from the basic plan and refer to existing agency and department plans and procedures. Supporting plans and documents are listed in an attachment to each hazard-specific annex.
- Functional Annexes are developed separately from the basic plan and reference to existing agency and department plans and procedures. Supporting plans and documents are listed in an attachment to each functional annex.

7.3 References

Subsequent plans and procedures that are developed in support of the Emergency Operations Plan, such as mutual aid plans, mitigation plans, catastrophic plans, and related procedures are incorporated by reference and maintained separate from the basic plan. Some of these supporting plans may be appended to the end of the basic plan as deemed appropriate.

8. PURPOSE AND SCOPE

8.1 Purpose

The purpose of the Emergency Operations Plan is to:

- Describe the authority, responsibilities, functions, and operations of civil government during local emergencies, states of emergency, and war emergencies.
- Provide a basis for the conduct and coordination of operations and the management of critical resources during emergencies.
- Provide a basis for incorporating non-governmental agencies and organizations with required emergency resources into the response and recovery framework of City operations.

The Emergency Operations Plan objectives guide the planning, as well as the conduct of response and recovery efforts, for the City of San Fernando during an emergency to include:

- Save lives and protect property.
- Repair and restore essential systems and services.
- Provide a basis for direction and control of emergency operations.
- Provide for the protection, use, and distribution of remaining resources.
- Provide for continuity of government.
- Coordinate operations with other jurisdictions' emergency service organizations.

8.2 Scope

The Emergency Operations Plan provides a consistent framework to enable city, county, tribal, state governments, the federal government, and the private sector to work together to mitigate, prepare for, respond to, and recover from the effects of emergencies regardless of cause, size, location, or complexity. In accordance with the California Emergency Services Act, this Plan is in effect at all times and applies to all levels of City government and its departments.

The Plan incorporates and complies with the principles and requirements found in federal, state, county, and City laws, regulations, and guidelines. It is intended to conform to the requirements of California's Standardized Emergency Management System, National Incident Management System, and be consistent with federal emergency planning concepts such as the National

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Response Framework and catastrophic concept of operations documents developed jointly by the FEMA Region IX and the State of California.

This Plan is part of a larger planning framework that supports emergency management within the State of California. Through an integrated framework of emergency plans and procedures involving all stakeholders in the emergency management community, the City of San Fernando will promote effective planning and coordination prior to an emergency, thereby ensuring a more effective response and recovery

9. SITUATION AND ASSUMPTIONS

9.1 Population

Per the latest report from the United States Census Bureau in 2017, the City of San Fernando's population is estimated to be 24,714, a 4.5 percent increase from 2010. The Southern California Association of Governments' 2017 Local Profile on the City of San Fernando reports a population density of 10,334 persons per square mile living in the City.

The economy of the City is based on a variety of industries including, but not limited to, international trade, manufacturing, service and retail business, entertainment related industry, fashion, and technology. The City is considered an important contributor to the global economy.

9.2 Geography

The City of San Fernando is located in Southern California with an area of about 2.4 square miles. It is located in the northeast section of the San Fernando Valley and bordered by the City of Los Angeles on all borders, including the Los Angeles City communities of Mission Hills, Sylmar, Pacoima and Arleta

Unique weather characteristics impact the City including high temperatures in the summer due to valley heat and low temperatures, sometimes near freezing, in the winter due to wind patterns from neighboring valleys. Unseasonable temperature patterns can range from unseasonably cold during spring and unseasonably warm during fall.

Due to the geographic position of Interstate 5 and State Route 14 at the Newhall Pass, the area is subject to strong wind patterns ranging from Santa Ana winds to those that can generate unique wind patterns. Santa Ana winds can bring hot and dusty winds of up to fifty miles per hour from the surrounding mountains. Although the City of San Fernando normally has a relatively temperate climate, heavy precipitation can cause urban flooding on some surface streets.

The Pacoima Wash runs through the City of San Fernando at the east City limits and although not known for risk of flooding, it is a risk for rescues at times when individuals trespass into the Los Angeles County Flood Control Channel areas, including the homeless population.

9.3 Hazards and Vulnerabilities

A hazard represents an event or physical condition that has the potential to cause fatalities, injuries, property damage, infrastructure damage, agricultural losses, damage to the environment, interruption of business, or other types of harm or loss. Earthquakes, floods, and wildfire hazards represent the pervasive and primary events that result in disaster losses.

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Vulnerability indicates the level of exposure of human life and property to damage from natural and human-made hazards. The City of San Fernando is vulnerable to a wide range of hazards that threaten communities, businesses, government, and the environment. The hazards are briefly described below and addressed in more detail in the City's Local Multi-Hazard Mitigation Plan. This plan is updated every five years and serves to compliment this Emergency Operations Plan. It is an essential element in assuring the City remains eligible for Hazard Mitigation Grant funds to mitigate some hazards, minimize the impacts of some and in some cases prevent the hazards identified below.

The City has multiple, accessible, redundant warning and notification systems, including the Everbridge Mass Notification System (Alert San Fernando), that it will utilize to reach the public for warnings, notification, and support in case of an incident, emergency, or disaster. Factors to consider are the type of disaster and the diversity of the population. In general, the terrain of the City is flat and accessible by surface streets. In some instances, the consequences of a disaster may impact the effectiveness of notification systems.

The City recognizes that disasters may exhaust local resources. The City will continue to develop Memorandums of Understanding, Memorandums of Agreement, and develop contracts with private vendors to increase response capability and accessibility to resources.

The City recognizes that, despite a good faith effort, it may not have the capabilities nor resources to reach every individual in terms of public warnings, notification and/or support.

Below are examples of the hazards and vulnerabilities faced in the City of San Fernando

9.3.1 Chemical, Biological, Radiological and Nuclear Emergency

General categories of hazardous material emergencies include chemical, biological, radiological, nuclear, and explosive incidents, oil spills, and any incident that results in the intentional or unintentional release of agents into the environment. The City of San Fernando has several businesses that are regulated for storing, transporting, or handling hazardous materials, including the rail line and media industry which pose a threat to human-caused hazardous materials release. Such a release may be accidental or intentional.

- Any discharge of a hazardous agent in a densely populated area or along a heavily traveled transportation route can create a significant problem for life, property and the environment and may result in orders to evacuate or shelter in place.
- Response personnel and other public safety providers are at risk when dispatched to hazardous materials incidents. An incorrect action can cause injury or death that may not manifest itself for weeks or longer.

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9.3.2 Civil Disturbance

Civil disturbances can be sparked by political or social events. The City recognizes the potential for political, or social tensions erupting into a civil disturbance.

9.3.3 Critical Infrastructure Interruption

The City of San Fernando has extensive and complex infrastructures that provide critical services and key resources, such as: water, power, sanitation, natural gas, fuel, telecommunications, and other services that residents, businesses, commuters, and visitors rely upon. Most interruptions are minor and pass without posing a threat to public health or safety.

A major interruption to some of these services or resources can cause significant personal and economic hardship to many residents. A prolonged interruption and a delayed recovery response to critical infrastructures will pose a significant threat to the health, safety, and property to residents.

9.3.4 Drought

Multi-year droughts may result in water shortages, which impact water available for human consumption.

9.3.5 Earthquake

The City of San Fernando and the surrounding region are prone to major earthquakes from seismic faults, including the San Andreas Fault, the Verdugo Fault, the Newport-Inglewood Fault, and dozens of other faults. The scientific community has recorded an increase in earthquake activity since 1985. This activity, along with the 1994 “Northridge Earthquake” has resulted in an increased probability of a local seismic event.

A major earthquake occurring in or near the City of San Fernando could cause many casualties, extensive property and infrastructure damage, fires, and other related hazards. These effects could also be aggravated by after-shocks. In California’s technologically interdependent society, lifelines are vulnerable. These systems are so interdependent that damage hundreds of miles away can also affect services for the City.

In any earthquake, primary consideration is given to the saving of lives. In addition, time and effort must be given to providing for other needs. Impacts of an earthquake include, but are not limited to:

- The homes of many residents will be destroyed or badly damaged. These people will need to be evacuated and cared for at shelters.

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- There will be an even greater number of people whose homes have lost power, water or sewer services. They may need food, water or toilet facilities.
- The negative economic impact on the City due to a major earthquake could be considerable with a loss of employment and of the local tax base.

9.3.6 Severe and Adverse Weather

The City of San Fernando geographic position makes it vulnerable to winds out of the northeast that can cause destructive patterns including massive tree blow downs, downed power poles and wires, and other associated electrical issues. This can result in property damage, road closures due to debris, the potential of fire from downed wires, and compromised electrical situations.

- Example: In late 2017, the combination of the windstorms and the nearby Creek Fire, caused concern for the City of San Fernando. As a result, the Emergency Operations Center was activated and the surrounding events were monitored. Several small fires were reported related to electric wires throughout the City and this will continue to be a concern in the future during windy periods. Additionally, So Cal Edison has implemented Public Safety Power Shut offs during 2019 that impacted the City along the Lopez and Veteran's circuits requiring activation of the EOC to monitor the impacts including establishing cooling centers and mitigating traffic issues related to inoperable traffic signals.

9.3.7 Terrorism Prevention and Protection

The (City of San Fernando media industry and transportation infrastructure make the City a potential target for both domestic and international terrorist attacks. Terrorists typically exploit vulnerabilities caused by technological hazards and that may include hazardous materials, biological agents that result in epidemics. There may also be attempts to damage the City's critical infrastructure including cyber-attacks that pose potentially devastating disruptions to essential communications such as voice, email and Internet connectivity. The City's water supply is also a potential target for domestic and foreign terrorist attacks as well as cyberattacks.

9.3.8 Urban Flooding

The City of San Fernando is subject to flooding from winter storms. Flooding poses a risk to life and property in some of the low-lying areas of the City which could cause property damage. The City is subject to flooding from several distinct flood sources, including overbank flooding from the Pacoima Wash Flood Control Channel.

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Flooding within the City primarily occurs between December and March from major storms that typically last one to four days each. Local storm water drainage flooding resulting from inflows of storm water exceed the conveyance capacity of the local storm water drainage system and cause some local streets, such as in the 200 block of South Maclay Boulevard, to flood requiring implementation of the City's Sand Bag program.

9.3.9 Wildfire

The City of San Fernando is aware of the potential for an urban/wildland interface fire. The terrain, climate, and vegetation of the nearby foothills within the City and County of Los Angeles contribute to an environment that is susceptible to fires. Hot summers without rain and low humidity create long periods of high fire danger. The strong, hot and dry winds known as the Santa Ana Wind also occur annually. The plant cover includes a wide variety of highly flammable trees and brush. In addition, prolonged periods of drought combine with dead vegetation create dangerous fire conditions.

- Example: During the 2017 Creek Fire, the flames came within a mile of the City's north limits and created potential for hot embers to be carried within the City by strong winds. These conditions will require monitoring during similar future events. Opening of the City's EOC may be required to monitor these conditions as well as designating a representative to serve as a liaison at the LAFD Field Command Post or DOC.

9.4 Assumptions

All City, state, and federal processes, procedures, and protocols reflected or referenced were current as of the approval of this Plan. This Plan was created to integrate the concepts and structure defined by National Incident Management System, Standardized Emergency Management System, and the Incident Command System. Below are assumptions reflecting the situations that must be considered to achieve effective emergency management in the City of San Fernando:

- Only City departments and non-City agencies that have a role in emergency operations support are included in this Plan. The departmental and agency roles listed are limited to those applicable to emergency operations support.
- Responsibility for emergency preparedness rests with all levels of government.
- Warning time used effectively decreases potential life and property loss.
- Personnel preparedness and training is essential to effective emergency operations.

