

EMERGENCY OPERATIONS PLAN



A STRATEGY FOR VALLEY WATERS RESPONSE TO MAJOR EMERGENCIES AND DISASTERS

**LAST UPDATED: 05/31/25**



## DOCUMENT CONTROL

Portions of the Emergency Operations Plan (EOP), including supporting parts and annexes, may contain sensitive information pertaining to the systems and operations of the Santa Clara Valley Water District (Valley Water), as well as cooperating or assisting agencies. Therefore, Valley Water may withhold certain elements of the EOP from full public disclosure under the public interest provisions of the California Public Records Act (California Government Code § 7920 - 7931).

Disclosure and protection of information in this document will be made in accordance with Valley Water Policies Ad-2.5.111 (Confidentiality) and Ad-7.11 (Records Management).





## PROMULGATION STATEMENT

This Emergency Operations Plan (EOP) is adopted as the official emergency plan of Valley Water by Resolution No. 25-XXX of the Board of Directors of Valley Water, dated June 24, 2025. This version supersedes all previous versions.

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TONY ESTREMER  
Chair, Board of Directors



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## PREFACE

### INTRODUCTION

Valley Water acknowledges that effective disaster response and recovery rely on the preparedness of its divisions and staff, as well as coordination with government agencies, non-governmental organizations, contractors, businesses, and customers. To this end, Valley Water vigorously promotes preparedness activities, including education and training, to ensure readiness for disaster response.

### EOP OVERVIEW

The EOP provides strategic guidance for responding to natural, technological, and human-caused emergencies or disasters. It serves as both a preparedness and response document, outlining actions to take before and during emergencies. Authorities involved in EOP implementation should read, understand, and train to it beforehand. The EOP aligns with the California Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS).

### EOP DEVELOPMENT

The EOP has been developed consistent with FEMA and Cal OES standards and in coordination with the State of California Emergency Plan, National Response Framework, and FEMA's Comprehensive Preparedness Guide 101-Developing and Maintaining Emergency Operations Plans.

Valley Water's Board Appointed Officers (BAOs) are responsible for preparing the organization to respond to and recover from emergencies, as outlined in [Executive Limitation 6.3](#). The Office of Emergency Services (OES) and the Assistant Officer for Emergency, Safety, and Security Division manage the development of the EOP and associated plans, procedures, policies, and agreements.

### EOP ORGANIZATION

The EOP is organized into five interconnected parts:

1. Base Plan (Part 1)
2. Emergency Operations Center Handbook (Part 2)
3. Emergency Function Annexes (e.g., Business Continuity) (Part 3)
4. Hazard-Specific Annexes (e.g., Flood Emergency Plans) (Part 4)
5. Supporting Attachments (Part 5)

These parts cover basic concepts of operations, emergency operations center management, emergency functions, and hazard-specific response plans. Valley Water divisions and business units may further develop standard operating procedures (SOPs) to support their roles in the EOP.



## **EOP SUPPORTING PROCEDURES**

Recipients of the EOP should create plans, procedures, arrangements, and agreements for their divisions and train personnel to implement them. Each Valley Water division or business unit in a lead or supporting emergency role should have access to required emergency resources and the means to obtain them during an emergency.

## **EOP UPDATES**

Emergency planning is a continuous and cyclic process. The EOP will undergo regular updates and revisions based on lessons learned from disasters, new technology, statutory requirements, and changes in organizational or partner agency capabilities. Valley Water will issue emergency planning supplements for unique emergency functions or specific hazards as needed. Routine updates to the EOP may be made without further promulgation or Board of Directors action.

## **SUMMARY**

Though no plan can entirely prevent loss of life or property, well-executed plans by trained personnel can reduce losses. Valley Water divisions, allied agencies, and private organizations are encouraged to prepare to fulfill their roles in the Emergency Operations Plan.





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### RECORD OF DISTRIBUTION

Division / Business Unit / Organization	

**Distribution Methodology:**

- All planning documents will be distributed digitally.
- Timing of distribution:
  - o Part 1 - Base Plan will be distributed as it is promulgated.
  - o All other EOP parts, including attachments and appendices, will be distributed as they are developed, updated, or revised.



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## CONCURRENCE SIGNATURES TO THE EMERGENCY OPERATIONS PLAN

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Chief Executive Officer

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Chief Operating Officer  
Administrative Services

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Chief Operating Officer  
Water Utility

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Chief Operating Officer  
Watersheds

Concurrence signifies agreement  
with the plan's general concept of operation  
and the tasks assigned to divisions or business units.



