

City of Piedmont COUNCIL AGENDA REPORT

DATE: December 4, 2023

TO: Mayor and Council

FROM: Rosanna Bayon Moore, City Administrator

SUBJECT: Adopt the 2023 Update to the City of Piedmont Emergency Operations Plan

RECOMMENDATION

Adopt the 2023 update to the City of Piedmont Emergency Operations Plan.

BACKGROUND

The most recent version of Piedmont's Emergency Operations Plan (EOP) was adopted in February of 2016. Since then, the nature of disaster response has changed significantly. Climate change has increased the frequency and intensity of wildland urban interface fires. The COVID-19 pandemic led public agencies to adapt to remote work and extend disaster operations. Substantial changes to the local, regional, and national landscape prompted an update to the plan to incorporate new findings and best practices.

The City of Piedmont Emergency Operations Plan (EOP) is intended to provide the basis for a coordinated response before, during, and after an incident. This plan is the primary guide for all emergency operations within the City. The EOP defines Piedmont's emergency management system and its role in California's Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS). It is also designed to facilitate multi-jurisdictional and interagency coordination in emergency operations, assign responsibility to organizations and individuals for carrying out specific actions that exceed routine duty at projected times and places during an emergency, deliver preparedness, planning, response, and recovery resources for the access and functional needs (AFN) community and their specific requirements, and provide inclusive and culturally competent response and recovery services to ensure equity for diverse populations.

The City contracted with Tamarack Management to update the EOP following both internal and public evacuation exercises in the fall of 2022. Tamarack conducted numerous meetings with members of all City departments, revised multiple drafts of a new Base Plan, four functional annexes, and ultimately delivered the draft plan. Tamarack also completed the Cal OES local government EOP crosswalk to ensure all necessary components of the plan are in SEMS compliance.

Components of the updated Emergency Operations Plan are as follows:

EOP Base Plan- A comprehensive approach to all hazard incident management to extraordinary emergency situations. This plan focuses on operational concepts implemented relative to large-scale disasters, which can pose significant threats to life, property, and the environment.

- **Emergency Operations Center (EOC) Annex-** Provides context to support the Emergency Operations Plan (EOP) Base Plan and outlines the City of Piedmont Emergency Operations Center (EOC) organization during incident response operations.
- **Evacuation Annex-** Describes the processes and concepts used when people and pets must be evacuated from a portion or the entirety of the City of Piedmont. Evacuations may be precautionary or in response to an immediate active threat to life safety.
- **Recovery Annex-** Describes the processes to organize and manage recovery operations in the City of Piedmont following an incident or disaster. A successful recovery organization addresses both short-and long-term needs of the community while acknowledging that not all issues can be anticipated.
- **Emergency Alert and Communications Annex-** Describes the processes for providing reliable and redundant communications during an emergency to the public and among organizations participating in response operations.

Emergency Operations Plans are guides and living documents. Staff is planning another round of disaster training and exercises for spring 2024. Every time the City trains and exercises, a new set of findings that prompt updates and improvements to plans and procedures are produced. Updates to this plan will be recorded and documented by staff in between larger revisions that come to the Council for adoption. Depending on future needs, additional functional or hazard specific annexes may be written and adopted.

FISCAL IMPACT

The cost of updating the Emergency Operations Plan was budgeted for in the Fire Department's Emergency Preparedness budget in FY22-23 and FY23-24. The cost of the work by the consultant totaled \$54,900.

The California Emergency Services Act 2021 Edition (ESA) requires SEMS for managing multiagency and multijurisdictional responses to emergencies in California. State agencies are required to use SEMS and local government entities must use SEMS in order to be eligible for any reimbursement of response-related costs under the State's disaster assistance programs.¹ Piedmont does have an adopted EOP, so funding is not dependent on adopting this plan.

ATTACHMENT

EOP Base Plan

Emergency Operations Center (EOC) Annex

Evacuation Annex

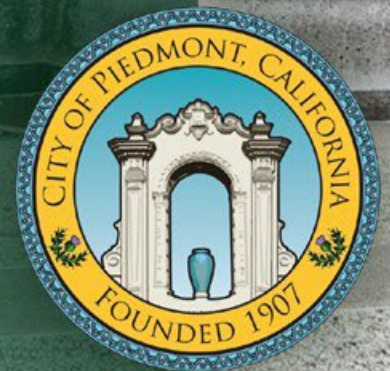
Recovery Annex

Emergency Alert and Communications Annex

By: Dave Brannigan, Fire Chief

¹ <https://www.caloes.ca.gov/office-of-the-director/operations/planning-preparedness-prevention/planning-preparedness/standardized-emergency-management-system/>

EMERGENCY OPERATIONS PLAN (EOP)



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LETTER OF PROMULGATION

The preservation of life and property is an inherent responsibility of all levels of government. As disasters occur in devastating forms at any time, the City of Piedmont must provide safeguards to save lives and minimize property damage through planning, preparedness measures, and training. Sound emergency plans executed by knowledgeable and well-trained personnel can and will reduce losses.

The City of Piedmont Emergency Operations Plan provides guidance and direction for those with emergency management responsibilities to respond successfully to the whole community, including residents, visitors, and businesses. The Emergency Operations Plan establishes an emergency management organization and assigns functions and tasks consistent with California's Standardized Emergency Management System and the National Incident Management System.

This plan was developed for each City of Piedmont department and local special district with emergency services responsibilities. The content is based upon guidance approved and provided by the California Office of Emergency Services and the Federal Emergency Management Agency. The Emergency Operations Plan intends to provide direction on responding to an emergency through all phases of the disaster cycle.

Once adopted, this plan is an extension of the County of Alameda's Emergency Operations Plan and the California Emergency Plan. It will be reviewed, tested periodically, and revised as necessary to meet changing conditions. The Piedmont City Council fully supports this Emergency Operations Plan and urges all public employees and individuals to prepare for times of emergency before they occur.

Mayor

City of Piedmont

TABLE OF CONTENTS

Letter of Promulgation	2
Table of Contents	3
List of Tables.....	5
List of Figures	5
Approval and Implementation	6
Record of Changes.....	7
Record of Concurrence.....	8
Record of Distribution	9
1. Introduction	10
1.1. purpose	10
1.2. scope	10
1.3. Planning Assumptions	11
1.4. Equity and Inclusion	12
2. Situation	14
2.1. Geography and Climate	14
2.2. Population and Demographics	14
2.3. Hazard Analysis Summary	14
2.3.1. Climate Change.....	15
2.3.2. Dam Failure	16
2.3.3. Drought and Water Shortage	16
2.3.4. Earthquake/Liquefaction	16
2.3.5. Flood.....	17
2.3.6. Landslide.....	17
2.3.7. Severe Weather	17
Extreme Heat.....	17
Heavy Rains/Storms	18
High Winds	18
2.3.8. Wildfire.....	18
2.4. Mitigation Overview	18
3. Direction, Control, and Coordination	20
3.1. NIMS and SEMS Overview	20
3.1.1. NIMS.....	20
3.1.2. SEMS.....	20
SEMS Levels.....	20
SEMS Functions	21
3.2. EOC and Field Coordination.....	23
3.3. Mutual Aid and Multijurisdictional Coordination	23
3.4. Emergency Support Functions	25

4.	Concept of Emergency Operations.....	26
4.1.	Preparedness.....	26
4.1.1.	Planning.....	26
4.1.2.	Community Preparedness	27
4.1.3.	Training.....	27
4.1.4.	Exercise.....	28
4.2.	Emergency Proclamations	28
4.2.1.	Local Emergency Proclamation.....	28
4.2.2.	Governor’s State of Emergency Proclamation.....	29
4.2.3.	Presidential Emergency Declaration.....	30
4.2.4.	Presidential Declaration of a Major Disaster	30
4.3.	Response	30
4.3.1.	Response Priorities	30
4.3.2.	EOC Activation	31
4.3.3.	Information Analysis, Collection, and Dissemination.....	31
4.3.4.	Action Planning.....	32
4.3.5.	Administration, Finance, and Logistics	33
	Documentation	33
	Finance	33
	Logistics.....	34
4.4.	Transition to Recovery.....	34
4.5.	After-Action Reporting	35
5.	Continuity of Government Operations	36
5.1.	Continuity of Government.....	36
5.2.	Orders of Succession	37
5.3.	Preservation of Vital Records	37
5.4.	Disaster Service Workers.....	38
6.	Communications	39
6.1.	Integrated Communication Systems	39
6.2.	Public Information and Warning	39
7.	Emergency Organization and Assignment of Responsibilities	41
7.1.	EOC Organization.....	41
7.2.	Roles and Responsibilities	41
7.2.1.	City of Piedmont	41
7.2.2.	County, State, and Federal Government	42
7.2.3.	External Partners	43
	Non-Profit and Community-Based Organizations.....	43
	Private Sector	43
7.2.4.	Piedmont Community.....	44
8.	Plan Development and Maintenance	45

9. Appendices.....	46
9.1. Authorities.....	46
9.1.1. Federal.....	46
9.1.2. State	46
9.1.3. Local	46
9.2. Acronyms and Abbreviations.....	47
9.3. Glossary of Terms	49
9.4. Emergency Support Function Coordinators.....	53
9.5. EOC Responsibility Matrix	55

LIST OF TABLES

Table 1: Record of Changes	7
Table 2: Record of Distribution	9
Table 3: Select Population Statistics.....	14
Table 4: Hazard Analysis Overview.....	15
Table 5: SEMS Functions at the Field and EOC Level	23
Table 6: Local Proclamation of Emergency Overview.....	29
Table 7: City of Piedmont Government Seat Facilities	36
Table 8: City of Piedmont EOC Facilities	36
Table 9: Lines of Succession	37
Table 10: Acronyms and Abbreviations.....	48
Table 11: ESF Overview and Coordinators.....	54

LIST OF FIGURES

Figure 1: SEMS Organizational Levels.....	21
Figure 2: SEMS Organizational Functions	22
Figure 3: Resource Request and Mutual Aid Process	24
Figure 4: Discipline-Specific Mutual Aid Systems	25
Figure 5: Exercise Complexity Diagram	28
Figure 6: The "Planning P"	32
Figure 7: City of Piedmont EOC Organization	41

APPROVAL AND IMPLEMENTATION

The City of Piedmont is dedicated to the principle that the safety and security of residents, visitors, and businesses is contingent on the continuity of public services before, during, and after an emergency or disaster strikes. The City of Piedmont Emergency Operations Plan - Base Plan (EOP) provides a comprehensive approach to all hazard incident management to extraordinary emergency situations. This plan focuses on operational concepts implemented relative to large-scale disasters, which can pose significant threats to life, property, and the environment. This plan is distributed to City departments, supporting allied agencies, and community organizations with assigned primary functions or responsibilities within the EOP as necessary.

The City of Piedmont EOP accomplishes the following:

- Establishes the emergency management organization required to mitigate any significant emergency or disaster affecting the City of Piedmont.
- Identifies the roles and responsibilities required to protect the health and safety of Piedmont residents, public and private property, and the environmental effects of natural, technological, and human-caused emergencies and disasters.
- Establishes the operational concepts associated with field response to emergencies, the City of Piedmont Emergency Operations Center (EOC) activities, and the recovery process.

The City of Piedmont EOP may be activated by the Director of Emergency Services or designated alternates under any of the following circumstances:

- On the order of the Director of Emergency Services as designated by the City of Piedmont Municipal Code Chapter 5 Disasters and Emergencies.
- Automatically on the proclamation of a State of War Emergency as defined in the California Emergency Services Act (Chapter 7, Division 1, Title 2, California Government Code.)
- Upon the declaration by the President of the existence of a National Emergency.
- Automatically, on receipt of a confirmed high-risk threat of an attack on the United States or upon the occurrence of a catastrophic disaster that requires an immediate government response.

This EOP is prepared and maintained under the oversight of the Director of Emergency Services. Upon the delegation of authority from the Director of Emergency Services, specific modifications can be made to this plan without the signature of the City Council.

The EOP, functional and hazard-specific annexes, and all other supporting content supersede all previous versions and other iterations of this document. The City of Piedmont EOP shall be effective immediately upon concurrence of the City Council.

RECORD OF CONCURRENCE

The following list of signatures documents each City Council Member’s concurrence and receipt of the City of Piedmont EOP in 2023.

Council Member/Mayor	_____
	Date

Council Member	_____
	Date

Council Member	_____
	Date

Council Member	_____
	Date

Council Member	_____
	Date

1. INTRODUCTION

1.1. PURPOSE

The purpose of the City of Piedmont EOP is to provide the basis for a coordinated response before, during, and after an incident impacting the City of Piedmont. This plan is the primary guide for all emergency operations within the City. Specifically, this plan is intended to:

- Facilitate multi-jurisdictional and interagency coordination in emergency operations. Primary partner agencies may include City departments, other local government units, private sector resources, and state and federal agencies.
- Identify the components of the emergency management organization and establish associated protocols required to successfully respond to, manage, and recover from major emergencies and disasters.
- Assign responsibility to organizations and individuals for carrying out specific actions that exceed routine duty at projected times and places during an emergency.
- Be used in coordination with applicable local, state, and federal plans.
- Acknowledge the City of Piedmont's adoption of California's Standardized Emergency Management System (SEMS),¹ Incident Command System (ICS),² and National Incident Management System (NIMS).³
- Deliver preparedness, planning, response, and recovery resources for the access and functional needs (AFN) community and their specific requirements.
- Provide inclusive and culturally competent response and recovery services to ensure equity for diverse populations.⁴

The EOP intended to provide a legal and conceptual framework for more specific functional annexes that describe the chronology, practices, and personnel who conduct emergency functions. The City of Piedmont EOP also incorporates content that describes the emergency services of governmental agencies, mobilization of all resources, mutual aid, and public information.

1.2. SCOPE

The City of Piedmont EOP applies to any extraordinary emergency impacting the City of Piedmont that generates a planned, coordinated response by multiple agencies or jurisdictions. The EOP is part of a larger framework that supports emergency management within the City of Piedmont and is designed to be flexible, scalable, and adaptable based on the size and complexity of the incident.

This plan's provisions, policies, and procedures apply to all agencies and individuals, public and private, with emergency management responsibilities. Allied agencies, special districts, private enterprises, and volunteer

¹ <https://www.caloes.ca.gov/cal-oes-divisions/planning-preparedness/standardized-emergency-management-system>

² <https://www.ready.gov/incident-management>

³ <https://www.fema.gov/emergency-managers/nims>

⁴ https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8593.3.&lawCode=GOV

organizations with roles and responsibilities established by this plan maintain operating protocols consistent with the policies and procedures established by this plan.

- **Emergency Operations Plan - Base Plan (EOP):** Outlines the City of Piedmont's overall emergency organization and provides an overview of the all-hazards response to emergencies within the City.
- **Functional Annexes:** Published separately, these documents contain detailed descriptions of the City of Piedmont and its departments' methods for critical functions during emergency operations.
- **Hazard-Specific Annexes:** Published separately, these documents provide unique procedures, roles, and responsibilities that apply to a specific threat or hazard.
- **Standard Operating Procedures (SOPs):** Published separately, SOPs support the execution of the EOP and associated annexes by providing step-by-step instructions and details specific to the roles and responsibilities of individual departments. SOPs may include checklists, appendices, and resource guides as additional documentation.
- **Local Hazard Mitigation Plan (LHMP):** Published separately, the LHMP identifies community-level policies and actions to mitigate and reduce the impacts of natural hazards. The LHMP forms the foundation for Piedmont's long-term strategy to reduce disaster losses.

The City of Piedmont EOP incorporates and complies with the principles and requirements found in state and federal laws, regulations, and guidelines. It references the California State Emergency Plan and Federal Emergency Management Agency (FEMA) Comprehensive Preparedness Guide (CPG) 101.⁵ It is designed to conform to the requirements of SEMS, as defined in the Government Code of the State of California Section 8607(a)⁶ and Title 19, California Code of Regulations (CCR), Division 2, Chapter 1, and NIMS.

1.3. PLANNING ASSUMPTIONS

Certain planning assumptions were considered during the development of the EOP. These assumptions translate into basic principles associated with conducting emergency management operations in preparation for, response to, and recovery from major emergencies. Assumptions provide context, requirements, and situational realities that must be addressed in plan development and emergency operations.

The following assumptions were considered when developing the City of Piedmont EOP:

- A major disaster or significant incident can occur at any time or place. Dissemination of warning to the public and implementation of readiness measures may be possible. However, emergencies may develop with little or no warning.
- All departments, agencies, and personnel responding to an incident will do so in a manner consistent with SEMS and NIMS, and all response activities will occur at the lowest possible level of government.
- The City of Piedmont is primarily responsible for emergency actions within the City boundaries and will commit all available resources to save lives, minimize injury to persons, and reduce property damage.

⁵ https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf

⁶ [https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV§ionNum=8607.#:~:text=\(a\)%20The%20Office%20of%20Emergency,use%20by%20all%20emergency%20response](https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=GOV§ionNum=8607.#:~:text=(a)%20The%20Office%20of%20Emergency,use%20by%20all%20emergency%20response)

- Large-scale incidents may overburden local resources and necessitate mutual aid from neighboring jurisdictions, understanding that mutual aid resources may not be available.
- The City of Piedmont will exhaust or expect to soon exhaust all local resources before requesting outside assistance.
- Large-scale incidents and the complex response organizational structure required pose significant challenges regarding warning, logistics, and agency coordination.
- Strategic decisions when responding to large-scale or complex will consider long-term threats to public health, property, the environment, and the local economy.
- Policies and plans can have unintended or adverse impacts. It is the goal of this EOP to limit these impacts and strive to create a culture that allows for diversity, equity, and inclusion through all aspects of emergency management in the City of Piedmont.
- The participation of diverse communities during the preparedness and response planning phases helps to ensure equity and inclusion during response operations.

1.4. EQUITY AND INCLUSION

Populations with AFN and other at-risk groups may have specific concerns or requirements during incident response. These groups may include individuals not in contact with traditional emergency service or community providers and those who feel they cannot safely access community resources. Individuals from diverse populations and those with AFN are often disproportionately affected and may be more vulnerable to the impacts of disasters.

The City of Piedmont is dedicated to ensuring complete services to all vulnerable populations, including individuals who:

- Have disabilities, including temporary or short-term disabilities
- Have vision or hearing loss
- Live in institutional settings
- Do not speak English as a first language
- Do not have reliable transportation
- Do not have access to traditional media, including television, radio, and social media
- Are from diverse cultures
- Are geographically or culturally isolated

The following populations may also require additional assistance during an incident:

- Older adults
- Unaccompanied children
- Unhoused individuals
- Visitors

By using a whole community approach to emergency management, the City of Piedmont EOP is intended to ensure policies, services, and communications equitably serve all individuals who reside in, work in, or visit the

City of Piedmont. Four service areas are typically identified as most important to people with disabilities and other at-risk groups:

- **Emergency alerts and public information:** The City of Piedmont provides accessible emergency notification systems to ensure message delivery to those with AFN and populations without access to communications devices.
- **Evacuation and transportation:** The City of Piedmont Evacuation Annex incorporates provisions for populations with mobility and transportation disadvantages.
- **Sheltering:** The City of Piedmont maintains care and shelter plans that address special considerations for populations with AFN, older adults, and other diverse populations.
- **Americans with Disabilities Act (ADA) compliance:** City of Piedmont personnel coordinate with Alameda County and the California Governor's Office of Emergency Services (Cal OES) Coastal Region Emergency Operations Center (REOC) to ensure shelter facilities accommodate provisions of the ADA.

In addition to meeting the Cal OES requirements and rising to federal best practices, a rigorous whole community planning process strengthens community relationships within the City of Piedmont and across the Alameda County Operational Area (OA). A strong bond with community partners is critical for first responders during times of crisis. Fostering a whole community approach establishes relationships that facilitate more effective mitigation, preparedness, response, and recovery activities, increasing individual and collective preparedness throughout the City of Piedmont.

The City of Piedmont will conduct all emergency response activities in accordance with federal nondiscrimination laws. The City of Piedmont's policy is that no service will be denied based on race, religion, national origin, age, sex, marital status, veteran status, sexual orientation, or the presence of any sensory, mental, or physical disability.

2. SITUATION

2.1. GEOGRAPHY AND CLIMATE

The City of Piedmont is located in Alameda County, approximately 10 miles east of San Francisco. The City encompasses 1.78 square miles and is surrounded by the City of Oakland. Piedmont is situated on a long west-facing ridge below the main ridgeline of the East Bay Hills, where the elevation ranges from 40 feet (lowest point) to 704 feet above sea level (highest point). Most of Piedmont consists of gentle slopes between zero and 20 percent; however, in some locations, slopes exceed 50 percent.

The City's climate is characterized by warm, dry summers and mild, wet winters. Average temperatures range from the low-50s °F in the winter to the mid-60s °F in the summer. Rainfall is the primary form of precipitation, with most rainfall occurring from October - April.

Piedmont's major streets include Oakland Avenue, which runs east-west through Piedmont's city center; Highland Avenue, which runs north-south through central Piedmont; Moraga Avenue, which runs along the City's northern border; and Grand Avenue, which runs near Piedmont's western border.

2.2. POPULATION AND DEMOGRAPHICS

The U.S. Census Bureau recorded a citywide population of 11,270 for the City of Piedmont in 2020. Within Piedmont, most residents (73.4%) identify as White (not Hispanic or Latino). About 21% of residents identify as Asian; 4% as "two or more races"; 3% as Hispanic or Latino; 1.4% as Black or African American; and less than 1% as Native Hawaiian and Other Pacific Islander.⁷

Select socioeconomic information is shown in the table below.

Population Fact	Number
Persons under 5 years	5.2%
Persons 65 years and older	20.4%
Language other than English spoken at home, percent of persons age 5+ (2017-2021)	16.3%
Persons with a disability, under age 65 years (2017-2021)	3.2%
Persons in poverty	4.3%

Table 3: Select Population Statistics

2.3. HAZARD ANALYSIS SUMMARY

The City is vulnerable to a wide range of threats, outlined in detail in the City of Piedmont Local Hazard Mitigation Plan (LHMP).⁸ A summary of hazards identified and screened by the City of Piedmont Hazard

⁷ <https://www.census.gov/quickfacts/fact/table/piedmontcitycalifornia/PST045222>

⁸ https://piedmont.ca.gov/services_departments/planning_building/general_plan_other_policy_documents/hazard_mitigation_plan

Mitigation Planning Committee is profiled below. The EOP is designed to manage the response to all hazards, including, but not limited to, the threats profiled in this section.

Hazard	Likelihood of Future Occurrences	Significance
Climate Change	Likely	Medium
Dam Failure	Occasional	Medium
Drought and Water Shortage	Occasional	Medium
Earthquake	Highly Likely/Occasional	High
Earthquake Liquefaction	Occasional	Medium
Flood (1% and 0.2% annual chance)	Unlikely	Low
Flood (localized)	Highly Likely	Medium
Landslide	Likely	Medium
Severe Weather: Extreme Heat	Highly Likely	Medium
Severe Weather: Heavy Rains/ Storms	Highly Likely	Medium
Severe Weather: High Winds	Highly Likely	Medium
Wildfire	Highly Likely	High

Likelihood of Future Occurrences

- **Highly Likely:** Near 100% chance of occurrence in the next year, or happens every year.
- **Likely:** Between 10 and 100% chance of occurrence in the next year, or has a recurrence interval of 10 years or less.
- **Occasional:** Between 1 and 10% chance of occurrence in the next year, or has a recurrence interval of 11 to 100 years.
- **Unlikely:** Less than 1% chance of occurrence in the next 100 years, or has a recurrence interval greater than every 100 years.

Significance

- **Low:** Minimal potential impact on Piedmont residents, businesses, and visitors.
- **Medium:** Moderate potential impact on Piedmont residents, businesses, and visitors.
- **High:** Widespread potential impact on Piedmont residents, businesses, and visitors.

Table 4: Hazard Analysis Overview

2.3.1. Climate Change

Climate change is the distinct change in measures of weather patterns over a long period and may include a change in average temperature, precipitation, or ocean and atmospheric conditions. Burning fossil fuels (coal, oil, and natural gas) releases carbon dioxide and other greenhouse gases responsible for trapping heat in the atmosphere, increasing Earth's average temperature. Secondary impacts include changes in precipitation patterns, the global water cycle, melting glaciers and ice caps, and rising sea levels.

Climate change increases the likelihood and exacerbates the severity of extreme weather, including more frequent or intense storms, floods, droughts, and heat waves. Consequences may include loss of life and injury, damaged infrastructure, and long-term health effects. Specifically, climate change in Piedmont increases the

intensity of rain events, affecting the magnitude and severity of flooding and land movement hazards, such as localized landslides.

2.3.2. Dam Failure

Dams are manufactured structures built for various uses, including flood protection, power generation, agriculture, water supply, and recreation. Significant, even catastrophic flooding can occur in valley areas downstream of major dams in the event of complete or partial dam failure. These incidents are extremely rare due to the stringent design and permitting requirements for dam construction and operation. However, if prolonged rainfall and flooding exceed the design requirements, that structure may be overtopped or fail. Overtopping is the primary cause of earthen dam failure in the United States. The risk of dam failure during a significant earthquake also remains possible due to the active tectonic environment of the San Francisco Bay Area. The Tyson Lake Reservoir Dam is the only dam in Alameda County with the potential to impact the City of Piedmont in the event of dam failure.

2.3.3. Drought and Water Shortage

Drought is a period of drier than normal conditions due to a lack of precipitation resulting in a regional water shortage.⁹ In recent years, droughts have occurred with increased frequency and duration, impacting human water consumption, agricultural and hydroelectric production, and other economic drivers. During drought, air and water quality are reduced, and some individuals may see a decrease in sanitation and hygiene due to limited water supplies. This can lead to the spread of infectious diseases or the consumption of improperly cleaned food. Water restrictions may be implemented to support water conservation efforts when water supply issues become increasingly scarce.

2.3.4. Earthquake/Liquefaction

Caused by a sudden slip along a fault, earthquakes can cause structural damage, injury, loss of life, and damage to infrastructure networks, such as water, power, gas, communication, and transportation. Earthquakes may also cause secondary emergencies, including dam and levee failures, tsunamis and seiches, hazardous material incidents, fires, and landslides.

Most earthquake damage is caused by ground shaking resulting from energy released during the fault slip. Liquefaction occurs when loosely packed, water-logged sediments at or near the ground surface act as fluid during intense or prolonged ground shaking. The area near Grand Avenue is at the highest risk of liquefaction.

The active faults that are most significant to the City of Piedmont are:

- **Hayward Fault:** The main trace of the Hayward Fault runs about 0.25 miles east of Piedmont, along an alignment that roughly parallels State Highway 13.
- **San Andreas Fault:** The San Andreas Fault traverses San Mateo County, about 15 miles west of Piedmont.

⁹ <https://drought.unl.edu/Education/DroughtBasics.aspx>

- **Calaveras Fault:** The Calaveras Fault lies on the edge of the Diablo Range, about 15 miles east of Piedmont.

2.3.5. Flood

A flood occurs when the existing stream, river, canyon, or other watercourse channel cannot contain excess runoff from rainfall, resulting in overflow onto adjacent lands. Floods can cause injuries and death, damage structures, disrupt utilities, and isolate communities. The City of Piedmont is primarily susceptible to flooding during winter when it receives most of its rainfall.

The City of Piedmont is not located in a 1% or 0.2% floodplain, which relates to the probability of a flood of a certain magnitude occurring in any given year. However, areas of the City are susceptible to localized flooding due to heavy rains or winter storms. In addition to rising water levels, flooding causes pavement deterioration, washouts, landslides/mudslides, scattered debris, and downed trees.

2.3.6. Landslide

A landslide is a general term for the dislodging and subsequent fall of a soil or rock mass along a sloped surface. An area's susceptibility depends on geology, topography, vegetation, and hydrology. Earthquakes, high precipitation, and natural and human-caused undercutting can cause landslides. Landslides due to severe storms have occurred in Piedmont and can cause injuries and death, damage structures, disrupt utilities, and isolate communities.

Post-wildfire landslide hazards include fast-moving, highly destructive debris flows that can occur months or years after wildfires. This type of landslide typically occurs in response to an intense rainstorm and can occur with little-to-no warning. Wildfires create the added potential for landslide hazards, as they can contribute to the increased destabilization of soil.

2.3.7. Severe Weather

Extreme Heat

FEMA defines extreme heat as a period of high heat and humidity with temperatures above 90 degrees for at least two to three days.¹⁰ Extreme heat emergencies are often slow to develop, taking several days of continuous, oppressive heat before a significant or quantifiable impact is seen. Extreme heat is responsible for the highest annual deaths among all weather-related hazards. Elderly persons, small children, those on certain medications or drugs, and persons with weight and alcohol problems are particularly susceptible to heat reactions. Extreme heat events tend to occur during the summer months on a regional basis and can happen in any portion of the City of Piedmont.

Extreme temperatures are often accompanied by rolling or extended power outages, which may come with or without notice. Any energy disruption, particularly those which are long-lasting or without notice, can be

¹⁰ <https://www.ready.gov/heat>

dangerous, especially to the AFN population who may have critical or potentially life-sustaining needs for electricity.

Heavy Rains/Storms

The San Francisco Bay Area, including the City of Piedmont, has a rainy season that typically occurs from mid-autumn to mid-spring. During these months, storms may produce widespread rain, strong winds, and lightning. Short-term, heavy storms can cause flooding, drainage issues, power outages, and downed trees. While severe storms in the region are infrequent, they have caused considerable damage during previous incidents. Notably, severe storms from December 2022 to January 2023 caused fallen trees, landslides, and damage to city facilities across the City of Piedmont. The incident prompted a state and federal disaster declaration for public and individual assistance to support recovery efforts.

High Winds

Most severe winter storms in the region are accompanied by strong winds (sustained winds greater than 40 mph) and can cause damage, leading to power outages, road closures, and damage to structures and cars due to fallen trees. The most frequent wind events tend to have short-lived impacts, primarily downed trees and powerlines.

Straight-line winds may also exacerbate fire conditions by drying out the ground cover, propelling fuel around the region, and increasing the strength of existing fires. The Diablo Winds are notable, regular straight-line winds that typically affect the City of Piedmont during autumn.

2.3.8. Wildfire

Wildfire poses a significant risk to human life and property in the densely populated City of Piedmont, which sits on the edge of the Alameda-Contra Costa wildland-urban interface (WUI). Because of the mix and density of structures and natural fuels combined with limited access and egress routes, fire management is more complex in WUI environments. Within the City of Piedmont, many access roads are narrow, winding, and located on hillsides with overgrown vegetation, making it more difficult and costly to reduce fire hazards, fight wildfires, and protect homes and lives in these areas.

2.4. MITIGATION OVERVIEW

Hazard mitigation seeks to eliminate or reduce human suffering and property damage from natural and manmade hazards, including pre-disaster and post-disaster activities. The Federal Disaster Mitigation Act of 2000¹¹ requires jurisdictions to develop and adopt hazard mitigation plans that incorporate a risk analysis of natural hazards, identify mitigation strategies, and, where appropriate, incorporate mitigation strategies into general plans and planning mechanisms.

In 2019, the City of Piedmont Hazard Mitigation Planning Committee (HMPC) coordinated the preparation and publication of the City of Piedmont LHMP, which is updated on a five-year cycle. The LHMP demonstrates the

¹¹ https://www.fema.gov/sites/default/files/2020-11/fema_disaster-mitigation-act-of-2000_10-30-2000.pdf

City's commitment to reducing risk from natural hazards through mitigation and serves as a tool to direct resources to achieve optimum results with available administrative, technical, and financial resources. The LHMP forms the foundation for the City of Piedmont's long-term strategy to reduce disaster losses.

The HMPC identified three primary goals which provide the direction for reducing future hazard-related losses.

- **Goal 1:** Minimize the risk and vulnerability of the City of Piedmont to the impacts of natural hazards, protect lives, and reduce damage and losses to property, public health, the economy, and the environment.
- **Goal 2:** Enhance public outreach, awareness, education, and preparedness for all hazards to minimize hazard related losses.
- **Goal 3:** Improve the City's resiliency and capabilities to mitigate losses and be prepared for, respond to, and recover from a disaster.

3. DIRECTION, CONTROL, AND COORDINATION

3.1. NIMS AND SEMS OVERVIEW

The City of Piedmont manages all incidents according to principles outlined in the NIMS and SEMS doctrine.

3.1.1. NIMS

NIMS is a comprehensive, systematic approach to incident management that is flexible and scalable to all incident types. The NIMS structure integrates existing best practices into a consistent, nationwide approach to domestic incident management applicable at all jurisdictional levels and across functional disciplines. Three components form the basis of the NIMS approach:¹²

- **Resource management:** Describes standard mechanisms to systematically manage resources, including personnel, equipment, supplies, teams, and facilities, before and during incidents to allow organizations to share resources more effectively when needed.
- **Command and control:** Describes leadership roles, processes, and recommended organizational structures for incident management at the operational and incident support levels and explains how these structures interact to manage incidents effectively and efficiently.
- **Communications and information management:** Describes systems and methods that help to ensure that incident personnel and other decision-makers have the means and information they need to make and communicate decisions.

3.1.2. SEMS

SEMS unifies all elements of California's emergency management community into a single integrated system and standardizes critical incident response elements. Emergency response agencies throughout California use SEMS to provide the fundamental structure for the response phase of emergency management.¹³

SEMS, like NIMS, incorporates the Incident Command System (ICS) concept. ICS provides a standardized approach to the command, control, and coordination of on-scene incident management that outlines a common hierarchy within which personnel from multiple organizations can be successful. ICS specifies an organizational structure for incident management that integrates and coordinates a combination of procedures, personnel, equipment, facilities, and communications.