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- Adequate pre-emergency testing of facilities and equipment will help to ensure reliability during emergencies.
- The nature and extent of an emergency will govern which elements of the emergency organization will mobilize and respond.
- All emergencies are local.
- Emergencies may occur at any time with little or no warning and may exceed capabilities of local, state, federal, tribal governments and the private sector in the affected areas.
- Emergencies may result in casualties, fatalities and displace people from their homes.
- An emergency can result in property loss, interruption of essential public services, and damage to basic infrastructure and significant harm to the environment.
- The greater the complexity, impact and geographic scope of an emergency, the more multiagency coordination will be required.
- The City of San Fernando utilizes an emergency public notification system (Alert San Fernando) with plans and protocols in place for its use as well as can utilize the County of Los Angeles systems. The City will establish agreements with other local Area C jurisdictions for capabilities to make notifications in the event City resources are unable to make notifications in emergency. This is made possible by the implementation of the Everbridge Mass Notification System used by several of the Area C Cities as well as LA City and LAFD.
- City departments will mobilize to deliver emergency and essential services under all threats and emergencies.
- Mutual aid and other forms of assistance will be requested when the City of San Fernando exhausts or anticipates exhausting their resources.
- Individuals, community based organizations, and businesses may offer services and support in time of disaster.
- City departments and appropriate non-City authorities having jurisdiction will continue in their same roles during all phases of an emergency and will insert themselves into the organizational structure to support emergency management efforts.
- Neighboring cities and the Los Angeles County Operational Area will provide emergency assistance to the City when requested and in accordance with mutual aid agreements and other mechanisms in place.

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- Local response and recovery operations will be mutually coordinated to ensure effective mobilization of resources to and by the City in accordance with the Emergency Management Mutual Aid (EMMA) California Disaster and Civil Defense Master Mutual Aid Agreement.

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10. EMERGENCY MANAGEMENT STRUCTURE

The structure of emergency management is always in place, regardless of the size or nature of an incident. Per governance, the City of San Fernando as a local jurisdiction, must follow the Standardized Emergency Management System, the National Incident Management System, and the Incident Command System at all times.

The City's Emergency Management Coordinator is responsible for coordinating training for all EOC personnel and key city personnel. This includes training in the ICS, SEMS and NIMS structures and arranging for positional training for personnel assigned to functions in management, operations, logistics, planning and finance. All City personnel are required, at minimum, to complete IS 100, 200, 700 and 800. Many have completed G611 position specific courses as well as CSTI Essential Emergency Management Concepts, G191 and 775. The Emergency Management Coordinator maintains certification in teaching G191 and 775 through CSTI and also relies on the courses provided under the County EOC Cadre program and LAFD ICS 300 and 400 courses.

10.1 Standardized Emergency Management System (SEMS)

California Government Code

Under California Government Code, Section 8607 Disaster Preparedness, the California Governor's Office of Emergency Services (Cal OES), in coordination with all interested state agencies with designated response roles in the state emergency plan and interested local emergency management agencies, established by regulation a Standardized Emergency Management System for use by all emergency response agencies. This system applies, but is not limited to, those emergencies or disasters referenced in the state emergency plan.

California Code of Regulations

The Standardized Emergency Management System is defined under Title 19 of the California Code of Regulations (19 CA ADC § 2400 – 2450).

- Per Section 2401, the SEMS System is the fundamental structure for the response phase of emergency management and is required by the California Governor's Office of Emergency Services for managing multiagency and multijurisdictional responses to emergencies in the state.
- SEMS unifies all elements of the emergency management community into a single integrated system and standardizes key elements.
- The SEMS incorporates the use of the Incident Command System, Master Mutual Aid Agreement, the Operational Area concept, and multiagency or inter-agency coordination.

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- Per Section 2443, the City of San Fernando, as a local government entity, must use the SEMS to be eligible for any reimbursement of response-related costs under the state's disaster assistance programs. Compliance with the Standardized Emergency Management System shall be documented in the areas of planning, training, exercise, and performance.

Organizational Levels of SEMS

Section 2403 of the California Code of Regulations outlines the five Standardized Emergency Management System Organization Levels, as illustrated in **Figure 2 – SEMS Organization Levels**.

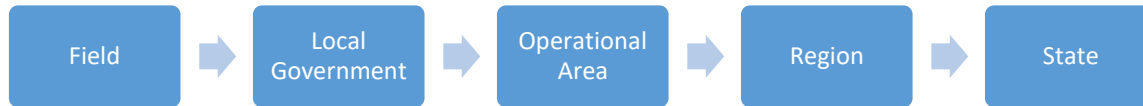
- **Field:** The Field Level is where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.
- **Local Government:** The City of San Fernando, as a local government, manages and coordinates the overall emergency response and recovery activities within the City.
- **Operational Area:** An Operational Area (OA) is the intermediate level of the state's emergency management organization which encompasses a county's boundaries and all political subdivisions located within that county, including special districts. The City of San Fernando is in the Los Angeles County Operational Area. The Operational Area facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the Operational Area. The Operational Area serves as the coordination and communication link between the City and the Regional Level. State, federal, and tribal jurisdictions in the Operational Area may have statutory authorities for response like that at the local level.
- **Region:** The Regional Level manages and coordinates information and resources among Operational Areas within the mutual aid region and between the Operational Area and the state level. The Regional Level also coordinates overall state agency support for emergency response activities within the region. California is divided into three California Office of Emergency Services Administrative Regions – Inland, Coastal and Southern – which are further divided into six mutual aid regions. The City of San Fernando is in the California Office of Emergency Services Administrative Southern Region and Mutual Aid Region I.
- **State:** The state level of the SEMS System prioritizes tasks and coordinates state resources in response to the requests from the Regional Level 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 emergency response system.

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Figure 2 – SEMS Organization



Standardized Emergency Management System Functions (SEMS)

- The SEMS requires that every emergency response involving multiple jurisdictions or multiple agencies include the five Standardized Emergency Management System functions of Command/Management, Operations, Planning/Intelligence, Logistics, and Finance/Administration. These functions must be applied to each level of the Standardized Emergency Management System organization.
- The City of San Fernando uses the five SEMS functions for organizing emergency response at the field, Department Operations Center, and Emergency Operations Center levels. The field and Emergency Operations Center functions are illustrated in **Figure 3 – Comparison of Field and EOC SEMS Functions**

Figure 3 – Comparison of Field and Emergency Operations Center SEMS Functions

PRIMARY SEMS FUNCTION	FIELD RESPONSE LEVEL	EMERGENCY OPERATIONS CENTER LEVEL
Command/Management	Command is responsible for the directing, ordering, and/or controlling of resources related to the incident.	Management is responsible for facilitation of overall policy, coordination and support of the incident.
Operations	The coordinated tactical response of all field operations in accordance with the Incident Action Plan related to the incident.	The coordination of all City operations in support of the response to the emergency in accordance with the Emergency Operations Center Action Plan.
Planning/Intelligence	The collection, evaluation, documentation and use of intelligence related to the incident.	Collecting, evaluating and disseminating information and maintaining documentation relative to all City and jurisdiction activities.
Logistics	Providing facilities, services, personnel, equipment and materials in support of the incident.	Providing facilities, services, personnel, equipment and materials in support of all jurisdiction activities as required.

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PRIMARY SEMS FUNCTION	FIELD RESPONSE LEVEL	EMERGENCY OPERATIONS CENTER LEVEL
Finance/ Administration	Financial and cost analysis and administrative aspects not handled by the other functions related to the incident.	Responsible for coordinating and supporting administrative and fiscal consideration surrounding an emergency incident

10.2 National Incident Management System (NIMS)

The National Incident Management System (NIMS) is a systematic, proactive approach to guide departments and agencies at all levels of government, nongovernmental organizations, and the private sector to work together seamlessly and manage incidents involving all threats and hazards (regardless of cause, size, location, or complexity) to reduce loss of life, property and harm to the environment.

Homeland Security Presidential Directive 5

- Homeland Security Presidential Directive 5 established a uniform set of processes and procedures, the National Incident Management System that emergency responders at all levels of government will use to conduct response operations. This system is scalable and promotes ongoing incident management and maintenance.
- Adoption of the National Incident Management System at the local and state level is required for many federal grant programs. The Standardized Emergency Management System and the National Incident Management System are designed to be compatible and are based on similar organizational principles.
- The City of San Fernando is responsible for compliance with the requirements of the National Incident Management System. The City uses the National Incident Management System for organizing emergency response at the field, Department Operations Center, and Emergency Operations Center levels.

Homeland Security Presidential Directive 8

- Homeland Security Presidential Directive 8 was issued as a companion directive to Homeland Security Presidential Directive 5 to establish policies that strengthen the nation's preparedness to prevent and respond to domestic terrorist attacks, major disasters, and other emergencies.
- The City of San Fernando takes an all-hazards approach to preparedness, planning, and mitigation.

Presidential Policy Directive 8

- Presidential Policy Directive 8 evolved from and supersedes Homeland Security Presidential Directive 8 and is intended to meet many requirements of the 2006 Post-Katrina Emergency Reform Act.
- Consistent with the 2006 Post-Katrina Emergency Reform Act, the ultimate purpose of Presidential Policy Directive 8 is to strengthen the security and resilience of the United States through systemic preparation for the threats that pose the greatest risk to the security of the Nation, including acts of terrorism, cyber-attacks, pandemics, and catastrophic natural disasters.
- Expanded the scope of the end-state objective in the National Preparedness Goal to include mitigation as a key mission area for national preparedness, in addition to prevention, protection, response, and recovery. Calls for a whole-community approach toward a national preparedness goal.

10.3 Incident Command System (ICS)

Overview

The Incident Command System (ICS) is a standardized approach to the command, control, and coordination of emergency response providing a common hierarchy within which responders from multiple agencies can be effective. The system was initially developed to address problems of inter-agency responses to wildfires, but is now a component of the National Incident Management System where it has evolved into use in all-hazards situations.

The ICS consists of a standard management hierarchy and procedures for managing temporary incident(s) of any size. It is a system designed to be used or applied from the time an incident occurs until the requirement for management and operations no longer exist.

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The ICS is interdisciplinary and organizationally flexible to meet the following management challenges:

- Meets the needs of a jurisdiction to cope with incidents of any kind or complexity (i.e. it expands or contracts as needed)
- Allows personnel from a wide variety of agencies to meld rapidly into a common management structure with common terminology
- Provide logistical and administrative support to operational staff
- Be cost effective by avoiding duplication of efforts, and continuing overhead
- Provide a unified, centrally authorized emergency organization.

Key Concepts of the Incident Command System

Unity of Command - Everyone participating in the operation reports to only one supervisor. This eliminates the potential for individuals to receive conflicting orders from a variety of supervisors and is fundamental to the system's chain of command structure.

Common Terminology - When different organizations are required to work together, the use of common terminology is an essential element in team cohesion and communications, both internally and with other organizations responding to the incident.

Management by Objectives - Incidents are managed by aiming towards specific objectives. Objectives are ranked by priority; should be as specific as possible; must be attainable; and if possible given a working time-frame. Objectives are accomplished by first outlining strategies (general plans of action), then determining appropriate tactics (how the strategy will be executed) for the chosen strategy.

Flexible and Modular Organization - Incident Command structure is organized in such a way as to expand and contract as needed by the incident scope, resources and hazards. Command is established in a top-down fashion, with the most important and authoritative positions established first. For example, Incident Command is established by the first arriving unit. Only positions that are required at the time should be established. Only in the largest and most complex operations would the full Incident Command System organization be staffed. As an incident scales down, roles will be merged back until there is just the Incident Command role remaining.

Span of Control - To limit the number of responsibilities and resources being managed by any individual, the Incident Command System requires that any single person's span of control should

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be between three and seven individuals, with five being ideal. If fewer than three, then the position's authority can probably be absorbed by the next highest rung in the chain of command.

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11. EMERGENCY MANAGEMENT ORGANIZATION

The Emergency Management Organization is the organization that may form when an emergency occurs. As an emergency grows and unfolds, the organization will grow, too. Given the size of the City, the organization is likely to be limited in size with some individuals performing dual functions and outside resources being necessary in complex situations.