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## PLAN ORGANIZATION AND USE

### PLAN ORGANIZATION

The Emergency Operations Plan (EOP) is organized into five distinct parts to provide the greatest functionality and flexibility in its application by emergency organization personnel and key district officials.

**Part 1: Base Plan.** Authorities, concept of operations, and assignment of responsibilities.

**Part 2: Emergency Operations Center (EOC) Operations.** EOC Handbook. EOC activation procedures, organization, and functional position descriptions.

**Part 3: Function Annexes.** Standard operating concepts and procedures for commonly required EOC and emergency support functions.

**Part 4: Hazard Annexes.** Standard operating concepts and procedures that are unique to specific hazards or threats.

**Part 5: Supporting Attachments.** Reserved for essential supporting documents and references necessary for executing the EOP that do not fit into Parts 2 through 4.

### HOW TO USE THIS PLAN

1. Refer to the EOC Emergency Organization chart in Section 3.0.
2. Identify your division or business unit's assigned function(s) and ensure appropriate staffing and response for these in the EOC.
3. Consult the relevant EOP Part 2 - EOC Handbook Position Checklists, where the assigned function and tasks are detailed.
4. Under the EOC Director's direction and in coordination with other EOC Sections, execute the assigned tasks.

### PREEMPTIVE RESPONSE ACTIONS

Actions taken before a potential or impending emergency aim to prevent, mitigate, or prepare for the event. These may include obtaining and maintaining situational and resource status information, pre-alerting response resources and organizations, developing incident-specific contingency plans and staffing patterns, pre-positioning response assets and emergency resources, and establishing communication with district divisions, units, department operations centers, and external cooperating agencies.

Preemptive actions can be authorized by the Chief Executive Officer (CEO), Assistant Chief Executive Officer (ACEO), Chief Operating Officer (COO), designated alternates, a Crisis Team, or the Assistant Officer for Emergency, Safety, and Security Division.



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## SECTION 1. PURPOSE AND SCOPE

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### 1.1 PURPOSE OF THE PLAN

The EOP outlines the actions that Valley Water (VW) will take to respond and mitigate the impacts of emergency incidents on operations, protect people and property, reduce the vulnerability of systems and infrastructure, build resilience to known hazards and risks, respond effectively in times of crises, and facilitate an effective transition to recovery following a damaging event.

In support of this purpose, the plan:

1. Identifies roles and responsibilities for Valley Water related to incident prevention, mitigation, preparedness, response, and recovery activities.
2. Documents Valley Water's adoption and understanding of state and federal processes for the integration of operational coordination, mutual aid, and other support and assistance during times of emergency.
3. Serves as a planning foundation for other Valley Water emergency plans, procedures, guidelines, arrangements, and agreements; and may guide the preparedness activities and response planning of other governmental, non-governmental organizations, as well as other private entities.
4. Demonstrates compliance with state and federal emergency management statutes and regulations, such as the California Emergency Services Act and the federal Robert T. Stafford Disaster Relief and Emergency Assistance Act.

### 1.2 SCOPE OF THE PLAN

The EOP defines Valley Water's strategy for managing extraordinary emergencies and disasters, including natural, technological, national security, and human-caused events. This Base Plan establishes the authority and general concept of operations, forming the foundation for supporting plans, procedures, and agreements. While routine, day-to-day emergencies are managed through other policies, the EOP addresses large-scale incidents requiring exceptional responses, focusing on public safety, infrastructure protection, and meeting basic needs. It also guides restoration and recovery efforts, enabling coordinated responses across divisions or independent actions within their authorities. The EOP employs an all-hazards approach, supplemented by existing policies, without granting additional authority or overriding current policies, while supporting the use of professional judgment for unforeseen situations.

### 1.3 INTENDED AUDIENCE

The intended audience of the EOP includes all employees, appointed officials, and elected officials of Valley Water. Staff with roles and responsibilities in the EOP should read and understand it, along with its annexes and supporting plans before an emergency occurs. This plan may also serve as a reference for local governments within the Valley Water's service area, state and federal authorities, cooperating and assisting agencies, and interested members of the public.

## 1.4 BASIS FOR PLANNING

The Valley Water EOP aligns with Board Governance Policies, specifically Executive Limitation 6.3, and takes effect upon Board resolution. It complies with the California Emergency Services Act, which mandates local action to implement the State Emergency Plan. Additionally, it fulfills Homeland Security Directive-5 requirements by adopting the National Incident Management System (NIMS) and its local planning elements.

## 1.5 RELATIONSHIP TO OTHER PLANS

The EOP includes the Base Plan and annexes for functional, hazard-specific, and incident-specific areas, with supporting documents as extensions. Valley Water Business Units have additional plans that, while not formal annexes, provide procedural and tactical support.