SEMS Levels

A primary concept of SEMS is that all incident response is managed at the lowest possible organizational level. The complexity of the incident ultimately determines the response capabilities needed. The SEMS framework allows the City of Piedmont, other local jurisdictions within the Alameda County OA, and other regional and state partners to seamlessly integrate into the response organization.

¹² https://www.fema.gov/sites/default/files/2020-07/fema_nims_doctrine-2017.pdf

¹³ <https://www.caloes.ca.gov/office-of-the-director/operations/planning-preparedness-prevention/planning-preparedness/standardized-emergency-management-system/>

The organizational levels of SEMS include:

- **Field:** 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. The City of Piedmont Police, Fire, or Public Works Departments are typically involved at the field response level.
- **Local Government:** Includes individual cities, counties, and special districts. The City of Piedmont is responsible for managing and coordinating overall emergency response and recovery activities citywide. This may involve activating the City of Piedmont Emergency Operations Center (EOC).
- **Operational Area (OA):** Encompasses the county and all political subdivisions. The Alameda County EOC may be activated for complex incidents to support local governments' management and coordination of resources, information, and priorities. The Alameda County EOC also serves as the link between local and regional levels.
- **Region:** The Cal OES Region manages information and resources among OAs, and coordinates overall state support of emergency response operations within the region. The City of Piedmont is located in the “Coastal” Cal OES Administrative Region and Cal OES Mutual Aid Region “II.”
- **State:** The Cal OES state level prioritizes tasks and coordinates state resources in response to requests from regional levels. Cal OES headquarters also coordinates mutual aid among the mutual aid regions and serves as a link to the federal emergency response system.

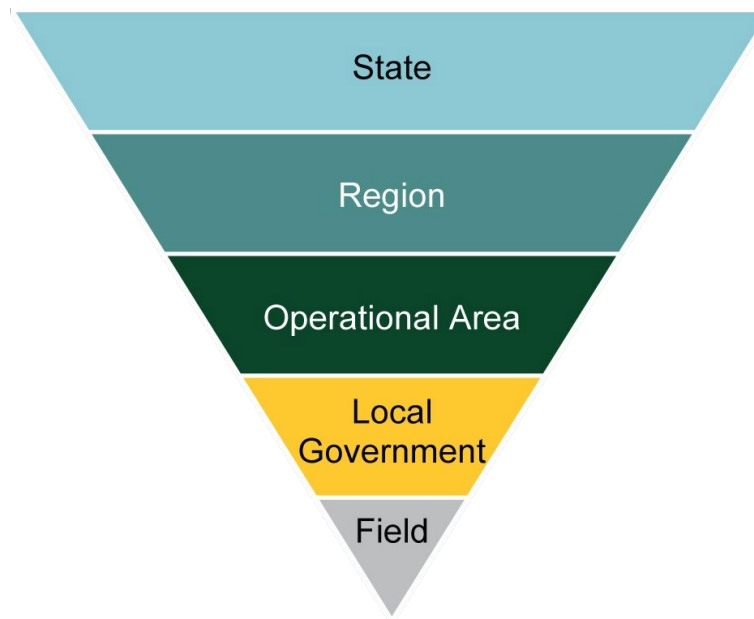


Figure 1: SEMS Organizational Levels

SEMS Functions

The SEMS framework outlines five critical functions for emergency response operations. The City of Piedmont models the field and EOC organizations in alignment with these functions to maintain compliance with SEMS and allow integration with other response organizations as necessary.

- **Command:** Command and tactical control are always established at the lowest possible level. The Incident Commander (IC), with appropriate policy direction and authority, sets the objectives to be accomplished and approves the strategy and tactics to be used to meet those objectives. The IC directs, orders, and controls resources at the field response level.
- **Management:** The management function is typically housed in the EOC, a central location for information collection, priority setting, and decision-making. Within the EOC, the management function facilitates multiagency coordination and executive decision-making in support of incident response by implementing policies established by the governing body.
- **Operations:** At the field level, the Operations function is responsible for the coordinated tactical response directly applicable to, or in support of, the objectives in accordance with the Incident Action Plan (IAP). In the EOC, the Operations Section coordinates all jurisdictional operations via functional coordinators who share information and decisions about discipline-specific operations.
- **Logistics:** Provides facilities, services, personnel, equipment, and materials supporting incident response operations. Unified resource ordering occurs through the Logistics Section in the EOC to ensure controls and accountability over resource requests.
- **Planning/Intelligence:** Responsible for collecting, evaluating, and disseminating operational information related to the incident. This occurs via the preparation and documentation of the IAP at the field level and the EOC Action Plan (EAP) in the EOC.
- **Finance/Administration:** Coordinates the incident's financial and cost analysis aspects, including any administrative elements not handled by other functions. This often includes tracking timekeeping, hired personnel and equipment, and procurement activities.

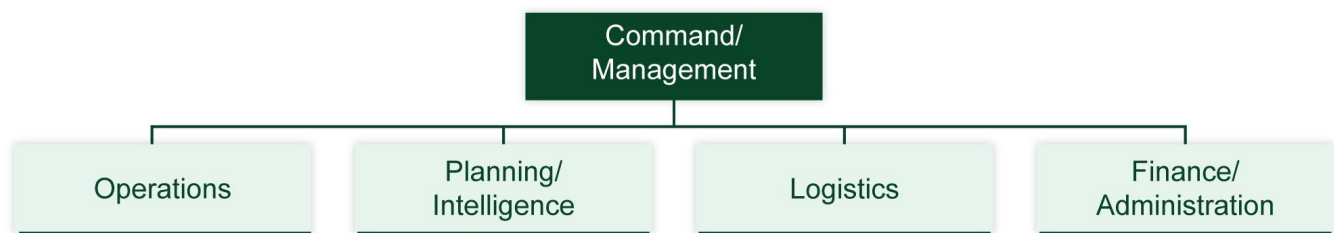


Figure 2: SEMS Organizational Functions

SEMS Function	Field Response Level	EOC Response Level
Command/Management	Directing, ordering, and controlling resources.	Facilitation of overall policy, coordination, and support of incident.
Operations	Coordination of tactical response of all field operations in accordance with the IAP.	Coordination of all jurisdictional activities in support of the response in accordance with EAP.
Planning/Intelligence	Collection, evaluation, documentation, and use of intelligence related to the incident.	Collection, evaluation, and dissemination of information and maintenance of documentation relative to all jurisdiction's activities.

SEMS Function	Field Response Level	EOC Response Level
Logistics	Provision of facilities, services, personnel, equipment, and materials in support of the incident.	Provision of facilities, services, personnel, equipment, and materials in support of all jurisdictional activities.
Finance/Administration	Management of financial and cost analysis and administrative aspects not handled by other functions.	Coordination and support of administrative and fiscal considerations surrounding the overall incident.

Table 5: SEMS Functions at the Field and EOC Level

3.2. EOC AND FIELD COORDINATION

The field response level is where emergency response personnel and resources make tactical decisions and activities in direct response to an incident, disaster, or threat. Field response activities are managed by an IC or Unified Command (UC) at an Incident Command Post (ICP) using the elements of SEMS. Most incidents will resolve at the field level, and the EOC will not be activated.

For complex incidents, the City of Piedmont EOC or individual department operations centers (DOCs) may activate to support response efforts in the field. In this case, the IC or UC will coordinate directly with the EOC or DOC to support decision-making and situational awareness. Tactical control of assets remains the responsibility of the IC/UC. This process provides an operational link with the City Administrator, City Council, and other policy executives who typically support the response via the Policy Group in the EOC.

3.3. MUTUAL AID AND MULTIJURISDICTIONAL COORDINATION

The City of Piedmont will always respond to any incident using its internal resources. If these resources are exhausted or are anticipated to be soon exhausted, the City may request assistance from other local jurisdictions and higher levels of government. The California Disaster and Civil Defense Master Mutual Aid Agreement¹⁴ provides the framework for these mutual aid agreements and compacts. Mutual aid agreements may provide emergency assistance in the form of equipment, supplies, personnel, or other capabilities and allow for the rapid mobilization of resources between agencies.

Once the City exhausts or expects to soon exhaust its internal resources, the EOC requests mutual aid via the Alameda County EOC. The Alameda County EOC coordinates mutual aid resources from within the OA.

¹⁴ <https://www.caloes.ca.gov/wp-content/uploads/Preparedness/Documents/CAMasterMutAidAgreement.pdf>

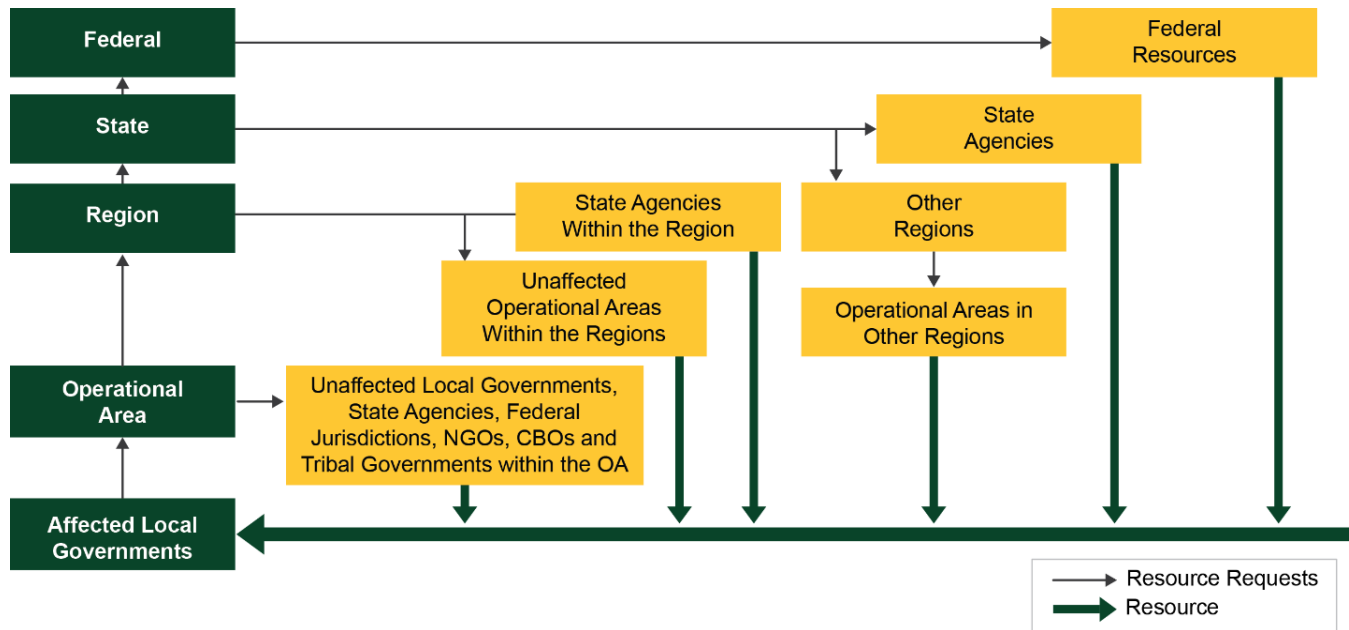


Figure 3: Resource Request and Mutual Aid Process

The City of Piedmont participates in the statewide discipline-specific mutual aid system via Alameda County and is a member of Mutual Aid Region II. The Region facilitates multi-agency and multi-jurisdictional coordination between Cal OES and Alameda County OA, including state agencies, local and tribal governments, and special districts. The discipline-specific mutual aid system includes established mutual aid mechanisms for the following functions:

- Law enforcement
- Fire and rescue
- Coroner/medical examiner
- Regional Disaster Medical Health

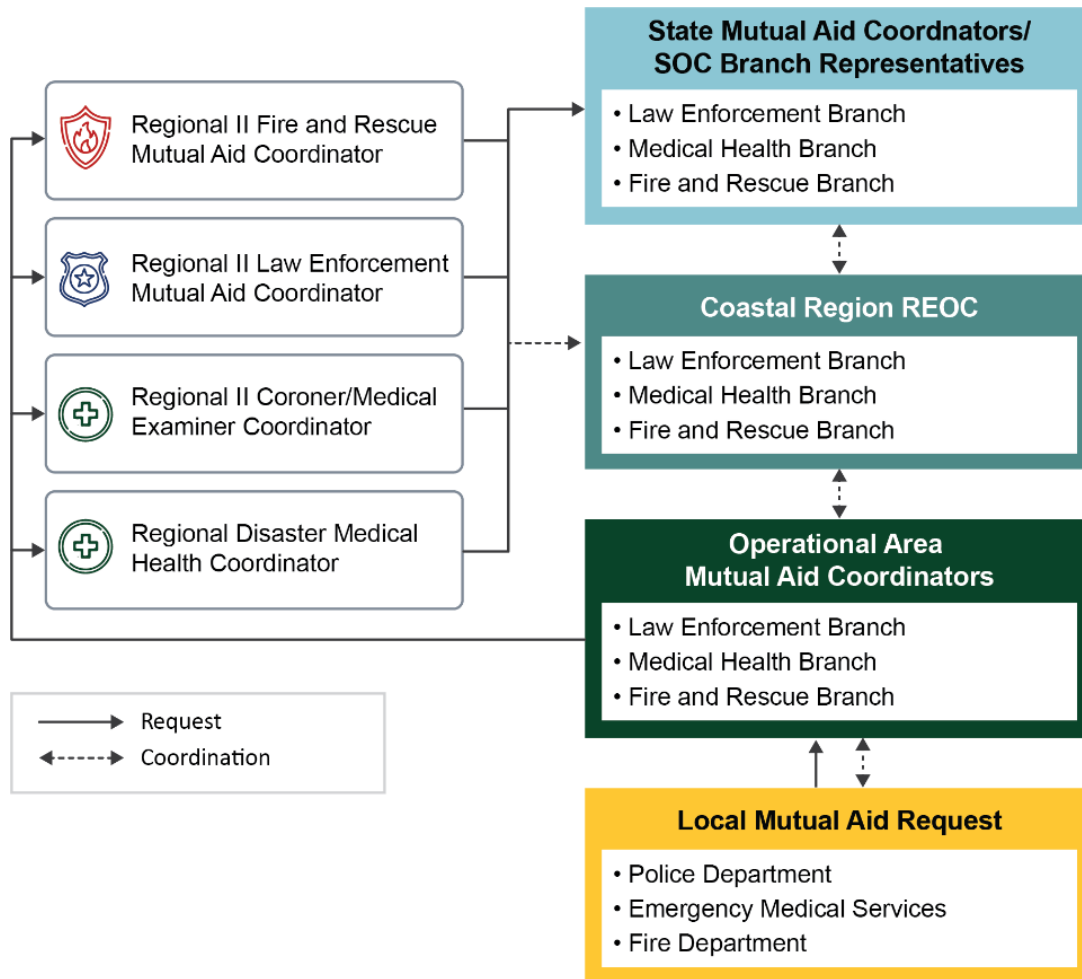


Figure 4: Discipline-Specific Mutual Aid Systems

The California Disaster and Civil Defense Master Mutual Aid Agreement promotes the establishment of emergency assistance agreements between public and private sector agencies at all levels. The City of Piedmont maintains memoranda of agreement with organizations to support their response efforts.

3.4. EMERGENCY SUPPORT FUNCTIONS

The City of Piedmont and Alameda County reference emergency support functions (ESFs) in their planning and response frameworks. ESFs provide an all-hazards methodology to emergency management to help response partners respond to incidents collaboratively. ESFs provide a structure for planning a coordinated incident response. ESFs improve communication among partners, enhance resource sharing, reduce duplication of efforts, advocate for continuity of operations, and support hazard mitigation programming. The State of California and the federal government organize response efforts in ESFs.

A list of ESFs and their associated departments can be seen in Appendix 9.4.

4. CONCEPT OF EMERGENCY OPERATIONS

4.1. PREPAREDNESS

4.1.1. Planning

The City of Piedmont is committed to maintaining a planning process that includes the whole community, specifically those with AFN, those who do not speak English as a first language, and other vulnerable populations. The City also understands that the planning process and the resulting relationships are equally as important as the resulting document and works to include the maximum number of partners throughout plan development. This is completed, in part, by adhering to the planning process outlined in the FEMA CPG 101, including:¹⁵

- Conduct community-based planning to engage the whole community through a planning process that represents the actual population in the community and involves community leaders and the private sector.
- Develop plans by identifying and analyzing risk.
- Identify operational assumptions and resource demands.
- Prioritize plans and planning efforts to support the transition from development to execution for any threat or hazard.
- Integrate and coordinate efforts across all levels of government, the private sector, and nonprofit organizations.

The Fire Department maintains responsibility for developing, updating, and maintaining plans specific to emergency operations for the entire City. Individual departments are responsible for developing, updating, and maintaining plans and SOPs specific to departmental procedures. Typically, the following elements are included in departmental plans and policies:

- Arrangements for the provision of direction and control within the department.
- Circumstances under which successor emergency authorities would become effective and when they would be terminated.
- Specific emergency authorities that a designated successor may assume during emergency situations.
- Current internal personnel notification/recall rosters and associated implementation procedures with the capability to notify personnel designated by the agency for emergency response.
- Designation and establishment of a work/control/dispatch center or DOC to manage organizational resources, coordinate response personnel, and maintain contact with the EOC during incidents.
- Designation of a representative to report to the EOC as requested by the Director or Assistant Director of Emergency Services.
- Documentation of reporting procedures for relevant incident information.

¹⁵ https://www.fema.gov/sites/default/files/documents/fema_cpg-101-v3-developing-maintaining-eops.pdf

4.1.2. Community Preparedness

The City of Piedmont believes that a whole community approach to preparedness and public readiness reduces risk. The City coordinates closely with other local jurisdictions, the private sector, and nonprofit and community-based organizations (CBOs) to support public awareness and improve overall community resiliency. The Fire Department and Police Department conduct neighborhood trainings and meetings to educate and engage the public in disaster preparedness. The City regularly sends information about preparedness and safety through newsletters and social media.

This plan does not substitute government services for individual responsibility. Residents are expected to understand developing incidents and take appropriate steps to secure themselves and their families. Residents should be prepared to be self-sufficient following a disaster, as City resources may be unavailable or otherwise occupied. The City of Piedmont will make every effort to provide information to the public to support informed personal decision-making.

4.1.3. Training

The Fire Department maintains a comprehensive training program based on identified preparedness and response needs. Training is coordinated with department and City leadership and may include formal and informal classroom training, online training, seminars, and workshops. Training may come from a variety of sources:

- **Local training:** May be provided by City of Piedmont staff, Alameda County Office of Emergency Services (OES) personnel, or other local partners. These training courses are specific to department emergency roles and responsibilities and the local community, and are designed to improve local response capabilities.
- **Regional training:** As a member of the Bay Area Urban Areas Security Initiative (UASI) through Alameda County, the City of Piedmont may access regional planning and training sources. The Bay Area Training and Exercise Program (BATEP) allows Piedmont responders to receive training and exercises to build and sustain public safety and preparedness capabilities.
- **State training:** Training through Cal OES is managed by the California Specialized Training Institute (CSTI), which provides training in all phases of emergency management and basic and advanced training in specific topic areas. The City of Piedmont coordinates with Alameda County and Cal OES to provide relevant training.
- **Federal training:** The City of Piedmont supports FEMA-sponsored training through its Emergency Management Institute (EMI), which is used to close Threat and Hazard Identification and Risk Assessment gaps and increase skills and expertise. The FEMA EMI program provides national best practices through online, standardized Independent Study courses and in-person courses at the National Emergency Training Center.

4.1.4. Exercise

A comprehensive exercise program supports the development of a framework for inter-organizational collaboration with response and recovery stakeholders. Exercises validate plans and promote familiarity with the procedures, facilities, systems, and partners used in incident response. The City of Piedmont conducts exercises regularly, including as many departments, Alameda County OA partners, and members of the whole community as possible.

Exercises are developed using the Homeland Security's Exercise and Evaluation Program (HSEEP), which provides a systematic approach to exercise development, evaluation, execution, and post-improvement planning. Exercises may range in complexity from a workshop to a multi-agency/multi-jurisdictional event involving the actual deployment of resources.

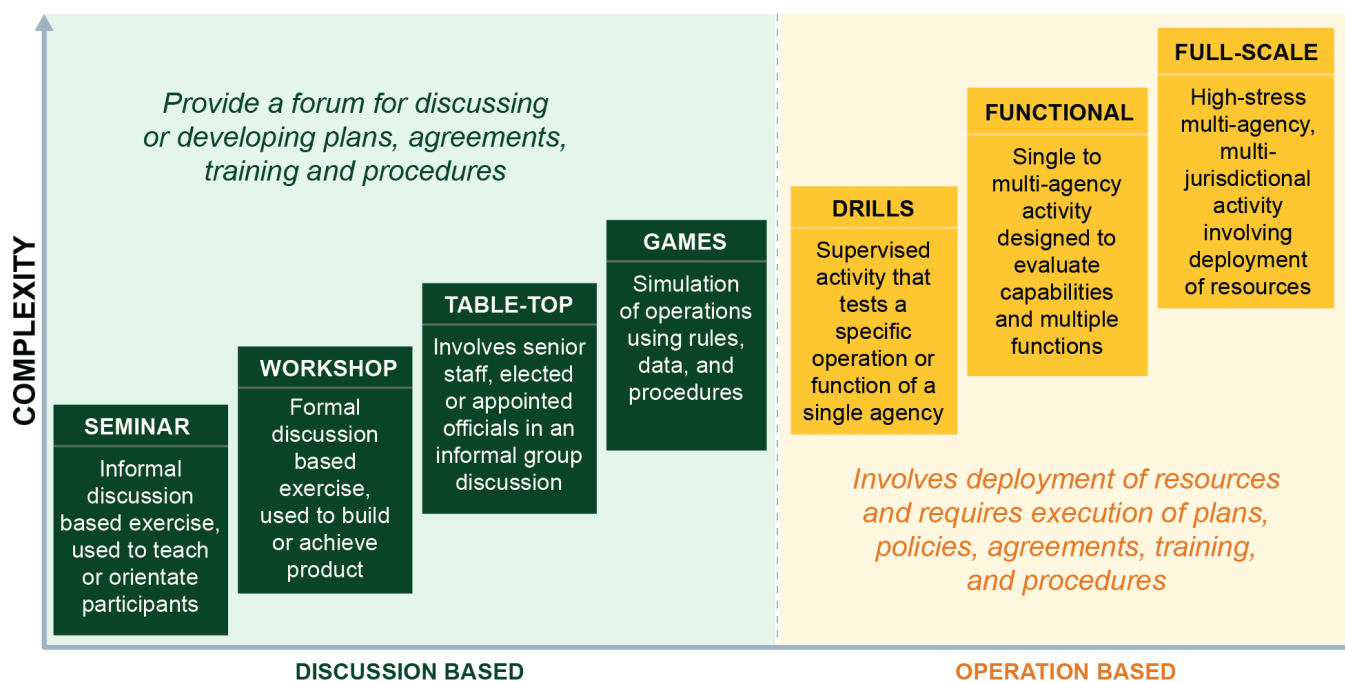


Figure 5: Exercise Complexity Diagram

4.2. EMERGENCY PROCLAMATIONS

4.2.1. Local Emergency Proclamation

A proclamation of local emergency is a critical first step in response to an incident as it expands the emergency powers and authorities of government and activates the appropriate aspects of applicable multijurisdictional mutual aid plans. A proclamation of local emergency may also be required to qualify for some post-disaster financial assistance.

A proclamation of local emergency provides:

- Authority to promulgate emergency orders and regulations

- Extraordinary police powers
- Activation of certain pre-established local emergency provisions, such as special purchasing and contracting
- Ability to request emergency services support from any local official or employee (Disaster Service Worker)
- Limited immunity from negligence

Under SEMS, the City of Piedmont must send any local emergency proclamation to Cal OES via the county OA coordinator, Alameda County OES. However, the City of Piedmont does not need to proclaim a local emergency if Alameda County declares an emergency for the entire county or for a specific area that includes a portion of the City.

Authority	• City Council upon request from the Director of Emergency Services. • Director of Emergency Services may proclaim a local emergency if the City Council is not in session.
Issuance	• Within ten days of the occurrence of a disaster to be eligible for assistance from the California Disaster Assistance Act (CDAA).
Ratification	• The City Council must ratify a local proclamation of emergency issued by the Director of Emergency Services within seven days.
Review	• The City Council reviews the local emergency proclamation every 30 days until termination.

Table 6: Local Proclamation of Emergency Overview

4.2.2. Governor's State of Emergency Proclamation

When disaster conditions exceed or have the potential to exceed local resources and capabilities, the City of Piedmont requests state assistance from the Governor of California via the OA. A state of emergency proclamation supports emergency activities. It authorizes the Cal OES Director to provide financial relief for emergency actions, such as debris removal and emergency protective measures and funding for repairing, restoring, or replacing public facilities owned or operated by an eligible local government. A gubernatorial proclamation of a state of emergency is typically a prerequisite when the State requests a presidential declaration of a major emergency or disaster.

A state of emergency proclamation provides the Governor with the ability:

- To exercise police power.
- To direct all State agencies to use and employ personnel, equipment, and facilities to support response operations.
- To make, amend, or rescind orders and regulations as deemed necessary to prevent or alleviate actual and threatened damage due to the incident.

The state of emergency proclamation request must be received within ten days of the incident. The application for assistance must be submitted to Cal OES within 60 days of the local proclamation of emergency to be eligible for assistance under the CDAA.

4.2.3. Presidential Emergency Declaration

A Presidential emergency declaration supports response activities and authorizes federal agencies to provide assistance, including debris removal, temporary housing, and the distribution of medicine, food, and other consumable supplies under the authority of the Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act),¹⁶ as amended. The Governor must request within five days after the need for federal emergency assistance is apparent.

4.2.4. Presidential Declaration of a Major Disaster

A Presidential declaration of major disaster supports response and recovery activities. It authorizes the implementation of some or all Stafford Act federal recovery programs, including public assistance, individual assistance, hazard mitigation, and other assistance to state and local governments, certain private nonprofit organizations, and individuals. The Governor must submit a request within 30 days of the start of the incident.

4.3. RESPONSE

4.3.1. Response Priorities

During incident response, emergency managers in the City of Piedmont set goals, prioritize actions, and outline operational strategies. The City of Piedmont works to meet the following operational goals:

- Mitigate hazards
- Meet basic human needs
- Address the needs of the whole community
- Restore essential services
- Support community and economic recovery

Operational priorities are specific concerns that govern the overall response strategy, including resource allocation and response actions. The City of Piedmont will aim to meet the following priorities during any incident:

- **Life safety:** Ensure the safety and security of first responders, support personnel, and the general population.
- **Incident stabilization:** Establish leadership to stabilize the incident and reduce future impacts.
- **Protection of public health:** Implement measures to mitigate the impact of the incident on public health and safety.
- **Preservation of property and the environment:** Protect infrastructure assets, systems, and networks, whether physical or virtual.

¹⁶ <https://www.fema.gov/disaster/stafford-act>

4.3.2. EOC Activation

During a response to a complex or large-scale incident, the EOC may activate to coordinate response operations and develop a common operating picture for response partners. When activated, the EOC communicates with field responders at the ICP, activated DOCs, other jurisdictions' EOCs, and non-governmental partners through established communication pathways.

The EOC operates using SEMS functions and principles to facilitate objectives, including:

- Overall management and coordination of emergency operations.
- Strategic policy and priority setting for response and recovery.
- Resource prioritization and coordination.
- Collection, evaluation, and dissemination of generalized situational awareness and common operating picture information to key response partners.
- Coordination and liaison with appropriate local, state, and federal government agencies, CBOs, and private sector resources.
- Coordination of public information, which may include a centralized Joint Information Center (JIC) for complex multi-agency incidents.

The Director of Emergency Services serves as EOC Director, while the Assistant Director of Emergency Services typically serves as EOC Coordinator. The EOC Coordinator oversees the daily operations of the EOC and advises the EOC Director throughout the response. The EOC may be activated in a physical or virtual environment, depending on the needs of the response.

The City of Piedmont EOC Annex outlines procedures for EOC activation and roles and responsibilities of individual EOC components.

4.3.3. Information Analysis, Collection, and Dissemination

The EOC continuously monitors the operating environment to maintain awareness of potential hazards and identify specific threats. Developing a common operating picture is critical for informed decision-making during an incident. Information may come from any of the following sources:

- Field reports from incident command posts and incident locations
- Status calls and situation reports (SitRep) from other agencies at all levels of government
- Traditional and social media and calls from the community
- Windshield surveys
- Inspections of infrastructure and facilities
- Other public reports

Essential elements of information (EIs) may be pre-identified to support decision-making and ensure relevant details are shared to manage response operations successfully. EIs often include:

- Injuries and fatalities
- Deployments and demobilizations

- Changes in conditions affecting the response
- Enhanced situational status of disproportionately impacted and diverse populations
- Conditions that affect the capability to respond

The EOC analyzes information and determines its operational relevance. EOC personnel work to verify the credibility of the information, including a comparison to other information collected on similar subject matter. Information is shared to and from local, state, and federal government agencies, community-based organizations, and business resources by direct communication when necessary, including web-based platforms, telephone, text, social media, email, and radio.

Daily, non-urgent information is typically shared with external partners by SitReps. SitReps are developed using EEIs and provide partner organizations with regular updates on incident developments.

4.3.4. Action Planning

The EOC uses EAPs to support identifying objectives and priorities for each operational period. EAPs are developed using a standardized “Planning P” process. The “Planning P” is a formal planning cycle that includes established meetings and reports. The EAP addresses a specific operational period, which may vary from several hours to a week due to incident circumstances. The initial EAP may be verbal, while written EAPs are typically required for more complex incidents.



Figure 6: The "Planning P"

4.3.5. Administration, Finance, and Logistics

Documentation

The EOC Finance/Administration Section is responsible for maintaining incident-related documentation.

Incident-related documentation typically refers to the following:

- Requests for emergency proclamations/declarations
- Local emergency proclamation
- SitReps
- EAPs
- Request for assistance
- Cost/expenditures reports
- Damage assessment reports
- Press releases
- Other correspondence
- Personnel records
- Timekeeping records

Documentation and records are maintained for at least three years following the closure of federal reimbursement or longer for specific records outlined in state or county record retention policies.¹⁷

Finance

The City of Piedmont maintains all cost documentation to support reimbursement requests for disaster-related expenditures. Typically, eligible costs are incurred while providing emergency services required by the direct impact of a declared disaster.

All EOC and field response personnel are responsible for maintaining written records of all disaster-related personnel overtime, receipts for emergency purchases, and other incident-related expenses. Response personnel respect the following guidelines when managing cost-related records:

- Costs and revenues associated with emergency operations are segregated from normal operating expenses.
- All non-competitive procurements are justified.
- Requisitions, purchase orders, and invoices are maintained for all supplies, materials, and equipment expenses.
 - Costs for supplies and materials include documentation of exactly where resources were used and for what purpose.
- Labor costs are compiled separately from equipment and vehicle costs.
 - Separate records are maintained for each vehicle and piece of heavy equipment used for emergency operations.

¹⁷ <https://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>

- Vehicle and equipment documentation includes the miles/hours operated by location and operator.
- Vehicle operating expenses include fuel, tires, and maintenance.
- Revenues and subsidies for emergency operations are subtracted from any costs claimed.

The Finance/Administration section compiles financial reports to provide context to the EOC Director and to support state and federal disaster assistance applications.

Logistics

When activated, the EOC establishes priorities for resource allocation. Response resources typically include personnel, materials, supplies, and equipment and are prioritized to support incident response. When the EOC is activated, all resource requests are submitted to the Logistics Section, often via Veoci, to ensure proper tracking and documentation.

Response resources are first sourced through City of Piedmont departments. All City of Piedmont departments retain control of non-assigned resources until released for emergency assignment. Once resources are assigned, the EOC Logistics Section tracks resource status and movement until demobilization.

If the City of Piedmont cannot fulfill the resource needs, a request is sent to the Alameda County EOC through Veoci. The Alameda County EOC will support resource sourcing through an established mutual aid channel.

4.4. TRANSITION TO RECOVERY

As initial and sustained operational priorities are met, City of Piedmont emergency managers consider the transition to recovery. The primary objective of short-term recovery operations is to return vital life support systems to minimum operating standards. Short-term recovery activities may include:

- Opening transportation routes
- Providing re-entry to affected areas
- Restoring utility service
- Removing hazardous material and debris
- Providing temporary housing
- Providing case management
- Establishing long-term recovery objectives
- Implementing immediate environmental protection measures

Following a significant incident, the City of Piedmont or Alameda County may open a Local Assistance Center (LAC) to support recovery. LACs provide a centralized location for services and resource referrals for unmet community needs. LACs have historically proven to be a key factor for a successful recovery and will typically span into the long-term recovery phase.

Long-term recovery may not be complete for months or years following an incident and requires significant planning to ensure equity and mitigate future risks. Long-term recovery activities typically focus on restoring the

City to a “normal” pre-disaster state or an improved “new normal” state with increased resilience. The City of Piedmont Recovery Annex outlines more information on recovery processes.