In the event emergency notifications are required, the confidential employee alert list will be utilized by Department heads and supervisors as designated. In addition, once implementation is complete, the Everbridge system will be used to make notifications to employee groups as necessary requiring polling response.

11.1 Incident Command Post

The Incident Command Post (ICP) is the physical location of the tactical-level, on-scene incident command and management organization. It is typically comprised of the Incident Commander and immediate staff and may include other designated incident management officials and responders from Federal, State, County and local agencies, as well as private-sector, nongovernmental, and volunteer organizations.

Typically, the Incident Command Post is located at or in the immediate vicinity of the incident site and is the focus for the conduct of direct, on-scene control of tactical operations. Incident planning is also conducted here. The Incident Command Post may be collocated with the incident base. In cases of incidents with less complex issues or in a small enough scale, the Emergency Management Division may perform certain Emergency Operations Center coordination functions in the field from the Incident Command Post location.

11.2 Emergency Operations Center

The City of San Fernando will maintain an Emergency Operations Center and an alternate Emergency Operations Center. The primary role of the Emergency Operations Center is at the policy level to establish City-wide guidance and overarching strategic directive. The Emergency Operations Center will coordinate and support field incidents. Field Incidents Commanders retain tactical control over their incident following the policy and guidance established by the Emergency Operations Center.

- 1) The Emergency Operation Center is established at the San Fernando Police Department in the Detective Conference Room.

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- 2) Alternate EOC: In the event the primary EOC is not available due to the incident location or damage making it infeasible to occupy, the Alternate EOC location will be the conference room at the Public Works Department at 120 Macneil Street.
- 3) Second Alternate: The second alternate is the Community Conference Room A at City Hall, 117 Macneil Street.

Each location affords necessary communication connectivity, employee parking and capacity to house EOC staff.

In the event activation is required of the Emergency Operations Center, it may be initially activated, based on the authorization of the Director of Emergency Services (City Manager), Chief of Police, or, in their absence, the Deputy City Manager. The EOC will be set up and readied by the Emergency Operations Coordinator, or designee approved by the Chief of Police, (typically a Watch Commander or the Patrol Commander) in the absence of the Emergency Management Coordinator. Alternatively, the City has acquired the VEOCI Virtual Emergency Operations Center software making it possible for all critical functional and management personnel to immediately participate virtually in the Emergency Operation Center from any location and begin to respond to any event to support field activities (ICS).

Deactivation and demobilization require the approval of the Director of Emergency Services, or the Deputy City Manager in his/her absence, in consultation with the Chief of Police and Director of Public Works.

As described earlier and important to reiterate, the EOC role is to provide support and resources and not manage the incident. Incident Management is the role of the Field Command Team organized under the ICS structure.

The EOC may be organized similarly under an ICS structure or essential support functional roles (ESF) or a hybrid of the two. Communication from the field should be directed from the ICS Incident Commander or their designee as approved and the Emergency Operation Center Coordinator. As positions are filled in the EOC, operational requests will be directed to the Operations Chief, logistics requests through the Logistics Chief or Functional position lead.

11.2.1 Department Operation Centers

In some incidents large in scale that require more resources from a particular agency or department, a Department Operations Center may be established. Example: In an event requiring Public Works support, the Public Works department may designate a liaison to the EOC and will receive resource and support request via this liaison as well as communicate situational updates and logistical requests through the EOC department liaison. DOC's also help to minimize use of

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limited EOC space and keep EOC focused on its support role and not overstepping into operational incident command roles.

11.3 The Role of Government

Successful emergency management requires that the City have the ability, in times of crisis, to effectively use every available resource (public and private). Accomplishing this task requires multifaceted inter-departmental and inter-agency cooperation and the resolution of complex operational, legal, legislative and administrative issues. Understanding and preparing for the threats facing our City is the responsibility of every person who lives and works in the City of San Fernando. All accessible and applicable local, state, and federal resources will be committed to protect lives, property, and the environment.

11.3.1 City of San Fernando Emergency Management

City of San Fernando Emergency Management responsibilities of the City of San Fernando are described in the City of San Fernando Municipal Code Section 26-61. through 26.63. City officers, and employees, together with those volunteer forces enrolled to aid them during an emergency or protecting life and property; are mandated to assist in response and recovery from the effects of an emergency and to cooperate with each other and other levels of government in providing this assistance. Responsibilities include, but are not limited to planning, training and/or response to emergency incidents.

- The San Fernando Municipal Code – The San Fernando Municipal Code Sections 26.61. through 26-63. expands upon and consolidates emergency assignments of persons, organizations, and departments of the City government.
- Department Plans – Each department will be responsible for maintaining its own emergency plans for field response. Department plans need to include continuity of government operations including alternate sites, critical services, and employee recall. Each department should ensure its emergency plan is consistent with the City's Emergency Operations Plan and Annexes.
- Disaster Service Workers – A Disaster Service Worker is any City employee registered with the City for engaging in disaster service in accordance with the California Emergency Services Act. During times of disaster, City personnel may be assigned to duties not per their normal assignment but within their scope and skillset. All City employees declared to be Disaster Service Workers are subject to such disaster service activities as may be assigned to them by their superiors or by law. (Section 3 of Article XX of Constitution of California and Government Code Sections 3100-3109).

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11.3.2 City Manager

The City Manager is the Director of Emergency Services and Chair of the Emergency Policy Group when it is established. Acting as the Director of Emergency Services, the City Manager is responsible for directing, coordinating, and supporting all emergency and response and recovery efforts in the jurisdiction. As the Chair of the Emergency Policy Group, the City Manager is responsible for collaborating with other members of the policy group to establish overall priorities of the governmental jurisdiction. This includes, but is not limited, to emergency proclamations, enacting an emergency ordinance, establishing curfews, and setting any policies not dictated by law or code.

California Government Code Section 8680.9 states that a local emergency is a condition of extreme peril to persons or property proclaimed as such by the governing body of the local agency affected. Acting as the Director of Emergency Services, the City Manager can proclaim a local emergency if the City Council is not in session. The parameters of proclaiming a Local Emergency under the California Emergency Services Act may be found in Section 20 of this Plan.

11.3.3 City of San Fernando City Council

The City Council ensures the preservation and continuity of the City government in the event of an emergency. The City Council can proclaim a local emergency within ten (10) days of occurrence and/or is responsible for the ratification and approval a local emergency proclamation by the Director of Emergency Services within seven (7) days of said proclamation.

11.3.4 The San Fernando Police Department

The (City of San Fernando City Manager is responsible for directing and supervising the City's emergency management program to include mitigation, planning, preparedness, response, and recovery activities to mitigate the impact of natural, human-caused, and accidental incidents of high consequence.

The San Fernando Police Department is responsible for providing coordination, compliance, assistance, oversight, and implementation of all emergency management activities, including but not limited to emergency plans, exercises, training, community outreach, Emergency Operations Center readiness and response, and City recovery operations. This function and the readiness of the Emergency Operations Center is the responsibility of the Emergency Management Coordinator.

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11.3.5 Disaster Management Area C

The Los Angeles County Operational Area includes the County of Los Angeles and all 88 cities within the county. The cities are divided into eight Disaster Management Areas that vary in size from one to 25 cities. Each area is served by a Disaster Management Area Coordinator (DMAC).

Disaster Management Area C was created in 2004 “to promote the coordination of disaster management, planning and preparedness efforts of the parties by cooperative planning, training and related activity under the direction of a Disaster Management Area Board.”

Area C member agencies include the cities of Alhambra, Burbank, Glendale, La Canada Flintridge, Monterey Park, Pasadena, San Fernando, San Gabriel, San Marino, South Pasadena and the County of Los Angeles.

11.3.6 Role of Disaster Management Area Coordinators (DMACs)

The mission of DMACs is to coordinate with Area cities in planning for preparedness, mitigation, and recovery from emergencies/disasters. During an actual emergency, DMACs advocate for Area cities and liaison with the Los Angeles County Operational Area Emergency Operations Center (OAEOC) as necessary, assist other Areas as requested and staff the Cities Liaison post at the OAEOC. Additionally, they:

- Check in with Area cities to quickly determine the impact of the emergency/disaster.
- Provide a quick Area status report to the OAEOC to supplement individual cities' reports. This is not a detailed or formal report; it is outside the normal reporting system and will provide the OAEOC with an indication of where potential problems might exist as well as indicate which Disaster Management Area Coordinators (DMACs) might be in the best position to directly provide staffing to assist the most heavily impacted Area(s)
- Get feedback from the OAEOC as to which DMAC Areas appear to be the most heavily impacted and which appear least impacted.
- DMAC of selected city provides shift staffing to the OAEOC to represent concerns of cities, to ensure that the needs and concerns of cities are properly represented in the OAEOC, and to participate, as appropriate, in the development of solutions affecting cities.

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11.3.7 County of Los Angeles as Operational Area Lead

The California Emergency Services Act designates each county as an Operational Area to coordinate emergency activities and resources of its political subdivisions. The Operational Area serves as a coordinating link between the City of San Fernando government and the regional level of state government. Operational Area responsibilities involve coordinating with the jurisdictions and organizations to deploy field-level emergency response personnel, activate emergency operations centers and issue orders to protect the public.

11.3.8 County of Los Angeles, Other Agencies, or Authorities Having Jurisdiction

Some government functions are designated to Los Angeles County Departments or Agencies and the City of San Fernando does not have authority or jurisdiction for these government service.

The City defaults to the Authority having jurisdiction for each of these services and cannot direct, control, or dictate how these departments or agencies act or respond. Some of these agencies and areas of responsibilities are listed below:

- Fires safety and services is the responsibility of the Los Angeles City Fire Department under a contract with the City of San Fernando.
- Public Health (to include environmental health services) is the responsibility of the Los Angeles County Department of Public Health.
- Mental Health is the responsibility of Los Angeles County Department of Mental Health.
- Children and family services are the responsibility of the Los Angeles County Department of Children and Family Services.
- Public Social Services are the responsibility of the Los Angeles County Department of Public Social Services.
- Medical examiner and coroner services are the responsibility of the Los Angeles County Department of Medical Examiner – Coroner.

11.3.9 State of California

Various agencies of state government, including the California Governor's Office of Emergency Services, provide a range of disaster/emergency related services. The California Governor's Office of Emergency Services implements the Emergency Services Act and performs functions to support and enhance all phases of emergency management for state government and its political subdivisions.

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During a state of war emergency, a state of emergency, or a local emergency, the California Governor's Office of Emergency Services Secretary coordinates the emergency activities of all state agencies connected to such emergency and has the authority to use any state government resource to fulfill mutual aid requests or to support emergency operations.

The California Governor's Office of Emergency Services also coordinates the delivery of federal grant programs under Presidential declarations of emergency and major disaster. When federal assistance is required, the California Governor's Office of Emergency Services coordinates requests for assistance and participates with the federal government to establish and operate a Joint Field Office.

11.3.10 Federal Government

The Federal government strongly supports emergency management throughout the nation by providing tools, resources and guidance to support state and local emergency management systems. When an emergency occurs that exceeds, or is anticipated to exceed, resources located within the state, or when federal departments or agencies acting under their own authorities are partners in the unified command for an emergency, the federal government will implement the National Response Framework to access federal department and agency capabilities, organize the federal response and ensure coordination with all response partners.

11.4 Role of the Community and the Private Sector

The community and private sector of the City of San Fernando are essential to the Emergency Operations Plan and the whole-community approach to disaster mitigation, preparation, response, and recovery.

11.4.1 City of San Fernando Community

The residents, as well as members of the business community, of the City of San Fernando are the primary beneficiaries of the City's emergency management system and have an important role in emergency management by ensuring that they, their families and the case of businesses and employers, their employees, are prepared for disasters.