## 1.6 ALL-HAZARDS/ALL-RISK PLANNING MODEL

Valley Water faces various risks, including natural, human-caused, technological, and public health emergencies. The EOP employs an all-hazards approach, used by FEMA, Cal OES, and Santa Clara County Office of Emergency Management, to prepare for, respond to, recover from, and mitigate potential hazards. Designed for broad applicability, it addresses common emergency elements and allows for annexes to handle unique hazards or special planning needs.

## 1.7 OPERATIONAL PRIORITIES AND OBJECTIVES

The primary priorities in any emergency response are to preserve life, protect property and the environment, maintain essential services, and ensure the continuity of core governmental operations. Supporting these priorities, specific objectives guide Valley Water's preparedness, response, and recovery efforts during extraordinary emergencies.

1. Ensure life safety.
2. Stabilize incidents.
3. Manage scarce emergency resources.
4. Restore essential services and systems.
5. Direct and control emergency operations.
6. Maintain continuity of services and operations.
7. Coordinate with other jurisdictions and organizations.
8. Protect property, the environment, infrastructure, and financial health.

## SECTION 2. SITUATION AND ASSUMPTIONS

### 2.1 SITUATION OVERVIEW OF VALLEY WATER

Valley Water is a State of California Special District founded in 1929, operates critical water infrastructure throughout Santa Clara County, covering approximately 1,300 square miles. As a wholesale water supplier, Valley Water primarily serves local water retailers. Its facilities include 17 administrative and operations facilities, three pumping stations, four treatment centers, 10 dams, and 30 major pipelines.<sup>1</sup>

Serving over 1.9 million people, Valley Water provides water wholesaling, groundwater management, flood protection, and watershed stewardship. It manages local surface reservoirs, several groundwater basins, and imports water from the Central Valley Project and the State Water Project. Additionally, it purifies recycled water and is responsible for creek restoration, wildlife habitat projects, and pollution prevention.<sup>2</sup>

In its flood protection and stream management role, Valley Water oversees 333 miles of waterways and owns about one-third of the more than 800 miles of creeks and rivers in Santa Clara County. Its flood protection projects have successfully protected nearly 100,000 parcels, including maintained waterways and over 70 miles of creekside access developed since 2000.<sup>2</sup>

### 2.2 HAZARDS SUMMARY OF VALLEY WATER

Valley Water regularly evaluates natural, technological, and human-caused threats that could disrupt operations, including water distribution and flood protection. Hazards may harm people, damage facilities, or interrupt business processes. Some disasters, like earthquakes, may also trigger cascading effects, such as fires, building collapses, and utility outages. Table 2.2.A outlines example hazards and risks relevant to water and flood protection services.

**Table 2.2.A: Hazards and Risks**

Potential Hazards and Risks		
Earthquakes	Fires/Wildfires	Inclement Weather (excessive heat or cold, storms, wind, rain)
Hazardous Materials Releases	Heavy Rain/Flooding	Pandemics or Epidemics
Dam/Levee Failures	Landslide/Mass Movement	Civil Disturbances
Workplace Violence	Sustained Power or Utility Outage	Physical Attacks on Critical Infrastructure
Cyber Attacks on Valley Water Infrastructure	Water Disruption or Contamination	Tsunami

<sup>1</sup> Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan, Vol II, 2023, Valley Water Annex, pg. 804

<sup>2</sup> Valley Water, n.d., <https://valleywater.org>

## 2.2.1 VALLEY WATER HAZARD MITIGATION PLAN ANNEX

Valley Water actively participates in the Santa Clara County Multi-Jurisdictional Hazard Mitigation Plan (SCC MJHMP) through a dedicated annex in Volume II, collaborating with other jurisdictions to assess hazards, identify risks, and develop mitigation strategies aligned with regional and organizational priorities. Volume I outlines hazard assessment methods, including risk analyses and the County's overall hazard risk index (Table 2.2.1.A), guiding mitigation strategies and resource allocation. The SCC MJHMP focuses solely on natural hazards, excluding human-caused or technological threats.

**Table 2.2.1.A: Santa Clara County Risk Index**

Hazard Risk Order	Hazard	Average Overall Hazard Risk Index Result
1	Earthquake	2.13
2	Wildfire, smoke, and air quality	1.71
3	Inclement weather	1.45
4	Drought	1.25
5	Climate change, including sea-level rise	1.19
6	Dam and levee failure	.83
7	Flood	.79
8	Landslide and mass movement	.41
9	Tsunami	.03

Risk index is a calculation used to evaluate the probability of occurrence, potential life impact, property impact, percentage of planning area impacted, and extent for each applicable hazard.