4.5. AFTER-ACTION REPORTING

The City of Piedmont conducts after-action reporting activities following most incidents and exercises to document strengths and opportunities for improvement from the event. The After-Action Report and Improvement Plan (AAR/IP) provides an opportunity to capture what happened during the incident or exercise, what went well and should be reinforced or repeated, and what gaps should be addressed. AAR/IPs typically also include reviewing response actions, suggesting modifications to plans and procedures, and identifying training and equipment needs to improve future responses. The AAR/IP is drafted using content from methods including a post-event hotwash or debrief, responder/participant surveys and interviews, and open solicitation of written feedback. Following completion of the AAR/IP, the coordinating party typically invites stakeholders to participate in an after-action review meeting to validate AAR/IP findings and suggested corrective actions.

A corrective action program provides reflective improvement of emergency response capabilities. Corrective actions create the basis for the Improvement Plan, consisting of concrete, actionable steps to resolve capability gaps identified in the after-action review process.

To comply with SEMS requirements, the City of Piedmont must submit all after-action reporting documentation relating to real-world incidents to Cal OES within 90 days of the close of the incident period. When describing the EOC activation in response to an incident, the AAR/IP will typically include response actions taken, application of SEMS, necessary modifications to plans and procedures, training needs, recovery activities to date, and assignment of responsibilities in the Improvement Plan. AAR/IPs are forwarded to Alameda County OES for submission to Cal OES.

5. CONTINUITY OF GOVERNMENT OPERATIONS

5.1. CONTINUITY OF GOVERNMENT

The California Emergency Services Act¹⁸ provides the authority and procedures to ensure the continued functioning of government within the State of California. It outlines procedures for the succession of government officers and ensures the continued functioning of government during and after an incident.

To continue the City Council functions during an emergency, the Council may appoint standby members or make necessary appointments for an official quorum during the incident. If City Council Chambers in City Hall are inaccessible or unsuitable, the temporary seat of government may be moved to an alternate location.

Primary Facility	Alternate Facility
City Hall 120 Vista Avenue Piedmont, CA 94611	City of Piedmont Community Hall 711 Highland Avenue Piedmont, CA 94611

Table 7: City of Piedmont Government Seat Facilities

Emergency operations are coordinated out of the EOC, equipped with emergency power, landline telephones, and radio communications to support redundancy. If the primary EOC is inoperable due to the circumstances of the incident or for other reasons, an alternate EOC may be used. The EOC is also capable of functioning virtually through a variety of web-based software and platforms. Activating virtually is the preferred choice for all incidents, however in some circumstances, in-person coordination may be necessary.

Primary Facility	Alternate Facilities
City of Piedmont Magnolia Building 801 Magnolia Avenue Piedmont, CA 94611	City of Piedmont Public Works Corporation Yard 898 Red Rock Road Piedmont, CA 94611 City of Piedmont Veterans' Memorial Building (Veterans' Hall) 401 Highland Avenue Piedmont, CA 94611 City of Piedmont Community Hall 711 Highland Avenue Piedmont, CA 94611

Table 8: City of Piedmont EOC Facilities

Day-to-day functions that do not contribute directly to response operations may be suspended for the incident. Efforts typically required for routine activities may be redirected to accomplish emergency tasks.

¹⁸ <https://www.caloes.ca.gov/office-of-the-director/policy-administration/legal-affairs/authorities/>

5.2. ORDERS OF SUCCESSION

Depending on the extent of the incident, the normal City organization may be partially or entirely replaced by an emergency organization. City Officials may or may not be fully occupied with their emergency roles. Orders of succession are provisions for the orderly and predefined leadership transition during an emergency when the incumbents cannot execute their official duties. City of Piedmont departments identify designated alternate individuals to carry out primary department roles and responsibilities and maintain the continuity of operations.

Orders of succession are typically:

- At least two positions deep, where possible
- Described by positions or titles rather than individuals or names
- Reviewed by the City Attorney as changes occur
- Included as a vital record
- Geographically dispersed, where feasible

Position/Department	Primary Position	Alternate
Director of Emergency Services	City Administrator	• Fire Chief • Police Chief • Other Department heads
City Administrator	City Administrator	City Clerk
City Attorney	Lead Counsel	Support Counsel
City Clerk	City Clerk	Deputy City Clerk
Finance Department	Director	City Accountant
Fire Department	Fire Chief	Fire Captain
Planning & Building Department	Director	Senior Planner
Police Department	Police Chief	Police Captain
Public Works Department	Director	Parks & Project Manager
Recreation Department	Director	Recreation Supervisor

Table 9: Lines of Succession

In the event of a change in leadership status, the Department Head must notify the successors and internal and external stakeholders. In the event departmental leadership becomes unreachable or incapable of performing their official legal duties, roles, and responsibilities, the Department Head will initiate a notification of the next successor in line.

5.3. PRESERVATION OF VITAL RECORDS

The City Clerk's Office is responsible for preserving and protecting vital citywide records. Vital records are stored on a secure server. Each City department is responsible for identifying, maintaining, and protecting its vital departmental records.

Vital records typically meet one or more of the criteria outlined below.

- Records necessary to conduct emergency operations
 - Emergency operations plans and standard operating procedures
 - Utility system maps
 - Locations of emergency supplies and equipment
 - Lists of regular and auxiliary personnel
- Records required to restore day-to-day city operations
 - Constitutions and charters
 - Statutes
 - Ordinances
 - Resolutions
 - Court records
 - Official proceedings
 - Financial reports
- Records necessary for the protection of rights and interests of individuals and government
 - Business license registers
 - Articles of incorporation

5.4. DISASTER SERVICE WORKERS

Under State law,¹⁹ all City of Piedmont employees are registered as Disaster Service Workers (DSWs) who may be required to support emergency response or recovery operations. During incident response, City employees not otherwise assigned emergency responsibilities will be made available to augment the work of their department, or other City departments, if required. The City Administrator is authorized to activate the DSW program.

Disaster service relates to activities designed to aid a disaster's response and recovery phases and includes pre-approved training. Disaster service assignments may require service at locations, times, and under conditions other than regular work assignments. Examples of disaster service assignments may include:

- Serve in the EOC
- Support shelter operations
- Support a field logistics base
- Support call center operations
- Provide translation services

DSWs will never be asked to perform duties that are hazardous or for which they have not been trained and will be given every effort to ensure their own families are safe and secure before performing DSW duties.

¹⁹ https://leginfo.ca.gov/faces/codes_displaySection.xhtml?sectionNum=3100.&lawCode=GOV#:~:text=In%20furtherance%20of%20the%20exercise,their%20superiors%20or%20by%20law.

6. COMMUNICATIONS

6.1. INTEGRATED COMMUNICATION SYSTEMS

Interoperable communications refers to the ability of response agencies to communicate voice, data, and video information on demand, in real-time, across disciplines and jurisdictions. The EOC maintains redundant, integrated communications with response partners to provide connectivity between various levels of government and maintain contact among and between incident resources. Integrated communications systems can promote situational awareness and facilitate information sharing between responders and the public.

Most agencies will use their typical day-to-day communications methods for incident response and communication with external partners. The Emergency Alert & Communications Annex provides an overview of interoperable communications systems available to the City of Piedmont.

6.2. PUBLIC INFORMATION AND WARNING

Emergency managers continuously monitor the community and region for increasing or elevated threats. If necessary, individual public safety agencies (i.e., Police Department, Fire Department) may issue official alerts and warnings. Once activated, the EOC manages the dissemination of timely and accurate public warnings. The Public Information Officer (PIO) is responsible for emergency alerts and media coordination within the EOC.

The specific circumstances of the incident will dictate the method of alerting. The City of Piedmont emergency alert and warning program incorporates multiple systems to reach the broadest target population. Warning messages are typically provided in response to flash flooding, fast-moving fires, severe weather conditions, hazardous material incidents, public health emergencies, and extreme acts of violence.

The Emergency Alert & Communications Annex provides additional detail on all warning systems the City of Piedmont uses.

- **Alert and Warning Systems:** Integrated alert systems allow authorized users to issue critical public alerts and warnings. Alerts and messages can be sent via text or email, broadcast on television and radio, and delivered via phone. These systems include the Integrated Public Alert and Warning System (IPAWS) and AC Alerts.
- **Social media:** The City of Piedmont uses social media to broadcast emergency public information. . The City of Piedmont and the Piedmont Police Department maintain official social media accounts which can be used to support disseminating coordinated public information. The City of Piedmont website serves as the canonical source for official incident updates.
- **News Media:** The PIO will coordinate directly with local news media to support message dissemination and amplification.
- **In-person:** The Police Department and Fire Department may conduct in-person notification using sirens, horns, speakers, and door-to-door warning. These techniques are typically used in conjunction with other alerting methods.

The City of Piedmont is dedicated to ensuring equity and cultural competency in all emergency alerts and warnings. The use of multiple methods of inclusive communications supports the delivery of life-safety and time-sensitive information to vulnerable populations. The City of Piedmont partners with trusted messengers to support public information delivery when possible.

In addition to other warning methods, the City of Piedmont may incorporate the following into its communications strategy:

- Multiple languages (i.e., translators and American Sign Language interpreters)
- Alternative formats (e.g., closed caption, large print, audio, Braille)
- Traditional news media (i.e., radio, television) on culturally relevant programming
- In-person notifications of vulnerable communities

The Emergency Alert & Communications Annex provides additional detail on the EOC's public information strategy and outlines roles and responsibilities for specific organizations.

7. EMERGENCY ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

7.1. EOC ORGANIZATION

The City of Piedmont EOC organizes in a SEMS structure and is designed to be scalable and flexible. The EOC organization is depicted in Figure 7.

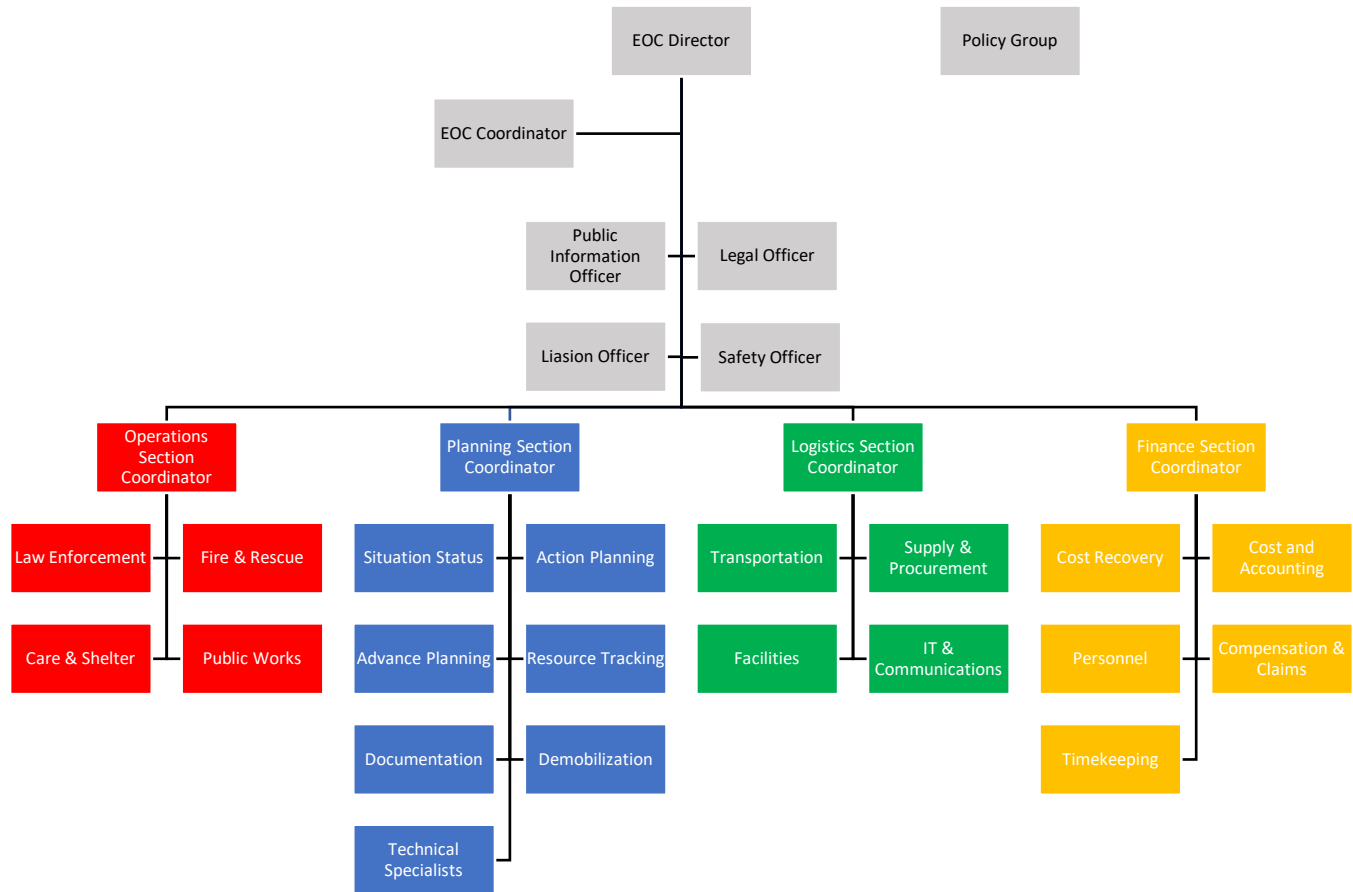


Figure 7: City of Piedmont EOC Organization

The City of Piedmont EOC Annex provides additional details on the EOC organization, including individual EOC positions and expected responsibilities.

7.2. ROLES AND RESPONSIBILITIES

7.2.1. City of Piedmont

The City of Piedmont is responsible for coordinating response and recovery operations. During an EOC activation, City departments are assigned specific functions to support emergency management operations. Response activities may involve direct participation in the EOC or providing indirect support. All roles and

responsibilities are incident-dependent and subject to change based on the nature of the incident, staff availability, and employee expertise. Some roles and responsibilities of individual positions and departments may overlap to create redundancies within the response network.

Appendix 9.5 provides an overview of departmental responsibilities within the EOC by identifying “primary” and “support” departments for each EOC function. The City of Piedmont EOC Annex outlines specific roles and responsibilities for individual EOC components.

The City Administrator serves as the Director of Emergency services.²⁰ The Director of Emergency services is primarily responsible for the emergency management organization, including overall direction over response and recovery operations. As outlined in City Code, the Director of Emergency services is also empowered to:

- Request the City Council to issue a local proclamation of emergency or issue a proclamation if the City Council is not in session
- Request the Governor to proclaim a state of emergency
- Activate DSWs
- Direct cooperation and coordination of services and staff in response to an incident
- Issue emergency rules and regulations to protect life and property

The Fire Chief serves as the Assistant Director of Emergency Services.²¹ The Assistant Director of Emergency Services is responsible for the day-to-day administration of the emergency management program, including developing emergency plans. The Assistant Director continuously coordinates with the Director and other public safety personnel.

7.2.2. County, State, and Federal Government

The City of Piedmont manages all emergency response activities at the lowest possible level of government. Higher levels of government provide mutual aid and other resource support as requested by the City of Piedmont. During a regional, statewide, or national incident, higher levels of government may provide coordination to support a unified response.

The Alameda County EOC manages the coordination of response activities throughout the OA during a complex incident. In a regional or statewide incident, the Alameda County EOC coordinates directly with the REOC on behalf of the entire OA. The REOC constantly communicates with the State Operations Center (SOC), who coordinates resources during a statewide incident. The SOC also communicates with the FEMA Region IX Office to source mutual aid and federal resources as necessary.

²⁰ https://piedmont.ca.gov/UserFiles/Servers/Server_13659739/File/Government/City%20Charter%20&%20Code/Chapter%205.pdf?v=mTlbkoblZ

²¹ https://piedmont.ca.gov/UserFiles/Servers/Server_13659739/File/Government/City%20Charter%20&%20Code/Chapter%205.pdf?v=mTlbkoblZ

7.2.3. External Partners

Non-Profit and Community-Based Organizations

Non-profit and community-based organizations may provide resources to augment government operations or provide services directly to impacted populations. Services may include sheltering, emergency food distribution, social services, and mental health services.

The primary non-profit and community-based organizations that coordinate with the City of Piedmont include:

- American Red Cross
- Alameda County Voluntary Organizations Active in Disaster (VOAD)
- Amateur radio groups
- Piedmont Neighborhood Watch

Private Sector

The City of Piedmont uses public-private partnerships to source resources supporting response or recovery activities. In some instances, the private sector is critical in meeting the needs of populations impacted by an incident.

Public-private partnerships support:

- Appropriate agreements to provide rapid access to and disseminate emergency supplies.
- Methods to use non-profit and private sector capabilities to increase the government's surge capacity.
- Methods to promote the integration of the non-profit and private sectors into the emergency management program, increasing resiliency.
- Systems that aid business and economic recovery following an incident.

Businesses are encouraged to develop comprehensive emergency plans for internal operations. Business emergency plans may provide direction for employee injury and illness, prevention programs, and continuity of operations elements. A complete business emergency plan may also include:

- Information to aid employees in protecting themselves and their families from the impacts of potential incidents
- An emergency organization with identified positions, clear and specific emergency roles, delegated authority, and identified successors
- Identification of actions necessary to protect company property and records during emergencies
- A designated location for a company command post or EOC
- A listing of critical products and services
- Production shutdown procedures
- Alternate work sites
- Methods and channels of internal and external communication
- A method to provide and accept goods and services from other companies

7.2.4. Piedmont Community

Individuals, families, and households contribute to community-wide emergency preparedness. A prepared community increased the overall resiliency of the City of Piedmont. Prepared community members are less dependent on response services during or after an incident and may be available to assist neighbors.

Community members are encouraged to focus on basic preparedness measures:

- **Build a kit:** Build an emergency kit that includes food, water, communication devices, important documents, and other essential needs.
- **Make a plan:** Prepare personal and family plans that include evacuation, sheltering-in-place, medical needs, and considerations for pets, children, and other vulnerable populations.
- **Stay informed:** Understand how to access reliable information from trusted sources. This includes signing up for AC Alert emergency notifications.²²

City of Piedmont residents can also enhance personal and community preparedness by participating in first aid training and disaster volunteer programs.

²² <https://member.everbridge.net/453003085612570/login>

8. PLAN DEVELOPMENT AND MAINTENANCE

The Director of Emergency Services, or their designee, is responsible for developing and maintaining the City of Piedmont EOP. Any agencies and organizations listed as having anticipated roles and responsibilities under this Annex will inform the Director of Emergency Services, or their designee, when they are aware that changes need to be made.

The EOP and operational annexes are reviewed, revised, or updated by a formal change using the whole community review approach at least every five years. The Assistant Director of Emergency Services reviews this plan and its supporting annexes annually to determine the need for modifications based on changing state or federal mandates and operational requirements. The EOP and operational annexes may also be reviewed for consistency after the following events:

- A significant incident, EOC activation, or major exercise
- A change in operational resources (e.g., policy, personnel, organizational structures, management processes, facilities, equipment)
- A formal update of planning guidance or standards, or enactment of new or amended laws or ordinances
- A change in elected or appointed officials
- A change in the local demographics or hazard or threat profile

All changes to this plan are included in the Record of Changes and distributed to all agencies and organizations outlined in the Record of Distribution.

9. APPENDICES

9.1. AUTHORITIES

9.1.1. Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988, 42 U.S.C. 5121, et seq., as amended
- Homeland Security Presidential Directive 5, Management of Domestic Incidents, February 28, 2003
- Homeland Security Presidential Directive 8, National Preparedness, December 17, 2003
- The Code of Federal Regulations, Title 44, Chapter 1, Federal Emergency Management Agency, October 1, 2007

9.1.2. State

- California Emergency Services Act (CA Government Code Section 8550 et. seq.)
- California Disaster Assistance Act (CA Government Code Section 8680 et. seq.)
- California Code of Regulations Title 19 (Standardized Emergency Management System and California Disaster Assistance Act)
- California Disaster and Civil Defense Master Mutual Aid Agreement

9.1.3. Local

- City of Piedmont Emergency Organization and Functions Municipal Code Chapter 5A Disasters and Emergencies
- Alameda County Emergency Services Code Chapter 2.118 Civil Defense

9.2. ACRONYMS AND ABBREVIATIONS

Term	Definition
AAR/IP	After-Action Report and Improvement Plan
ADA	Americans with Disabilities Act of 1990
AFN	Access and Functional Needs
BATEP	Bay Area Training and Exercise Program
CAL FIRE	California Department of Forestry and Fire Protection
Cal OES	California Governor's Office of Emergency Services
CBO	Community Based Organization
CCP	California Code of Regulations
CDA	California Disaster Assistance Act
CPG	Comprehensive Preparedness Guide
CSTI	California Specialized Training Institute
DOC	Department Operations Center
DSW	Disaster Service Worker
EAP	EOC Action Plan
EEI	Essential Elements of Information
EMI	Emergency Management Institute
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
HMPC	Hazard Mitigation Planning Committee
HSEEP	Homeland Security Exercise Evaluation Program
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
IT	Information Technology
JIC	Joint Information System
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Plan
NIMS	National Emergency Management System
OA	Operational Area
OES	Office of Emergency Services
PIO	Public Information Officer

Term	Definition
REOC	California Governor's Office of Emergency Services Coastal Region Emergency Operations Center
SEMS	Standardized Emergency Management System
SitRep	Situation Report
SOC	State Operations Center
SOP	Standard Operating Procedures
UASI	Urban Areas Security Initiative
UC	Unified Command
VOAD	Voluntary Organizations Active in Disasters
WUI	Wildland Urban Interface

Table 10: Acronyms and Abbreviations

9.3. GLOSSARY OF TERMS

Action Plan: The plan prepared in the Emergency Operations Center contains the emergency response objectives of the Standardized Emergency Management System level reflecting overall priorities and supporting activities for a designated period. EOC partners share the EAP with supporting agencies.

All Hazards: Refers to a policy or program designed to deal with various natural and technological hazards.

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

Command/Management: Command directs, orders, and controls resources at the field response level. Management is responsible for overall emergency policy and coordination at the Standardized Emergency Management System Emergency Operations Center levels.

Continuity of Government: Includes measures to ensure continued leadership and preservation of vital records, thereby maintaining a viable system of government supported by law; establish emergency authorities legally vested in government leaders so that they have prescribed powers to act; ensure the survivability of mechanisms and systems for direction and control so that actions directed by leaders can be communicated and coordinated; sustain essential emergency services and resources so that critical response and recovery actions can achieve widest possible implementation.

Continuity of Operations Planning: An internal effort within an organization to ensure the capability exists to continue essential business functions across a wide range of potential emergencies, including localized acts of nature, accidents, and technological and attack/terrorist-related emergencies.

Department Operations Center: A centralized location for a single department or agency where internal incident management and response occurs.

Disaster: A sudden and extraordinary misfortune; a calamity threatening or affecting extraordinary loss of life or property.

Disaster Service Worker: All public employees in California are subject to such emergency or disaster activities as may be assigned by their supervisors or by law.

Emergency: A condition of disaster or extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, hazardous material incident, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestations or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake or other conditions, other than conditions resulting from a labor controversy.

Emergency Management: The discipline and the profession of applying science, technology, planning, and management to deal with extreme events that can injure or kill large numbers of people, do extensive property damage, and disrupt community life. As a process, it involves preparing, mitigating, responding, and recovering from an emergency. Critical functional components include planning, training, simulating drills (exercises), and coordinating activities.

Emergency Operations Center: A centralized location where individuals responsible for responding to a large-scale emergency can have immediate communication with each other and with emergency management personnel to enhance coordination in exercising direction and control of emergency response and recovery efforts.

Emergency Operations Plan: The Emergency Operations Plan is a document that describes strategies for managing emergencies.

Evacuation: Moving persons out of an area affected or potentially affected by a disaster.

Federal Emergency Management Agency: An agency created in 1979 to provide a single point of accountability for all federal activities related to disaster mitigation, preparedness, response, and recovery. The Federal Emergency Management Agency manages the President's Disaster Relief Fund and coordinates the disaster assistance activities of all federal agencies in the event of a presidential disaster declaration.

Functional Annex: A document that supplements the Emergency Operations Plan, which provides further planning information for a specific aspect of emergency management.

Incident: An occurrence or event, either human-caused or by natural phenomena, that requires action by emergency response personnel to prevent or minimize loss of life or damage to property and natural resources.

Incident Action Plan: The plan developed at the field response level contains objectives reflecting the overall incident strategy, specific tactical actions, and supporting information for the next operational period. The plan may be oral or written.

Incident Commander: The individual responsible for the command of all functions at the field response level.

Incident Command System: A nationally used standardized on-scene emergency management concept designed to allow its user(s) to adopt an integrated organizational structure equal to the complexity and demands of single or multiple incidents without being hindered by jurisdictional boundaries. ICS is the field-level component of the Standardized Emergency Management System. It is the combination of facilities, equipment, personnel, procedures, and communications operating within a standard organizational structure, responsible for managing resources to accomplish objectives pertinent to an incident.

Individual Assistance: A supplementary federal assistance available under the Stafford Act to individuals, families, and businesses and includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.

Joint Information Center: A facility that coordinates all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the Joint Information Center.

Major Disaster: As defined in federal law, is " any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, explosion, or other technological or human caused catastrophe in any part of the United States which, in the determination of the President, causes the damage of sufficient severity and magnitude to warrant major disaster assistance in alleviating the damage, loss, hardship, or suffering caused thereby."

Master Mutual Aid Agreement: The California Disaster and Civil Defense Master Mutual Aid Agreement is made and entered into by and among the State of California, its various departments and agencies, and the various political subdivisions of the State. The agreement provides for the support of one jurisdiction by another.

Mitigation: Activities to eliminate or reduce the degree of risk to life and property from hazards before or after a disaster or emergency.

Mutual Aid: Voluntary aid and assistance in the event that a disaster should occur, by the interchange of services and facilities, including, but not limited to, fire, police, medical and health, communication, and transportation services and facilities, to cope with the problems of rescue, relief, evacuation, rehabilitation, and reconstruction which would arise in the event of a disaster. Mutual aid ensures that adequate resources, facilities, and other support are provided to jurisdictions whenever their resources are inadequate to cope with a given situation.

Operational Area: An intermediate level of the state emergency services organization, consisting of a county and all political subdivisions within the county area. The Operational Area is a special-purpose organization created to prepare for and coordinate the response to emergencies within a county area. Each county is designated as an Operational Area. The county and the political subdivisions may use an Operational Area to coordinate emergency activities and to serve as a link in the system of communications and coordination between the State's emergency operating centers and the operating centers of the political subdivisions comprising the Operational Area. The Operational Area augments but does not replace any member jurisdiction.

Preparedness: Actions taken before an emergency to develop operational capabilities and facilitate an effective response if an emergency occurs. Preparedness measures include continuity of government, emergency communications, emergency operations centers, emergency operations plans, emergency public information materials, public education programs, the exercise of plans, mutual aid agreements, stocking of disaster supplies, training of emergency response personnel, and warning systems.

Presidential Declaration: A formal declaration by the President that an emergency or major disaster exists based upon the request for such a declaration by the Governor and with the verification of Federal Emergency Management Agency preliminary damage assessments.

Public Assistance: A supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, tribal districts, or eligible private, nonprofit organizations.

Public Information: Processes, procedures, and systems for communicating timely, accurate, and accessible information on the incident's cause, size, and current situation; resources committed; and other matters of general interest to the public, responders, and additional stakeholders (both directly affected and indirectly affected).

Recovery: An activity to return vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include but are not limited to crisis counseling, damage assessment, debris clearance, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and full-scale business resumption.

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

Resource Management: Efficient emergency management and incident response requires a system for identifying available resources at all jurisdictional levels to enable timely and unimpeded access to resources needed to prepare for, respond to, or recover from an incident. Resource management under the National Incident Management System includes mutual aid and assistance agreements, special federal, state, tribal, and local teams, and resource mobilization protocols.

Response: Actions taken immediately before, during, or directly after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, emergency alert system activation, emergency instructions to the public, emergency medical assistance, staffing the emergency operations center, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization, and warning systems activation.

Section: The organizational level having responsibility for a major functional area of incident or Emergency Operations Center management (e.g., Operations, Planning, Logistics, Finance/Administration). A designated Coordinator leads each section.

Situation Report: Often contains confirmed or verified information regarding the specific details relating to the incident.

Standardized Emergency Management System: The consistent set of rules and procedures governing the overall operational control or coordination of emergency operations specified in CCR Title 19, Division 2, §2400 et seq. It identifies at each level of the statewide emergency organization the direction of field forces and the coordination of joint efforts of government and private agencies. The Incident Command System is the field-level component of the Standardized Emergency Management System.

State of Emergency: A governmental declaration that may suspend some normal government functions, alert citizens to change their normal behaviors, or order government agencies to implement emergency operations plans.

Vital Records: The essential agency records needed to meet operational responsibilities under national security emergencies or other emergency or disaster conditions (emergency operating records) or to protect the legal and financial rights of the government and those affected by government activities (legal and financial rights records).

9.4. EMERGENCY SUPPORT FUNCTION COORDINATORS

The City of Piedmont ESFs are loosely aligned with the California Emergency Support Functions as outlined in the State of California Emergency Plan. This includes the incorporation of ESF #9 (Search & Rescue) into ESF #4 (Fire & Rescue) and #13 (Law Enforcement) and the incorporation of ESF #16 (Evacuation) into ESF #13 (Law Enforcement). The City of Piedmont does not organize in around ESF #11 (Agriculture) due to the lack of agriculture resources within jurisdictional boundaries.

ESF #	Function	Definition	Lead Department
1	Transportation	Assists in managing transportation systems and infrastructure in response to an incident.	Department of Public Works
2	Communications	Provides resources, support, and restoration of government emergency telecommunications, including voice and data systems.	City Clerk/Computer Courage
3	Construction and Engineering	Organizes the capabilities and resources of the government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.	Department of Public Works
4	Fire and Rescue	Coordinates support activities related to detecting and suppressing urban, rural, and wildland fires, urban search and rescue activities, and provides personnel, equipment, and supplies to support local jurisdictions.	Fire Department
5	Management	Coordinates and resolves issues among ESFs in the four phases of emergency management to ensure consistency in developing and maintaining the EOP and functional annexes.	City Administrator
6	Care and Shelter	Coordinates actions to assist responsible jurisdictions in meeting the needs of victims displaced during an incident, including food assistance, clothing, non-medical care and sheltering, family reunification, and victim recovery.	Recreation Department
7	Resources	Coordinates plans and activities to locate, procure, and pre-position resources to support emergency operations.	Recreation Department

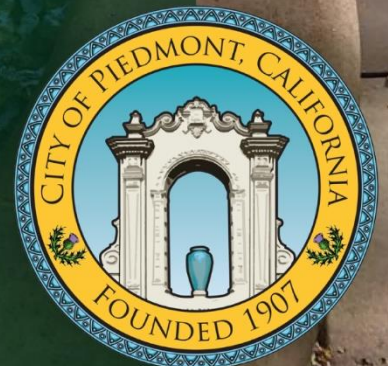
ESF #	Function	Definition	Lead Department
8	Public Health and Medical	Coordinates public health, environmental health, and emergency medical services activities supporting local jurisdiction resource needs.	Fire Department
10	Hazardous Materials	Coordinates resources in the event of a current or potential threat to public and environmental health due to a hazardous materials release.	Fire Department
12	Utilities	Provides resources and support to the private sector to restore gas, electric, water, wastewater, and telecommunications systems.	Public Works
13	Law Enforcement	Coordinates law enforcement personnel and equipment to manage law enforcement, coroner, evacuation, and wildland search and rescue activities.	Police Department
14	Recovery	Supports and enables the recovery of neighborhoods affected by extraordinary emergencies or disasters.	Planning & Building Department
15	Public Information	Supports accurate, coordinated, timely, and accessible information to affected audiences, including media, the private sector, the general public, and individuals with AFN.	Communications Program Manager/City Clerk
17	Volunteer and Donations Management	Supports the efficient and effective use of affiliated and unaffiliated volunteers, organizations, and monetary or in-kind donated resources.	Recreation Department
18	Cybersecurity	Coordinates resources to prepare for, mitigate against, respond to, and recover from a significant cybersecurity event.	City Clerk/Computer Courage

Table 11: ESF Overview and Coordinators

9.5. EOC RESPONSIBILITY MATRIX

P = Primary S = Support	Management Section						Operations Section				Planning Section							Logistics Section				Finance Section				
	EOC Director	EOC Coordinator	PIO	Legal Officer	Liaison Officer	Safety Officer	Law Enforcement	Fire & Rescue	Public Works	Care & Shelter	Situation Status	Action Planning	Advance Planning	Documentation	Resource Status	Demobilization	Technical Specialists	Transportation	Supply & Procurement	Facilities	IT & Communications	Cost Recovery	Cost & Accounting	Personnel	Compensation & Claims	Timekeeping
City Administrator's Office	P/S	S																								
City Attorney's Office				P/S																						
City Clerk's Office			S																		P/S					
Communications Program Manager			P																							
Finance Department						S																P	P	P	P	P
Fire Department		P				P		P/S			S	S	S	S	S	S	S					S	S	S	S	S
Police Department			S			S	P/S				S	S	S	S	S	S	S	S	S	S						
Planning & Building Department					S	S					P	P	P	P	P	P	P					S	S	S	S	S
Public Works Department						S		P/S														S	S	S	S	S
Recreation Department					P	S				P/S								P	P	P		S	S	S	S	S

EMERGENCY OPERATIONS CENTER (EOC) ANNEX



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TABLE OF CONTENTS

Table of Contents	2
List of Tables.....	3
List of Figures	4
1. Introduction	5
1.1. Purpose and Scope	5
1.2. Planning Assumptions	5
1.3. Equity and Inclusion	5
2. EOC Organization	6
2.1. EOC Organization.....	6
2.2. Standardized Emergency Management System	6
2.3. Organizational Structure	7
3. Concept of Operations	9
3.1. Activation	9
3.1.1. Activation Protocol	9
3.1.2. Activation Levels	9
3.1.3. In-Person Activation	10
Facility Information	11
3.1.4. Virtual Activation	11
3.2. Coordination Activities	11
3.2.1. Veoci.....	11
3.2.2. Field Coordination	12
3.2.3. Operational Area (OA) Coordination	12
3.2.4. Regional Level Coordination	12
3.2.5. State and Federal Coordination	13
3.3. Action Planning.....	13
3.3.1. EOC Action Plan (EAP).....	13
3.3.2. Planning Process.....	15
Initial Briefing	16
Operational Period Briefing.....	16
Objectives Development/Update Meeting.....	17
Management and General Staff Meeting	17
Tactics Meeting	17
Planning Meeting	17
3.4. Documentation and Logistics	18
3.4.1. Documentation.....	18
3.4.2. Resource Management.....	19
3.5. Deactivation	19

3.5.1. Deactivation Process	19
4. Assignment of Responsibilities	21
4.1. Policy Group	21
4.2. Management Section	21
4.3. Operations Section	22
4.4. Planning Section	22
4.5. Logistics Section	23
4.6. Finance/Administration Section	23
4.7. City of Piedmont	24
5. Annex Maintenance	26
6. Appendices	27
6.1. Acronyms and Abbreviations	27
6.2. Glossary of Terms	28
6.3. EOC Meeting Guides	29
6.3.1. Initial Briefing	29
6.3.2. Operational Period Briefing (Shift Change Briefing)	29
6.3.3. Objectives Development/Update Meeting	30
6.3.4. Management & General Staff Meeting (Strategy Meeting)	30
6.3.5. Tactics Meeting	31
6.3.6. Planning Meeting	31
6.4. EOC Meeting Schedule	33
6.5. ICS Forms	34
6.6. EOC Responsibility Matrix	35

LIST OF TABLES

Table 1: SEMS Elements	7
Table 2: Alert List Notifications	9
Table 3: EOC Activation Levels	10
Table 4: EOC Facilities	11
Table 5: EAP Planning Considerations	15
Table 6: Department EOC Responsibilities	25
Table 7: Acronyms and Abbreviations	27
Table 8: Initial Briefing Sample Agenda	29
Table 9: Operational Period Briefing Sample Agenda	30
Table 10: Objectives Development/Update Meeting Sample Agenda	30
Table 11: Management & General Staff Meeting Sample Agenda	31
Table 12: Tactics Meeting Sample Agenda	31
Table 13: Sample Planning Meeting Schedule	33

Table 14: EOC Responsibility Matrix.....35

LIST OF FIGURES

Figure 1: EOC Organizational Chart 8
Figure 2: The "Planning P" 16

1. INTRODUCTION

1.1. PURPOSE AND SCOPE

This Annex provides context to support the Emergency Operations Plan (EOP) Base Plan and outlines the City of Piedmont Emergency Operations Center (EOC) organization during incident response operations. This document is intended to provide specific guidance on response activities and general recommendations on the structure and functions of the EOC to serve as a tool for responders during any EOC activation. This Annex is designed to be used during any EOC activation, regardless of incident type.