Before an emergency, residents and members of the business and non-government organizations community can assist the emergency management effort by taking first aid training, maintaining supplies, and being prepared to evacuate or shelter in-place for several days. Many residents join disaster volunteer programs such as Community Emergency Response Teams (CERT) and remain ready to volunteer or support emergency response and recovery efforts. During an emergency, residents and members of the business and non-governmental organizations community should monitor emergency communications and carefully follow directions from authorities. By being prepared, residents and other members of the community

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can better serve their family, colleagues, coworkers and the community and reduce demands on first responders.

11.4.2 Private Sector

Much of the City's critical infrastructure is owned or maintained by businesses and must be protected during a response to ensure a quick and complete recovery from an emergency. These same businesses provide valuable resources before, during and after an emergency and play a critical role in meeting the needs of those impacted by an emergency.

Several large corporations are located within the City and many have their own crisis management programs. These businesses are responsible for their own mitigation and recovery efforts. The City meets and works with major private sector and nonprofit organizations throughout the year during stakeholder meetings to discuss prevention, preparedness, response, recovery, and mitigation efforts.

11.4.3 Volunteer Organizations

The City recognizes the value and importance of organizations that perform voluntary services in their community and works closely with many of them. These organizations have resources that can augment emergency response and recovery efforts. Examples of volunteer organizations include:

- Community Emergency Response Team (CERT) - The CERT Program educates people about disaster preparedness for hazards that may impact their area and trains them in basic disaster response skills. Using the training learned in the classroom and during exercises, CERT members can assist others in their neighborhood or workplace following an event when professional responders are not immediately available to help. CERT members also are encouraged to support emergency response agencies by taking a more active role in emergency preparedness projects in their community. The LAFD serves as the lead organization in San Fernando for training and mobilizing the local CERT volunteers.
- American Red Cross - When a disaster threatens or strikes, the American Red Cross provides shelter, food, health, and mental health services to address basic human needs to enable people affected by disasters to resume normal daily activities. The City has worked in partnership with American Red Cross to create a coalition of government (state, local federal elected office representatives), police, fire, business, residents, community based, education, utilities, and non-government organizations to work to build resiliency in the community. This coalition meets regularly and is known as "Prepare San Fernando."

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- San Fernando Radio Communications Service-The City of San Fernando is fortunate to have a dedicated group of Amateur Radio Communication Operators available in the event of a disaster or emergency event. These individuals provide a valuable resource for communications and redundancy in the event of emergency or disaster.
- Other Volunteer Organizations in the City - There are other volunteer organizations that provide support to the community in various ways, but these are the three that will augment response and recovery efforts in the City.

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12. EMERGENCY POLICY GROUP ROLES AND RESPONSIBILITIES

The purpose of the Emergency Policy Group is to establish overarching strategic priorities, goals, and objectives for the City during times of an emergency or disaster. The Emergency Policy Group will not dictate tactical operations or how priorities, goals, and objectives are carried out. One of the roles and responsibilities of the Emergency Policy Group is to make recommendations regarding emergency ordinances for the preservation of life, protection of property, and the physical and economic well-being of the City and residents of the City of San Fernando.

The Emergency Policy Group is formed when a local emergency is proclaimed or at the direction of the Director of Emergency Services when an emergency proclamation is not in effect.

The City Manager, as the Director of Emergency Services (or his/her successor if he/she is unavailable), Deputy City Manager) serves as the Chairperson of the Emergency Policy Group.

Members of the Emergency Policy Group may consist of the elected/appointed officials of the City Attorney, City Clerk, Director of Finance/City Treasurer, and the Department Heads of Community Development, Finance, Recreation and Community Services, Police, Public Works, and the City Emergency Management Coordinator. Members of So Cal Edison, So Gal Gas and the Los Angeles Fire Department may be asked to participate dependent on the emergency.

When the Emergency Policy Group is established, the Chairperson will determine a meeting schedule to develop the strategic priorities, goals, and objectives and will meet no less than once weekly or more often as determined necessary in person at a designated location determined by the Chairperson. If circumstance prevent in person meeting, such as social distancing, virtual meetings will be conducted. Should a designated member of the Emergency Policy Group not be able to attend a scheduled meeting, the next person in that member's emergency list of succession may attend in his or her place.

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13. CITY DEPARTMENT ROLES AND RESPONSIBILITIES

During times of emergency or disaster, each City Department has emergency function responsibilities. The City Manager, as the Director of Emergency Services, may call upon the services, resources and capabilities of City departments, offices, boards, commissions, committees, councils and authorities. The functions and duties of Emergency Support and Coordination responsibilities during an emergency are distributed among the City Manager's Office, San Fernando Police Department Emergency Management Coordinator, and various City departments that provide response and recovery functions. Below are the key departments and agencies that have primary or support roles in an emergency in support of citywide response and recovery. City departments not specifically listed in the plan may be called upon to carry out assigned activities necessary to mitigate the effects of an emergency.

Figure 4 - City of San Fernando Emergency Function Responsibilities

DEPARTMENT/OFFICE	City Attorney	City Clerk	City Manager	Community Development	Finance	LAFD	Information Technology	Management Services	Recreation and Comm. Svcs.	Police	Public Information (CM Office)	Public Works	Water & Power
Abatement of Dangerous Properties	X			X								X	
Animal Safety/ Evacuation/ Care & Shelter									X	X			
Building Inspections & Safety Assessment				X									
Cooling Center					X				X				
Cost Recovery					X								
Cost Tracking (Time, Equipment, Materials & Supplies)					X								
Crime Suppression & Investigation										X			
Data & Digital Communication Continuity & Restoration					X		X						
Debris Removal ("Green")												X	
Debris Removal ("Non-Green")												X	
Emergency Medical Services						X							
Emergency Proclamation		X	X										
Economic Recovery			X										
Employee Reassignment (City DSW)								X					

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DEPARTMENT/OFFICE	City Attorney	City Clerk	City Manager	Community Development	Finance	LAFD	Information Technology	Management Services	Recreation and Comm. Svcs.	Police	Public Information (CM Office)	Public Works	Water & Power
Volunteer Registration (DSWV)								X		X			
Volunteer Management (DSWV)						X							

In the event of an emergency, proclaimed or not, the following functions belong to City Departments as described. It should be noted at the time of development and prior to final approval of this plan, a final draft was presented to each department head, as well as LAFD, for review, concurrence and identification of any conflict or roles not their department's responsibility and adjusted accordingly.

City Attorney's Office

- Provide legal opinions to Emergency Planning Group
- Assist in the development of emergency ordinances and processes
- Provide a legal officer to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

City Clerk's Office

- Provide emergency proclamation document to San Fernando City Council for ratification
- Retention of all documents related to emergency ordinances or processes
- Retention of vital records to include documents produced by the Emergency Operations Center or City Departments pursuant to Section Administrative procedures
 - Will work with the Finance Department and San Fernando Police Department Emergency Management Coordinator to determine strategy for retention of records.

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- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

City Manager's Office

- Issue emergency proclamation
- Public Information Officer (PIO) is a division within City Manager's Office and is responsible for:
 - Citywide public information releases
 - Insuring a "one voice" one message from all City Public Information Officers
 - The Joint Information System and Joint Information Center.
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Community Development Department

- Abatement of dangerous properties to include removal, repair, or secure any insecure, unsafe or defective or dangerous buildings or structures following an incident/emergency/disaster
- Conduct safety assessments in accordance to ATC-20 (Applied Technology Council) for rapid and detailed evaluation of structures for safe, limited entry, or unsafe conditions
- Develop a strategic action plan to move recovery efforts forward through completion to include debris management, economic, etc.
- Assist with the economic recovery of the community
- Develop strategies for the long-term sustainable recovery operations of the city to include issuing temporary or emergency permits, redevelopment or zoning changes, and changes to building or code standards
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

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Finance

- Cost recovery and cost tracking to include time, materials, equipment, and supplies used in the support of recovery efforts
- Emergency procurement , follow city practices/policies
- Each department is responsible for the tracking of their own resources, including the tracking of personnel. If an incident meets designated thresholds for Proclamation or Declaration of a State and/or Federal Emergency or Disaster, Financial Services, acting as the City's Authorized Agent, will develop a method for collecting financial documentation from departments as needed for submission as part of the City's reimbursement application process
- Work with the City Clerk and San Fernando Police Department Emergency Management Coordinator to develop retention procedures
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Fire (LAFD)

- Provide emergency medical services and triage
- Provide fire suppression activities
- Hazard mitigation to include oil, chemical, biological, radiological, and nuclear
- Rescue operations to include urban search and rescue and heavy search and rescue operations
- Coordination of Mutual aid to fulfill these obligations
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Information Technology (Valeo, under direction of Director of Finance)

- Data and digital communication continuity restoration (computers, ensure servers are operational)
- Assist Public Works in Mapping and Geographic Information System (GIS) – support development of technology and electronic maps to be used for incident/ emergency/

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disaster as requested by any section, branch or unit of the Emergency Operations Center and support field resources when necessary

- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Personnel

- Personnel and employee reassignment as needed under the Disaster Service Worker program to work assignments outside of normal daily function but based on skills and abilities
 - Internal employee communications – communicate the status of City operations (Broad stroke city-related information - e.g. childcare for city employees)
 - Tactical communications to department employees specific to their work (e.g. hours, days to work) falls under individual City Departments.
- Risk Management Division
 - Safety and welfare of emergency personnel during the response and recovery efforts during an incident/emergency/disaster
 - Investigation of unsafe acts or accidents.
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Park, Recreation, and Community Services

- Cooling Center
- Lead department for MPOD operations
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)
- As necessary, establishment and management of Local Assistance Centers at city recreation centers following an incident/emergency/disaster
- Mass care and shelter – following an incident/emergency/disaster the establishment of either an evacuation site or emergency shelter facility to support the needs of the community

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- Work with the American Red Cross and Los Angeles Unified School District, and Faith Based Organizations as necessary for management and staffing of shelters or add to the capacity of the City's internal capacity as needed.
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Police

- Crime Suppression Investigation – enforcement of existing laws criminal activity as necessary
- Evacuations – conduct evacuations within incident/emergency/disaster area(s) as set by Incident Commander, Evacuation Branch, or Emergency Operations Center
- Force Protection – provide security to response and recovery personnel and responders and recovery facilities
- Animal safety evacuation, care, and shelter
 - Evacuation of animals within incident/emergency/disaster zone or area
 - Safe care and sheltering of displaced animals
 - Establishment of temporary shelter operations for pets belonging to those in emergency shelters.
- Traffic
 - Establish road closures to prevent entry into incident/emergency/disaster areas
 - Direct traffic as necessary through road closures and detours for effective movement of vehicle and pedestrian traffic
 - Establish emergency ingress and egress corridors as necessary.
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)
- Also provide the Emergency Management Coordinator to Emergency Operations Center.

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Public Information (See City Manager's Office)

Public Works

- Removal of all organic debris such as trees and tree limbs
- Removal of non-organic debris to include e-waste
- Maintain, repair, and fuel City-owned, mutual aid, or other vehicles involved in response and recovery
- Locate and obtain additional facilities for response and recovery operations as requested by Emergency Operations Center
- Road repair and lighting – conduct emergency road repair as necessary on primary streets and roads
- Establish emergency lighting for primary streets and roads as necessary restoration
- Maintain and repair sewage and storm systems damaged by incident/emergency/disaster
- Develop a plan for emergency solid waste removal of effected incident/emergency/disaster areas
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Water and Power (Public Works)

- Maintain and repair potable water storage, treatment, and distribution equipment and resources (pipeline, reservoirs, facilities)
- Conveyance and distribution systems (pipelines)
- Establish, if necessary, a process to ration and distribute potable water if infrastructure is damaged
- Repair and maintenance for power generation and distribution
- Radio communications – ensure or restore vital radio communications such as handheld or portable radios or radio repeaters. This is also supported by the Police Department.

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- Telecommunications continuity or restoration – see above with priority to Emergency Operations Center and vital government services including response and recovery facilities. This is supported by the IT personnel.
- Provide a representative to the Emergency Operations Center (See Emergency Operations Center Standard Operation Procedures for staffing positions.)