Source: 2023 Santa Clara County Multijurisdictional Hazard Mitigation Plan Volume I , pg. xii.

Prior to the 2020 pandemic, Valley Water conducted a comprehensive hazards analysis and risk assessment to evaluate hazards of concern. This assessment examined each hazard's geographic extent, frequency, severity, and warning, resulting in probability ratings from 'Unlikely' (<1% annual probability) to 'Highly Likely' (91–100%). Table 2.2.1.B outlines the assessed probability and impacts of each hazard. It is noted that the SCC MJHMP addresses only natural hazards, excluding human-caused and technological risks.

**Table 2.2.1.B: Valley Water Risk Index**

Hazard	Probability	Life Impact	Property Impact	Percentage of Area Impacted	Maximum Probable Extent
Flood	Occasional	Minor	Limited	Minimal	Weak
Earthquake	Unlikely	Catastrophic	Catastrophic	Extensive	Major
Drought	Likely	Minor	Minor	Significant	Weak
Climate Change	Highly Likely	Minor	Critical	Significant	Moderate
Landslide/Mass Movement	Occasional	Minor	Minor	Minimal	Weak
Heavy Rain	Highly Likely	Limited	Minor	Extensive	Weak
Wildfire	Occasional	Minor	Minor	Minimal	Weak

Source: 2023 Santa Clara County Multijurisdictional Hazard Mitigation Plan Volume II-Valley Water Annex, pg. 808.

## 2.2.2 COUNTY DISASTER HISTORY

Since 1950, Santa Clara County has experienced 20 federal declarations, including 14 major disasters, three emergencies, two fire management assistance declarations, and one fire suppression declaration (SCC MJHMP). Table 2.2.2.A provides a chronological record of these events.

**Table 2.2.2.A: Santa Clara County Disaster Declarations**

Date	Incident
March 10, 2023	Severe Winter Storm DR-3592
January 14, 2023	Severe Winter Storms, Flooding, Landslides, and Mudslides DR-4683
January 9, 2023	Severe Winter Storm EM-3591
August 22, 2020	SCU Lightning Complex Fire DR-4558
March 13, 2020	COVID-19 Pandemic EM-3428
April 1, 2017	Severe Winter Storms, Flooding, and Mudslides DR-4308
February 14, 2017	Severe Winter Storms, Flooding, and Mudslides DR-4301
May 22, 2008	Summit Fire DR-2766
June 28, 2008	Wildfires DR-3287
September 25, 2002	Croy Fire FS-2465
February 9, 1998	Severe Winter Storms and Flooding DR-1203
January 4, 1997	Severe Storms, Flooding, Mudslides, and Landslides DR-1155
March 12, 1995	Severe Winter Storms, Flooding, Landslides, and Mud Flows DR-1046
January 10, 1995	Severe Winter Storms, Flooding, Landslides, and Mud Flows DR-1044
February 11, 1991	Severe Freeze DR-894
October 18, 1989	Loma Prieta Earthquake DR-845
February 21, 1986	Severe Storms and Flooding DR-758
July 18, 1985	Grass, Wildlands, and Forest Fires DR-739

Source: 2023 Santa Clara County Multijurisdictional Hazard Mitigation Plan Volume I, pg. 35.

### 2.2.3 INCIDENTS OF SIGNIFICANCE

Certain incidents have had a notable impact on Valley Water's operations, infrastructure, and service area. Table 2.2.3.A is a listing of those incidents of significance for Valley Water. This table was sourced from data in the Santa Clara County MJHMP Annex and an assessment by the Valley Water OES.

**Table 2.2.3.A: Notable Valley Water Incidents**

Date	Incident
March 10, 2023	Severe Winter Storm
January 14, 2023	Severe Winter Storms, Flooding, Landslides, and Mudslides
January 9, 2023	Severe Winter Storm
August 22, 2020	SCU Lightning Complex Fire
March 13, 2020	COVID-19 Pandemic
April 1, 2017	Severe Winter Storms, Flooding, and Mudslides
February 14, 2017	Severe Winter Storms, Flooding, and Mudslides
May 22, 2008	Summit Fire
June 28, 2008	Wildfires
September 25, 2002	Croy Fire
February 9, 1998	Severe Winter Storms and Flooding
January 4, 1997	Severe Storms, Flooding, Mudslides, and Landslides
March 12, 1995	Severe Winter Storms, Flooding, Landslides, and Mud Flows
January 10, 1995	Severe Winter Storms, Flooding, Landslides, and Mud Flows
February 11, 1991	Severe Freeze

## 2.3 PLANNING ASSUMPTIONS

This section outlines planning assumptions that are universally applicable to most emergencies, as well as those unique to Valley Water.