1.2. PLANNING ASSUMPTIONS

- Considerations for vulnerable populations in emergency planning and outreach, response, and recovery activities.^{1,2}
- All personnel carrying out federal major disaster or emergency assistance functions, including the distribution of supplies, the processing of applications, and other relief and assistance activities, will perform their work equitably and impartially without discrimination on the grounds of race, religion, sex, color, age, economic status, physical and sensory limitations, or national origin.³

1.3. EQUITY AND INCLUSION

Individuals from traditionally underserved populations, including those with access and functional needs (AFN), are disproportionately impacted and more vulnerable to the impacts of disasters. Whole Community is a means by which residents, organization and community leaders, and emergency management and government officials can collectively and collaboratively understand and assess the needs of their respective communities. The Whole Community approach is reflected in this document's operational policies and communications strategies. The city of Piedmont is dedicated to providing inclusive and equitable program service development, delivery, and assessment.

In 2021, the Federal Emergency Management Agency (FEMA) released its first-ever Equity Action Plan developed by the Office of Equal Rights in collaboration with FEMA program offices. The Equity Action Plan aims to support FEMA and state and local partners to increase equity through Public Assistance and Individual Assistance programs by directing resources to eliminate disparities in outcomes following a disaster.⁴

¹ https://leginfo.legislature.ca.gov/faces/codes_displaySection.xhtml?sectionNum=8593.3.5.&lawCode=GOV

² <https://www.ada.gov/pubs/adastatute08.htm>

³ <https://www.law.cornell.edu/cfr/text/44/206.11>

⁴ https://www.fema.gov/sites/default/files/documents/fema_equity-action-plan.pdf

2. EOC ORGANIZATION

2.1. EOC ORGANIZATION

The EOC conducts centralized emergency management operations during incidents that cannot be managed at the departmental level. The EOC supports a coordinated response involving multiple City of Piedmont departments and liaises with Alameda County Operational Area (OA) and private sector partners. During a complex incident, the EOC facilitates objectives including:

- Management and coordination of overall emergency operations
- Development of emergency policies and procedures
- Coordination with Department Operations Centers (DOCs), other EOCs, and the Alameda County OA EOC
- Prioritization and coordination of resources
- Coordination and dissemination of public information
- Collection, evaluation, and dissemination of situational awareness information
- Proclamation of a local emergency
- Maintenance of general and specific maps, information display boards, and other data about emergency operations

2.2. STANDARDIZED EMERGENCY MANAGEMENT SYSTEM

The City of Piedmont EOC operates consistently with the Standardized Emergency Management System (SEMS). This means the response is managed at the lowest possible level of government, and the needs of the response dictate the organizational components activated to support operations.

The City of Piedmont EOC organization also incorporates the following key SEMS elements into regular operations:

Element	Definition
Management by Objectives	Measurable and attainable actions established for each operational period at each SEMS organizational level (field, local, operational area, region, state).
Operational Period	The length of time established by command/management to achieve a given set of objectives. The needs of the response determine the operational period and may range from hours to days or weeks.
EOC Action Plan (EAP)	A verbal or written plan that provides clear direction and includes a comprehensive listing of tactics, resources, and support needed to accomplish the objectives for the operational period at the EOC level.

Element	Definition
Organizational Flexibility	The organizational structure of the EOC is based on the incident's size and complexity and will expand or contract based on the needs of the response. Any non-activated functions are the responsibility of the next highest element.
Organizational Unity	Each individual within the EOC organization reports to one designated supervisor.
Hierarchy of Command	All functional elements within the EOC are linked together to form a single organization with an appropriate span of control limit.
Span of Control	The number of individuals or resources that one supervisor manages during an incident. The ideal span of control is one-to-five.
Personnel Accountability	The ability to account for the location and welfare of personnel; typically accomplished through organizational unity, hierarchy of command, and span of control.
Common Terminology	The use of standardized language allows diverse personnel and organizations to work together across a variety of emergency functions.
Integrated Communications	Facilitated through the development of a standard communications plan and interoperable communications processes.

Table 1: SEMS Elements

2.3. ORGANIZATIONAL STRUCTURE

The Director of Emergency Services (City Administrator) serves as the EOC Director. The Fire Chief typically serves as EOC Coordinator. Together, these positions identify which functions of the EOC organization will be activated to support operations for any given response. A fully staffed EOC organization is outlined in Figure 1 below. Information on roles and responsibilities of specific EOC functions are summarized in Section 4.

EOC staffing is composed of City of Piedmont personnel and the nature and scope of the emergency drives staffing decisions. As outlined in SEMS, any unstaffed positions are assumed by the next highest-staffed position.

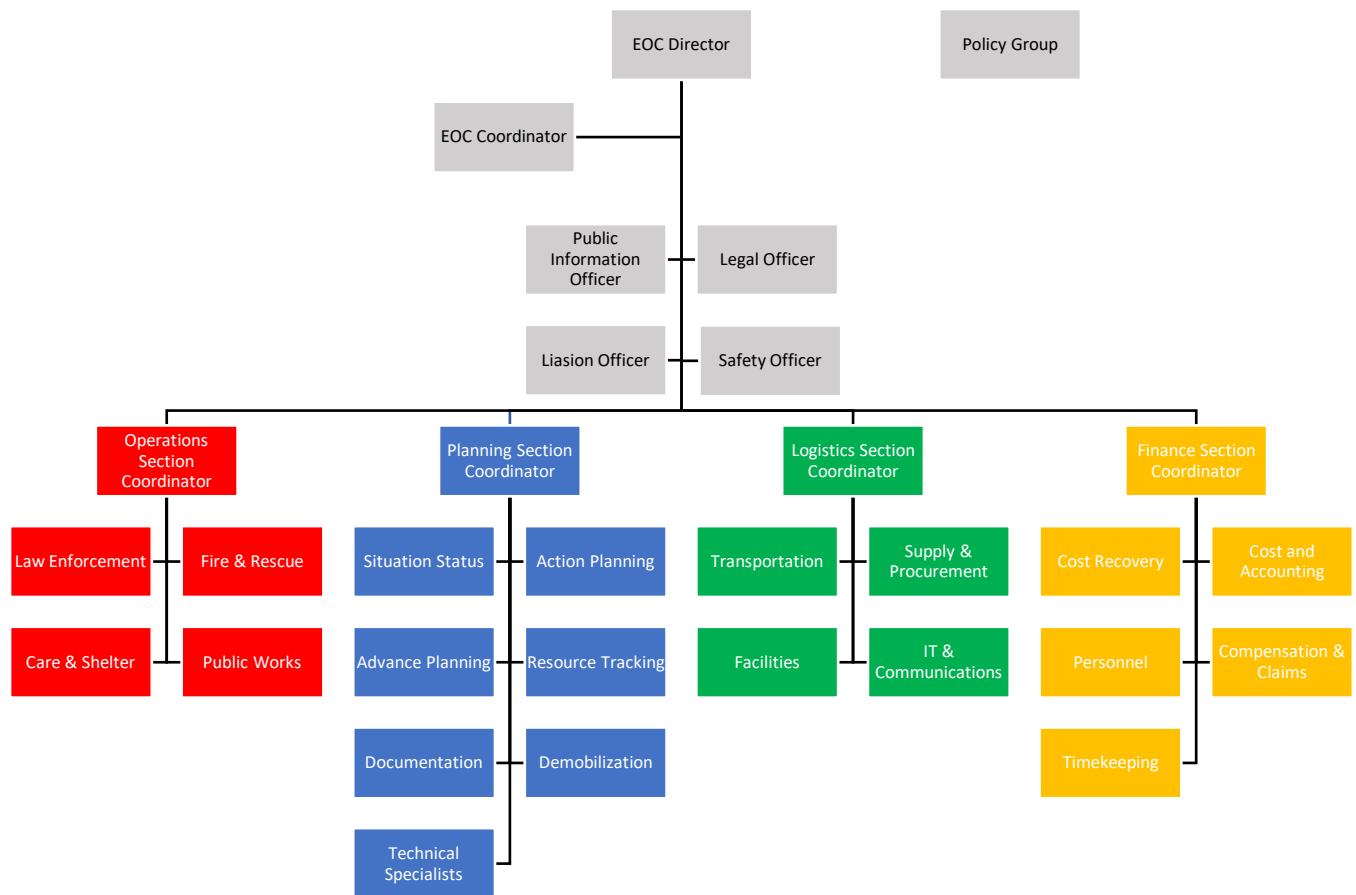


Figure 1: EOC Organizational Chart

3. CONCEPT OF OPERATIONS

3.1. ACTIVATION

3.1.1. Activation Protocol

The EOC Director determines the need for activation with the EOC Coordinator. Typically, the EOC is activated for any incident that cannot be managed at the departmental level. The EOC may also be activated for a significant incident or planned event requiring a large commitment of resources or multi-department coordination.

After determining the EOC activation status (see section 3.1.2 Activation Levels), the Director of Emergency Services begins notification of critical partners. The Assistant Director of Emergency Services, or another designee, may support notifications. The following information is typically shared with critical partners:

Content	• Incident/threat • EOC activation level • EOC operating hours and location • Activated EOC personnel • Reporting location for activated staff • Time of the initial incident briefing (report time) • EOC contact information
Audience	• Assistant City Administrator • Assistant Director of Emergency Services (Fire Chief) • Department Heads • Communications Program Manager • Activated EOC personnel

Table 2: Alert List Notifications

3.1.2. Activation Levels

The nature or scope of the incident determines the EOC activation level. The City of Piedmont EOC operates in a graduated, three-tiered approach that designates general staffing requirements and tasks based on the complexity and size of the incident. The EOC Director and EOC Coordinator determine the activation level by considering the assessment of the current incident and threat information, significant hazards and risks, and the expansion potential of the incident. The EOC activation level will likely change over the incident due to evolving response needs.

Activation Level	Description	Examples of Incidents
Daily Operations	• Normal operational activities include basic situational awareness and monitoring of threats	• Structure fire • Small car accidents • Short-duration/minor earthquake

Activation Level	Description	Examples of Incidents
	Daily operational response conducted based on normal operational procedures at the departmental level	
Level 1	- Minimum activation level or monitoring activation - Typically used for situations that initially only require core staffing - May include the EOC Director, EOC Coordinator, and other core staff such as Public Information and Planning & Intelligence	- Winter storm alert - Public safety monitoring of a low-risk scheduled event - Wind event/fire weather - Cyberthreat/ransomware attack
Level 2	- Typically activated as a stepping-stone from Level 1 or Level 3 activation - Limited additional support positions may be activated to support the execution of EOC functions - One person may fulfill multiple SEMS functions	- Severe weather with considerable impacts - Public Safety Power Shutoff - Public safety monitoring of a major scheduled event
Level 3	- Involves a complete activation of all EOC organizational elements at full staffing - Involves the potential for extended hours and multiple shifts to support a 24-hour operation - May include the integration of representatives from other agencies or jurisdictions	- Major earthquake - Widespread flooding - Fast-moving wildfire

Table 3: EOC Activation Levels

3.1.3. In-Person Activation

During the activation process, the EOC Coordinator, in consultation with the EOC Director, determines the need for an in-person or virtual activation. An in-person activation occurs during incidents where it is beneficial for the response coordination to occur face-to-face, such as in complex incidents with multiple response departments. If the primary EOC is inoperable due to the circumstances of the incident or for other reasons, an alternate EOC may be used.

When choosing an alternate site, the EOC Coordinator may consider the following:

- Necessary participating agencies
- Distance from the location of the incident
- Potential length of the activation
- Regular use of the facility that may need to be canceled or deferred

- Supplies and equipment already at the facility
- Length of time the facility needs to be operational

Facility Information

The primary and alternate EOC facilities are located at the following sites:

Primary Facility	Alternate Facilities
City of Piedmont Magnolia Building 801 Magnolia Avenue Piedmont, CA 94611	City of Piedmont Public Works Corporation Yard 898 Red Rock Road Piedmont, CA 94611
	City of Piedmont Veterans' Memorial Building (Veterans' Hall) 401 Highland Avenue Piedmont, CA 94611
	City of Piedmont Community Hall 711 Highland Avenue Piedmont, CA 94611

Table 4: EOC Facilities

The primary and alternate EOCs locations offers varying amenities and capabilities, including:

- Internet access
- Phone access
- Multiple rooms
- Parking areas
- Restroom/kitchen facilities

During an in-person activation, the Fire Department is responsible for the set-up, functionality, and demobilization of the physical EOC location.

3.1.4. Virtual Activation

The EOC Coordinator may activate the EOC in a virtual or hybrid environment based on the incident's circumstances and the response's needs. This may be due to the inaccessibility of the space or considerations for staff health and safety (e.g., a pandemic incident). EOC partners engage virtually through various web-based platforms and systems during a virtual or hybrid activation.

3.2. COORDINATION ACTIVITIES

3.2.1. Veoci

VEOCI is a virtual EOC platform where responders communicate, share documents, and track response personnel and assets in a stable, secure environment. The City of Piedmont EOC participates in the Alameda County VEOCI room to share information seamlessly with the entire OA.

3.2.2. Field Coordination

The field response level is where emergency response personnel and resources make tactical decisions and activities in direct response to an incident, disaster, or threat.⁵ In the field, Incident Command (IC) coordinates its own logistical support at the Incident Command Post (ICP) through designated mutual aid channels. Generally, if day-to-day operations from emergency personnel can resolve an incident, then the response will remain at the field level. Support is only requested through the EOC when mutual aid channels do not have the type or number of resources needed. Resources requested by the field are elevated to the next successive level of government until obtained, or the request is canceled.

The field also maintains contact with Operations Section in the EOC or, if activated, DOCs to support coordination with field response efforts. A DOC may provide functional support to field operations and can serve as the direct link to the Operations Section in the EOC. The Department of Public Works and the Police Department may activate DOCs, depending on the circumstances of the incident.

3.2.3. Operational Area (OA) Coordination

The OA is a composite of its political subdivisions (i.e., municipalities, contract cities, special districts, and county agencies). The City of Piedmont EOC maintains direct communication with the Alameda County EOC and any activated EOCs in OA member jurisdictions. If the City of Piedmont requires non-public safety mutual aid, the Logistics Section submits a resource request to the Alameda County EOC, who works to fulfill the request.

The City of Piedmont maintains relationships with counterparts in different jurisdictions across the OA. These partnerships may be relied on during an activation for additional support with the approval of both the City of Piedmont and the neighboring jurisdictions. Some regional planning efforts are already in place. Any regional plans and coordination efforts are in the best interest of the Piedmont EOC to participate. An incident in the Piedmont jurisdiction will be included in the response efforts as outlined in planning efforts across the OA.

3.2.4. Regional Level Coordination

The EOC communicates with the California Governor's Office of Emergency Services (Cal OES) Coastal Region EOC (REOC) via the Alameda County EOC. Coordination with the REOC occurs through the five SEMS functions and the OA mutual aid coordinators. The state is geographically divided into six Mutual Aid Regions. For Law Enforcement Mutual Aid, Region I is divided into two sub-regions. Each Mutual Aid Region comprises multiple Operational Areas and has a Regional Mutual Aid Coordinator. The Region Mutual Aid Coordinator is granted the authority to coordinate the mutual aid response of discipline-specific resources within the Region to support a mutual aid request by a jurisdiction also within the Region. If resources are unavailable at the regional level, the request is forwarded to the State Mutual Aid Coordinator to be filled. During regional or complex incidents, the REOC and State Operations Center (SOC) may support the entire OA directly by embedding a field representative in the Alameda County EOC or co-locating together.

⁵ <https://www.caloes.ca.gov/office-of-the-director/operations/planning-preparedness-prevention/planning-preparedness/standardized-emergency-management-system/>

3.2.5. State and Federal Coordination

On behalf of the Governor, the Cal OES Director is responsible for coordinating state mutual aid resources in support of local jurisdictions during times of emergency. The Director will analyze and coordinate the request by forwarding the request to an unaffected REOC or tasking an appropriate state agency to fill the need. Federal response assets are typically coordinated at the state level. During incidents with extended operations, federal support may be provided and managed out of the Alameda County EOC.

3.3. ACTION PLANNING

The action planning process establishes a clear and measurable method for identifying objectives and priorities for the next operational period. Action planning efforts culminate in developing an EAP. An EAP formally documents the EOC's incident goals, operational period objectives, and strategies defined during response planning. The EOC follows a regular action planning cycle to develop, verify and disseminate the EAP.

Action Planning is an important management tool that involves:

- Process for identifying priorities and objectives for emergency response or recovery efforts.
- Plans that document the priorities and objectives and the tasks and personnel assignments associated with meeting the objectives.

After the initial activation, the EOC will transition into a regular operational planning period cycle. The length of an operational planning period may change depending on the event's needs and can range from a few hours to several days.

The operational planning period:

- Provides a framework for EOC response efforts.
- Ensures forward planning of response efforts.
- Allows for the development and approval of the EAP.

3.3.1. EOC Action Plan (EAP)

An EAP is typically developed whenever the EOC is activated at any level. An EAP is developed for each operational period and provides clear direction and a comprehensive listing of the tactics, resources, and support needed to accomplish the objectives. The EAP addresses a specific operational period and is regularly reviewed and evaluated throughout the operational period and revised or updated as warranted.

The initial EAP may be a verbal plan that is developed during the several hours of the EOC activation. A verbal plan may also be used for incidents involving a small scope, short duration (less than 12 hours), or a limited number of response personnel. As soon as possible, a written EAP should be developed outlining the following operational period and documenting planned activities.

A written EAP is typically required when:

- Two or more agencies are involved in the response
- The incident is expected to last more than one operational period

- Majority of the EOC functions are staffed

Any EAP will always include the following elements:

- Period of time (operational period)
- Organization chart of activated EOC functions
- Objectives to be accomplished
- EOC response strategies (priorities and approach to accomplish objectives)
- EOC response tactics (methods developed by Operations Section to achieve the objectives)
- Personnel assignment list with specific tasks and locations
- Material resource list with specific tasks and locations

The EAP will typically also include the following additional elements:

- Critical situation updates and assessments
- Health and safety plan (to prevent responder injury or illness)
- Communications plan (how functional areas can exchange information)
- Logistics plan (e.g., procedures to support Operations with equipment, supplies, etc.)
- Responder medical plan (providing direction for care to responders)
- Inter-agency coordination considerations
- Considerations for populations with access and functional needs
- Incident map (i.e., map of the incident scene)

Table 5 outlines EAP elements, considerations, and responsible personnel. More information about the planning process is outlined in section 3.3.2.

Issue	Consideration(s)	Responsibility
Inter-agency coordination	• Use of resources • Contact information and frequency • Communications methods	Liaison Officer
Public information	• Constraints on information to be disseminated • Special instructions • Target areas/audiences	Public Information Officer (PIO)/EOC Director
Safety	• Special precautions to be taken • Personal protective gear required	Safety Officer
Technical resources	• System maps and schematics • Technical expert input	Planning Section Coordinator
Operations	• Special skills required • Mutual aid needs • Staging area needs • Progress in resolving major incident objectives	Operations Section Coordinator
Policy	• Legal/political issues • Fiscal constraints	EOC Director

Issue	Consideration(s)	Responsibility
Populations with access and functional needs	Contingency Plans	Planning Section Coordinator
Special resources	- Availability of special supplies and equipment - Transportation support	Logistics Section Coordinator

Table 5: EAP Planning Considerations

3.3.2. Planning Process

In coordination with the EOC Director and EOC Coordinator, the Planning Section Coordinator establishes the EOC meeting and action planning schedule. The action planning cycle typically consists of standardized EOC meetings at established intervals to develop guidance for future operational periods.

The EOC meeting schedule will likely change over the course of the response. Immediately after activation, operational periods will be shorter to accommodate the expectations of the rapidly changing response. Early operational periods may be as short as eight to 12 hours. As the incident stabilizes and the response becomes more predictable, operational periods may extend to 24 hours, several days, or a week, based on the needs of the incident.

FEMA has developed an operational period Planning Cycle “Planning P” as a recommendation for an action planning cycle using established EOC meetings. More information about the planning process, including a schedule of EOC meetings and sample meeting agendas, is available in Appendix 6.3 and 6.4.⁶

⁶ https://www.fema.gov/sites/default/files/documents/fema_incident-action-planning-process.pdf



Figure 2: The "Planning P"

Initial Briefing

The initial briefing typically occurs as soon as possible after the EOC is activated. The goal of this briefing is to provide an orientation to the EOC and identify all known elements of the incident. The initial briefing acknowledges unknown information about the incident and works toward developing a clear path to establishing a complete operational understanding.

The following information is typically shared during an initial briefing:

- Current situation assessment, including initial response operations
- Initial incident objectives and priorities
- Agency and jurisdictional concerns
- Initial EOC operational schedule
- Initial assignments
- Unknown information still needed
- Significant threats identified or expected based on the known information

Operational Period Briefing

Each operational period starts with an operational period briefing, where the EAP for the next operational period is reviewed with supervisory and tactical staff. This briefing is sometimes known as a "shift change briefing" as EOC leadership often aligns personnel shifts with operational periods.

The operational period briefing typically includes the following:

- Current situation assessment

- Review of incident objectives
- Distribution of communications and safety information
- Review of EAP

Following the operational period briefing, supervisors brief their assigned personnel on their respective assignments.

Objectives Development/Update Meeting

During the objectives development/update meeting, EOC leadership establishes the incident objectives for the initial operational period. After the initial operational period, leadership reviews the incident objectives and may validate them, modify them, or develop new objectives. In the Piedmont EOC, the EOC Director and EOC Coordinator develop the incident objectives, with input from Section Coordinators as requested.

Management and General Staff Meeting

The management and general staff meeting is sometimes called the strategy meeting. After developing or revising the incident objectives, EOC leadership typically meets with the Management Section, other general staff, and sometimes others to discuss the incident objectives and provide direction.

During this meeting, personnel:

- Share updated information
- Identify and solve problems
- Revise objectives as necessary
- Develop strategies, including specific priorities, to achieve response objectives

Tactics Meeting

Once the approach to achieving or working toward achieving the incident objectives is determined, the Operations Section Coordinator and section staff prepare for the tactics meeting. Operations Section personnel coordinate with field and branch personnel to develop tactics and determine the resources required to achieve the objectives outlined by EOC leadership.

In the tactics meeting, key personnel reviews the proposed strategy and tactics developed by the Operations Section. The tactics meeting also includes:

- Review of resources needed to implement tactics to meet incident objectives
- Conduct planning for resource assignments
- Identification of methods for monitoring tactics and resources to determine if adjustments are required

Following the tactics meeting, staff collaborate to identify support needs and assign specific resources to accomplish the incident objectives.

Planning Meeting

The planning meeting serves as a final review and approval of operational plans and resource assignments developed during and after the tactics meeting. During the planning meeting, EOC staff will:

- Review accomplishments
- Identify new issues
- Identify resource needs
- Determine assignments for the next operational period

At the end of the planning meeting, management and general staff confirm that they can support the plan. Based on concurrence from all elements at the end of the planning meeting, the EOC Director and EOC Coordinator approve the final EAP.

3.4. DOCUMENTATION AND LOGISTICS

3.4.1. Documentation

The Planning Section produces documents and reports for internal and external communications and information sharing. In addition to the EAP, the most widely disseminated is the situation report. A situation report provides a brief narrative of the incident covering a set period of time (typically once per operational period). Situation reports help the EOC and its response partners successfully perform their roles and provide regular updates on incident developments to external stakeholders. A situation report typically includes the following categories of information:

- Summary of the incident
- General incident considerations that may contribute to impacts and response decisions
- Overview of response actions in the last operational period
- Expected actions that will be taken during the next operational period
- Critical life safety issues
- Impact on critical infrastructure
- Public distribution, including public information

The EOC Planning Section archives official and unofficial disaster documentation in Veoci and on paper forms to maintain an accurate record of the incident. Archived documents might include:

- Correspondence
- Situation reports
- EAPs
- Incident command system (ICS) forms
- Request for Proclamation of Emergency
- Requests for assistance
- Cost/expenditures reports
- Damage assessment reports
- Press releases
- Other documentation used during the response

To maintain a complete record, the Planning Section will typically:

- Initiate and maintain a roster of all activated EOC positions and personnel
- Collect Activity Logs (or ICS form 214) from all activated personnel at the end of each shift
- File all complete incident-related forms and materials
- Reproduce and distribute situation reports and EAPs

Following EOC deactivation, disaster records are maintained by the City Clerk's Office. Records identifying incident-related expenditures and obligations are kept separate from general programs and activities and will be archived for a minimum of 3 years following the closure of federal reimbursement, or longer for specific records outlined in state or local record retention policies.⁷

3.4.2. Resource Management

Field personnel and individual departments submit resource requests through their incident commander or DOC in Veoci to the EOC Operations Section. The Operations Section forwards all resource requests to the Logistics Section for processing, to ensure proper resource tracking, documentation, and to prevent duplication of effort.

If resources within the City of Piedmont are unable to sufficiently respond to the incident, the EOC contacts the Alameda County EOC for resource support. The OA Mutual Aid Coordinator in the Alameda County EOC assesses the availability of resources within the OA and fulfills the resource request based on the assessment. In the event resources are unavailable at the OA level, the request is forwarded to the responsible Region II Mutual Aid Coordinator to be filled. Law enforcement and fire/rescue mutual aid requests may be coordinated directly from the ICP by the appropriate field personnel.

3.5. DEACTIVATION

The EOC plans for deactivation throughout the response and typically begins demobilizing portions or functions when the incident no longer benefits from the support and coordination functions provided by the EOC.

Triggers for determining deactivation may include:

- Incident has de-escalated to the point that the normal City of Piedmont departmental operations can handle the situation
- Response efforts have been terminated and are not expected to be needed again
- Recovery operations have been initiated
- No further City, OA, or state public information is needed

The EOC Director, with input from the EOC Coordinator and Section Coordinators, determines when to officially initiate deactivation.

3.5.1. Deactivation Process

All internal and external individuals, groups, and agencies that were notified of activation are also notified of the demobilization. Notifications typically include:

⁷ <https://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>

- The time period for expected EOC deactivated
- Actions to be taken, including a timeline
- 24-hour contact number for further information

The deactivation process ensures the safe and orderly demobilization, or release, of all resources and personnel.

The process of demobilizing typically includes:

- Demobilizing all personnel and equipment to original locations
- A formal check-out procedure
- Documenting the incident in preparation for requests for state/federal disaster recovery funds
- A plan for the transfer of ongoing recovery activities
- Documenting the incident in preparation for the After-Action Report
- Updating plans and procedures to reflect changes from the incident

4. ASSIGNMENT OF RESPONSIBILITIES

4.1. POLICY GROUP

The role of the Policy Group is to answer policy-level questions forwarded by the EOC as well as to address the economic, social, and political impacts of the incident. In the City of Piedmont, the Policy Group function is the responsibility of the City Administrator or their designee. Members of the Policy Group typically include:

- City Administrator (EOC Director)
- Fire Chief (EOC Coordinator)
- Department Heads
- Communications Program Manager

It is the responsibility of the Policy Group to update the City Mayor and City Council on relevant incident impacts.

4.2. MANAGEMENT SECTION

The Management Section is responsible for the overall command and administration of the incident. The Management Section sets operational intent and objectives based on the direction of the Policy Group.

- **EOC Director:** Leads the Management Section and is responsible for the overall supervision of EOC operations. This includes addressing the impacts of the incidents and assessing conditions within and external to the City of Piedmont which have the potential to impact local resource availability. The EOC Director is also responsible for providing general strategic direction of the response and approving the completed EAP.
- **EOC Coordinator:** Supports the EOC Director by coordinating all activities and functions within the activated EOC. The EOC Coordinator manages the day-to-day operations of the EOC, and provides advice and guidance to the EOC Director, and assistance and information to all members of the EOC as necessary.
- **PIO:** Directly responsible for managing emergency public information activities within the EOC. The PIO may be assisted by additional staff that will conduct assorted Emergency Public Information tasks and duties (Rumor Control and activation of the Piedmont Information Center) within the Emergency Operations Center or a Joint Information Center (JIC) if established, or at a field incident command post.
- **Legal Officer:** Responsible for providing legal advice and guidance to the EOC Director and Policy Group on all emergency management issues and concerns.
- **Liaison Officer:** Functions as the primary point of contact for all allied agencies and jurisdictional representatives not directly assigned to the EOC.
- **Safety Officer:** Responsible for securing the EOC, identifying and mitigating hazards, and ensuring the EOC environment is suitable for conducting operations in a safe and secure manner.

4.3. OPERATIONS SECTION

The Operations Section coordinates operational support and incident response assets. The Operations Section typically works closely with field responders to meet response needs. Led by an Operations Section Coordinator, the Operations Section is responsible for the following:

- Coordinating incident response assets in accordance with the approved EAP
- Supporting field incidents and activities
- Liaising with mutual aid resources
- Determining the tactics necessary to achieve EOC-level objectives and associated resource requirements
- Communicating the EAP to EOC staff and Incident Commanders, as appropriate
- Conducting the Operations Shift Briefing

When fully activated, the Operations Section is composed of several functional groups, each with its own supervisors.

- Law Enforcement
- Fire and Rescue
- Public Works
- Care and Shelter

4.4. PLANNING SECTION

The Planning Section collects and analyzes hazards, damage, and operations data and is led by a Planning Section Coordinator. The Planning Section typically works very closely with the Operations and Management Sections to address intelligence requirements. As the organizational focus for all information and intelligence related to the incident, the Planning Section is responsible for:

- Maintaining current situation status and advance planning
- Developing recommendations for appropriate responses or actions and long-term action plans, in coordination with the other organizational elements
- Coordinating the development and distribution of the EAP
- Maintaining accurate and complete documentation from the incident
- Conducting the Action-Planning meeting
- Establishing planning timelines
- Recruiting and coordinating with technical specialists

When fully activated, the Planning Section is composed of several functional groups, each with its own supervisors.