Plan review and sign off

Department	Name	Title	Date reviewed	Signature
Police				
Community Development				
Public Works				
Los Angeles Fire				
City Clerk				
Finance Department				
Recreation and Community Services				
City Attorney				
Personnel Division				

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14. CONTINUITY PLANNING

Some emergencies create extraordinary demands on government entities and emergency response agencies, which in extreme circumstances, may stress them to the point that they can no longer operate and provide emergency and essential services. A major emergency could include death or injury of key government officials, partial or complete destruction of established seats of government, and/or the destruction of public and private records essential to continued operations of government and industry. The inability of government to provide emergency and essential services can cause direct damage to government infrastructures, life safety and basic human needs may be compromised leading to increased morbidity, mortality and civil unrest. Each City department is responsible for internal continuity planning per guidelines established by the Office of Emergency Management.

14.1 Continuity of Government

Maintaining the continuity of government at the time of an emergency is required by the California Emergency Services Act. It is essential that the local government continues to function to preserve law and order and restore local services. In the event a local emergency is so serious that the continuity of government is temporarily disrupted, the restoration of government services will be the primary objective.

14.1.1 Emergency Lines of Succession

The City Council has provided for the preservation of the City government in the event of an emergency pursuant to Section 26-Civil Emergencies- of the San Fernando Municipal Code.

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Figure 5 – Emergency Lines of Succession

City Department	Primary	Secondary	Tertiary
Contracted City Attorney's Office	Contracted City Attorney	Contracted Senior Assistant City Attorney	Designated Contracted City Attorney
City Clerk's Office	City Clerk	Deputy City Clerk/ Management Analyst	Records Manager
City Manager's Office	City Manager	Deputy City Manager	Police Chief
City Treasurer's Office	Director	Senior Accountant	N/A Treasurer Assistant
Community Development	Director	Building and Safety Supervisor	Associate Planner
Finance	Director	Senior Accountant	Senior Account Clerk
Fire Department	LAFD Fire Chief	LAFD Assistant Fire Chief	LAFD Designate
Information Technology	IT contractor representative	IT contractor designee	Director of Finance
Personnel	Personnel Manager	Personnel Technician	Personnel Assistant
Recreation and Community Services	Director	Recreation Supervisor	Community Services Supervisor
Police Department	Police Chief	Patrol Commander	Detective Commander
Public Works	Director	Public Works Superintendent	Public Works Superintendent
Water and Power	Director	Public Works Superintendent	Public Works Superintendent

14.1.2 Temporary Seat of Government

In the event that San Fernando City Hall is not available because of emergency conditions, the temporary seat of government will be at the San Fernando Public Works Offices, 120 Macneil Street in the City of San Fernando

14.1.3 Preservation of Records

The City Clerk is designated Chief of Records. Vital Records, such as City Seal, ordinances, resolutions and contracts, are stored under guidance and direction of the City Clerk's Office and are physically retained at City Hall. The City retains both physical hard copies as well as digital records in accordance with the City Clerk's Record Retention Policy, including FEMA and Cal EMA requirements.

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15. MITIGATION PROGRAMS

Emergency management activities consist of four overlapping phases: Mitigation, Preparedness, Response, and Recovery. During the mitigation phase, action is taken to reduce or eliminate the long-term risk to human life and property from natural and human-caused hazards. Mitigation efforts occur both before and after an event.

Pre-disaster mitigation focuses on projects that address natural or man-made hazards to reduce the risks to the population and structures. This is primarily accomplished by strengthening the resilience of City of San Fernando's infrastructure. Per FEMA, each dollar spent on mitigation activities saves an average of \$4 in post-disaster costs. Post-disaster mitigation efforts are designed to reduce future damage in a stricken area and decrease the loss of life and property due to incidents.

The essential steps of hazard mitigation are:

- Hazard identification
- Vulnerability analysis
- Defining a hazard mitigation strategy
- Implementation of hazard mitigation activities and projects.

15.1 Local Hazard Mitigation Plan

The City of San Fernando's mitigation activities are guided by the City's Local Hazard Mitigation Plan. This plan represents the City of San Fernando's official statement on hazard mitigation goals, strategies, and priorities and provides a comprehensive assessment of the City's hazards and vulnerabilities. The goals of City of San Fernando mitigation efforts include:

- Protection of life and property
- Increase public awareness
- Strengthen partnerships
- Increase emergency service effectiveness
- Environmental and historical preservation.

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16. EMERGENCY PREPAREDNESS

Preparedness involves activities undertaken in advance of an emergency to develop and enhance operational capacity to respond and recover from an emergency. As part of a comprehensive preparedness program, the City of San Fernando emergency management community develops plans and procedures, maintains prevention programs, manages resources, establishes mutual aid agreements, trains personnel, and educates the public.

16.1 Preparedness Planning

The City of San Fernando will ensure the following preparedness processes:

- Hazard-Specific Planning – The Emergency Operations Plan includes annexes for hazard-specific or identified common or catastrophic threats to the City of San Fernando
- Regional Planning – Where multiple jurisdictions share similar and concurrent hazards, an interdepartmental and multi-jurisdictional planning committee supports regional planning and coordination of response efforts and shared information regarding resources and capabilities.
- Public-Private Partnerships - Emergency managers establish public-private partnerships, where appropriate, to gain a better perspective on available emergency resources to meet the public need. The City of San Fernando solidifies these partnerships through its various Community Stakeholder Programs, such as Area C Disaster Management Governing Board, Business Watch, Neighborhood Watch, Clergy Council and Prepare San Fernando.

16.2 Preparedness Training

Training, tests, and exercises are essential to ensure public officials, emergency response personnel, and the public are operationally ready. City personnel with response or recovery responsibilities undergo ongoing training such as Standardized Emergency Management System, National Incident Management System, Emergency Operations Center, and/or recovery training. These trainings are identified and coordinated by the City Emergency Management Coordinator including classroom training hosted by CSTI, EOC CADRE, online IS courses, periodic tabletop exercises, participation in the annual Great Shakeout and other available training/exercises.

16.3 Preparedness Exercises

Exercises provide City personnel with an opportunity to become thoroughly familiar with the procedures, facilities, and systems which will be used in emergency situations. The City will conduct emergency operations drills or exercises to enhance responder education and skill set.

16.4 Communications and Information Management

Preparedness strategies include plans and procedures for utilizing communications and information management systems. Each City department should incorporate the following principles into their communications and information management systems:

- **Common Terminology** - Apply common and consistent terminology as used in the Standardized Emergency Management System, including the establishment of plain language (clear text) communications standards.
- **Protocols** - Develop procedures and protocols for communications (to include voice, data, access to geospatial information, Internet/Web use and data encryption), where applicable, to utilize or share information during an incident/planned event.
- **Data Collection** - Institute multidisciplinary and/or multijurisdictional procedures and protocols for standardization of data collection and analysis to utilize or share information during an incident/planned event.
- **Common Operating Picture** - Utilize systems, tools and processes to present consistent and accurate information (e.g., common operating picture) during an incident/planned event.

Information collection, analysis and dissemination are essential and pertinent to providing comprehensive situational awareness and a detailed common operating picture to all jurisdictions and agencies involved in emergency response and recovery efforts. Because each hazard scenario is unique with different agencies and requiring different consideration, each Hazard Specific Annex to this Emergency Operations Plan will address the specific details in regards to information collection, analysis and dissemination.

17. RESPONSE CONCEPT OF OPERATIONS

The purpose of the Response Concept of Operations is to establish broad strategies for the overarching management and goals for the City of San Fernando. It is not for individual incident response which falls under the individual field Incident Commander and his or her command structure. The response phase concept of operations summarizes seven key elements (see 17.1 through 17.7):

17.1 Response Priorities, Goals, and Strategies

During the Response Phase, it is critical to prioritize actions, set goals, and outline operational strategies for the City of San Fernando.

- When the Emergency Operation Center is not opened, this responsibility belongs to the City's Emergency Coordinator in consultation with the lead agency involved.
- When the Emergency Operations Center is opened, the responsibility belongs to Director of Emergency Services or their designee.
- When the Emergency Operations Center is opened and the Emergency Planning Group is established, the responsibility belongs to the Emergency Planning Group.

This Plan provides a broad overview of those goals, priorities and strategies and describes what occurs during each step, when and at whose direction.

Operational Priorities

Operational priorities govern resource allocation and the response strategies for the City of San Fernando and its departments during an emergency. Below are operational priorities addressed in this Plan:

- **Save Lives** – The preservation of life is the top priority of emergency managers and first responders and takes precedence over all other considerations.
- **Protect Health and Safety** – Measures should be taken to mitigate the emergency's impact on public health and safety.
- **Protect Property** – All feasible efforts must be made to protect public and private property and resources, including critical infrastructure, from damage during and after an emergency.

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- Preserve the Environment – All possible efforts must be made to preserve the City of San Fernando environment and protect it from damage during an emergency.

Operational Goals

During the response phase, the departments that are charged with responsibilities in this plan focus on the following five Operational Goals:

- Mitigate hazards
- Meet basic human needs
- Address needs of people with disabilities and others with access and functional needs
- Restore essential services
- Support community and economic recovery.

17.2 Command, Control, and Coordination

Command

Remains at the field Incident Level. The Incident Commander or Unified Command at an incident will maintain sovereign control over their incident.

Control

Resources committed or allocated to an incident remain under the control of the appropriate Incident Command or Unified Command. Resources not committed are under the control of the Emergency Operations Center until committed to an incident. Resources requested by an incident will be prioritized by the Emergency Operations Center based on overall City priorities.

Coordination

Coordination occurs at the Emergency Operations Center (for departments that have Department Operations Centers, such as Public Works and LAFD, some aspects of coordination may take place at this level). Coordination is primarily to support field response or recovery activities or to coordination with other outside entities.

- **Field & Emergency Operations Center Coordination:** The Emergency Operations Center is activated to support the field operations when one or more emergencies exist within the City that require additional support and coordination beyond that which the field

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incident command can accomplish on their own or when overall priorities and strategies must be centralized for the overall well-being of the City.

- **Field & Emergency Operations Center Levels of Communications:** Field Incident Commanders and the Emergency Operations Center will establish a clear line of communications when the Emergency Operations Center is activated. The Emergency Operations Center will establish a clear line of communications with the Los Angeles Operational Area Emergency Operations Center. The Operational Area Emergency Operations Center will communicate with the Southern Region Emergency Operations Center which will communicate with the California Office of Emergency Services State Operations Center.
- **Multiagency Coordination:** Large-scale emergencies involve one or more responsible jurisdictions and/or multiple departments and agencies. Management personnel from the responsible jurisdictions form a Unified Command and/or a Multiagency Coordination Group. Provision is made for situation assessment, determining resources requirements, establishing a logistical system and allocating resources. The Emergency Operations Center, dispatch centers, and other essential facilities located in, or adjacent to, the affected area are activated. The Los Angeles Operational Area Emergency Operations Center, California Office of Emergency Services Southern Region Regional Emergency Operations Center, and/or State Operations Center can be activated to support the City's needs. The City routinely utilizes both multiagency and interagency coordination at the incident (field), Department Operations Center, and Emergency Operations Center levels.

Purpose of Multi-Agency Coordination:

- Commit agency resources and funds,
- Provide coordinated decision making,
- Allocate resources among cooperating agencies,
- Establish priorities among incidents,
- Harmonize agency policies, and
- Provide strategic guidance to support incident management activities.