- Situation Status
- Action Planning
- Advance Planning
- Demobilization

- Documentation
- Resources Tracking
- Technical Specialists

4.5. LOGISTICS SECTION

The Logistics Section procures equipment and supplies supporting incident operations, including specialized equipment, food and shelter, additional personnel, and utilities. The Logistics Section typically works closely with the Finance Section for purchasing and procurement and the Operations Section to meet resource needs. Led by a Logistics Section Coordinator, the Logistics Section is responsible for the following functions:

- Procuring resources and equipment to support the response
- Coordinating volunteers
- Managing donations from the public
- Supporting response communications needs
- Ensuring that resource ordering processes are in place
- Supporting volunteer coordination at the OA-level

When fully activated, the Logistics Section is composed of several functional groups, each with its own supervisors.

- Transportation
- Supply/Procurement
- Facilities
- Information Technology (IT) and Communications

4.6. FINANCE/ADMINISTRATION SECTION

The Finance/Administration Section coordinates all the incident's monetary, financial, and administrative functions. The Finance/Administration Section works closely with the Logistics Section and is led by a Finance Section Coordinator. As the hub for EOC administrative support, the Finance/Administration Section is responsible for the following functions:

- Maintaining all personnel time-keeping records
- Executing contracts
- Processing payment for equipment, supplies, and services
- Providing cost assessment of incident objectives
- Ensuring that adequate finance approvals are in place for the implementation of the EAP

When fully activated, the Finance/Administration Section is composed of several functional groups, each with its own supervisors.

- Cost and Accounting
- Compensation and Claims

- Timekeeping
- Cost Recovery
- Personnel

4.7. CITY OF PIEDMONT

The City of Piedmont provides staff to serve in all roles and positions in the EOC. The table below outlines individual departments and expected positions staff may fill during an EOC activation based on their day-to-day functions for normal operations. All roles and responsibilities are incident-dependent and subject to change, based on the nature of the incident, staff availability, and available employees' expertise.

EOC Function/Role	Primary Position	Secondary Position
EOC Director	Director of Emergency Services/City Administrator	Deputy City Administrator
EOC Coordinator	Assistant Director of Emergency Services/Fire Chief	Recreation Director
PIO	Communications Program Manager	Police Department
Legal Officer	City Attorney	City Attorney
Liaison Officer	Recreation Department	Planning & Building Department
Safety Officer	To be filled by available personnel	To be filled by available personnel
Operations Section Coordinator	Fire Chief, Police Chief, or Public Works Director depending on the circumstances	Fire Chief, Police Chief, or Public Works Director depending on the circumstances
Law Enforcement	Police Department	Police Department
Fire and Rescue	Fire Department	Fire Department
Public Works	Public Works Department	Public Works Department
Care and Shelter	Recreation Department	Recreation Department
Planning/Intelligence Section Coordinator	Planning & Building Department	Police/Fire Department
Situation Status	Planning & Building Department	Police/Fire Department
Action Planning	Planning & Building Department	Police/Fire Department
Advance Planning	Planning & Building Department	Police/Fire Department
Demobilization	Planning & Building Department	Police/Fire Department
Documentation	Planning & Building Department	Police/Fire Department
Resource Status	Planning & Building Department	Police/Fire Department
Technical Specialists	Planning & Building Department	Police/Fire Department
Logistics Section Coordinator	Recreation Department	Police Department
Transportation	Recreation Department	Police Department

EOC Function/Role	Primary Position	Secondary Position
Supply/Procurement	Recreation Department	Police Department
Facilities	Recreation Department	Police Department
IT and Communications	City Clerk/Computer Courage	City Clerk/Computer Courage
Finance/Administration Section Coordinator	Finance Department	Finance Department
Cost Recovery	Finance Department	Multiple departments (fiscal administration staff)
Cost and Accounting	Finance Department	Multiple departments (fiscal administration staff)
Compensation and Claims	Finance Department	Multiple departments (fiscal administration staff)
Timekeeping	Finance Department	Multiple departments (fiscal administration staff)
Personnel	Finance Department	Multiple departments (fiscal administration staff)

Table 6: Department EOC Responsibilities

5. ANNEX MAINTENANCE

The Director of Emergency Services, or their designee, is responsible for developing and maintaining the Recovery Annex. Any updates and revisions of this document will be coordinated with all departments within the City of Piedmont.

Any agencies and organizations listed as having anticipated roles and responsibilities under this Annex will inform the Director of Emergency Services, or their designee, when they are aware that changes need to be made.

6. APPENDICES

6.1. ACRONYMS AND ABBREVIATIONS

Term	Definition
AFN	Access and Functional Needs
Cal OES	California Governor's Office of Emergency Services
DOC	Department Operations Center
EAP	EOC Action Plan
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IT	Information Technology
JIC	Joint Information System
OA	Operational Area
PIO	Public Information Officer
REOC	California Governor's Office of Emergency Services Coastal Region Emergency Operations Center
SEMS	Standardized Emergency Management System
SOC	State Operations Center

Table 7: Acronyms and Abbreviations

6.2. GLOSSARY OF TERMS

Action Planning: A standardized planning process that establishes a clear and measurable method for identifying objectives and priorities for the next operational period. Action planning efforts culminate in the development of an EOC Action Plan.

Department Operations Center: A centralized location for a single department or agency where internal incident management and response occurs.

EOC Action Plan: The result of the action planning process that formally documents the EOC's incident goals, operational period objectives, and strategies defined during response planning. The EAP provides information on the tactics, resources, and support needed to accomplish the operational period objectives.

Emergency Operations Center: A centralized location where individuals responsible for responding to a large-scale emergency can have immediate communication with each other and with emergency management personnel to enhance coordination in exercising direction and control of emergency response and recovery efforts.

Emergency Operations Plan: The Emergency Operations Plan is a document that describes strategies for managing emergencies.

Management and General Staff: Refers to EOC leadership and select other key staff. Management staff typically consists of the EOC Director, EOC Coordinator, and other members of the Management Section, including the PIO, Liaison Officer, Legal Officer, and Safety Officer. General Staff typically consists of Section Coordinators and other key personnel as determined by leadership.

Operational Area: An intermediate level of the state emergency services organization, consisting of a county and all political subdivisions within the county area. The Operational Area is a special-purpose organization created to prepare for and coordinate the response to emergencies within a county area. Each county is designated as an Operational Area. An Operational Area may be used by the county and the political subdivisions for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the State's emergency operating centers and the operating centers of the political subdivisions comprising the Operational Area. The Operational Area augments but does not replace any member jurisdiction.

Operational Period: A defined length of time which provides a framework for EOC response efforts and ensures forward planning. The operational period may vary in length from several hours to multiple days or weeks, due to the complexity of the incident.

Standardized Emergency Management System: The consistent set of rules and procedures governing the overall operational control or coordination of emergency operations specified in CCR Title 19, Division 2, §2400 et seq. It identifies at each level of the statewide emergency organization the direction of field forces and the coordination of joint efforts of government and private agencies. The Incident Command System is the field-level component of the Standardized Emergency Management System.

6.3. EOC MEETING GUIDES

6.3.1. Initial Briefing

Briefing Purpose

- Provide an orientation to the incident and known elements of situational awareness
- Establish an operational rhythm
- Ensure EOC partners have a common operating picture of the current incident status

Briefing Agenda

Agenda Item	Reported By
• Opening remarks and meeting agenda • Current Situation (this is expected to be incomplete and will be augmented by the rest of the briefing) • Map of incident origin, area impacted, and area at risk • Known hazards in the area • Operating environment	Planning Section Coordinator
• Weather and forecast	Situation Status Leader
• What we know • What we don't know • Significant threats, including limitations and constraints • Priority actions occurring	Operations Section Coordinator
• Facilities established and resources committed • Supply and resource distribution process • Communications systems	Logistics Section Coordinator
• Finance updates and concerns	Finance Section Coordinator
• Public messaging initiated, media coverage, and concerns	PIO
• Establish incident objectives and priorities for the initial operational period	EOC Coordinator

Table 8: Initial Briefing Sample Agenda

6.3.2. Operational Period Briefing (Shift Change Briefing)

Briefing Purpose

- Begin the operational period
- Brief incoming staff and review incident development
- Distribute the EAP to EOC partners
- Share the incident objectives for the operational period with EOC staff
- Share information related to communications or safety
- Section Coordinators brief assigned personnel of respective assignments individually

Briefing Agenda

Agenda Item	Reported By
• Opening remarks and meeting agenda	Planning Section Coordinator
• Review incident objectives	EOC Coordinator
• Weather and forecast	Situation Status Leader
• Review of current incident/objective status	Operations Section Coordinator
• Review of branch assignments	Operations Section Coordinator
• Current logistics situation – supply, resources, facilities, communications	Logistics Section Coordinator
• Finance updates and concerns	Finance Section Coordinator
• Public messaging and concerns	PIO
• Safety messaging and concerns	Safety Officer
• Future projections, documentation, procedural reminders	Planning Section Coordinator
• Closing remarks	EOC Director
• Conclusion and reminders for upcoming planning meetings	Planning Section Coordinator

Table 9: Operational Period Briefing Sample Agenda

6.3.3. Objectives Development/Update Meeting

Meeting Purpose

- Review and formulate objectives for future operational periods
- The primary objective is always life safety, incident stabilization, and property conservation
- During each operational period, the EOC Director and EOC Coordinator review the incident objectives to validate them, modify them, or develop new objectives for the following operational period

Meeting Agenda

Agenda Item	Reported By
• Opening remarks and meeting agenda	Planning Section Coordinator
• Situation status briefing	Situation Status Leader
• Current operational period objectives	Planning Section Coordinator
• Current mission task assignments	Operations Section Coordinator
• Review objectives for next operational period	Planning Section Coordinator
• Write objectives for future operational periods	EOC Director/EOC Coordinator
• Opening remarks and meeting agenda	Planning Section Coordinator

Table 10: Objectives Development/Update Meeting Sample Agenda

6.3.4. Management & General Staff Meeting (Strategy Meeting)

Meeting Purpose

- Present objectives for the next operational period to EOC partners
- Discuss objectives and provide direction for the next operational period

Meeting Agenda

Agenda Item	Reported By
• Opening remarks and meeting agenda	Operations Section Coordinator
• Present objectives for next operational period	Operations Section Coordinator
• Assign objectives to Operations Branches and Groups for strategy development	Operations Section Coordinator

Table 11: Management & General Staff Meeting Sample Agenda

6.3.5. Tactics Meeting

Meeting Purpose

- Coordinate with field and branch personnel to develop resource requirements to accomplish assigned objectives prior to the Tactics Meeting
- Review the proposed strategy and tactics developed by the Operations Section
- Review resources needed to implement tactics to meet the incident objectives
- Conduct planning for resource assignments
- Identify methods for monitoring tactics and resources to determine if adjustments are required

Meeting Agenda

Agenda Item	Reported By
• Opening remarks and meeting agenda	Planning Section Coordinator
• Presentation of strategies with resource requirements	Operations Section Coordinator
• Review of changes to resources requested	Logistics Section Coordinator
• Review of resources in the field	Situation Status Leader
• Resources in the field that are no longer needed	Operations Section Coordinator
• Resource-related concerns for the upcoming operational period	All

Table 12: Tactics Meeting Sample Agenda

6.3.6. Planning Meeting

Meeting Purpose

- Serve as the final review and approval of operational plans and resource assignments with Command and General staff
- Review operational plans and resource assignments developed during and after the Tactics Meeting
- Approve operational plans and resource assignments

Meeting Agenda

Agenda Item	Reported By
• Introduction, meeting brought to order, ground rules review, agenda review	Planning Section Coordinator
• Opening remarks	EOC Director

Agenda Item	Reported By
	EOC Coordinator
Current situation highlights (significant events), weather, incident projections	Situation Status Leader
- Review incident objectives and priorities - Current operational period - Next operational period	Planning Section Coordinator
- Review of current operations and proposed plan - EOC-level strategies and tactics - Resource commitments - Operations section	Operations Section Coordinator
- Review logistical support for the EAP - Validate logistical unit concur with and are capable of supporting the EAP	Logistics Section Coordinator
- Reviews fiscal constraints - Verifies proposed plan fits with fiscal constraints	Finance Section Coordinator
- Review public information methodologies to meet objectives - Verify that public information outreach meets objectives	PIO
Confirmation that interagency issues are being addressed	Liaison Officer
Review mitigation measures/safety plan	Safety Officer
Legal review or concerns	Legal Officer
Poll command and general staff final input and support of the proposed EAP	Planning Section Coordinator
Provides approval of EAP as presented	EOC Director/EOC Coordinator
Closing comments	EOC Director/EOC Coordinator
Reminders for upcoming meetings/briefings and deadlines for EAP form submission	Planning Section Coordinator

6.4. EOC MEETING SCHEDULE

Planning Schedule (12-Hour Schedule)	
Time	Event
0700 – 0800	Shift Change.
0800 – 0900	Prepare for Planning Meeting.
0900 – 1000	Planning Meetings (with Management and General Staff, Resources Status Unit Leader, Supply Unit Leader, Communications Unit Leader, and Technical Specialists).
1000 – 1400	Prepare Emergency Operations Center Action Plan.
1400 – 1600	Finalize Emergency Operations Center Action Plan.
1600	Complete Emergency Operations Center Action Plan.
1600 – 1700	Prepare for Operations Briefing.
1700 – 1800	Operations briefing (Management, General Staff, and identified Operations staff and Technical Specialists).
1800 – 1900	Finalize Reports (including Situation Status Report for the Operational Area Emergency Operations Center).
1900 – 2000	Shift Change.
2000 – 2100	Prepare for Planning Meeting.
2100 – 2200	Planning Meetings (with Management and General Staff, Resources Status Unit Leader, Supply Unit Leader, Communications Unit Leader, and Technical Specialists).
2200 – 0200	Prepare Emergency Operations Center Action Plan.
0200 – 0400	Finalize Emergency Operations Center Action Plan.
0400	Complete Emergency Operations Center Action Plan.
0400 – 0500	Prepare for Operations Briefing. Purpose: To review Emergency Operations Center Action Plan for next operational period.
0500 – 0600	Operations briefing (Management, General Staff, and identified Operations staff and Technical Specialists).
0600 – 0700	Finalize Reports (including Situation Status Report for the Operational Area Emergency Operations Center).

Table 13: Sample Planning Meeting Schedule

6.5. ICS FORMS

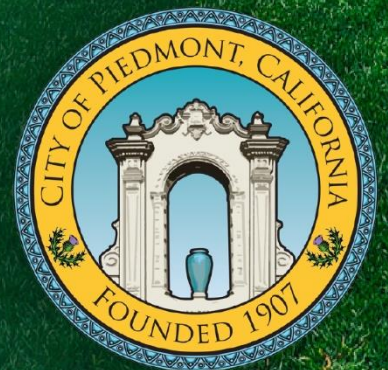
- [ICS Form 201 Incident Briefing](#)
- [ICS Form 202 Incident Objectives](#)
- [ICS Form 203 Organizational Assignment List](#)
- [ICS Form 204 Assignment List](#)
- [ICS Form 205 Incident Radio Communications Plan](#)
- [ICS Form 205A Communications List](#)
- [ICS Form 207 Incident Organization Chart](#)
- [ICS Form 208 Safety Message-Plan](#)
- [ICS Form 213RR Resource Request Message](#)
- [ICS Form 214 Activity Log](#)
- [ICS Form 215 Operational Planning Worksheet](#)
- [ICS Form 215A Incident Action Plan Safety Analysis](#)

6.6. EOC RESPONSIBILITY MATRIX

P = Primary S = Support	Management Section						Operations Section				Planning Section							Logistics Section				Finance Section				
	EOC Director	EOC Coordinator	PIO	Legal Officer	Liaison Officer	Safety Officer	Law Enforcement	Fire & Rescue	Public Works	Care & Shelter	Situation Status	Action Planning	Advance Planning	Documentation	Resource Status	Demobilization	Technical Specialists	Transportation	Supply & Procurement	Facilities	IT & Communications	Cost Recovery	Cost & Accounting	Personnel	Compensation & Claims	Timekeeping
City Administrator's Office	P/S	S																								
City Attorney's Office				P/S																						
City Clerk's Office			S																		P/S					
Communications Program Manager			P																							
Finance Department						S																P	P	P	P	P
Fire Department		P				P		P/S			S	S	S	S	S	S	S					S	S	S	S	S
Police Department			S			S	P/S				S	S	S	S	S	S	S	S	S	S						
Planning & Building Department					S	S					P	P	P	P	P	P	P					S	S	S	S	S
Public Works Department						S			P/S													S	S	S	S	S
Recreation Department					P	S				P/S								P	P	P		S	S	S	S	S

Table 14: EOC Responsibility Matrix

EVACUATION ANNEX



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TABLE OF CONTENTS

Table of Contents	2
List of Tables.....	3
List of Figures	3
1. Introduction	4
1.1. Purpose and Scope	4
1.2. Situation	4
1.3. Planning Assumptions	4
1.4. Equity and Inclusion	5
2. Concept of Operations	6
2.1. Evacuation Overview	6
2.2. Situation Assessment	7
2.3. Evacuation Zones.....	8
2.4. Public Alert and Warning.....	8
2.4.1. Partner Agency Notifications	9
2.5. Evacuation Actions	10
2.5.1. Temporary Evacuation Points/Evacuation Shelters	10
2.5.2. Transportation.....	10
2.5.3. Traffic Control.....	10
2.5.4. Access Control and Security.....	11
2.5.5. Household Pets.....	11
2.5.6. Populations with Access and Functional Needs.....	11
2.5.7. Non-Resident/Tourist Evacuations	12
2.5.8. Critical Facilities	12
2.5.9. Return of Evacuees	13
3. Organization and Assignment of Responsibilities.....	14
3.1. Organization	14
3.2. Assignment of Responsibilities	14
3.2.1. City of Piedmont	14
3.2.2. Community-Based Organizations	15
3.2.3. County and State Government	15
4. Annex Maintenance	16
5. Appendices.....	17
5.1. Acronyms and Abbreviations.....	17
5.2. Glossary of Terms.....	18
5.3. Legal Authorities.....	20
5.4. Evacuation Encounter Sample Form.....	21

LIST OF TABLES

Table 1: City of Piedmont Evacuation Roles and Responsibilities.....	15
Table 2: Community-Based Organizations Evacuation Roles and Responsibilities	15
Table 3: County and State Government Roles and Responsibilities	15
Table 4: Acronyms and Abbreviations	17

LIST OF FIGURES

Figure 1: City of Piedmont Evacuation Zones	8
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1. INTRODUCTION

1.1. PURPOSE AND SCOPE

This Annex describes the processes and concepts used when people and pets must be evacuated from a portion or the entirety of the City of Piedmont. Evacuation is a means of protecting the public from the effects of a hazard by moving people away from the hazard. Evacuations may be precautionary or in response to an immediate active threat to life safety. The goal of an evacuation is to move as few people as needed the shortest distance to safety.¹ Successful evacuation capabilities include situation assessments, decision-making, identification of evacuation zones and routes, notifying partners, alerting the public, and implementing evacuation actions.

1.2. SITUATION

The City of Piedmont encompasses 1.78 square miles, with more than 90% of its land area developed with housing. Some of Piedmont's neighborhoods are in hilly terrain with narrow, winding roads that may hamper evacuation efforts. The City of Piedmont is vulnerable to hazards that have the potential to require the evacuation of a portion of the city including:²

- Dam failure
- Earthquake
- Flooding
- Landslide
- Winter storms
- Wildfire

1.3. PLANNING ASSUMPTIONS

This Annex considers the following planning assumptions:

- Some incidents requiring evacuation may have little to no advance warning.
- The primary mode of transportation for most residents during an evacuation will be privately owned automobiles.
- Roadways could become damaged or impassable during evacuation operations.
- Damaged communications infrastructure may impede the delivery and receipt of evacuation warnings and messages.
- During an incident requiring large-scale evacuation, the Emergency Operations Center (EOC) will likely activate. Evacuation actions may occur before full EOC activation due to the situation's urgency.
- EOC activation will be based on the scope and scale of an evacuation.

¹ <https://www.fema.gov/sites/default/files/2020-07/planning-considerations-evacuation-and-shelter-in-place.pdf>

² <https://piedmont.ca.gov/common/pages/DisplayFile.aspx?itemId=15970372>

- Displaced residents may require shelter and other support services depending on the severity of the incident.
- In a significant or catastrophic incident, City resources may be overwhelmed, requiring mutual aid to support evacuation efforts.
- Incidents in the City of Oakland and elsewhere in the region are likely to impact the availability of mutual aid to support response efforts in the City of Piedmont.
- The City of Piedmont recognizes that despite a good-faith effort, it may not have the capabilities or resources to reach every individual needing support.
- Dependent upon scale, evacuation operations may need to be coordinated with the City of Oakland and Alameda County.

1.4. EQUITY AND INCLUSION

The City of Piedmont is dedicated to supporting the timely and safe evacuation of all residents and visitors, including those with access and functional needs (AFN). In Piedmont, residents that may need additional assistance during an evacuation include those who:³

- Have ambulatory difficulties: 3.4% of the population
- Have vision difficulties: 1.0% of the population
- Have self-care difficulties: 1.7% of the population
- Have a disability: 26.4% of the population over age 65 and 3.2% of the population under age 65⁴
- Have a cognitive difficulty: 2.2% of the population
- Commute by public transportation: 10.2%
- Have a hearing difficulty: 3.3%
- Speak a language other than English: 14.4 %⁵

During an evacuation, Incident Command coordinates closely with the EOC to implement strategies for supporting the needs of vulnerable and AFN populations. More information on supporting AFN populations during an evacuation can be seen in Section 2.5.6

³ <https://www.healthyalamedacounty.org/indicators/index/indicatorsearch?doSearch=1&showComparisons=1&l%5B0%5D=132168>

⁴ <https://www.census.gov/quickfacts/fact/table/piedmontcitycalifornia/DIS010221>

⁵ <https://data.census.gov/table?tid=ACSST5Y2020.S1601&g=160XX00US0656938>

2. CONCEPT OF OPERATIONS

The City of Piedmont is responsible for assessing emergency situations that may necessitate an evacuation and, if warranted, conducting evacuations to protect the safety of residents and visitors. The Police Department leads evacuation efforts within Piedmont. During large-scale evacuations, the EOC may coordinate evacuation planning and operations if activated.

2.1. EVACUATION OVERVIEW

Evacuation and shelter-in-place are protective actions used to protect the population from imminent threats. Shelter-in-place is typically the preferred option for low-risk or unfolding incidents, while evacuation is usually the preferred option for imminent threats to life safety. Shelter-in-place may be necessary for some situations when adequate warning time cannot be provided to evacuate safely.

- **Evacuation:** Organized, phased, and supervised withdrawal, dispersal, or removal of civilians from dangerous or potentially dangerous areas and their reception and care in safe areas.⁶
- **Shelter-in-place:** The use of a structure to temporarily separate individuals from a hazard or threat. In Piedmont, public safety officials will typically instruct residents to shelter in place at their current location or find the nearest safe location suitable for the type of hazard.⁷

Evacuation and shelter-in-place operations typically occur over five phases outlined by the Federal Emergency Management Agency (FEMA). Dependent upon incident characteristics and response urgency, some phases may be compressed or occur simultaneously.⁸

- **Mobilization:** Begins with identifying a threat or hazard and includes a situation assessment and decision to evacuate. During the mobilization phase, the Police and Fire Departments will first notify key partners and begin mobilizing people, systems, and resources to establish incident command and management structures. City officials will decide whether to activate the EOC and make coordinated decisions for protective actions and priorities, disseminating clear evacuation messaging to the public. Mobilization will likely happen concurrently with other phases for no-notice events and low-notice events.
- **Evacuation/Shelter-In-Place:** Begins when a threat requires evacuation or shelter-in-place operations. Depending on incident urgency and notice, this phase may begin after or concurrent with mobilization phase activities. This phase includes implementing the protective actions of evacuation and shelter-in-place orders, which vary depending on the size and scope of the incident. This phase may be used in advance of the impact phase for notice events (e.g., flooding, slow-moving wildfire) or after the impact phase for no-notice or low-notice events (e.g., earthquakes, fast-moving wildfire) to protect life. The City of Piedmont Police Department manages evacuation operations in the field, in coordination with the Fire Department and Public Works Department, as needed.

⁶ <https://www.fema.gov/sites/default/files/2020-07/planning-considerations-evacuation-and-shelter-in-place.pdf>

⁷ <https://www.fema.gov/sites/default/files/2020-07/planning-considerations-evacuation-and-shelter-in-place.pdf>

⁸ <https://www.fema.gov/sites/default/files/2020-07/planning-considerations-evacuation-and-shelter-in-place.pdf>

- **Impact:** Begins when jurisdictions start to see adverse impacts on operations. During this phase, for notice events, the city works to secure facilities, people, and equipment and clear and close roadways to minimize the impact of the hazard. All City of Piedmont departments are responsible for securing respective facilities, equipment, and personnel.
- **Displacement/Mass Care:** Mass care services are mobilized if evacuees must leave their homes for extended durations. Mass care includes operating shelters and providing feeding and other services. Not every evacuation may require a mass care operation. During shelter-in-place operations, mass care may consist of mobile commodity distribution or establishing hubs for evacuees to obtain food, water, and information during evacuations that last hours instead of days. The Recreation Department manages mass care activities in the field through the coordination of the EOC. The Red Cross is requested early in an incident if mass care support services may be required.
- **Re-entry/Repopulation:** Incorporates the coordinated movement of evacuees back into a community once the threat or hazard dissipates. Re-entry typically marks the transition to recovery activities. This phase may follow the re-entry of first responders if the threat or hazard was significant enough to require first responders to evacuate, or will begin once first responders have stabilized the area to a point where residents can return. The Police Department manages the repopulation process, with the coordination and support from the Fire Department, Public Works Department, and the EOC.

2.2. SITUATION ASSESSMENT

Incident Command determines the need for evacuation or shelter-in-place based on life safety needs. When considering an evacuation, decision makers typically review, and continuously monitor, the following incident factors:

- Nature of incident
- Magnitude and severity of incident
- Expected time of incident onset
- Anticipated incident duration
- Expected areas of impact (both City and region-wide)

These considerations help inform the following essential elements of information:

- Estimated number of individuals requiring evacuation
- Distance individuals must evacuate to ensure their safety
- Potential evacuation routes
- Critical facilities at risk
- Transportation support needed
- At-risk vulnerable populations and populations with AFN
- Need for reception, shelter, and mass care facilities
- Extent traffic control and security measures are required

During no-notice events, Incident Command and the EOC may need to decide between evacuation and shelter-in-place, depending on the incident circumstances. Decision makers consider probable evacuation areas, routes, and available resources, while assessing the threat to life safety for impacted populations. The City of Piedmont conducts pre-incident planning to support this critical decision making during the mobilization phase.

2.3. EVACUATION ZONES

The City of Piedmont is divided into 10 pre-defined evacuation zones, through the evacuation planning software Genasys Protect. The use of evacuation zones promotes a phased-based evacuation approach where resources target the most vulnerable areas of the City, limiting the need to evacuate large areas not at threat. During large-scale evacuations, specific zones are typically evacuated in phases to allow those closest to a threat to evacuate first, while reducing traffic congestion. A map showing the evacuation zone by looking up an address at <https://protect.genasys.com/>

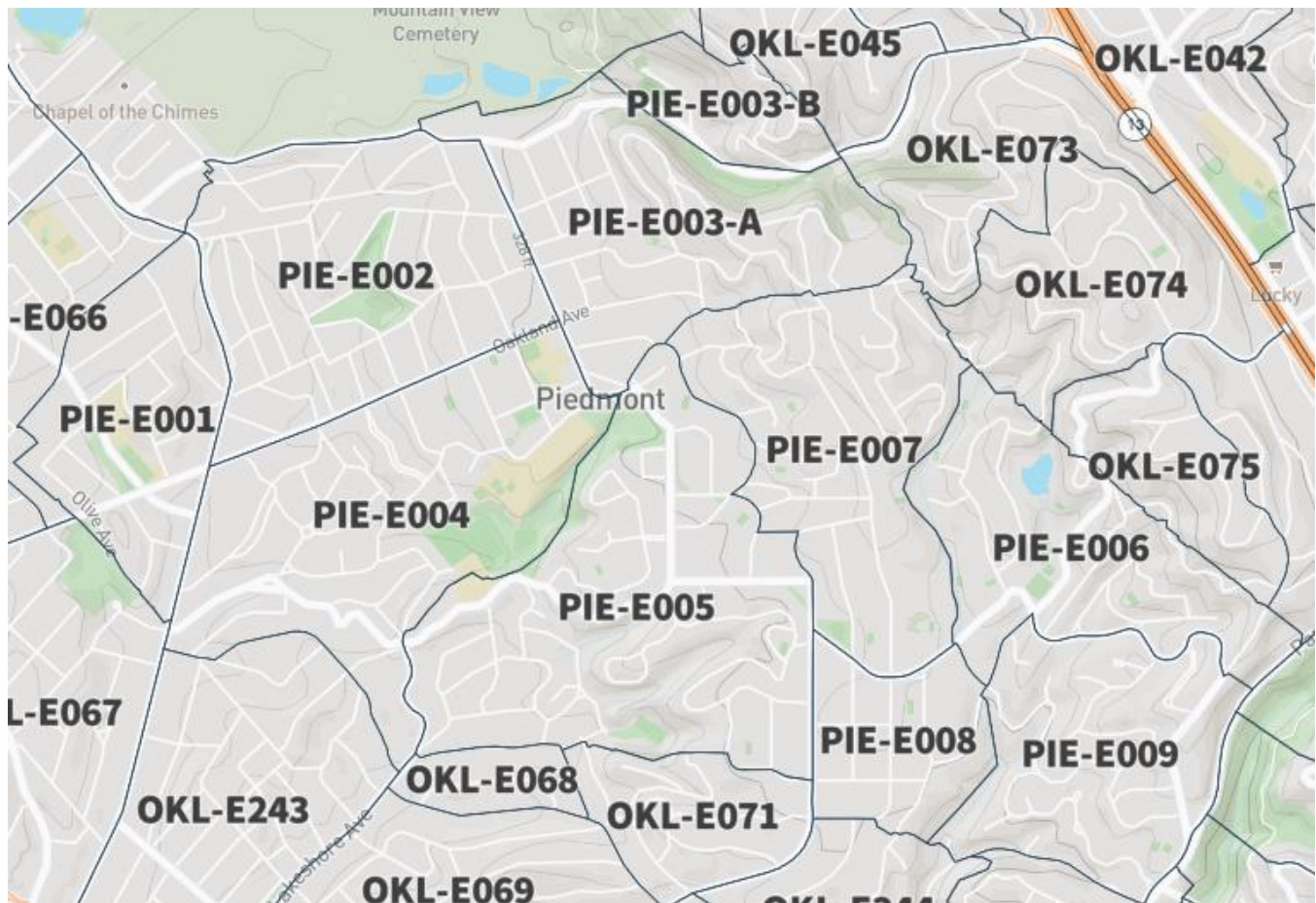


Figure 1: City of Piedmont Evacuation Zones

2.4. PUBLIC ALERT AND WARNING

Multiple forms of messaging are used to notify the public of evacuations. All communication processes are conducted in accordance with the City of Piedmont Emergency Alert and Communications Annex.

The City of Piedmont may use any of the following methods to communicate evacuation information to the public, depending on the circumstances of the incident and the urgency of the threat to life safety:

- AC Alerts
- City of Piedmont website
- City of Piedmont social media
- Local news media
- Sirens, horns, outdoor speakers
- Door-to-door notifications

During an evacuation, public messages will generally fall into one of three categories:

- **Shelter-in-place messages:** Instructs the public to remain inside their location or find the nearest safe location.
- **Evacuation warnings:** Informs the public of the potential need for an evacuation and to start preparing to leave the area.
- **Evacuation orders:** Informs the public of active threats to life and the need to leave the area immediately.

Public messaging typically includes the following information. More information on drafting emergency alerts is available in the Emergency Alert and Communications Annex.

- The need to immediately evacuate
- Which evacuation route(s) to use
- Locations of evacuation centers, temporary evacuation points, or shelters
- Suggested list of items to take during a prolonged evacuation
- What to do if someone needs assistance evacuating
- How to get more information

During a regional emergency, the City of Piedmont Public Information Officer (PIO) coordinates with the Alameda County EOC to support the development of unified messaging.

2.4.1. Partner Agency Notifications

Dependent upon the incident scale, the Incident Commander, or EOC, notifies the following entities when evacuation operations begin in the City of Piedmont:

- The City Administrator
- Other City of Piedmont departments/positions
- Alameda County EOC
- City of Oakland EOC
- American Red Cross
- Eden Information & Referral/Alameda County 2-1-1
- Critical facilities within the impacted areas

2.5. EVACUATION ACTIONS

2.5.1. Temporary Evacuation Points/Evacuation Shelters

If incident conditions warrant an evacuation, the City may designate pre-identified locations as Temporary Evacuation Points (TEPs). When activated, the City of Piedmont uses TEPs as locations to direct residents to emergency information and sheltering resources. Potential TEP locations include the following:

- **Hampton Field:** 20 La Salle Avenue
- **Linda Beach Field:** 333 Linda Avenue
- **Coaches Field:** 898 Red Rock Road
- **Piedmont High School:** 800 Magnolia Avenue
- **Piedmont Middle School:** 740 Magnolia Avenue
- **Beach Elementary School:** 100 Lake Avenue
- **Wildwood Elementary School:** 301 Wildwood Avenue
- **Havens Elementary School:** 323 Highland Avenue
- **Zion Lutheran Church:** 5201 Park Boulevard

During incidents with an extended duration, the American Red Cross or Alameda County may activate evacuation shelters with mass care services available. Evacuation shelters typically provide access to incident information, meals, beverages, charging stations, and referrals to other support services when available.

The City of Piedmont may need to prepare mass care shelters, if American Red Cross or Alameda County Shelters are unavailable, such as during a large-scale incident. Mass care shelters are managed by the Recreation Department in the Care and Shelter Branch coordinated by the EOC and may be opened at the same locations listed as possible TEPs.

2.5.2. Transportation

During an evacuation, it is anticipated that most individuals will evacuate using personal vehicles, and individuals without access to a private vehicle may need transportation assistance. If needed, resource requests are submitted to neighboring jurisdictions, public transit providers, the school district, and Alameda County EOC to obtain, coordinate, and provide adequate means of transportation for individuals who do not own or have access to automobiles, have unique needs that limit their transportation options, and/or have other specific needs. Evacuation pick-up points will be established based on incident-specific characteristics.

2.5.3. Traffic Control

The City of Piedmont Police Department determines the specific route(s) to be used for evacuation based on the incident location, zones being evacuated/impacted areas, and incident conditions (e.g., weather, existing traffic, and road conditions). Primary evacuation routes and associated resource requirements are depicted in Appendix 5.5.2 and include the following:

- Moraga Avenue to State Highway 13 or Pleasant Valley Avenue

- Oakland Avenue to Grant Avenue or Bayo Vista Avenue
- Crocker Avenue to Mandana Boulevard
- Hampton Road to Estates Drive onto Park Boulevard⁹
- LaSalle Avenue to Mountain Boulevard
- Wildwood Avenue to Winsor Avenue or Grand Avenue
- Blair Avenue to Harbord Drive

When possible, two-way traffic is maintained on evacuation routes to allow continued access for emergency vehicles. If time permits, traffic control devices such as signs and barricades are deployed by the Public Works Department, as directed by the Incident Commander, or designee.

As a part of the City of Piedmont Housing Element Update Implementation Project, the Planning & Building department prepared an assessment of the current evacuation capacity under certain conditions. This analysis includes expected throughput on specific evacuation routes, as well as recommendations to reduce evacuation times.

2.5.4. Access Control and Security

After evacuation, it may be unsafe to return to the area. Once the immediate threat has passed, the City of Piedmont Police Department provides access control and security to prevent the entrance of unauthorized persons into the evacuation area.

2.5.5. Household Pets

If established, and if the urgency of the evacuation allows, the City will provide residents with information about evacuation shelters that can accommodate household pets. The City of Piedmont will make reasonable efforts to accommodate household pets during an evacuation; however, preserving human life is always the top priority during an evacuation.

2.5.6. Populations with Access and Functional Needs

Individuals with disabilities and populations with AFN may require additional support during an evacuation. Considerations for vulnerable populations and those with AFN include:

- Additional time to prepare for evacuation
- Alternative processes receiving alerts and warnings
- Assistance evacuating with durable medical equipment
- Access to consumable medical supplies
- Transporting service animals
- Access to accessible transportation

⁹ Although Park Boulevard is not in the City of Piedmont, it forms the south border of the City and provides access to both SR 13 and Interstate-580 (I-580).

During an evacuation, the City will support the needs of AFN populations by coordinating accessible transportation with paratransit and ambulance service providers.

2.5.7. Non-Resident/Tourist Evacuations

Some locations in Piedmont are frequented by non-residents, including recreational facilities, retail outlets, churches, and other businesses. Individuals in these locations may not be registered for Piedmont Alerts/AC Alerts, and may not receive notice of an evacuation or shelter-in-place message.

Public safety vehicles may be used to broadcast evacuation messages in these areas, depending on the urgency of the threat. Wireless Emergency Alert (WEA) messages may also be used to broadcast evacuation messages to all cell phones in specified geographic areas.

2.5.8. Critical Facilities

Critical facilities often serve populations that cannot evacuate themselves during an emergency and are responsible for maintaining their own Emergency Operations Plans (EOPs) and evacuation standard operating procedures (SOPs). The City may support the evacuation and reunification efforts of critical facilities, as resources allow. Within the City of Piedmont, school/childcare facilities include:

- Schools¹⁰
 - **Beach Elementary School:** 100 Lake Avenue
 - **Havens Elementary School:** 323 Highland Avenue
 - **Wildwood Elementary School:** 301 Wildwood Avenue
 - **Piedmont Middle School:** 740 Magnolia Avenue
 - **Millennium High School:** 760 Magnolia Avenue
 - **Piedmont High School:** 800 Magnolia Avenue
- Preschools/Child Care Centers
 - **Hillside Playschool:** 801 Magnolia Avenue
 - **Highlands Preschool:** 400 Highland Avenue
 - **Linda Beach Cooperative Preschool:** 400 Highland Avenue
 - **Open Minds Early School:** 5609 Moraga Avenue
 - **Piedmont Community Hall Preschool Classes:** 711 Highland Avenue
 - **Piedmont Play School:** 401 Hampton Road
 - **Wonder Garden Kids:** 116 Ronada Avenue
 - **Wildwood Schoolmates Portable:** 301 Wildwood Avenue
 - **Skipping Stones Preschool:** 301 Wildwood Avenue

Other critical facilities include government buildings with a high concentration of individuals and/or equipment. Individual City buildings maintain internal evacuation plans and train staff on safe building evacuation procedures. These facilities include:

¹⁰ <https://www.piedmont.k12.ca.us/our-schools>

- **City Hall:** 120 Vista Avenue
- **Police Station:** 403 Highland Avenue
- **Corporation Yard:** 898 Red Rock Road
- **Recreation Building:** 358 Hillside Avenue
- **801 Magnolia Building:** 801 Magnolia Avenue

In particular, the Corporation Yard houses multiple pieces of critical and essential equipment, including trucks and other machinery. The Public Works Department maintains internal procedures for evacuating critical equipment.

2.5.9. Return of Evacuees

During large-scale evacuations, the decision to repopulate evacuated areas is typically made jointly by the Incident Command and EOC. Considerations in determining when to authorize the return of evacuees include:

- The threat prompting the evacuation has subsided or been resolved
- Roadways and bridges are safe for travel
- Utility hazards have been addressed (e.g., downed powerlines, ruptured gas lines)
- Structures have been deemed safe for occupancy

When evacuation warnings and orders are lifted, the City of Piedmont uses mass notification systems to inform evacuees that it is safe to return. As warranted, residents may be provided information about addressing issues, including:

- Safety considerations when reactivating utilities
- Cleaning instructions and safety considerations
- Removal and disposal of debris
- Documenting damage for insurance purposes

3. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

3.1. ORGANIZATION

The evacuation response organization aligns with the organization outlined in the City of Piedmont EOP and departmental procedures. When an incident requires an evacuation of a limited area, the onsite Incident Commander determines the need for and conducts evacuations near an incident site. The Incident Commander typically manages evacuation operations in the field during a large-scale evacuation, while the EOC coordinates global response operations.

3.2. ASSIGNMENT OF RESPONSIBILITIES

3.2.1. City of Piedmont

Department	Responsibilities
Police Department	- Determine the need for an evacuation (as part of Incident Command/Unified Command and in coordination with the EOC, if activated) - Lead the implementation of evacuations within Piedmont - Identify evacuation zones - Create traffic management strategies, including the use of specific evacuation routes - Support public messaging and resident alert and warning - Update the EOC on the condition of roadways used as evacuation routes - Conduct door-to-door canvassing to alert residents of no-notice evacuations - Document and track contacts with residents that remain in evacuation zones using paper forms, FirstTwo, or other methods
Fire Department	- Advise the Police Department and EOC on the following: - Need for an evacuation - Boundaries for the area under threat - Timing and duration of an evacuation - Assist with door-to-door resident notification - Update the EOC on field conditions to support the development of a common operating picture - Assist evacuation of the AFN population with Fire Department ambulances
Public Works Department	- Deploy traffic control equipment as directed by the Police Department - During re-entry, assess the conditions of roadways - Coordinate debris removal - Open parks to serve as temporary evacuation points, as necessary - Advise on the status of utility, parks, and infrastructure conditions
Recreation Department	- Coordinate mass care services during evacuations - Support public alert and warning

Department	Responsibilities
	• Support evacuation logistics • Maintenance of emergency supply caches
Communications Program Manager	• Coordinate public messaging and resident alert and warning
City EOC (when activated)	• Determine the need for an evacuation (in coordination with Incident Command) • Coordinate evacuation operations • TEPs, shelters, and mass care services • Coordination with external organizations • Routing/fulfillment of resource requests • Re-entry and repopulation

Table 1: City of Piedmont Evacuation Roles and Responsibilities

3.2.2. Community-Based Organizations

Organization	Responsibilities
Red Cross	• Operate evacuation centers and shelters
Eden Information & Referral/Alameda County 2-1-1	• Provide residents with information on emergency shelters, food, transportation, and recovery from a disaster
AC Transit	• Use available transportation resources to support mass evacuation and relocation from temporary evacuation sites
East Bay Paratransit	• Use available, accessible transportation resources to support mass evacuation and relocation from temporary evacuation sites for populations with access and functional needs

Table 2: Community-Based Organizations Evacuation Roles and Responsibilities

3.2.3. County and State Government

Agency	Responsibilities
Alameda County	• Receive and broker mutual aid and resource requests received from the City of Piedmont • Coordinate evacuation efforts that span across municipalities • Support mass care operations across the Operational Area
California Governor's Office of Emergency Services (Cal OES)	• Coordinate the provision of intra-regional and state-owned resources during emergencies

Table 3: County and State Government Roles and Responsibilities

4. ANNEX MAINTENANCE

The Director of Emergency Services, or their designee, is responsible for developing and maintaining the Evacuation Annex. Any updates and revisions of this document will be coordinated with the Police and Fire Departments.

Any agencies and organizations listed as having anticipated roles and responsibilities under this Annex will inform the Director of Emergency Services, or their designee when they are aware that changes need to be made.

5. APPENDICES

5.1. ACRONYMS AND ABBREVIATIONS

Term	Definition
AFN	Access and Functional Needs
Cal OES	California Governor's Office of Emergency Services
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
FEMA	Federal Emergency Management Agency
PIO	Public Information Officer
SOP	Standard Operating Procedure
TEP	Temporary Evacuation Point
WEA	Wireless Emergency Alerts

Table 4: Acronyms and Abbreviations

5.2. GLOSSARY OF TERMS

AC Alerts: AC Alert is a voluntary, opt-in mass notification system used by local jurisdictions throughout Alameda County/the City of Piedmont to rapidly disseminate emergency alerts to people who live, work in, or visit the county. AC Alert primarily sends alerts by voice, text, and email, and can also send emergency alerts via WEA.

Alameda County 2-1-1: A free, non-emergency, confidential service for residents that provides information on emergency shelters, food, transportation, and recovery from a disaster.

Evacuation Center (also called **Reception Center or Temporary Evacuation Points**): An interim site along an evacuation route that provides mass care and other emergency services to evacuees. These locations provide life-sustaining services, such as food, water, basic medical support, and assignment and transportation to a shelter.

Evacuation Order: A jurisdictionally initiated action for an organized, phased, and supervised withdrawal, dispersal, or removal of people from dangerous or potentially dangerous areas and their reception and care in safe areas.

Evacuation Warning: Alert for people in an affected area(s) of a potential threat to life and property. Warning recommendations will advise that people, who need additional time, should evacuate at this time. An Evacuation Warning considers the probability that an area will be affected and prepares people for a potential Immediate Evacuation Order. This term is often associated with the term “voluntary evacuation” by the media.

Evacuation Zone: A defined area to which residents may be directed to evacuate, depending upon the impacts of the hazard (e.g., tides, storm intensity, path, hazardous material exposure).

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

Individuals with a Disability: Individual who has a physical or mental impairment that substantially limits one or more major life activities (an “actual disability”), or a record of a physical or mental impairment that substantially limits a major life activity (“record of”), or an actual or perceived impairment, whether or not the impairment limits or is perceived to limit a major life activity, that is not both transitory and minor (“regarded as”). Individuals with disabilities have civil rights protections that may not be waived under any circumstances, including throughout emergencies and disasters.

Individuals with Access and Functional Needs: Individuals having access and functional needs may include, but are not limited to, people with disabilities, older adults, and populations having limited English proficiency, limited access to transportation, and/or limited access to financial resources to prepare for, respond to, and recover from the emergency. Such needs are met by providing physical, programmatic, and effective communication access to the whole community by accommodating individual requirements through universal accessibility and/or specific actions or modifications. This includes assistance, accommodation, or modification for mobility, communication, transportation, safety, health maintenance, etc.; due to any situation (temporary or permanent) that limits an individual’s ability to act in an emergency.

Notice Incident: An incident where jurisdictions have warning of an impending hazard. The officials have time to prepare in advance, assess, communicate, and implement protective action measures. Typically, initial preparation discussions regarding the impending hazard occur as soon as the jurisdiction receives first notice of impact.

Re-Entry: The coordinated movement of first responders, recovery resources, and the public back into a community once a threat or hazard dissipates and the event causing the evacuation ends.

Shelter (Mass Care): A facility where government agencies and/or pre-established voluntary organizations process, evaluate, and provide disaster services to evacuees without an endpoint destination. Meals and water should be available, as well as basic first aid, pet sheltering (if applicable), sleeping quarters, hygienic support, and basic disaster services (e.g., counseling, financial assistance, and referral). Durable medical equipment, communication aids, and other necessary support assistance will be available at these locations as well.

Shelter-in-Place: The use of a structure to temporarily separate individuals from a hazard or threat.

Wireless Emergency Alerts: Short, emergency messages that can be broadcast from cell towers to any WEA-enabled mobile device in a wide geographic area.

5.3. LEGAL AUTHORITIES

California Penal Code 409.5 grants authority to police officers to close areas whenever a menace to public health or safety is created by a calamity (e.g., flood, storm, fire, earthquake, explosion, accident) or there is an occurrence or presence of another disaster.¹¹

¹¹ https://leginfo.ca.gov/faces/codes_displaySection.xhtml?lawCode=PEN§ionNum=409.5

5.4. EVACUATION ENCOUNTER SAMPLE FORM

Incident Name:		Date:	Time:	Evacuation Zone Status:	
Contact Made By (name and organization):				☐ Evacuation Warning	
				☐ Evacuation Order	
				☒ Shelter-in-Place	
Name of Person Contacted:		Address or Location of Contact:		Phone Number at Contact Location:	
Number of Individuals at this Location		Transportation Available:		Pets at Location:	
Adults:	Minors:	☐ Yes ☐ No		☐ Yes ☐ No	
Assistance Required to Evacuate or Shelter-in-Place:					
Emergency Contact Name:				Emergency Contact Phone Number:	
Individual Briefed on Safety Risks:		Contact Disposition:			
☐ Yes ☐ No		☐ Will Shelter-In-Place			
		☐ Will Evacuate			
		☐ Other:			
Additional Notes:					

RECOVERY ANNEX



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TABLE OF CONTENTS

Table of Contents	2
List of Tables.....	3
List of Figures	3
1. Introduction	4
1.1. Purpose and Scope	4
1.2. Planning Assumptions	4
1.3. Equity and Inclusion	4
2. Hazard Mitigation.....	5
2.1. Hazard Mitigation and Disaster Recovery.....	5
2.2. Hazard Mitigation Planning	5
3. Concept of Recovery Operations.....	6
3.1. Recovery Process Overview.....	6
3.1.1. Transition to Recovery	7
3.1.2. Short-Term Recovery	7
3.1.3. Intermediate Recovery	7
3.1.4. Long-Term Recovery.....	7
3.2. Recovery Planning Considerations	8
3.2.1. Physical Recovery	8
3.2.2. Social Recovery	9
3.2.3. Governmental Recovery	10
3.2.4. Economic Recovery.....	10
3.3. Damage Assessment.....	10
3.4. Assignment of Responsibilities	15
4. Cost Recovery.....	17
4.1. Emergency Proclamations and Declarations	17
4.2. Disaster Assistance Programs Overview	18
4.2.1. Assistance for Governments.....	19
4.2.2. Assistance for Individuals and Businesses	22
4.3. Public Assistance Application Process	22
4.3.1. Documentation.....	22
4.3.2. Applicant Briefings.....	23
4.3.3. Eligible Costs	23
4.3.4. Project Worksheet.....	25
4.4. Individual Assistance (IA) Application Process.....	26
4.4.1. Assessment.....	26
4.4.2. Documentation.....	27
4.5. Declaration Process	27

5. Annex Development and Maintenance	28
6. Appendices.....	29
6.1. Acronyms and Abbreviations.....	29
6.2. Glossary of Terms	31
6.3. Disaster Assistance Program Requirements	34

LIST OF TABLES

Table 1: Damage Assessment Phases	12
Table 2: Damage Assessment Process	14
Table 3: SBA and USDA Damage Assessments	14
Table 4: Assignment of Key Recovery Functions	16
Table 5: Local Proclamation of Emergency Overview.....	17
Table 6: Disaster Assistance Program Proclamation Requirements	18
Table 7: Assistance for Governments Programs Overview	21
Table 8: Assistance for Individuals and Businesses Programs Overview	22
Table 9: Public Assistance Eligible Work.....	25
Table 10: Acronyms and Abbreviations	30
Table 11: Disaster Assistance Program Requirements	36

LIST OF FIGURES

Figure 1: Recovery Continuum - Description of Activities by Phase	6
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1. INTRODUCTION

1.1. PURPOSE AND SCOPE

This Annex describes the processes to organize and manage recovery operations in the City of Piedmont following an incident or disaster. A successful recovery organization addresses both short-and long-term needs of the community while acknowledging that not all issues can be anticipated.

Recovery is often the longest and most expensive stage of disaster response. It aims to return the City of Piedmont to a stable, functional, and operational “new normal” state and move the community toward a more resilient future. This Annex outlines activities to support a constructive recovery process and identifies key roles and responsibilities for City departments.

1.2. PLANNING ASSUMPTIONS

This Annex considers the following planning assumptions:

- Certain response and recovery activities may occur concurrently due to the specific needs of the incident.
- Following an incident, vital infrastructure such as potable water, electrical power, natural gas, sewer services, transportation, and communications infrastructure may be compromised.
- Voluntary organizations, non-profits, and other private-public partnerships within and beyond the region will play a significant role in recovery.
- Many businesses and organizations may be unable to operate or provide services to residents after a disaster.
- In a catastrophic incident, state and federal assistance may be required to support recovery operations. Public assistance (PA) and individual assistance (IA) may also be requested in significant incidents.
- The long-term recovery process may take months or years and require cooperation among all community sectors.
- Recovery programs and requirements may evolve between the adoption and revisions of this document. The City of Piedmont will be flexible and adapt its processes to reflect current requirements in such cases.

1.3. EQUITY AND INCLUSION

The City of Piedmont is dedicated to guaranteeing that recovery services are available and accessible to all residents. This includes individuals with limited English proficiency, populations with access and functional needs, and other vulnerable groups. The City of Piedmont conducts recovery operations in an inclusive, culturally competent manner that specifically considers these diverse populations. The Emergency Operations Center (EOC) coordinates directly with Alameda County, Alameda County Voluntary Organizations Active in Disaster (ALCO VOAD), and individual community-based organizations (CBOs) to meet the needs of these groups in the aftermath of an incident.

2. HAZARD MITIGATION

Hazard mitigation seeks to eliminate or reduce human suffering and property damage from natural and manmade hazards. Hazard mitigation includes both pre-disaster and post-disaster activities. Successful mitigation planning requires that all stakeholders understand local risks and invest in long-term community well-being. Without mitigation actions, safety, financial security, and self-reliance may be adversely affected during an incident or disaster.

2.1. HAZARD MITIGATION AND DISASTER RECOVERY

Understanding relevant threats and appropriate mitigation activities is critical during disaster recovery. During long-term recovery, the City of Piedmont may need to rebuild infrastructure, property, and public buildings. A complete awareness of all potential hazards allows the community to “build back better” by planning for future threats and breaking the repeated cycle of disaster damage and reconstruction.

Hazard mitigation grant funding may be available to support mitigation projects. Supporting project planning and detailed project expectations can help streamline funding opportunities and improve the community’s overall safety.

2.2. HAZARD MITIGATION PLANNING

The Disaster Mitigation Act of 2000 requires states, local jurisdictions, and tribal governments to maintain an approved mitigation plan to be eligible for federal mitigation assistance. Hazard mitigation planning is a process for state and local governments to identify community-level policies and actions to mitigate and reduce the impacts of natural hazards. A robust local hazard mitigation plan (LHMP) forms the foundation for the City of Piedmont’s long-term strategy to reduce disaster losses.

The development of a hazard mitigation plan enables the City of Piedmont to:

- Increase education and awareness around threats, hazards, and vulnerabilities
- Build partnerships for risk reduction involving government, organizations, businesses, and the public
- Identify long-term, broadly supported strategies for risk reduction
- Align risk reduction with other state, tribal, or community objectives
- Identify implementation approaches that focus resources on the most significant risks and vulnerabilities
- Communicate priorities to potential sources of funding

The City of Piedmont maintains an LHMP which is updated on a five-year cycle. The LHMP is developed using a hazard mitigation planning committee that supports the identification of relevant hazards, vulnerabilities, and mitigation strategies the City will use to decrease vulnerability and increase resiliency and sustainability in the community.

3. CONCEPT OF RECOVERY OPERATIONS

3.1. RECOVERY PROCESS OVERVIEW

Figure 1, below, depicts the recovery continuum as outlined in the National Disaster Recovery Framework.¹ The recovery continuum outlines timelines and tasks commonly associated with recovery operations, including the considerable overlap that may occur.

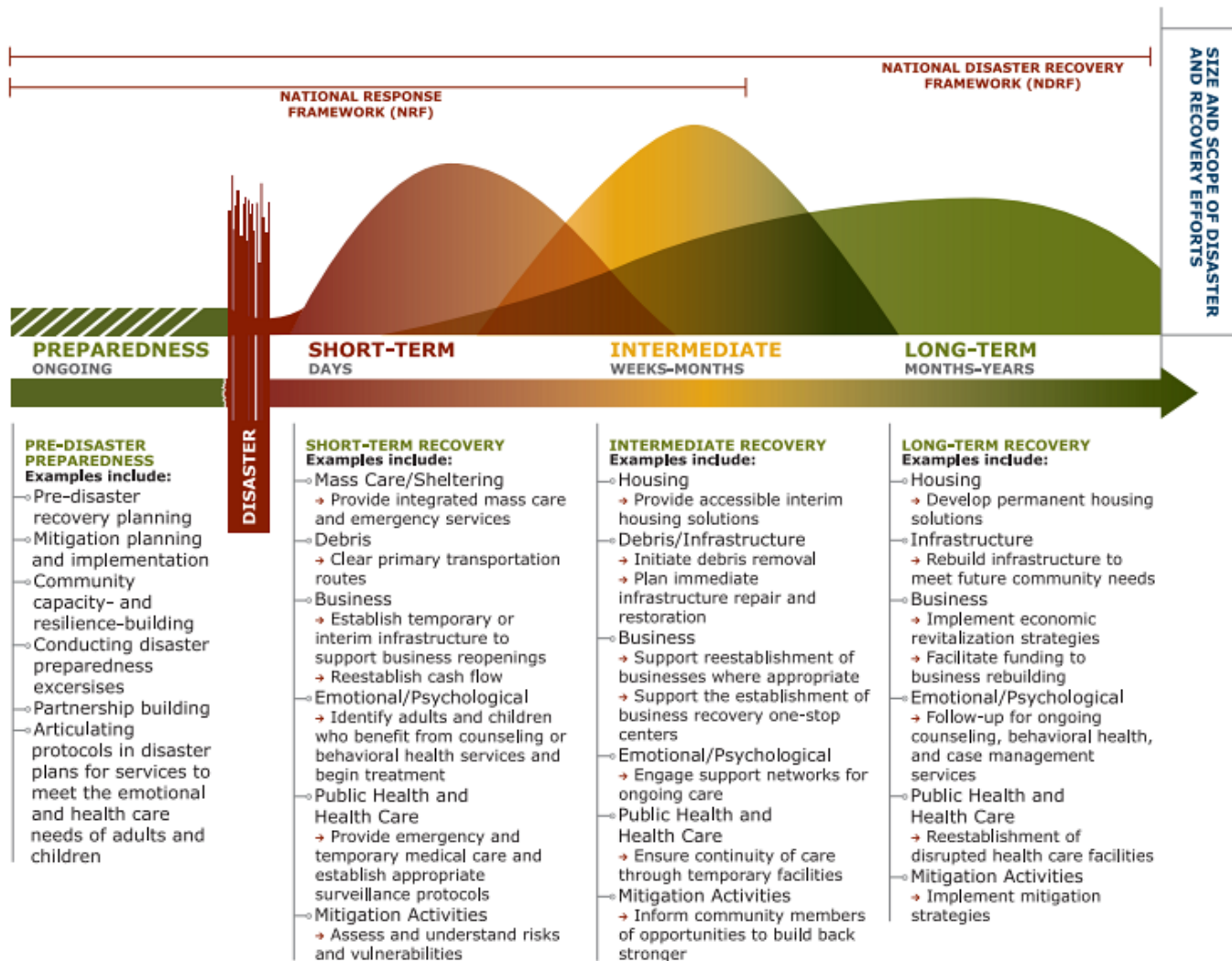


Figure 1: Recovery Continuum - Description of Activities by Phase

¹ <http://www.fema.gov/pdf/recoveryframework/ndrf.pdf>

3.1.1. Transition to Recovery

The recovery process consists of a sequence of connected and often concurrent activities that progressively advance the City of Piedmont toward a stable post-disaster state.² Incident-specific recovery planning begins in the EOC while response activities occur. The EOC supports recovery by organizing equitable services to maintain and restore health, safety, independence, and livelihoods throughout the City. These services typically aim to meet the specific needs of residents and may include:

- Restoration of essential services generally available in communities (i.e., food, water, shelter, energy, and fuel)
- Assessment of the extent and severity of damage to homes, businesses, or other property
- Human services and mental health service needs
- Repair of damaged homes and property
- Implementation of economic revitalization strategies
- Assessment and restoration of natural, cultural, and heritage resources

3.1.2. Short-Term Recovery

The primary objective of short-term recovery operations is to begin restoring community functions. As the immediate threat to life, property, and environment subsides, other goals of the recovery organization may include:

- Utility restoration
- Rapid debris removal and cleanup
- Expanded social, medical, and mental health services
- Restoration of primary affected transportation routes (or opening of new routes)
- Re-establishment of City of Piedmont government operations

3.1.3. Intermediate Recovery

Intermediate recovery is primarily identified by the transition of recovery activities from the EOC to the long-term recovery group (LTRG). Activities may overlap with both short- and long-term recovery but typically focus on temporary solutions until permanent measures are implemented. Activities may include:

- Provision of accessible temporary housing solutions
- Integrated social, medical, and mental health services
- Re-establishment of critical businesses to support the provision of services

3.1.4. Long-Term Recovery

Long-term recovery includes activities necessary to restore a community to a “normal” pre-disaster state or preferably an improved “new normal” state with increased resilience. All incidents can permanently change

² https://www.fema.gov/sites/default/files/2020-06/national_disaster_recovery_framework_2nd.pdf

lives, the landscape, and the public's expectations. It may not be possible to return the community to its exact pre-disaster condition but rather to a stable, functional, and operational state. Long-term recovery requires significant planning to maximize opportunities, ensure equity, and mitigate risks. For these reasons, some long-term recovery activities may continue for years after a disaster occurs.

The primary objectives of long-term recovery include:

- Provision of long-term assistance to displaced families
- Reconstruction of public and private facilities and infrastructure
- Restoration of the economy
- Improved land-use planning and mitigation projects
- Recovery of disaster-related costs through state and federal assistance

Long-term recovery may also include local assistance centers (LACs), which offer a centralized location for services and resource referrals for unmet needs following an emergency or disaster. Characteristics of LACs typically include:

- Managed by the City of Piedmont or Alameda County
- Resource facility for recovery information, services, and programs
- May include representatives from local utilities, insurance adjusters, and service providers to facilitate access to services
- Staffed by American Red Cross, other nongovernmental organizations (NGOs), CBOs, and local, state, and federal governments, as appropriate

After a significant or catastrophic incident, the City of Piedmont or Alameda County may support the activation of a Federal Emergency Management Agency (FEMA) Disaster Recovery Center (DRC). A DRC may be collocated with an established LAC to provide streamlined access to services and information. Characteristics of DRCs typically include:

- Managed by FEMA
- Resource facility for disaster assistance information and applications
- Provides housing and rental assistance information and referrals for other resources
- Staffed by FEMA, Small Business Administration (SBA), and other federal representatives

3.2. RECOVERY PLANNING CONSIDERATIONS

A successful recovery organization is built around critical activities with long-term social, economic, and physical recovery implications. Individual recovery considerations will be incident-specific and identified through advance planning and post-disaster damage assessment.

3.2.1. Physical Recovery

Physical recovery pertains to restoring the built environment to a “new normal” state. This may take months or years after a significant event.

Physical recovery activities may include:

- Conducting a comprehensive damage assessment and compiling the data into an Initial Damage Estimate (IDE)
- Identifying and preserving damaged historical or cultural sites
- Identifying environmental concerns
- Removing debris from public property and managing disposal sites
- Identifying redevelopment opportunities, if appropriate
- Deferring permits, fees, etc. for the rebuilding of damaged structures
- Pursuing hazard mitigation projects and advancing mitigation efforts, including upgrading infrastructure and utilities
- Modifying land use and zoning requirements and incorporating changes in construction standards and other codes, both for repair or rebuilding of disaster-damaged structures and for promoting disaster-resistant future development
- Expediting approval for repair or rebuilding of disaster-damaged structures and for promoting disaster-resistant future development
- Evaluating repair and rebuilding options
- Facilitation of environmental and climate-focused recovery

3.2.2. Social Recovery

Social recovery pertains to the health and well-being of residents and City employees after an incident. This is often the most urgent recovery need.

Social recovery activities may include:

- Supporting distribution of essential commodities and other daily living needs
- Evaluating community stress and providing services for the mental health of the public and first responders
- Supporting restoration of critical community support structures, such as schools, medical services, and financial institutions
- Establishing LAC for 'one-stop' disaster recovery services
- Assisting in establishing DRCs if requested to do so to support the delivery of state and federal recovery programs
- Support employee wellness through administration of the Employee Assistance Program (EAP)
- Addressing community questions about the health consequences of the event
- Restoring community values
- Promoting family and individual preparedness
- Promoting community participation in recovery efforts through volunteer opportunities with the LTRG and plan revisions
- Establishing annual events or static memorials to recognize the incident or those who were lost

3.2.3. Governmental Recovery

Governmental recovery pertains to restoring essential government functions and managing key aspects of recovery.

Governmental recovery activities may include:

- Continuing or restoring the performance of governmental functions
- Protecting, restoring, or replacing essential government facilities, equipment, records, and processes
- Establishing the LTRG to aid in building community consensus by engaging stakeholders, special interest groups, and the public in decision-making processes
- Updating community plans, including the Emergency Operations Plan and Redevelopment Plan, based on lessons learned from the disaster
- Restoration of information technology (IT) infrastructure and communication systems
- Managing donation of goods, services, and funds to assist with recovery
- Coordinating voluntary agencies and requests for volunteer assistance to assist with recovery
- Communicating recovery activities to the public
- Administering public-private partnerships in support of recovery needs
- Readjusting budgets to accommodate changes to operational budget expectations in comparison to tax or other revenue streams that were altered due to the incident

3.2.4. Economic Recovery

Economic recovery pertains to the restoration of the community's financial well-being and the cost recovery of disaster-related expenditures.

Economic recovery activities may include:

- Establishing a documentation system to collect and store disaster-related cost information to ensure maximum state and federal reimbursement
- Filing insurance claims, as appropriate
- Identifying the economic impact of the disaster on the community, such as the impact on the tax base and employment/unemployment
- Reviewing the City budget to identify potential sources of available working capital
- Facilitating business recovery by reestablishing commercial services and promoting businesses in damaged areas
- Securing disaster business loans, disaster recovery assistance grants, and hazard mitigation project funding

3.3. DAMAGE ASSESSMENT

Damage assessment is utilized as a continuous loop of identifying the impacts of the incident, identifying any needs based on those impacts, and implementing solutions to address the identified impacts and needs. The damage assessment process supports requests for financial reimbursement, establishes situational awareness,

and identifies gaps in survivor needs following an incident. Information from IDEs facilitates directing resources to the most critical areas. The damage assessment process typically occurs in several phases, described in Table 1.

- Information gathering
- IDE
- Preliminary Damage Assessment (PDA)

The City of Piedmont works with Safety Assessment Teams and California Governor's Office of Emergency Services (Cal OES) to complete the IDE and PDA process. Teams work to complete the following steps (Table 2), leading to the eventual submission of a PDA:

- Windshield surveys
- Safety assessments
- Detailed inspections
- Engineering assessments

The U.S. SBA and the Department of Agriculture (USDA) may also conduct separate damage assessments to support eligibility for departmental loan programs. These damage assessments are different from the IDE/PDA process and are outlined in Table 3. Local authorities may be asked to assist with federal assessment and declaration processes by providing detailed information for review, evidence of damages or repairs, and local representatives to provide on-site inspections in conjunction with federal assessment teams.