17.3 Alert and Warning

The City will notify other levels of government of natural or human-caused emergencies that affect the City in accordance with existing laws, protocols, or when Operational Area, state and/or federal assistance is requested or anticipated. Notifications occur through the Operational Area Office of Emergency Management. To meet this responsibility, the City is equipped with a number of telephone, data and radio systems. Some of these systems are used on a day-to-day basis; others are available for use in an emergency, as conditions require. Multiple communication channels will be used to maintain communication with other levels of government and to ensure the City can quickly respond to any developing emergencies. For further details of initial communication channels and phone numbers, a First to Arrive Annex has been developed and incorporated as an appendices to this document,

17.4 Public Information

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). The City of San Fernando will follow a Joint Information System approach where there shall only be one lead Public Information Officer for any given incident. In most cases, the Public Information Officer will be from the City Manager's Office or his/her designee from the Department having overall jurisdiction for an incident (e.g. San Fernando Police Department, San Fernando Public Works, or be again referred to the City's Public Information Officer. All other Public Information Officers will take the lead from the Public Information Officer in charge to ensure one-message consistency from the City. In the event of multiple incidents, the City Public Information Officer will, by default, be in the lead taking information from other Public Information Officers to provide a single voice from the City.

Public information must be coordinated and integrated as part of the Multiagency Coordination System across jurisdictions, agencies, and organizations; among federal, state, tribal and local governments; and with the private sector and non-governmental organizations. Public information guidance and structure details during an emergency are documented in the Emergency Public Information Annex of the Emergency Operations Plan.

17.5 Mutual Aid and Mutual Assistance

See Section 19 in the Emergency Operation Plan

17.6 Resource Management

When City resources are exhausted and additional resources are required, resource requests will follow an established process for ordering, tracking, mobilizing and demobilizing. Depending on the scale of the emergency, limited resources may need to be rationed or controlled. Contracts and agreements for emergency response and disaster repair and restoration are entered by the lowest level of government possible. Further details on resource management are documented in the Logistics Annex of the Emergency Operations Plan.

17.7 Emergency Finance and Administration

Although the City Emergency Operations Center has a Finance and Administration Section, it is the responsibility of each department to carry out internal emergency Finance and Administration protocols. Each department will be responsible for the ongoing cost tracking of their resources, which will include, but not be limited to tracking of personnel assignments (including straight and overtime hours worked specifically assigned to an incident/emergency), tracking of vehicle use (including hours of use and/or mileage, purpose for use and applicable operator information) and tracking of expenditures for any purchases or emergency contracts related to any incident/emergency.

The Finance Department will have the overall responsibility to compile all cost recovery information to reconcile into one citywide document. The Finance Department will prepare all documents for reimbursements and other financial matters. The City's Director of Emergency Services will set financial thresholds and parameters during an emergency.

Any purchasing during an emergency will follow city purchasing protocols as well as follow requirements set by 2 CFR 200 that are applicable to local government when pertaining to potential federal reimbursement.

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18. RECOVERY CONCEPT OF OPERATIONS

The City of San Fernando acknowledges that recovery begins with response. Some components often seen as recovery are truly components of response efforts by City Departments (e.g. initial debris removal and potable water). The recovery phase of an emergency or disaster is often defined as restoring a community to its pre-disaster condition. More realistically, recovery is the process of re-establishing a state of normalcy in the affected communities. Recovery commences at the beginning of an incident and incorporates economic, physical, and cost recovery time and the City has 24 hours from the initial onset of an incident/emergency/disaster to submit an Initial Damage Estimate (IDE) to the Los Angeles County Operational Area Emergency Operations Center (CEOC).

Damage assessment will be led by the Director of Finance or their designee acting in the capacity of the Finance Chief under the ICS structure. They will lead the collection of all data to develop the IDE to be submitted to the CEOC. This will require soliciting input from all City department heads and the Emergency Management Coordinator. In instances involving fire or natural damage, such as gas explosions and earthquake, LAFD input will be solicited. Approval of the IDE, before submission, will be provided by the Director of Emergency Management

All recovery operations are under the direction of the Director of Emergency Services with the support of the departments as designated below:

- Community Development will serve as the lead for economic recovery, planning, redevelopment, zoning, land use decisions, and community reconstruction.
- Public Works will serve as the lead for debris management operations and physical recovery.
- Finance Department will lead the effort for cost recovery, financial documentation and reimbursement submission.

18.1 Types of Recovery

- Physical recovery is the restoration of a community to look, function, and appear as it was prior to a disaster.
- Economic recovery includes Small Business Association loans, local assistance centers, FEMA loans, public assistance for individuals and small businesses. The City of San Fernando supports coordinated efforts by federal and state agencies who source these funds.

- Cost recovery after a disaster requires the City to maintain accounting and documentation of all disaster-related costs to include time keeping and hours tracking to identify true cost of recovery over time.

18.2 Timeline of Recovery

- Initial Recovery: While the immediate lifesaving activities are occurring, emergency managers are simultaneously assessing 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.
- Short Term Recovery: Short-term recovery operations begin concurrently with or shortly after the commencement of response operations. Although referred to as “short-term” recovery, these activities may last for weeks. Short term recovery addresses the health and safety needs beyond rescue, the assessment of the scope of damages and needs, the restoration of basic infrastructure, and the mobilization of recovery organizations and resources. It also includes returning individuals, families, critical infrastructure, and essential government or commercial services to a functional, if not pre-disaster, state.
- Long Term Recovery: Long-term recovery continues the short-term recovery actions but focuses on community restoration. Long term recovery may continue for months or years depending on the severity and extent of the damage sustained. These activities include those necessary to restore a community to a state of normalcy, given the inevitable changes that result from a major disaster. Long-term recovery activities require significant planning to maximize opportunities and mitigate risks after a major incident.

18.3 Local Assistance Centers

During recovery, the City is responsible to work with Local Assistance Centers that are opened to assist the community by providing a centralized location for services and resource referrals for unmet needs following a disaster or significant emergency. The Local Assistance Centers are normally staffed and supported by City departments and Local Assistance Center partner agencies. The Centers provide a single facility at which individuals, families and businesses can access available disaster assistance programs and services. As more federal resources arrive, a state-federal Disaster Recovery Center may be collocated with the Local Assistance Centers.

Public assistance programs for individuals and businesses from agencies such as Department of Public Social Services, CalOES, County of Los Angeles, Workforce Investment Board, and others will come together to form the Local Assistance Centers. In addition, the City website will provide detailed information on these available resources to assist others. Dependent on type of disaster or event, additional agencies may include, but not be limited to:

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- City Community Development
- City Public Works
- Employment Development Department
- FEMA Individual Assistance Program and Transitional Shelter Assistance
- American Red Cross
- Small Business Administration
- Major Insurance company representatives
- LA County Dept. of Mental Health
- Southern California Edison (SCE)
- Southern California Gas Company (So Cal Gas)
- Legal Aid representatives
- LA County Dept. of Public Health
- Department of Motor Vehicles
- LA Unified School District

18.4 Non-Governmental Organizations

Non-Governmental Organizations and Community Based Organizations, such as the American Red Cross and the Salvation Army, will provide support to individuals and households who are displaced by a disaster and work with governmental organizations to support the transition from care and shelter operations to interim housing arrangements. Community organizations active before a disaster may expand their services to meet increased needs. Such groups include churches, neighborhood health clinics and food distribution agencies. Non-Governmental Organizations and Community Based Organizations may provide a range of services such as donations management, emergency food, clothing and shelter, as well as support of housing reconstruction. They provide these services independently or in coordination with federal, state, and local efforts.

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19. MUTUAL AID AND MUTUAL ASSISTANCE

Mutual aid and mutual assistance are support rendered by one jurisdiction to another during declared emergencies. The purpose of mutual aid and mutual assistance is to provide personnel and logistical support to meet the immediate requirements of an emergency situation, when the resources normally available to the City or City department are insufficient. Mutual aid is a generic term commonly used to describe Mutual Aid, Automatic Aid, or Aid for Hire.

- Mutual Aid Agreements between jurisdictions or organizations involve a formal request for assistance and generally cover a larger geographic area than automatic mutual aid.
- Automatic Aid Agreements permit the automatic dispatch and response of requested resources without incident-specific approvals. These agreements are usually basic contracts; some may be informal accords.
- Aid for Hire Agreements, whether formal or informal, are paid contracts used to request or provide aid and/or resources among jurisdictions at any level of government, non-governmental organizations, or the private sector.

For purposes of this Section, these terms will be classified as “mutual aid”.

Mutual aid assistance provided to or by the City of San Fernando will be made in accordance with the California Disaster and Civil Defense Master Mutual Aid Agreement and comply with the provisions set forth in this section.

The Master Mutual Aid 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 who aid other jurisdictions. If other agreements, memoranda and contracts are used to provide assistance for consideration, the terms of those documents may affect disaster assistance eligibility and the City may only be reimbursed if funds are available. Discipline-specific mutual aid agreements are attached to the appropriate Emergency Operations Plan Annex or Appendix.

19.1 Mutual Aid Regions

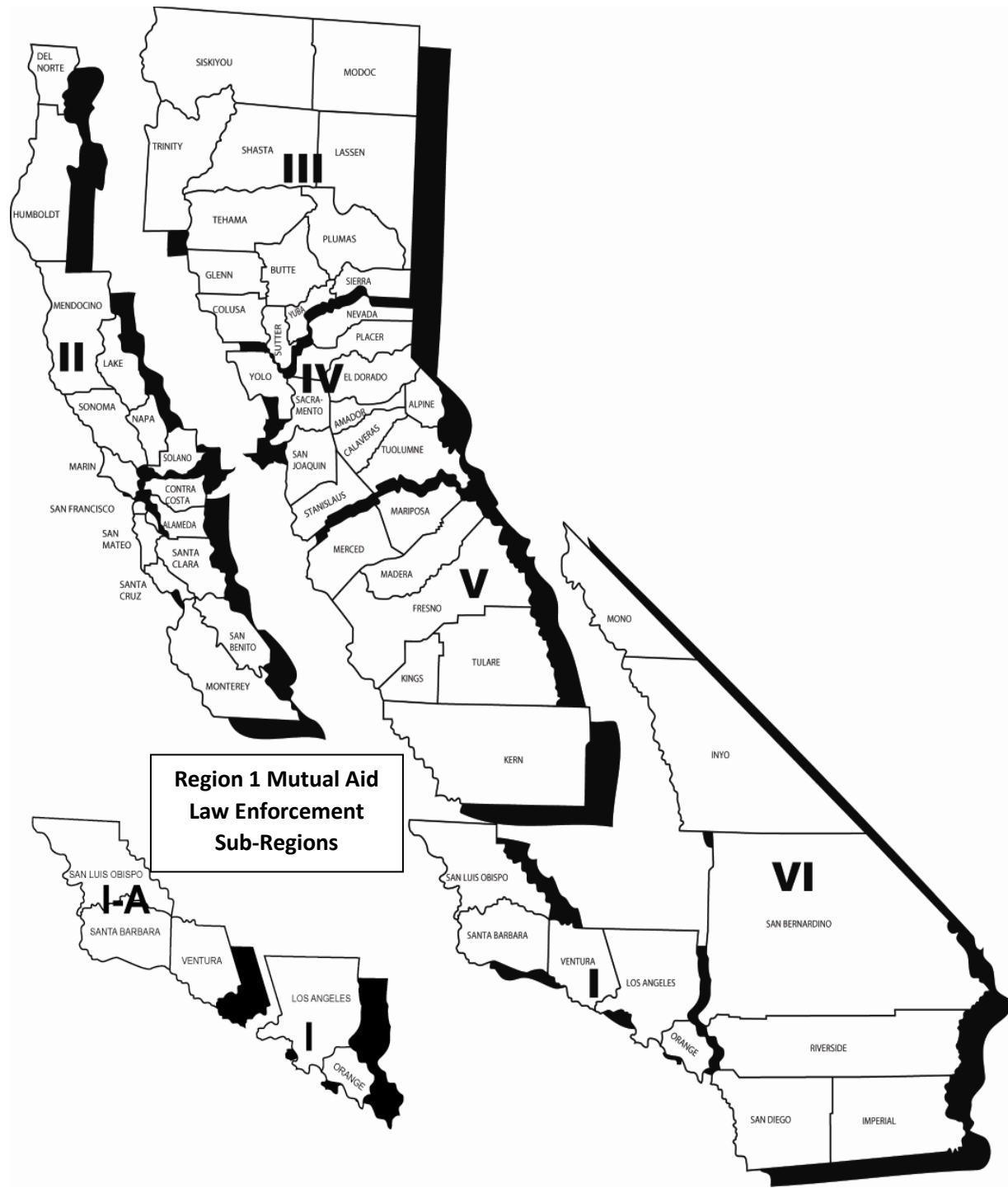
For mutual aid coordination purposes, California has been divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the more effective application and coordination of mutual aid and other emergency related activities. **Figure 6 – Mutual Aid Regions** on the following page illustrates the six mutual aid regions. The City is in Mutual Aid Region I. As shown in the map, Region I has been further divided into two sub-regions to support Law Enforcement Mutual Aid.