Assessment Type	Responsible Party	Purpose/Description	Information Included
Information Gathering	EOC	- Broad overview of incident impacts, including which areas to focus additional manpower and needs for detailed assessment - Information collected from trusted reporters, i.e., first responders) and members of the public	- Locations/neighborhoods reporting damage - Locations requiring support (e.g., roadway debris may require traffic control)
IDE	City of Piedmont	- Conducted to identify and document damage and initial cost estimates to support requests for state and federal assistance - Used to determine whether a more detailed damage assessment is necessary and identify areas where further efforts should be concentrated - Submitted to the Alameda County EOC for compilation with other Operational Area (OA) data submission to the Cal OES	- Initial description of the damage - Type and extent of public and private sector damage - Basic repair and emergency response cost estimates - Acute public health issues - Number of homes and businesses not insured or underinsured
PDA	- Cal OES Recovery Branch - Supported by Alameda County and the City of Piedmont	- Conducted to determine the impacts and magnitude of damage and the resulting unmet needs of the community - Information from the PDA is ultimately used to provide financial assistance for recovery on the state and federal levels	- Preliminary detailed damage report - Facility types (e.g., school, road, private residences) and location - Facility insurance and maintenance records - Damage description and repair estimates - Local government budget reports - Destroyed/damaged residences, personal property, businesses - Identified environmental or historical issues

Table 1: Damage Assessment Phases

Assessment Type	Time Frame	Purpose/Detail	Conducted By	Submitted To
Windshield Survey	0-12 hours post-incident ³	- Support the development of the IDE - Locate and identify casualties and hazards - Provide direction for response efforts	- Police Department - Fire Department - Public Works	Operations Section Chief or designee via phone or radio
Safety Assessment	0-24 hours post-incident	- Detailed inspection of critical facilities (i.e., fire station, police station, city hall, EOC, community center, public works, senior center) - Identify life safety problems - Identify obvious structural or utility damage to lifeline systems - Includes assessment of roads, bridges, tunnels, and access areas - Buildings are listed as “Unsafe” (Red), “Restricted Use” (Yellow), or “Inspected” (Green) - Used to identify requirements for barricades	- Safety Assessment Teams assigned by the EOC Safety Assessment staff - Overseen by the Building Official and City Engineer	Operations Section Safety Assessment staff via phone or radio
	0-72 hours post-incident	- Identify life safety problems - Identify obvious structural or utility damage to high-priority commercial buildings (e.g., grocery stores, pharmacies, medical offices) and vulnerable residential buildings (e.g., older multi-family, hillside locations) - Buildings are posted “Unsafe” (Red), “Restricted Use” (Yellow), or “Inspected” (Green) - Used to identify requirements for barricades		
Detailed Damage Assessment	24 hours to one-week post-incident	- Identify and document damage and update initial cost estimates - Thorough examination to document damages, prepare for emergency repairs, and identify facilities that require an engineering assessment	Safety Assessment Teams assigned by the EOC Safety Assessment staff	- Operations Section Safety Assessment staff via written form - Safety Assessment staff coordinate engineering assessments

³ Post-incident starts after an area is no longer a threat for public officials to move around in. In a situation such as a storm that may last several days, this should only be considered once assessing partners are not placed in life-threatening circumstances. This timeline may be different for different locations in the same jurisdiction.

Assessment Type	Time Frame	Purpose/Detail	Conducted By	Submitted To
Engineering Assessment	One week to two months post-incident	• A quantitative engineering evaluation of damage • Used to prepare plans for permanent repairs and to prepare engineering cost estimates	• Engineers and architects • Consulting structural, mechanical, and geotechnical engineers	• Copies of all forms forwarded to the Planning Section • Operations Section Safety Assessment staff via written form • Reports include drawings, calculations, cost estimates

Table 2: Damage Assessment Process

Assessment Type	Responsible Party	Purpose/Description	Information Included
SBA Assessment	SBA	• Ensures minimum damage criteria have been satisfied to implement the Physical or Economic Injury Disaster Loan Program	• Number of private homes and businesses damaged or destroyed • Uninsured losses estimate • Documentation outlining economic injury to businesses
USDA Assessment	USDA	• Provides justification to implement emergency farm loan program	• Cause, type, and value of crop/livestock losses

Table 3: SBA and USDA Damage Assessments

3.4. ASSIGNMENT OF RESPONSIBILITIES

Department/Agency	Key Recovery Functions
City of Piedmont	
City Administrator's Office	• Political process management ○ Manage interdepartmental coordination ○ Develop policy and serve as a decision maker ○ Disseminate public information ○ Coordinate with community and non-profit organizations ○ Establish LTRG • Support applications for disaster financial assistance ○ Provide disaster financial assistance project management ○ Liaise with assistance providers • Implement continuity of operations ○ Manage government operations and communications ○ Support the acquisition of space, supplies, personnel, and equipment • Support IT infrastructure recovery • Manage insurance settlements
City Attorney's Office	• Advise on emergency authorities ○ Prepare legal opinion on actions and associated liabilities ○ Review and assist in the preparation of new ordinances and resolutions ○ Identify statutes in need of temporary modification
Finance Department	• Manage applications for disaster financial assistance and cost recovery ○ Provide disaster financial assistance project management ○ Liaise with assistance providers • Manage public finance ○ Develop a budget and implement contracts ○ Manage accounting and claims processing ○ Support insurance settlements
Fire Department	• Support applications for disaster financial assistance ○ Liaise with assistance providers • Provide onsite recovery support • Support the damage assessment process
Planning & Building Department	• Support redevelopment of existing areas ○ Support repair and replacement projects for City facilities • Manage long-term new redevelopment planning ○ Process permits and controls for new development • Coordinate land use and zoning evaluations ○ Revise building regulations and codes ○ Conduct code enforcement and plan review

Department/Agency	Key Recovery Functions
	• Support housing assistance programs ○ Support assistance programs for low-income and access and functional needs populations • Coordinate mutual aid for Building Inspectors and assessments • Support damage assessment and inspections of impacted structures and areas • Support operations of a LAC or DRC
Public Works Department	• Manage debris removal, temporary debris management sites, and debris reduction ○ Identify debris removal locations and sort and weigh debris • Coordinate with the City Engineer • Coordinate demolition, construction, and management of contractors for damaged facilities • Coordinate the long-term repair and rebuild process • Coordinate restoration of utility services • Manage damage assessment process • Coordinate with on-call contractors and vendors
Recreation Department	• Support with alert and warning, as necessary • Coordinating re-opening of recreation programs
Alameda County	
Department of Environmental Health	• Perform environmental reviews
Housing and Community Development Department	• Manage and implement housing programs ○ Consider assistance programs for low-income and access and functional needs populations
Public Health Department	• Restore medical facilities and associated services • Provide oversight of care facility property management • Continue to provide mental health services

Table 4: Assignment of Key Recovery Functions

4. COST RECOVERY

Disaster-related expenditures may be reimbursed under several state and federal programs. Assistance may be available for public agencies on a cost-share basis for emergency response costs and repair or rebuilding of damaged facilities and infrastructure. Funding may also be available for individuals or businesses to assist with the recovery process, including low-interest loans to repair damaged buildings. The City of Piedmont seeks recovery for disaster-related expenses whenever possible.

4.1. EMERGENCY PROCLAMATIONS AND DECLARATIONS

Eligibility for some post-disaster assistance programs is contingent on a proclamation of local, state, or federal emergency. Typically, local emergency proclamations must be issued within ten days of the incident to meet eligibility requirements.⁴ More information on proclamations and declarations of emergency can be seen in the Emergency Operations Plan (EOP) Basic Plan and EOC Handbook.

Authority	- City Council upon request from the Director of Emergency Services. - Director of Emergency Services may proclaim a local emergency if the City Council is not in session.
Issuance	Within ten days of the occurrence of a disaster to be eligible for assistance from the California Disaster Assistance Act (CDAA).
Ratification	The City Council must ratify a local proclamation of emergency issued by the Director of Emergency Services within seven days.
Review	The City Council reviews the local emergency proclamation every 30 days until termination.

Table 5: Local Proclamation of Emergency Overview

Common disaster assistance programs and their proclamation and declaration requirements are outlined in Appendix 6.3.

Program Name	Local Proclamation	State of Emergency	Federal Declaration	Other Requirements
Building Resilient Infrastructure and Communities (BRIC)				X
Crisis Counseling Assistance & Training Program (CCP)				X
CDAA⁵	X			

⁴ <https://www.caloes.ca.gov/LegalAffairsSite/Documents/Cal%20OES%20Yellow%20Book.pdf>

⁵ Under the CDAA, local jurisdictions may be eligible for funding under a Governor's Proclamation of a State of Emergency or a Cal OES Director's Concurrence with a Local Proclamation of Emergency.

Program Name	Local Proclamation	State of Emergency	Federal Declaration	Other Requirements
Community Disaster Loan Program	X	X	X	
Emergency Watershed Program				X
FEMA IA	X	X	X	
Federal PA	X	X	X	
Fire Management and Assistance Grant (FMAG)			X	
Hazard Mitigation Grant Program (HMGP)	X	X	X	
Safety Assessment Program (SAP)				X
SBA Economic Disaster Loan Program			X	
SBA Physical Disaster Loan Program			X	
California State Supplemental Grant Program (SSGP)	X	X	X	
U.S. Army Corps of Engineers (USACE) Emergency Operations				X

Table 6: Disaster Assistance Program Proclamation Requirements

4.2. DISASTER ASSISTANCE PROGRAMS OVERVIEW

The disaster funding sources listed in this section do not represent all funding sources available to the City of Piedmont. Appendix 6.3 includes general cost-share percentages and eligibility/application requirements for these programs. All information presented in this section is accurate at the time of publication of this Annex. The City of Piedmont maintains responsibility for ensuring programmatic requirements are up-to-date when applying for any disaster financial assistance. Programmatic requirements can be verified on corresponding program websites.

4.2.1. Assistance for Governments

Program Name	Administering Authority	Program Overview
PA ⁶	FEMA	- Provides federal assistance to government organizations and certain private, nonprofit organizations. - Eligible projects include debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities. - Provides financial assistance for hazard mitigation measures during the recovery process.
CDAA ⁷	Cal OES	- Authorizes Cal OES to administer a disaster assistance program that provides state funding for costs incurred by local governments. - Director's Concurrence with a local emergency proclamation provides funding for the repair, restoration, or replacement of public real property damaged or destroyed. - Governor's state of emergency proclamation also provides for reimbursing costs associated with certain emergency activities. - May provide fund assistance for cost-sharing requirements under federal PA programs.
FMAG ⁸	FEMA	- Provides supplemental federal assistance to states and local governments for the mitigation, management, and control of fires burning on publicly or privately owned forests or grassland. - The City of Piedmont Fire Department must request an FMAG through the Alameda County EOC to the Cal OES Fire and Rescue Branch or the California State Warning Center (CSWC), while the fire is burning uncontrolled. - Request for FMAG must be made while the fire is actively burning and threatening property or infrastructure.
HMGP ⁹	FEMA	- Provides funding to eligible units of local government to support their efforts to rebuild following a disaster in a way that reduces future losses to their communities. - Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters.

⁶ <https://www.fema.gov/assistance/public/process>

⁷ <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/recovery-operations/public-assistance/california-disaster-assistance-act/>

⁸ <https://www.fema.gov/assistance/public/fire-management-assistance>

⁹ <https://www.fema.gov/grants/mitigation/hazard-mitigation>

Program Name	Administering Authority	Program Overview
Community Disaster Loan Program ¹⁰	FEMA	- Provides funding for local governments to operate essential community services after substantial revenue loss caused by a disaster. - Essential services include police and fire services, revenue collection, hazard insurance, trash collection, and public facilities maintenance.
USACE Emergency Operations ¹¹	USACE	- Under the direction of FEMA, the USACE provides support directly to state and local governments in the response to major disasters including temporary emergency power, debris management, temporary housing and critical public facilities, temporary roofing, infrastructure assessment, and urban search and rescue. - ASACE has its own authority to support state and local needs related to flooding or coastal emergencies.
Emergency Watershed Program ¹²	National Resources Conservation Service (NRCS) - USDA	- Offers financial and technical assistance to help local communities relieve imminent threats to life and property caused by floods, fires, windstorms and other natural disasters that impair a watershed. - Requires declaration of a watershed emergency by the NRCS State Conservationist.
BRIC ¹³	FEMA	Provides funding to state and local governments for hazard mitigation activities, including capacity and capability activity types and hazard mitigation projects.
SAP ¹⁴	Cal OES	Provides local governments with evaluators that can survey damaged facilities to determine if there are safety hazards to building occupants or the general public.
PA ¹⁵	FEMA	- Provides federal assistance to government organizations and certain private, nonprofit organizations. - Eligible projects include debris removal, life-saving emergency protective measures, and the repair, replacement, or restoration of disaster-damaged publicly owned facilities. - Provides financial assistance for hazard mitigation measures during the recovery process.

¹⁰ <https://www.fema.gov/assistance/public/community-disaster-loan>

¹¹ <https://www.usace.army.mil/Missions/Emergency-Operations/>

¹² <https://www.nrcs.usda.gov/programs-initiatives/ewp-emergency-watershed-protection>

¹³ <https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities>

¹⁴ <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/interagency-recovery-coordination/recovery-analytics-engineers-and-specialists/safety-assessment-program/>

¹⁵ <https://www.fema.gov/assistance/public/process>

Program Name	Administering Authority	Program Overview
CDA ¹⁶	Cal OES	• Authorizes Cal OES to administer a disaster assistance program that provides state funding for costs incurred by local governments. • Director's Concurrence with a local emergency proclamation provides funding for the repair, restoration, or replacement of public real property damaged or destroyed. • Governor's state of emergency proclamation also provides for reimbursing costs associated with certain emergency activities. • May provide fund assistance for cost-sharing requirements under federal PA programs.
FMAG ¹⁷	FEMA	• Provides supplemental federal assistance to states and local governments for the mitigation, management, and control of fires burning on publicly or privately owned forests or grassland. • The City of Piedmont Fire Department must request an FMAG through the Alameda County EOC to the Cal OES Fire and Rescue Branch or the California State Warning Center (CSWC), while the fire is burning uncontrolled. • Request for FMAG must be made while the fire is actively burning and threatening property or infrastructure.
HMGP ¹⁸	FEMA	• Provides funding to eligible units of local government to support their efforts to rebuild following a disaster in a way that reduces future losses to their communities. • Hazard mitigation includes long-term efforts to reduce risk and the potential impact of future disasters.
Community Disaster Loan Program ¹⁹	FEMA	• Provides funding for local governments to operate essential community services after substantial revenue loss caused by a disaster. • Essential services include police and fire services, revenue collection, hazard insurance, trash collection, and public facilities maintenance.

Table 7: Assistance for Governments Programs Overview

¹⁶ <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/recovery-operations/public-assistance/california-disaster-assistance-act/>

¹⁷ <https://www.fema.gov/assistance/public/fire-management-assistance>

¹⁸ <https://www.fema.gov/grants/mitigation/hazard-mitigation>

¹⁹ <https://www.fema.gov/assistance/public/community-disaster-loan>

4.2.2. Assistance for Individuals and Businesses

Program Name	Administering Authority	Program Overview
IA ²⁰	FEMA	Provides assistance to individuals and families through programs including Mass Care and Emergency Assistance; Individuals and Households Program (IHP); Disaster Case Management; Crisis Counseling Assistance and Training Program; Disaster Legal Services; Disaster Unemployment Assistance; and Voluntary Agency Coordination.
SSGP ²¹	California Department of Social Services (CDSS)	- Provides assistance to applicants of FEMA IA IHP who received the maximum IHP grant. - SSGP may make a grant equal to the difference between the IHP grant and the federally eligible appraised loss.
SBA Disaster Loans ²²	SBA	- Provides low- or no-interest disaster loans to help businesses and homeowners recover from declared disasters via Physical Disaster Loans and Economic Injury Disaster Loans. - The SBA declaration process has a lower threshold than FEMA and will only assist those who do not meet FEMA requirements.

Table 8: Assistance for Individuals and Businesses Programs Overview

4.3. PUBLIC ASSISTANCE APPLICATION PROCESS

The Finance Department Director manages the FEMA PA application process for the City of Piedmont. As a subgrantee, Piedmont will coordinate directly with Cal OES, the designated federal disaster fund grantee. Cal OES receives all federal funds obligated to Operational Areas and local jurisdictions and distributes the funds to individual subgrantees, including the City of Piedmont. The City of Piedmont coordinates with FEMA and Cal OES throughout the PA process to ensure that all necessary documentation is provided by the appropriate deadlines to receive obligated funds.

4.3.1. Documentation

The City of Piedmont recovery organization maintains documentation of all disaster recovery-related activities. As maintaining recovery-related disaster documentation supports reimbursement requests, it is critical that the City:

- Implement the disaster accounting system during a disaster
- Ensure disaster-related expenditures are easily distinguished from ongoing activities
- Maintain accurate accounting records for disaster-related expenditures

²⁰ <https://www.fema.gov/assistance/individual>

²¹ <https://www.cdss.ca.gov/inforesources/mass-care-and-shelter/california-grant-assistance>

²² <https://www.sba.gov/funding-programs/disaster-assistance>

- Keep records for a minimum of three years after the last action on a state or federally-funded disaster project

Disaster-related expenditure records typically include:

- Force account labor (timesheets) and equipment
- Invoices for rented equipment, materials, and purchases
- Photographs of damage and repair
- Insurance information
- Environmental and historic preservation issues
- Records of donated goods and services
- Purchasing process, emergency procurement justification, and other bids for services
- Volunteer time sheets

4.3.2. Applicant Briefings

After a federally declared disaster, the Cal OES Recovery Branch typically hosts Applicant Briefings, which provide an overview of the PA application process. Applicant Briefings typically cover the following topics:

- Available PA accessible for government agencies
- Application process
- Applicant eligibility
- Eligible costs
- Program criteria
- Documentation requirements
- Important deadlines for work completion
- Point of contact

Affected public agencies are typically notified of the briefing via letter, e-mail, Cal OES website, Cal OES regional offices, and by telephone. The City of Piedmont and any local special districts that have experienced damages, or have eligible response costs, may choose to participate in the Applicant Briefing.

4.3.3. Eligible Costs

FEMA defines work eligible for reimbursement under PA in two categories, emergency work and permanent work.

Emergency work includes actions taken before, during, and after a disaster to save lives, protect public health and safety, or eliminate the immediate threat of significant damage. Eligible work included in this category consists of the following:

- Debris Removal (Category A)
- Emergency Protective Measures (Category B)

Permanent work is work that is required as a result of the incident. Eligible work included in this category consists of the following:

- Roads and Bridges (Category C)
- Water Control Facilities (Category D)
- Buildings and Equipment (Category E)
- Utilities (Category F)
- Parks, Recreational, Other (Category G)

Category	Eligible Activities	Comments
A – Debris Removal (<i>emergency work</i>)	• Removal of debris that constitutes a hazard to the public, such as debris in the right-of-way • Includes debris on federally assisted roads	• Includes overtime personnel costs, contractor costs, equipment costs, rental costs, and dump fees • Does not include regular time costs for government personnel
B – Emergency Protective Measures (<i>emergency work</i>)	• Police, fire, and other emergency activities • Pumping, draining, and flood management costs are included if activities are necessary to protect life and property	• Includes overtime personnel costs, rental costs, and equipment costs • Includes other emergency response costs (i.e., EOC costs, pumping/other flood management costs, supplying food and water, sheltering, purchase of PPE) • Includes labor costs of temporary staff hired for the emergency • Does not include regular time costs for government personnel • Does not include permanent work performed on an emergency basis
C – Roads and Bridges (<i>permanent work</i>)	• Repair or replacement of roads, bridges, tunnels, and public rail systems • Repair of appearance is generally allowed	• Includes road surfaces, bases, shoulders, ditches, culverts, and associated facilities (i.e., lighting, sidewalks, guardrails, and signs) • Includes bridge components such as decking, guardrails, girders, pavement, abutments, and associated facilities • Must distinguish between incident-related damage and damage related to the age of the road, traffic flow, and frequent rain events
D – Water Control Facilities (<i>permanent work</i>)	• Repair of channels, canals, flumes, and dams	• Includes dams, reservoirs, levees, floodwalls, drainage channels, canals, aqueducts, sediment and debris basins, storm water retention and detention basins, irrigation facilities, pumping facilities, and navigational waterways • Must provide documentation of regular facility maintenance

Category	Eligible Activities	Comments
E – Buildings and Equipment (<i>permanent work</i>)	Repair or replacement of buildings and equipment	- Includes structural and non-structural components, including mechanical, electrical, and plumbing systems - Includes contents, equipment, and furnishing within buildings - Includes vehicles and construction equipment - Insurance coverage amount is not included as eligible
F – Publicly Owned Utilities (<i>permanent work</i>)	Repair or replacement of water pipes, sewer pipes, pumps, wells, power transmission and generation systems, water, and wastewater treatment plants, etc.	- Includes water storage facilities, treatment plants, and delivery systems - Includes power and natural gas generation, transmission, and distribution facilities - Includes sewage collection systems and treatment plants - Includes communication systems - Must provide documentation of regular facility maintenance
G – Parks, Recreation, Other (<i>permanent work</i>)	Repair or replacement of parks, trails, sports complexes, fences, and any other infrastructure not covered by the previous categories	- Includes mass transit, beaches, parks, playgrounds, swimming pools, tennis courts, boat docks, piers, picnic tables, golf courses, ball fields, fish hatcheries, and ports and harbors - Does not include trees or vegetation unless used for a designated purpose (e.g., erosion control, slope stabilization)

Table 9: Public Assistance Eligible Work

4.3.4. Project Worksheet

The Project Worksheet is the primary form used to document the application for FEMA PA. The project worksheet includes the location, damage description, scope of work, cost estimate, special considerations, and supporting documentation.²³

- Location
 - Identifies the location of all damages using addresses and proximity to landmarks.
 - Includes latitude and longitude of the project, if known.
 - Damage Description
 - Describes the damage, including the cause of the damage.
 - Quantifies the specific disaster-related damages of emergency services provided.
 - Quantifies specific non-disaster-related damages, if applicable.
- Scope of Work

²³ https://www.fema.gov/sites/default/files/documents/fema_papppg-v4-updated-links_policy_6-1-2020.pdf

- Describes the work necessary to remove and dispose of disaster-related debris, conduct emergency response measures, and repair, or replace a disaster-damaged facility to pre-disaster condition.
- Documents the percentage of “work completed” and “work to be completed.”
- Describes the basis for the cost estimate.
- Quantifies eligible costs.
- Describes any special considerations that affect the scope of work.
- Documents ineligible work and associated costs.
- Special Considerations
 - Issues other than program eligibility that could affect the scope of work and funding for a project.
 - Examples include insurance, hazard mitigation measures, and environmental and historic preservation compliance with federal laws, regulations, and Executive Orders.
- Supporting Documentation
 - Documentation to support project eligibility, including maps, photos (pre/post-disaster), plans, technical reports, maintenance records, insurance policies, applicable building/fire codes, calculation sheets, lease agreements, inspection reports, contracts, rental agreements, invoices, and employee time records.
 - Minimum documentation for contracted work should include contracted cover sheets, portions of the contract defining principal parties, units of work bid, unit costs, and other contract stipulations affecting the scope of work costs.

4.4. INDIVIDUAL ASSISTANCE (IA) APPLICATION PROCESS

4.4.1. Assessment

Following an incident, the City of Piedmont may be eligible for IA. Federal disaster damage estimates are based on the habitability of the building rather than the estimated cost of damage. Typically, structures must meet the following requirements to qualify for the IA threshold.

- Damage classification of major or destroyed based on federal standards
- The building is occupied
- It is a primary residence for the family occupying it
- The building is uninsured or underinsured

Outside of the government assessment process, private and nonprofit agencies may conduct their own assessments. For example, the American Red Cross may conduct damage assessments to determine the need for services, while private insurance companies will conduct a damage assessment in support of their customers.

4.4.2. Documentation

Assessment teams for IA will be expected to document each home impacted. Documentation may include the following:

- Address
- Damage classification
- Description of damages and why they meet the expected classification
- Pictures to corroborate the classification
- Homeowner and contact information
- Primary or secondary residence for the occupying family
- If the home is sufficiently insured
- Location of the home on the property (if the house is difficult to access or unclear for entry)

4.5. DECLARATION PROCESS

Damage assessment information is consolidated with other regional reports and used to determine the need for a federal IA declaration. Federal assets provide an additional assessment of each structure through a PDA process. Detailed pictures and explanations may limit the need for an in-person visit. For each site visit, a local representative is present to assist with identifying the reason for the classification and for providing additional community context in support of the federal declaration.

5. ANNEX DEVELOPMENT AND MAINTENANCE

The Director of Emergency Services, or their designee, is responsible for developing and maintaining the Recovery Annex. Any updates and revisions of this document will be coordinated with the Finance Department, Planning & Building Department, and Department of Public Works.

Any agencies and organizations listed as having anticipated roles and responsibilities under this Annex will inform the Director of Emergency Services, or their designee, when they are aware that changes need to be made.

6. APPENDICES

6.1. ACRONYMS AND ABBREVIATIONS

Term	Definition
ALCO VOAD	Alameda County Voluntary Organizations Active in Disasters
BRIC	Building Resilient Infrastructure and Communities Grant Program
Cal OES	California Governor's Office of Emergency Services
CBO	Community-Based Organizations
CCP	Crisis Counseling Assistance & Training Program
CDAA	California Disaster Assistance Act
CDSS	California Department of Social Services
CSWC	California State Warning Center
DRC	Disaster Recovery Center
EAP	Employee Assistance Program
EOC	Emergency Operations Center
FEMA	Federal Emergency Management Agency
FMAG	Fire Management Assistance Grant Program
HMGP	Hazard Mitigation Grant Program
IA	Individual Assistance
ICS	Incident Command System
IDE	Initial Damage Estimate
IHP	Individuals and Households Program
IT	Information Technology
NGO	Non-Governmental Organizations
NRCS	National Resources Conservation Service
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Plan
LTRG	Long-Term Recovery Group
OA	Operational Area
PA	Public Assistance
PDA	Preliminary Damage Assessment
SAP	Safety Assessment Program
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
SSGP	California State Supplemental Grant Program
USACE	U.S. Army Corps of Engineers
USDA	U.S. Department of Agriculture

Term	Definition
VOAD	Voluntary Organizations Active in Disasters

Table 10: Acronyms and Abbreviations

6.2. GLOSSARY OF TERMS

Cost Recovery: The process of recouping expended costs lost due to the incident. Cost recovery includes reimbursement of direct response costs and long-term revenue recovery.

Disaster Assistance: Financial or direct assistance to individuals, families, and businesses whose property has been damaged or destroyed and whose losses are not covered by insurance. This assistance is meant to help with critical expenses that cannot be covered in other ways and is not intended to restore the damaged property to its condition before the disaster.

Damage Assessment: The process of determining the location, nature, and severity of damage sustained by the public and private sectors after a disaster. The typical damage assessment estimates the losses and the impacts of those losses on the affected individuals and communities.

Detailed Damage Assessment: Typically occurs one day to one week after an incident and consists of a thorough examination to document damages, prepare for emergency repairs, and identify facilities that require an engineering assessment.

Disaster Recovery Center: A centralized location sponsored by federal and state agencies that provides guidance regarding disaster recovery, clarification of any written correspondence received, Housing Assistance and Rental Resource Information, and answers questions. These locations may also provide referrals to agencies that may provide further assistance, status of applications being processed by FEMA, and SBA program information when available.

Economic Recovery: The process of returning economic and business activities to a state of health and developing new economic opportunities that result in a sustainable and economically viable community.

Emergency Operations Center: A centralized location where individuals responsible for responding to a large-scale emergency can have immediate communication with each other and with emergency management personnel to enhance coordination in exercising direction and control of emergency response and recovery efforts.

Engineering Assessment: A quantitative engineering-based evaluation of damage to structures conducted by licensed engineers and architects. This type of assessment is used to prepare plans for permanent repairs.

Governmental Recovery: The process of restoring essential government functions and coordinating key aspects of recovery.

Hazard Mitigation: Activities to eliminate or reduce the degree of risk to life and property from hazards before or after a disaster or emergency.

Individual Assistance: A supplementary federal assistance available under the Stafford Act to individuals, families, and businesses and includes disaster housing assistance, unemployment assistance, grants, loans, legal services, crisis counseling, tax relief, and other services or relief programs.

Initial Damage Estimate: The process of collecting a preliminary accounting of estimated public and private physical damage and financial losses following a disaster.

Intermediate Recovery: The transition period between short-term and long-term recovery. Intermediate recovery activities typically focus on temporary solutions until permanent measures are implemented.

Local Assistance Center: A centralized location sponsored by local governments that provide services and resource referrals for unmet needs following a disaster.

Long-Term Recovery: The process of restoring a community to an improved “new normal” state following a disaster. Long-term recovery may take months or years to complete.

Long-Term Recovery Group: A cooperative body that is made up of representatives from faith-based, non-profit, government, business, and other organizations working within a community to assist individuals and families as they recover from disaster.

Physical Recovery: The process of restoring the built environment to a “new normal” state after a disaster.

Preliminary Damage Assessment: A joint assessment conducted with FEMA, Cal OES, and the local jurisdiction that documents the impact and magnitude of a disaster on individuals, families, businesses, and public infrastructure.

Project Worksheet: Documentation required as part of the FEMA Public Assistance application process. The project worksheet includes information on the incident’s location, damage description, the scope of work, cost estimate, special considerations, and supporting documentation.

Public Assistance: A supplementary federal assistance provided under the Stafford Act to state and local jurisdictions, special purpose districts, tribal districts, or eligible private, nonprofit organizations.

Recovery: The process of returning vital life support systems to minimum operating standards and long-term activity designed to return life to normal or improved levels, including some form of economic viability. Recovery measures include, but are not limited to, crisis counseling, damage assessment, debris clearance, disaster loans and grants, disaster unemployment assistance, public information, reassessment of emergency plans, reconstruction, temporary housing, and business resumption at full scale.

Response: Actions taken immediately before, during, or directly after an emergency occurs to save lives, minimize damage to property and the environment, and enhance the effectiveness of recovery. Response measures include, but are not limited to, emergency plan activation, emergency alert system activation, emergency instructions to the public, emergency medical assistance, staffing the emergency operations center, public official alerting, reception and care, shelter and evacuation, search and rescue, resource mobilization, and warning systems activation.

Safety Assessment Team: A designated team of professional engineers, architects, and certified building inspectors who conduct a safety evaluation of the built environment following a disaster.

Social Recovery: The process of restoring the health and well-being of residents following a disaster.

Short-Term Recovery: The immediate aftermath of a disaster that focuses on providing essential public health and safety services, restoring interrupted utility services, and providing food and shelter to displaced populations. Short-term recovery activities may overlap with response operations.

Voluntary Organizations Active in Disaster: A coalition of local voluntary organizations that coordinates and provides services in the aftermath of an incident.

6.3. DISASTER ASSISTANCE PROGRAM REQUIREMENTS

Program Name	Administering Authority	Cost Share/Funding Requirements	Implementation/Eligibility Requirements
PA ²⁴	FEMA	75% federal (in some cases, local units of government may be eligible for up to 100% of the eligible cost) 18.75% state 6.25% local	- Local proclamation within 10 days of occurrence of incident - Governor's state of emergency declaration within 10 days of incident - Governor must request federal assistance within five days of incident for category A and B expenses - Governor must request federal assistance within 30 days of incident for all other reimbursements - IDE required - The federal coverage is up to 75% of eligible costs, but may be much lower for the actual costs of the incident - The local jurisdiction may be able to use volunteer hours and donated materials as a part of their percentage match cost share
CDA ²⁵	Cal OES	75% state 25% local	- Local proclamation within 10 days of occurrence of incident - Director's Concurrence or Governor's state of emergency declaration within 10 days of occurrence of incident - IDE required
FMAG ²⁶	FEMA	75% federal 25% state	Local fire department request while the fire is still burning uncontrolled
HMGP ²⁷	FEMA	75% federal 25% local	- Applicants must have an approved hazard mitigation plan, including adoption language - PDA required
Community Disaster Loan Program ²⁸	FEMA	- Loan amount of up to 25% of annual operating budget - Not to exceed \$% million	Must have experienced a revenue loss greater than or equal to 5% of the operating budget due to a presidentially declared disaster
CCP ²⁹	FEMA	100% federal	- Application due within 14 days of a presidential disaster declaration. - Application due within 60 days of presidential disaster declaration for RSP

²⁴ <https://www.fema.gov/assistance/public/process>

²⁵ <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/recovery-operations/public-assistance/california-disaster-assistance-act/>

²⁶ <https://www.fema.gov/assistance/public/fire-management-assistance>

²⁷ <https://www.fema.gov/grants/mitigation/hazard-mitigation>

²⁸ <https://www.fema.gov/assistance/public/community-disaster-loan>

²⁹ <https://www.samhsa.gov/dtac/ccp>

Program Name	Administering Authority	Cost Share/Funding Requirements	Implementation/Eligibility Requirements
USACE Emergency Operations ³⁰	USACE	100% federal	- To receive direct USACE support related to flooding or coastal emergencies, flooding must be occurring in urban or residential areas, a state of emergency must be declared, or written request must be made from the Governor or local official. - Support for non-flood/coastal events is requested through Cal OES and FEMA.
Emergency Watershed Program ³¹	NRCS - USDA	75% federal 25% local	- Applicants contact the local NRCS office for assistance - Projects must reduce threat to life and property; be economically, environmentally, and socially defensible; and be technically sound
IA ³²	FEMA	Varies by program	Eligibility and application process varies by program.
SSGP ³³	CDSS	Not to exceed \$10,000 per individual or household	- Applicants must apply for FEMA IHP and have received the maximum award - Applications are automatically transferred to SSGP for processing and review
SBA Disaster Loans ³⁴	SBA	Varies by program	Must be in a qualifying SBA disaster declaration area.
SAP ³⁵	Cal OES	- If CA declares a state emergency, local government pays 25% of cost - If Presidential declaration is made, 25% of cost are split between state and local government	The SAP is activated at the request of local government through the Incident Command System (ICS)- based Standardized Emergency Management System (SEMS).
BRIC ³⁶	FEMA	Funding varies each grant year	Applicants apply for BRIC funding through www.grants.gov
PA ³⁷	FEMA	75% federal (<i>in some cases, local units of government may be</i>	- Local proclamation within 10 days of occurrence of incident - Governor's state of emergency declaration within 10 days of incident

³⁰ <https://www.usace.army.mil/Missions/Emergency-Operations/>

³¹ <https://www.nrcs.usda.gov/programs-initiatives/ewp-emergency-watershed-protection>

³² <https://www.fema.gov/assistance/individual>

³³ <https://www.cdss.ca.gov/inforesources/mass-care-and-shelter/california-grant-assistance>

³⁴ <https://www.sba.gov/funding-programs/disaster-assistance>

³⁵ <https://www.caloes.ca.gov/office-of-the-director/operations/recovery-directorate/interagency-recovery-coordination/recovery-analytics-engineers-and-specialists/safety-assessment-program/>

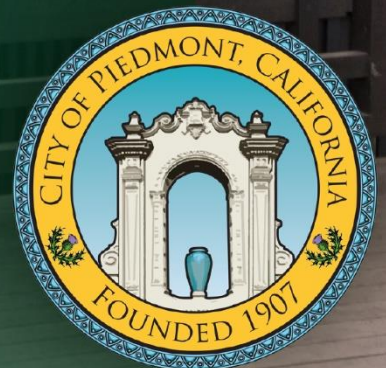
³⁶ <https://www.fema.gov/grants/mitigation/building-resilient-infrastructure-communities>

³⁷ <https://www.fema.gov/assistance/public/process>

Program Name	Administering Authority	Cost Share/Funding Requirements	Implementation/Eligibility Requirements
		<i>eligible for up to 100% of the eligible cost)</i> • 18.75% state • 6.25% local	• Governor must request federal assistance within five days of incident for category A and B expenses • Governor must request federal assistance within 30 days of incident for all other reimbursements • IDE required • The federal coverage is up to 75% of eligible costs, but may be much lower for the actual costs of the incident • The local jurisdiction may be able to use volunteer hours and donated materials as a part of their percentage match cost share

Table 11: Disaster Assistance Program Requirements

EMERGENCY ALERT AND COMMUNICATIONS ANNEX



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TABLE OF CONTENTS

Table of Contents	2
List of Tables.....	3
List of Figures	3
1. Introduction	4
1.1. Purpose and Scope	4
1.2. Planning Assumptions	4
1.3. Equity and Inclusion	4
2. Emergency Public Information	6
2.1. Message Development	6
2.2. Joint Information System/Joint Information Center	7
2.3. Equitable Dissemination.....	8
2.4. Roles and Responsibilities	8
2.4.1. City of Piedmont	8
Communications Program Manager/Public Information Officer	8
PIO Team	9
2.4.2. Alameda County	9
2.4.3. California Governor’s Office of Emergency Services (Cal OES)	9
2.4.4. Alameda County 211	10
2.5. Alert and Warning Systems	10
2.5.1. Federal Alert and Warning Systems.....	10
2.5.2. Local Alert and Warning Systems	10
City of Piedmont AC Alerts	10
Genasys Protect.....	11
City of Piedmont Website.....	11
Door-to-Door	11
Sirens, Horns, Outdoor Speakers	11
2.5.3. Other Alert and Warning Systems	11
Email Newsletter	11
Social Media	12
Local News Media and Other Partners	12
3. Interoperable Communications and Information Sharing	13
3.1. Communications Systems Vulnerabilities	13
3.2. Communications Systems.....	13
3.2.1. VEOCI	13
3.2.2. East Bay Regional Communications System Authority (EBRCSA)	14
3.2.3. City of Piedmont Radio Frequencies	14
3.2.4. California Warning System	14

4.	Annex Maintenance	15
5.	Appendices.....	16
5.1.	Acronyms and Abbreviations.....	16
5.2.	Glossary of Terms	17
5.3.	Alert and Warning Systems	19
5.4.	Public Information Flow Chart.....	21

LIST OF TABLES

Table 1: Suggested Message Content Order	7
Table 2: Acronyms and Abbreviations	16
Table 3: Alert and Warning Systems.....	20

LIST OF FIGURES

Figure 1: Public Information Activation Flow Chart.....	21
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1. INTRODUCTION

1.1. PURPOSE AND SCOPE

This Annex describes the processes for providing reliable and redundant communications during an emergency to the public and among organizations participating in response operations. A successful communications capability includes descriptive emergency alerts, targeted and widespread warnings, and interoperability among responders.

Emergency responders rely on communication networks during an incident to send emergency alerts, provide advice and instructions to the public and government partners, and manage the direction of the response. Different communication systems vary by purpose and function – an incident's magnitude and specific needs will determine the individual method used. This Annex outlines various communication and notification systems the City of Piedmont may use during an incident and provides guidance on the administration of these systems, where applicable.

1.2. PLANNING ASSUMPTIONS

This Annex considers the following planning assumptions:

- Artificial and natural hazards can disrupt telephone and data communications.
- A high volume of emergency traffic will overload many public communication network circuits.
- The City of Piedmont makes every effort to ensure the reliability of the emergency notification systems; however, the successful delivery of messages may depend on external networks and providers.
- Some incidents will occur with enough warning that a public notification may be issued to ensure the appropriate preparation level (e.g., forecasted weather). Other incidents will occur with little or no advanced warning and may not provide enough time to adequately notify the public (e.g., fast-moving wildfire, earthquake).
- People visiting a local area, such as tourists, are unlikely to have enrolled in a local mass notification service. These individuals will generally still receive Wireless Emergency Alerts (WEA) messages if they have a mobile phone and are in an area with mobile phone coverage.
- Emergency alert messages should be based on verified and accurate information but may be incomplete due to rapidly evolving emergency conditions.
- Reaching the broadest possible audience often requires multiple notification platforms.

1.3. EQUITY AND INCLUSION

The City of Piedmont is dedicated to guaranteeing that emergency alerts and other warning messages are accessible to all recipients. This includes individuals with access and functional needs, including limited English proficiency, and those with other limitations that impact their ability to receive and understand alerts. In Piedmont, for 14.4% of the population, a language other than English is spoken at home, including 8.9% Asian

and Pacific Island languages, 2.9% Spanish, and 2.7% other Indo-European languages.¹ The City also has an elderly population with limited access to and use of social media, email, and the internet. The City of Piedmont operates on an inclusive, culturally competent outreach strategy that specifically considers these diverse populations. This includes the provision of translated messaging or messaging in alternative formats upon request. The Public Information Officer (PIO), or Joint Information Center (JIC), if activated, will work with the Emergency Operations Center (EOC) to implement various specialized communication dissemination methods as needed. More information on equitable dissemination methods can be seen in Section 2.3.

¹ <https://data.census.gov/table?tid=ACSST5Y2020.S1601&g=160XX00US0656938>

2. EMERGENCY PUBLIC INFORMATION

The City of Piedmont is responsible for disseminating accurate and timely information to populations impacted by an emergency or disaster. The City coordinates all public information through a PIO, and a JIC, where necessary. If required by the incident, a PIO team may be dispatched to support public information needs at an incident location(s). The Police Department, Fire Department, and City Administration have individual PIOs, information dissemination structures, and varying responsibilities depending upon the type of event and scale of its impacts. The Fire and Police Departments utilize their internal systems to share public information during events that are limited in scale and primarily involve a response from the respective department. If the public information requirements of an incident exceed the public safety agencies' public information capabilities, the Communication Program Manager (CPM) may support or lead public information functions. In addition to supporting police and fire when needed, the CPM also serves as the primary PIO for all other city departments during non-crisis periods and incident response. Decision points for activating public information functions are depicted in Appendix 5.4.

If activated, the EOC coordinates the public information function for an incident. Based on the scope of the incident, the City of Piedmont may coordinate with external partners, including Alameda County, other jurisdictions within the Operational Area (OA), the State of California, federal agencies, and non-profit and non-government organizations.

Emergency public information functions include:

- Facilitation of warning information using available communications networks.
- Dissemination of timely, accurate, and official information to the public during periods of emergency.
- Coordination of official news and information release through established broadcast, print, and digital channels.
- Response to specific media inquiries and public requests for information assistance.
- Operation of a 24-hour emergency public information point of contact.
- Operation of a JIC, as necessary, to support emergency public information activities.
- Provision of emergency public information support to Incident Command in the field, as necessary.
- Information monitoring on new and legacy media channels.
- Management of rumors and misinformation.
- Distribution of accessible information.

2.1. MESSAGE DEVELOPMENT

The specific circumstances of an incident will dictate the type of message distributed to the public. The EOC and agency PIOs typically consider the following factors when developing warning message language:²

- Specificity

² Adapted from State of California Statewide Alert & Warning Guidance (March 2019) <http://www.calalerts.org/documents/2019-CA-Alert-Warning-Guidelines.pdf>

- Consistency
- Confidence
- Clarity
- Accuracy

All public warning messages should address five essential topics, regardless of dissemination method:³

- **Source:** Identify who (agency/authority) is issuing the alert or warning. This should be a source that is familiar to and trusted by the community.
- **Hazard:** Describe the threat and its impacts.
- **Location:** Identify the affected populations or impact boundaries. Consider including street names, neighborhoods, and landmarks as necessary.
- **Protective Action:** Specify the protective actions directed at the public. This includes when, how, and the purpose/outcomes of the protective action.
- **Time:** Include the expected duration of the threat, if known. If unknown, consider including language outlining “until further notice.”
- **Update:** Provide a location, such as a webpage, for the public to learn more information or check for updates on the developing situation.

The method of message dissemination may dictate the message structure and subsequent recipient response time.

Message Length	Character Count	Order
Short	90-140 characters	Source, protective action, hazard, location, time, update
Long	Up to 1380 characters	Source, hazard, protective action, location, time, update

Table 1: Suggested Message Content Order

Pre-scripted message templates for common threats are available in Everbridge.

2.2. JOINT INFORMATION SYSTEM/JOINT INFORMATION CENTER

During all disasters, public information must be coordinated to ensure a consistent message. A Joint Information System (JIS) may be activated in complex incidents from the EOC to support this coordination. The JIS is the broad mechanism that organizes, integrates, and coordinates information to ensure timely, accurate, accessible, and consistent messaging activities across multiple departments or jurisdictions. The JIS includes the plans, protocols, procedures, and structures for public information.

The JIC is a central location that facilitates the operations of the JIS. The JIC provides a physical or virtual space where public information personnel perform critical emergency information functions, crisis communications,

³ <http://www.calalerts.org/documents/2019-CA-Alert-Warning-Guidelines.pdf>

and public affairs functions. A JIC may be established at various levels of government and may include PIOs from multiple agencies, departments, and organizations. The City of Piedmont JIC is established at a suitable location, removed from the EOC, but in close proximity (or virtually) to provide for effective management of emergency public information functions. Regardless of location, the JIC coordinates all messaging through the EOC Director and public information staff. The JIC will coordinate with outside agencies, such as the Alameda County JIC, when necessary.

2.3. EQUITABLE DISSEMINATION

The use of multiple methods of inclusive communications helps to ensure that critical and time-sensitive information reaches intended audiences within actionable periods. Inclusive communications considerations can include the use of:

- Print media (e.g., flyers, bulletins) in at-risk and diverse communities
- In-person communications at community town halls and other outreach activities
- Traditional news media on culturally relevant programming (e.g., radio, television)
- Multiple languages, as needed, including translators and American Sign Language interpreters
- Alternative formats, as needed, including closed captions, large print, audio, and Braille
- 2-1-1 Eden Information & Referral multilingual call center/website for linking people with needed resources
- Additional notification methods, such as:
 - Outreach to mental health and in-home support services (IHSS) client lists
 - Electronic media (e.g., listservs, email, social media)
 - Fire district and law enforcement apparatus, providing warnings along specific routes that use public address systems and hi-low evacuation sirens
 - Door-to-door alerts
 - Activating a call response center

The City of Piedmont is dedicated to providing translated messaging or messaging in alternative formats upon request. All electronic public information media content published by the EOC or JIC meets the Web Content Accessibility Guidelines (WCAG 2.1) standards to ensure accessibility for people with disabilities.

2.4. ROLES AND RESPONSIBILITIES

2.4.1. City of Piedmont

Communications Program Manager/Public Information Officer

The CPM plans, organizes, and executes a comprehensive communications and public outreach strategy for the City, including emergency alert and communications. The CPM acts as a media liaison with local and regional media to promote improved communications with press representatives.

The CPM also organizes and updates emergency public information communications strategies during an incident and typically serves as the PIO in the EOC. The PIO is the primary point of contact for all public inquiries

related to the incident and is responsible for providing news and information on the emergency to the public, the media, and response partner agencies. The PIO also ensures that all information released is accurate, timely, and in accordance with legal and policy guidelines.

The PIO serves as a member of the EOC Management Section and reports directly to the EOC Director.

Responsibilities of the PIO include:

- Manage the dissemination of complete, accurate, and consistent information on life safety procedures, public health advisories, and relief and assistance programs to the public.
- Prepare messaging for distribution on electronic, print, and alerting channels, brief media representatives, and oversee rumor control activities.
- Coordinate with Alameda County 2-1-1 on messaging.
- Provide guidance to other departments/agencies on releasing emergency-related information, as appropriate.
- Serve as the central coordination point for all media inquiries.
- Maintain a positive relationship with the media representatives and respond to all media requests.
- Supervise the public information function and the JIC if activated.
- Develop the format for press conferences in conjunction with the EOC Director.
- Organize and coordinate the City's emergency public information program, including preparing and maintaining a JIC procedures manual.
- Conduct training for City department personnel whose regular duties do not include PIO functions.

PIO Team

Support PIOs may be assigned to support the EOC or JIC as needed. City staff likely to be enlisted in this role will be identified in advance and provided with training. The PIO team may represent other departments, agencies, and jurisdictions. PIO staff may be assigned to manage specific public information functions. The City may use contracted vendors to support public information functions as needed.

2.4.2. Alameda County

A regional or OA-wide incident may require coordination of public information at the county level. Alameda County may establish a JIC and request PIO support from local jurisdictions for complex incidents. As requested, the City of Piedmont PIO will support the Alameda County JIC and coordinate with the City of Piedmont PIO team.

2.4.3. California Governor's Office of Emergency Services (Cal OES)

If the incident's public information requirements are beyond the capabilities of Alameda County, assistance may be requested from the California Governor's Office of Emergency Services (Cal OES). The Cal OES staff will coordinate directly with the Alameda County PIO at the JIC on behalf of the entire OA.

State assistance may be needed when:

- The means of publishing public information at the local government level is damaged or overwhelmed.

- There is a need for coordination among multiple disciplines and levels of government to provide consistent emergency information.
- Life safety information must be seamlessly distributed to victims, responders, recovery personnel, and members of the media.

2.4.4. Alameda County 211

2-1-1, managed by Eden Information & Referral, is a free, non-emergency, confidential service for residents in the Alameda County OA. 2-1-1 supports the City of Piedmont and the entire Alameda County OA by providing residents with information on emergency shelters, food, transportation, and recovery from a disaster. 2-1-1 operates 24 hours a day, seven days a week, with multilingual capabilities. Residents can text 2-1-1 Monday through Friday between 9 AM and 4 PM Pacific Time, at “898-211” for assistance. For those with hearing impairment, dial 7-1-1 or your Video Relay Service Provider and ask to be connected to 2-1-1 at the toll-free number: 888-886-9660. The PIO, or JIC, when activated, is responsible for providing information to 2-1-1.

2.5. ALERT AND WARNING SYSTEMS

The specific circumstances of the incident will dictate the method of alerting. The City of Piedmont emergency alert and warning program incorporates multiple systems to reach the broadest target population. Appendix 5.3 compares these systems in table format.

2.5.1. Federal Alert and Warning Systems

The Integrated Public Alert and Warning System (IPAWS) is an alert system that authorized federal, state, tribal, and local authorities can use to issue critical public alerts and warnings. Once verified, alerts are sent through the Emergency Alert System, Wireless Emergency Alerts system, and National Oceanic and Atmospheric Administration (NOAA) Weather Radio. Alameda County is an authorized user of the IPAWS system, and the City of Piedmont officials must coordinate directly with County staff to disseminate IPAWS messages.

- **Emergency Alert System (EAS):** A national public warning system that delivers urgent emergency information to affected communities, such as weather or AMBER alerts. EAS messages are primarily broadcast over television and radio. EAS messages only reach individuals using broadcast media.
- **Wireless Emergency Alerts (WEA):** Short, emergency messages that can be broadcast from cell towers to any WEA-enabled mobile device in a wide geographic area.
- **National Oceanic and Atmospheric Administration (NOAA) Weather Radio (NWR):** Desktop tone alert radios managed by the National Weather Service (NWS) can be used to broadcast emergency messages in a degraded communications environment.

2.5.2. Local Alert and Warning Systems

City of Piedmont AC Alerts

The City of Piedmont sends alerts via AC Alert to Piedmont residents and other subscribers about specific threats or hazards via a self-designated primary contact method. Recipients are asked to confirm receipt of the message, and the system has the capability to continue to attempt contact if unconfirmed.

AC Alert is a voluntary, opt-in mass notification system used by local jurisdictions throughout Alameda County to rapidly disseminate emergency alerts to people who live, work in, or visit the county. AC Alert primarily sends alerts by voice, text, and email, and can also send emergency alerts via WEA.⁴ AC Alert also automatically registers landline telephones, some Voice-Over-Internet Protocol (VoIP) numbers, and contact information from some utility companies' customer data. The alert originator chooses the delivery channel for each alert sent over the AC Alert system. Alameda County may send an alert to all, or portions of the county, and local jurisdictions can send alerts specific to their location.

Genasys Protect

The City of Piedmont contracts with Genasys Protect to support real-time alerting and evacuation management. Genasys Protect directs users to the AC Alert signup page to receive relevant emergency alerts for their location.

- **Genasys Protect:** <https://protect.genasys.com/>

City of Piedmont Website

The City publishes information on the City of Piedmont website as appropriate during and after incidents on the City website's homepage.

- **City of Piedmont website:** <https://piedmont.ca.gov/>

Door-to-Door

The Police Department coordinates door-to-door notification in the City of Piedmont. Typically, door-to-door notification, or "door knocks," is used to reach populations that may be asleep or unable to be reached by other messaging methods. Police Department personnel may hand out multilingual, written information to support message communication.

Sirens, Horns, Outdoor Speakers

The Police Department may use sirens, horns, outdoor speakers, or other mobile public address systems to support notification of a target population. These techniques are typically used with door-to-door notifications but may be used independently.

2.5.3. Other Alert and Warning Systems

Email Newsletter

The City of Piedmont offers a weekly email newsletter featuring information from all departments, as well as several topic-based newsletters that provide in-depth information about specific subjects and programs. The email newsletter is an opt-in service for which residents and community members can register online at <https://lp.constantcontactpages.com/su/ORweeNy/CityofPiedmont>. The Recreation Department also maintains a list of individuals and families who participate in Recreation programs. During an incident, this database may also be used to support comprehensive community alerting.

⁴ <https://member.everbridge.net/453003085612570/login>

Social Media

The City of Piedmont uses social media to broadcast emergency public information. The following social media accounts may support emergency public information before, during, and after an incident. Depending on the incident, the City of Piedmont channels or Piedmont Police Department channels will be identified as the primary source of information. All incident-related messaging will be posted directly to the primary source channels, which other channels can then amplify through built-in sharing features.

City of Piedmont Channels:

- **Facebook:** facebook.com/piedmontca
- **Instagram:** instagram.com/piedmontcagov
- **Twitter:** twitter.com/piedmontcagov
- **Nextdoor:** nextdoor.com/agency-detail/ca/piedmont/city-of-piedmont-1/

Piedmont Police Department Channels:

- **Facebook:** facebook.com/people/Piedmont-Police-Department/100067774249791
- **Instagram:** instagram.com/piedmontpolicedepartment
- **Nextdoor:** nextdoor.com/agency-detail/ca/piedmont/piedmont-police-department

Local News Media and Other Partners

Local news media and community partners support the City of Piedmont in message dissemination and amplification. The CPM coordinates closely with media community partners to ensure message consistency and reliability.

3. INTEROPERABLE COMMUNICATIONS AND INFORMATION SHARING

Interoperable communications relates to the ability of response agencies to communicate voice, data, and video information on demand, in real-time, across disciplines and jurisdictions. Integrated communications enable connectivity between various levels of government, maintain contact among and between incident resources, achieve situational awareness, and facilitate information sharing between responders and the public.

Most agencies will use their typical day-to-day communications methods for incident response and communication with external partners. Departments requiring communications augmentation request assistance through the Logistics Section at the EOC. The Logistics Section also supports the procurement of communications-related equipment/supplies.

3.1. COMMUNICATIONS SYSTEMS VULNERABILITIES

Communications systems may be overloaded or rendered inoperable in an emergency. Emergency power loss is typically the primary cause of communication failure during an incident. Telephone communications may be overloaded by calls within or into affected areas, preventing any calls from reaching the intended destination. Physical damage to equipment, loss of electrical power, and subsequent failure of auxiliary sources can add to communication systems failures. Poor installation practices and a lack of preventative maintenance of backup power sources contribute to the loss of communication systems during incidents. The City's public safety radio system and phones in the Public Safety Answering Point (PSAP) are used daily and tested monthly. Alameda County regularly maintains the Piedmont Fire Department's radios.

High-intensity, short-duration electromagnetic pulses may damage unprotected electrical and electronic systems during radiological incidents. Electromagnetic pulse damage can occur instantaneously over very large areas of the communications network. All communications equipment is susceptible to damage or destruction by an electromagnetic pulse, including broadcast stations, radios, televisions, car radios, and battery-operated portable radios.

3.2. COMMUNICATIONS SYSTEMS

The City of Piedmont maintains several communications systems to ensure interoperability and redundancy throughout the response network. Standard communication equipment for the EOC includes the standard City phone system or cell phone. The EOC also maintains an interoperable radio system primarily used to monitor public safety activity in the field.

3.2.1. VEOCI

VEOCI is a virtual EOC platform where responders communicate, share documents, and track response personnel and assets in a stable, secure environment. The City of Piedmont participates in the Alameda County VEOCI room to share information seamlessly with the entire OA.

3.2.2. East Bay Regional Communications System Authority (EBRCSA)

The East Bay Regional Communications System (EBRCSA) is an interoperable radio system throughout Alameda and Contra Costa counties. It is designed to provide fully interoperable communications to all public agencies within both counties.⁵ The City of Piedmont Police and Fire Departments use EBRCSA radios as their primary communications platform for incident response. The EBRCSA also provides channels and frequencies that support interoperable communications with mutual aid resources that may be brought to support incident response within the City.

3.2.3. City of Piedmont Radio Frequencies

The Police Department manages radio communications from the PSAP via an 800 MHz system. The Fire Department maintains access to portable radios programmed with federal interoperability frequencies. For a complete list of available radio frequencies, refer to the PSAP.

3.2.4. California Warning System

Cal OES manages emergency communications through the State Warning Point, which communicates directly with OAs statewide. Circuits are typically monitored 24 hours a day.

⁵ <https://www.ebrcsa.org/default.page>

4. ANNEX MAINTENANCE

The Director of Emergency Services, or their designee, is responsible for developing and maintaining the Emergency Alert and Communications Annex. Any updates and revisions of this document will be coordinated with the CPM and the Police Department.

Any agencies and organizations listed as having anticipated roles and responsibilities under this Annex will inform the Director of Emergency Services, or their designee when they are aware that changes need to be made.

5. APPENDICES

5.1. ACRONYMS AND ABBREVIATIONS

Term	Definition
Cal OES	California Governor's Office of Emergency Services
CPM	Communications Program Manager
EAS	Emergency Alert System
EBRCSA	East Bay Regional Communications System Authority
EOC	Emergency Operations Center
IHSS	In-Home Support Services
IPAWS	Integrated Public Alert and Warning System
JIC	Joint Information Center
JIS	Joint Information System
NOAA	National Oceanic and Atmospheric Administration
NWR	National Weather Radio
NWS	National Weather Service
OA	Operational Area
PIO	Public Information Officer
PSAP	Public Safety Answering Point
VoIP	Voice Over Internet Protocol
WCAG	Web Content Accessibility Guidelines
WEA	Wireless Emergency Alerts

Table 2: Acronyms and Abbreviations

5.2. GLOSSARY OF TERMS

AC Alerts: AC Alert is a voluntary, opt-in mass notification system used by local jurisdictions throughout Alameda County/the City of Piedmont to rapidly disseminate emergency alerts to people who live, work in, or visit the county. AC Alert primarily sends alerts by voice, text, and email, and can also send emergency alerts via WEA.

Alameda County 2-1-1: A free, non-emergency, confidential service for residents that provides information on emergency shelters, food, transportation, and recovery from a disaster.

East Bay Regional Communications System Authority: An interoperable radio system that provides fully interoperable communications throughout Alameda and Contra Costa counties. The EBRCSA provides channels and frequencies that support interoperable communications with mutual aid resources that may be brought to support incident response within the City.

Emergency Alert System: A national public warning system that delivers urgent emergency information to affected communities, such as weather or AMBER alerts. EAS messages are primarily broadcast over television and radio. EAS messages only reach individuals using broadcast media.

Integrated Public Alert and Warning System: An alert system that authorized federal, state, tribal, and local authorities can use to issue critical public alerts and warnings. Once verified, alerts are sent through the Emergency Alert System, Wireless Emergency Alerts system, and National Oceanic and Atmospheric Administration Weather Radio.

Joint Information Center: The central location that facilitates the operations of the JIS. The JIC provides a physical or virtual space where public information personnel performs critical emergency information functions, crisis communications, and public affairs functions.

Joint Information System: Broad mechanism that organizes, integrates, and coordinates information to ensure timely, accurate, accessible, and consistent messaging activities across multiple departments or jurisdictions. The JIS includes the plans, protocols, procedures, and structures for public information.

National Oceanic and Atmospheric Administration Weather Radio: Desktop tone alert radios managed by the National Weather Service can broadcast emergency messages in a degraded communications environment.

Public Information: The dissemination of timely, accurate information relevant to the public relevant to the emergency or disaster situation unfolding.

Public Information Officer: The primary point of contact for all public inquiries related to the incident. The PIO is responsible for providing news and information on the emergency to the media, the public, and response partner agencies. The PIO also ensures that all information released is accurate, timely, and in accordance with legal and policy guidelines.

VEOCI: A virtual EOC platform where responders communicate, share documents, and track response personnel and assets in a stable, secure environment. The City of Piedmont participates in the Alameda County VEOCI room to share information seamlessly with the entire OA.

Wireless Emergency Alerts: Short, emergency messages that can be broadcast from cell towers to any WEA-enabled mobile device in a wide geographic area.

5.3. ALERT AND WARNING SYSTEMS

System	Ideal Use	Alert Method	Included Audience	Excluded Audience
EAS	- Imminent threat - Protective actions required - Intended audience is entire City	- Television - Radio - NOAA weather radio	Broadcasting station's entire customer area that is tuned in	Individuals not watching/listening to broadcasts at the time of message
WEA	- Imminent threat - Protective actions required - Intended audience is entire City	Text messages on WEA-enabled phones	WEA-enabled cell phones located in a specific geographic radius	- Individuals without WEA-enabled cell phone - Individuals not in an area with cellular service
NOAA NWR	- Imminent threat - Protective actions required - Intended audience is entire City	NOAA weather radios	All areas covered by NWS transmitters	Individuals or organizations without a configured radio
AC Alert	- Imminent threat - Protective actions required - Intended audience is all or part of City (can highlight specific locations)	- Text message - Email - Call on landline and VoIP phone	- Self-registered individuals in the targeted geographic area - Some individuals with registered landlines and VoIP phones in the targeted geographic area - Some registered utility customers in the targeted geographic area	Individuals who have not self-registered or opted in, including visitors
Genasys Protect	- Imminent threat - Protective actions required - Intended audience is all or part of the city (can highlight specific zones)	- Text message via AC Alert - Email via AC Alert - Call on landline and VoIP phone via AC Alert - Social media posts via AC Alert	Self-registered individuals who have registered for AC Alerts	Individuals who have not self-registered or opted in, including visitors

System	Ideal Use	Alert Method	Included Audience	Excluded Audience
Door-to-Door	- Imminent threat - Protective actions required - Intended audience is localized, targeted area	Door knocks	Individuals present at the targeted address(es) during the time of alert	- Individuals who are not present at the targeted address(es) during the time of alert - Individuals who do not answer the door for the alerting authority
Sirens, Horns, Outdoor Speakers	- Imminent threat - Protective actions required - Useful for large areas or multiple neighborhoods	- Hi-Lo sirens - Horns - Outdoor speakers - Public address systems	Individuals present in the geographic area at the time of alert	- Individuals who are not present in the geographic area at the time of alert - Individuals who are hearing impaired
Social Media	- Imminent threat or non-emergency messages - Amplify other distribution methods	- Facebook - Twitter - Instagram - Nextdoor	Individuals who use social media platforms	Individuals without access to social media platforms

Table 3: Alert and Warning Systems

5.4. PUBLIC INFORMATION FLOW CHART

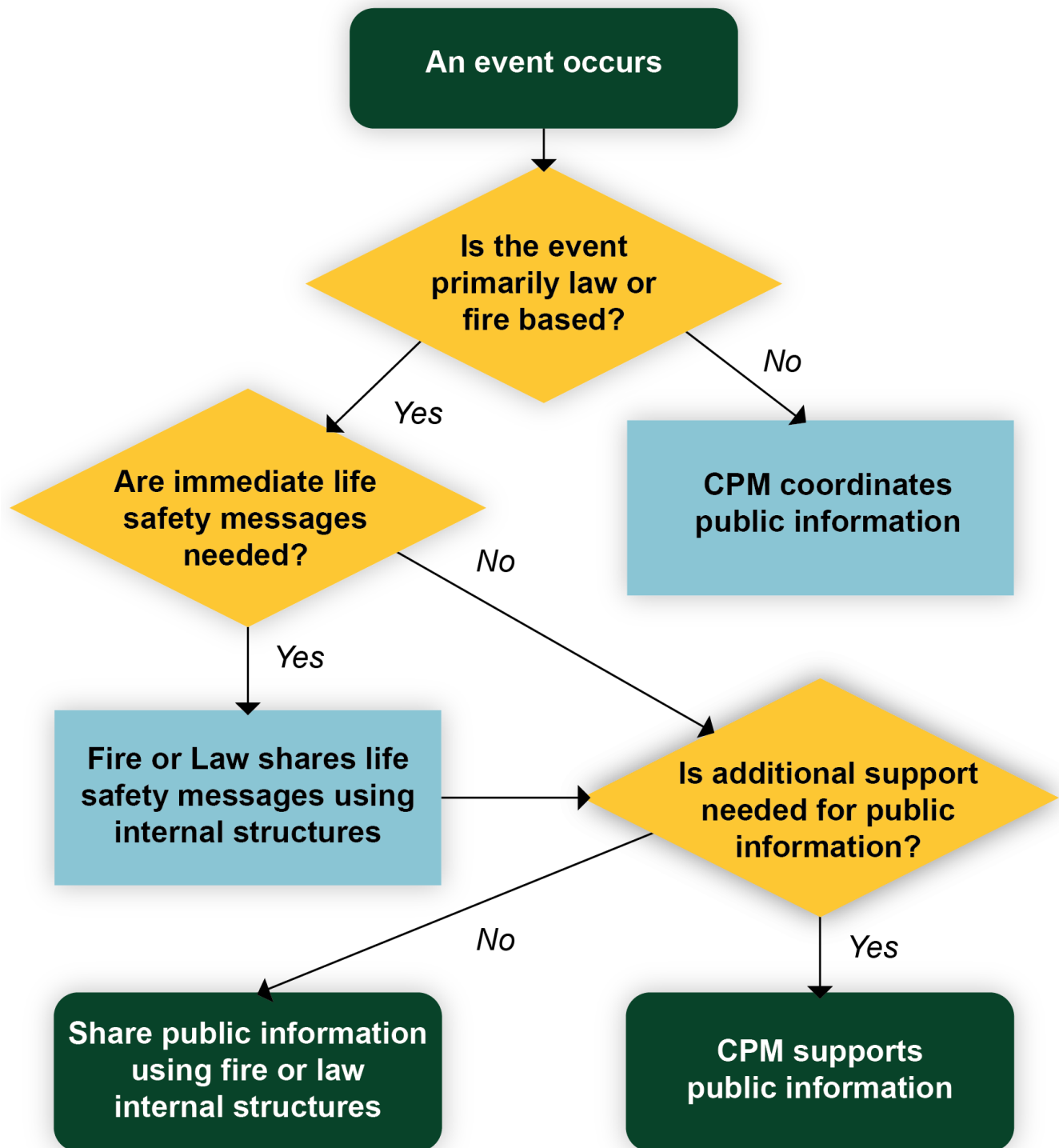


Figure 1: Public Information Activation Flow Chart