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Each party to the Master Mutual Aid Agreement must ensure that their adopted and approved emergency plans document how they will mobilize public resources to render mutual aid during any type of emergency. Figures 7 and 8 and Section 19.3 on the following pages depict how the City would mobilize to render mutual aid.

Figure 6 – Mutual Aid Regions



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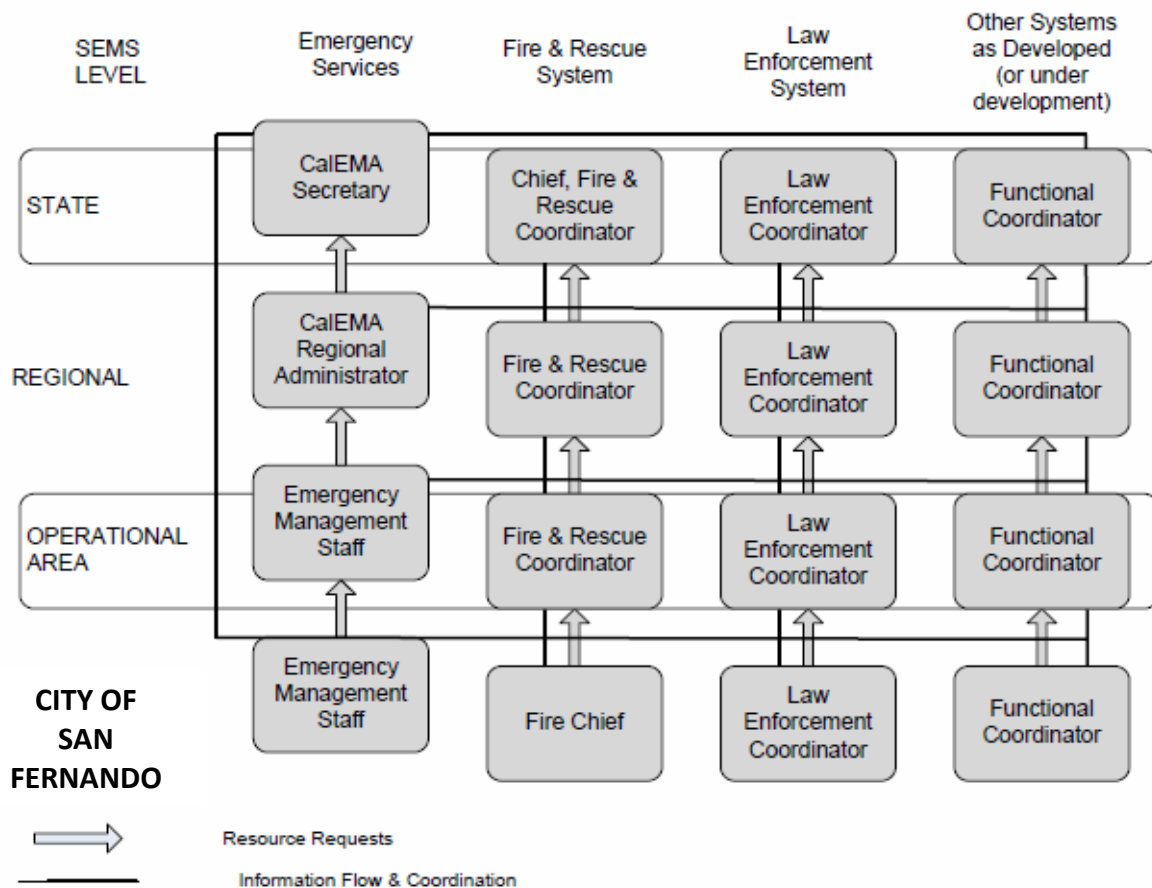
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19.2 Mutual Aid Coordination

Figure 7 – Discipline-Specific Mutual Aid Systems documents the flow of information, resource requests and resources within specific mutual aid agreements relative to the SEMS organization levels.

Figure 7 – Discipline-Specific Mutual Aid Systems

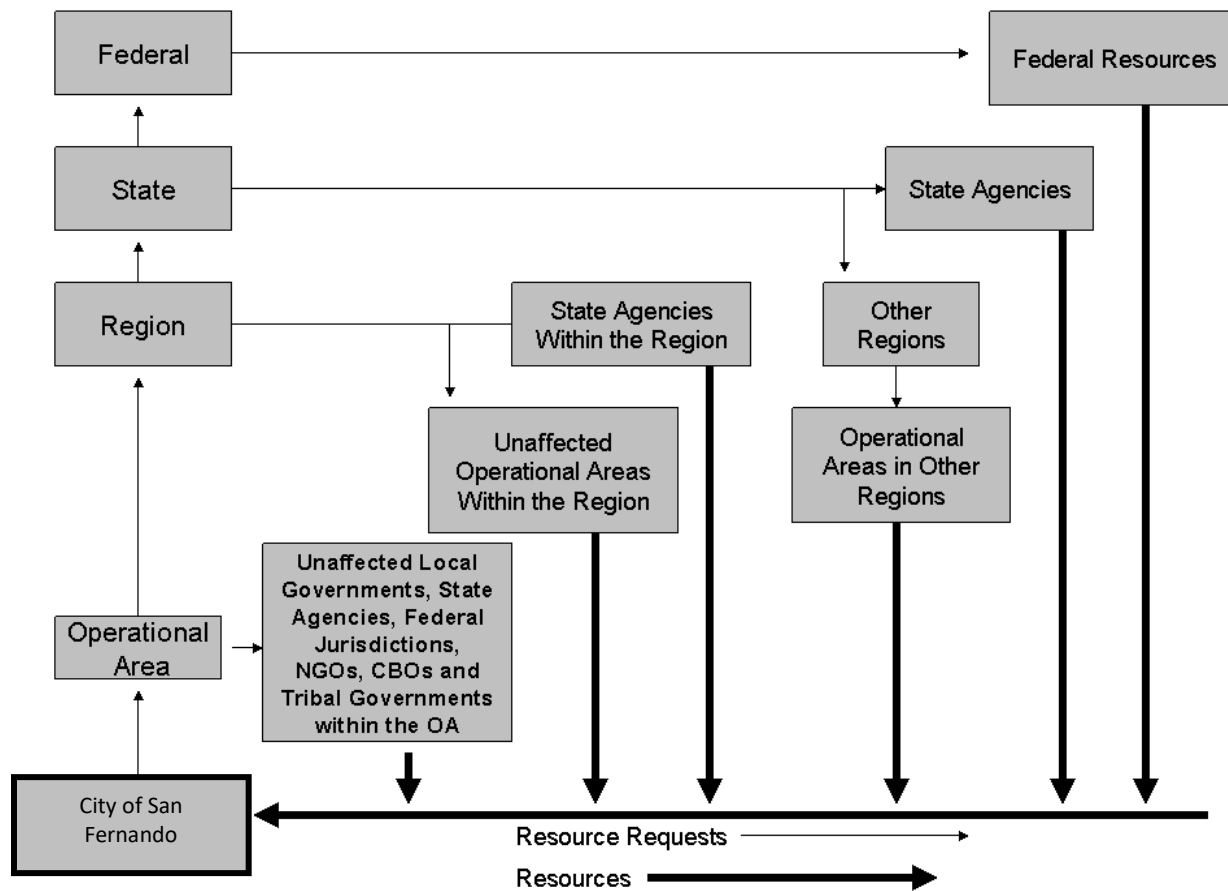


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Figure 8 – Flow of Requests and Resources depicts the resource management process for the state under SEMS. In this model, the City can access all stakeholders at all levels of the system.

Figure 8 – Flow of Requests and Resources



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19.3 Mutual Aid Requests by Department

19.3.1 Fire Department

The procedures for fire mutual aid are determined by policy with the Los Angeles City Fire Department as contract provider of the City of San Fernando fire services.

19.3.2 Police

Local Request for Police Mutual Aid

When the Chief of Police or his/her authorized designee, determines that an unusual occurrence may become or is already beyond the control of our San Fernando Police Department resources, it is the Chief's or his/her designee responsibility to request mutual aid from the Operational Area Law Enforcement Mutual Aid Coordinator, Los Angeles County Sheriff's Department. Because we are a participant in Area C mutual aid will likely first come from one of the eight Area C Cities:

- Alhambra
- Burbank
- Glendale
- Pasadena
- South Pasadena
- Monterey Park
- San Gabriel
- San Marino

A declaration of local emergency may or may not be appropriate for the circumstances; however, the Chief of Police may request mutual aid prior to the activation of an EOC or formal declaration of local emergency. Mutual aid request and response is not dependent on a declaration of local emergency.

Operational Area Police Mutual Aid

When an emergency develops or appears to be developing that cannot be resolved by a law enforcement agency within an Operational Area, it is the responsibility of the Operational Area

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Mutual Aid Coordinator to provide assistance and coordination to control the problem. (Section 26602 GC)

In response to a request for law enforcement mutual aid by the Chief of Police to the Los Angeles County Office of Emergency Services (Operational Area), the Los Angeles County Sheriff or his/her authorized designee, will initiate procedures to activate the mutual aid. The Sheriff will coordinate the Operational Area response of law enforcement resources including those of unaffected operational area municipalities, the local CHP, and other law enforcement agencies within the Operational Area, as well as the sheriff's resources in order to assist the City of San Fernando.

If it appears likely that the resources of an Operational Area will become depleted, the Regional Coordinator should be advised in advance. *Law Enforcement Mutual Aid Plan Page 16*

Throughout this segment of the Emergency Operation Plan, the term Chief of Police is used as the initiator of a mutual aid request. The volatility of some police incidents necessitates immediate support. In fact, any designated command, management or supervisory-level officer has the ability to request, or provide, law enforcement mutual aid on behalf of the Chief of Police, if so authorized by agency policy.

Regional Police Mutual Aid

Should an existing or anticipated emergency be of such magnitude as to require the commitment of the resources of one or more Operational Areas, it is the responsibility of the Regional Law Enforcement Mutual Aid Coordinator to organize the notification and response of resources within that region.

The Regional Coordinator will keep the State Law Enforcement Mutual Aid Coordinator, who is the Chief of the California Governor's Office of Emergency Services, Law Enforcement Branch, advised of the situation status. The State Law Enforcement Mutual Aid Coordinator may support the regional response by issuing mission numbers (see glossary, Mission Numbers) and tasking state agencies within the region. An unusual occurrence necessitating regional law enforcement mutual aid does not require a proclamation of a state of emergency.

Statewide Police Mutual Aid

If the combined resources of a region are not sufficient to cope with an emergency situation, the Regional Coordinator may request additional assistance through the State Law Enforcement Mutual Aid Coordinator. The State Law Enforcement Mutual Aid Coordinator may then task law enforcement resources from Regions statewide, via the Regional Law Enforcement Mutual Aid Coordinators, to assist.

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19.3.3 Public Works

The City San Fernando Public Works Department participates as a signatory to two pre-established agreements such as the California Master Mutual Aid agreement and the Public Works Mutual Aid Agreement. When the need arises to either request outside public works assistance or when a request comes to the City of San Fernando to provide public work assistance to other jurisdictions, the Director of Public Works serves as the designated mutual aid coordinator (The on duty or on call Public Works Superintendent, as approved by the City Manager, will serve as alternates) has the authority to either make such requests for outside assistance or authorize the deployment of City of San Fernando resources to support other jurisdictions.

Any time the Public Works Department requests outside public works resources for assistance or deploys City of San Fernando resources to assist other jurisdictions, the Public Works Department is to notify the Police Department Emergency Management Coordinator (as the City's designated Mutual Aid Coordinator). If an alternate is the one making or authorizing the request for outside resources or deploying City of San Fernando resources, they will notify the Public Works Director and Police Department Emergency Management Coordinator (as the City's designated Mutual Aid Coordinator) within a timely manner.

19.3.4 Water & Power (Potable Water)

The City of San Fernando Water Division is under the direction and authority of the Public Works Department. The above procedures for Public Works will apply to the request for Water. The City of San Fernando's power is provided by Southern California Edison and any request for mutual aid assistance will follow procedures established by Southern California Edison. The Director of Public Works or their authorized designee will serve as the authority to make such request for mutual aid assistance.

19.4 Emergency Management Mutual Aid Plan (EMMA)

The Emergency Managers Mutual Aid Plan describes the process by which the state and its political subdivisions coordinate to support the emergency management operations in affected jurisdictions, including the City of San Fernando under the Emergency Managers Mutual Aid Plan. To carry out the concepts of this plan, a companion Emergency Managers Mutual Aid Guidance document that provides policies, procedures, checklists and forms to support mutual aid administration is available from the state.

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20. EMERGENCY PROCLAMATIONS

An emergency proclamation or declaration is a political act proclaiming or declaring that specified conditions exist that justify the exercise of extraordinary governmental powers as authorized by law to respond to the conditions specified.

20.1 Local Emergency Proclamation

California Government Code Section 8680.9 states that a local emergency is a condition of extreme peril to persons or property proclaimed as such by the governing body of the local agency affected. The Local Emergency proclamation must be made within ten (10) days of the occurrence to qualify for assistance under the State Disaster Assistance Act. The parameters of proclaiming a Local Emergency under the California Emergency Services Act are as follows:

- The Director of Emergency Services is authorized to proclaim and issue an emergency declaration for the jurisdiction within ten (10) days of the onset of the incident. (CA Government Code section 8685.2)
- The proclamation must be ratified by the San Fernando City Council within seven (7) days to remain in effect. (CA Government Code section 8630(b)). Originals of proclamation documents must be filed with the San Fernando City Clerk's Office immediately thereafter.
- Request to the California Office of Emergency Services must be made within ten (10) days of occurrence (CA Government Code section 8685.2).
- Review and renewal of the proclamation by the San Fernando City Council must occur at least once every sixty (60) days until terminated. (Government Code section 8630(c)).
- Proclamations must be terminated by the San Fernando City Council at the earliest possible date that conditions warrant.

20.2 CITY OF SAN FERNANDO- Covered Under Los Angeles County Proclamation

Although it is not necessary for the City of San Fernando to also proclaim the existence of a local emergency when the County of Los Angeles proclaims a local emergency (pursuant to Section 8630 of the California Government Code, based upon conditions which include both incorporated and unincorporated territory of the County), it is recommended that the City of San Fernando does make its own proclamation of a local emergency if such emergency does indeed exist within or has the ability to impact the City. When the City of San Fernando falls under a County only proclamation, it is subject to the recovery thresholds of the County, whereas if the City of San

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Fernando proclaims independently, the individual emergency severity and economic situation specific to the City of San Fernando may be taken into account for recovery purposes.

Further, the City is bound by County rules and regulations adopted by the County pursuant to Section 8634 of the Government Code during a County proclaimed local emergency when the local emergency includes both incorporated and unincorporated territory of the County even if the City does not independently proclaim the existence of a local emergency.

20.3 Local Resolution Requesting State Director, Office of Emergency Services, Concurrence in Local Emergencies

Following the proclamation of a local emergency, and if public property has been damaged or destroyed and assistance is needed in the repair and restoration, the City of San Fernando may request the California Governor's Office of Emergency Services Director pursuant to Section 8685.2 of the California Government Code, to concur in their proclamation of a local emergency and to provide assistance under the California Natural Disaster Assistance Act. The resolution must indicate the nature and date of the emergency, and the person designated to receive, process and coordinate all aid. The resolution will be sent to California Governor's Office of Emergency Services through the Los Angeles County Operational Area. To assist the California Governor's Office of Emergency Services Director in evaluating the situation, and in deciding on whether to concur in the local emergency, the following is required to accompany the resolution:

- Certified copy of local emergency proclamation
- Initial Damage Estimate or Damage Assessment Summary (if requested).

20.4 Resolution Requesting Governor to Proclaim a State of Emergency

After a proclamation of a local emergency, the Director of Emergency Services for the City of San Fernando having determined that local forces are unable to mitigate the situation, may request by letter or resolution that the Governor of California proclaim a state of emergency in the area to fully commit state and mutual aid assistance and provide resources to assist local government.

To support its request for a gubernatorial proclamation, it is essential that the City forward an estimate of damage and financial loss to the California Governor's Office of Emergency Services through the Operational Area as rapidly as possible. Estimates of loss are an important part of the criteria that California Governor's Office of Emergency Services considers when deciding to proclaim a state of emergency and request a Presidential Declaration of Emergency or Disaster.

A copy of the request for a Governor's proclamation, with the following supporting data, must be forwarded, and may be faxed, to the Los Angeles County Operational Area Office of Emergency Management for transmission to the State Office of Emergency Services Director:

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- Copy of the local emergency proclamation.
- Damage assessment summary and estimate of financial loss (while this information may not be readily available at the point the proclamation is sent, it must be provided as rapidly as possible following the local proclamation).

The California Governor's Office of Emergency Services prepares a recommendation as to the action that should be taken by the Governor. If the action recommends a Governor's proclamation, the California Governor's Office of Emergency Services prepares the proclamation.

20.5 Presidential Declaration

Following the proclamation of a state of emergency, the California Governor's Office of Emergency Services Director may recommend that the Governor request a Presidential declaration of a major disaster under the authority of Public Law 93-288. The Governor's request to the President is submitted through FEMA. Supplementary justification data may be required to accompany the state and local proclamations and Initial Damage Estimate.

21. ADMINISTRATIVE PRACTICES

Adherence to standard administrative and financial procedures is critical to ensure resources and funding to support response and recovery activities are accurately tracked and accounted for. Standard administrative and financial practices also support proper cost accounting to obtain any reimbursement provided through disaster assistance programs.

The Finance Department will establish guidance for City Departments to utilize for standardized documentation and each department will comply accordingly. Each department is required to have documented internal administrative procedures in place to track financial costs related specifically to the response and/or recovery of an incident. These procedures must include tracking all expenditures specifically related to the incident, including personnel costs such as straight and overtime payroll costs related specifically to the incident. Departments are also required to have in place, documented internal administrative procedures for requesting, fulfilling and tracking internal resource requests, department to department resource requests, field to department and department to Emergency Operations Center.

Each department is responsible for the tracking of their own internal resources, including the tracking of personnel. The Emergency Operations Center, when activated, is responsible for tracking external resources (e.g. rental equipment and mutual aid resources other than fire and law). Fire and Police Departments, because of unique mutual aid agreements, shall track fire and law enforcement mutual aid respectively in accordance to the following:

- The Los Angeles City Fire Department Dispatch, San Fernando Police Dispatch and on-scene incident command shall track all fire related mutual aid assets assisting the Los Angeles Fire Department in accordance with the Los Angeles City Fire Department's internal policies and procedures.
- The San Fernando Police Department Dispatch shall track all law enforcement mutual aid assets assisting the San Fernando Police Department in accordance with the Police Department's internal policies and procedures.

If an incident meets designated thresholds for Proclamation or Declaration of a State and/or Federal Emergency or Disaster, the Finance Department, acting as the City's Authorized Agent, will develop a method for collecting financial documentation from departments as needed for submission as part of the City's reimbursement application process.

21.1 Standard Operating Procedures

Standard Operating Procedures provide the purpose, authorities, duration and details for the preferred method of performing a single function or many interrelated functions in a uniform manner. The Plan requires each department identified within this Plan develop their own

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Standard Operating Procedures specifically for their department to direct tactical operations. When developing Standard Operation Procedures, each department is to take into consideration all the activities identified in this Plan directly related to their own department, as well as how those activities interact with, support, or require support from other departments identified within this Plan.

Standard Operating Procedures must also facilitate the need to carry out actions under conditions that may not have been anticipated when the procedures were drafted. For example, it may be necessary to consider alternative procedures that solve a problem to perform in a more time-efficient or cost-efficient way. It is clear, therefore, that some procedures may need to be suspended, relaxed or made operational under threat of disaster. However, such action should be carefully considered and the consequences should be projected realistically.

21.2 Vital Records Retention

During an incident/emergency/disaster, it is important to keep specific records related to staff assignments and costs related to the response to and recovery. Each department must have their own internal processes for retention of these records until such time that the records are consolidated.

Consolidation of records will be determined jointly by the City of San Fernando's Emergency Management Coordinator and the City of San Fernando's Finance Department, and the City Clerk's Office. Following an incident/emergency/disaster, these entities will determine an appropriate method and timeline of consolidation of these records.

No records shall be destroyed before the minimum retention time set by statute, contract, applicable regulatory agency or Jurisdiction Having Authority for such record.

21.3 After Action Report

Following a declared emergency and during or at the completion of the recovery phase, an after action report will be developed to summarize the event, detail the key points of success, and also provide constructive feedback on lessons learned for future improvement. This plan will be led by the Director of Emergency Management or their designee. It will include input from Emergency Management Policy Group and other key participants for development. It will receive final review and approval from the Emergency Policy Group and then be available for distribution to all incident participants as a learning tool for future emergency response.

22. ATTACHMENTS

Below is a list of attachments referenced in the plan:

- Attachment A – Authorities and References
- Attachment B – Emergency Proclamations Checklist
- Attachment C – Sample Emergency Proclamations
- Attachment D – Mutual Aid Agreements

ATTACHMENT A – AUTHORITIES AND REFERENCES

The following is a list of basic Federal, State, and local statutes, codes, ordinances, regulations, and other guidance relating to emergency operations. The list also identifies authorities that might come into play during emergency operations. The cited authorities are not intended to be a comprehensive listing of every legal authority that might relate to emergency operations. Therefore, it is important that planners consult with their local legal counsel to identify and address legal issues that might arise during emergency operations. Additional authorities and references are documented in the Emergency Operations Plan Annexes.

Federal

- The Robert T. Stafford Disaster Relief and Emergency Assistance Act, Public Law 93-288, as amended
- Homeland Security Presidential Directive-5 (HSPD-5).
- National Incident Management System. Department of Homeland Security. December 2008.
- National Response Framework. Department of Homeland Security. January 2008.
- Americans with Disabilities Act of 1990, as amended.
- Developing and Maintaining Emergency Operations Plans. Comprehensive Preparedness Guide (CPG) 101, Version 2.0, 2010.

State

- California Constitution.
- California Emergency Services Act, 2006.
- California Code of Regulations, Title 19, Chapters 1 through 6, including:
 - Chapter 1, Standardized Emergency Management System.
 - Chapter 2, Emergencies and Major Disasters.
 - Chapter 6, Disaster Assistance Act Regulations.
- California State Emergency Plan.

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County

- Operational Area Emergency Response Plan.

City

- San Fernando Municipal Code, 26-1. Through 26.124
- City of San Fernando Departmental Emergency Plans.
- City of San Fernando Local Hazard Mitigation Plan.
- City of San Fernando Emergency Operations Plan and Annexes.

ATTACHMENT B – EMERGENCY PROCLAMATIONS CHECKLIST

ATTACHMENT C – SAMPLE EMERGENCY PROCLAMATIONS

ATTACHMENT D – MUTUAL AID AGREEMENTS