### 2.3.1 GENERAL PLANNING ASSUMPTIONS

General planning assumptions shape disaster preparedness, response, and recovery efforts, guiding the activities of emergency teams, support organizations, and government entities.

General planning assumptions include the following concepts:

- Emergencies can occur anytime with little to no warning.
- They may overwhelm local, state, and federal response capabilities.
- Competing public and private sector resource needs are likely.
- Communications, transportation, and infrastructure may be degraded.
- Utilities like gas, water, sewer, and electricity may be impacted.
- Timely public alerts can reduce life and property loss.
- Emergencies may involve multiple or cascading hazards.
- Response and recovery may require sustained efforts.

### 2.3.2 ORGANIZATIONAL PLANNING ASSUMPTIONS

Organizational planning assumptions guide disaster preparedness, response, and recovery efforts, informing Valley Water's planning activities.

Organizational planning assumptions include the following concepts:

- During declared Valley Water emergencies, some or all of Valley Water's day-to-day organizational structure will shift to emergency response activities.
- Staff will be trained to perform the emergency roles to which they may be assigned.
- As Disaster Service Workers, employees will:
  - Remain at or return to work to help manage the emergency, consistent with California Government Code Section 3100.
  - Prepare themselves in a condition of readiness by completing necessary training.
  - If at home during a disaster, ensure family safety first, then report to work for emergency assignment.
  - If at work, have a family communications plan to be notified of family safety and welfare.
  - Take immediate actions to address life safety and health threats consistent with operational procedures or plans.
- Valley Water's emergency response and restoration priorities will be set by the EOC when activated.
- Mutual aid and outside assistance will be requested when internal resources are inadequate to deal with the crisis.
- Mutual aid and outside assistance may be unavailable or delayed in extraordinary county or regional disasters.
- During times of flooding, Valley Water is only able to conduct emergency flood response on property it owns or over which it has an easement.
- It is possible that only employees on duty at the time of an emergency or disaster will be available for emergency response during the first operational period.



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## SECTION 3. CONCEPT OF OPERATIONS

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### 3.1 GENERAL OVERVIEW

**General:** The EOP addresses Valley Water's infrastructure responsibilities and emergency management capabilities. It acknowledges that Valley Water's mission focuses on essential water services and flood protection, leading to a narrower emergency management scope compared to some entities.

**Emergency vs. Normal Functions:** In as much as possible, the EOP aligns emergency functions with daily operations, using the same personnel and resources when feasible.

### 3.2 PHASES OF EMERGENCY MANAGEMENT

Emergency management consists of four primary, interrelated phases or mission areas that encompass activities before, during, and after an emergency or disaster. The phases and their priorities herein are tailored for Valley Water.



#### 3.2.1 PREPAREDNESS

Preparedness activities are conducted before an emergency to enhance disaster response through planning, training, exercises, and resource acquisition. Elements of Valley Water's preparedness include the following.

##### 3.2.1.1 Valley Water Emergency Steering Committee (ESC)

The ESC provides enterprise-wide leadership to enhance risk management and emergency response, ensuring organizational preparedness objectives are met. Guided by its charter and the Leadership Team, the ESC coordinates preparedness efforts involving collaboration among Operations (Water Utility/Watersheds), Administration (Administration Services), External Affairs, Legal Counsel, Finance, and other key areas.

##### 3.2.1.2 Planning, Organization, and Equipping

**Planning:** Planning involves managing the crisis life cycle, determining capability requirements, and clarifying roles. It includes intelligence collection, Emergency Operations Plan (EOP) development, policies, procedures, mutual aid agreements, and strategies. By adopting the "Whole Community" approach, Valley Water collaborates with community partners, water retailers, and stakeholders to enhance resilience and preparedness across its service area.

**Organization:** The command and management structure strengthens leadership, organizes response and recovery teams, and enables Valley Water responders to collaborate effectively during incidents.

**Equipping:** Equipping ensures that Valley Water has access to the necessary equipment, supplies, and other resources required to respond effectively to emergencies.

### 3.2.1.3 Training, Testing, Exercising, and Continuous Improvement

**Training:** Essential for preparedness, training ensures mastery of the knowledge and skills required to perform emergency tasks. VW OES collaborates with business units to train and exercise the emergency organization. Training details and schedules are outlined in the Emergency Preparedness, Response, and Recovery Training and Exercise Plan.

**Testing:** Routine tests validate emergency plans and procedures, equipment and technologies, and processes and systems.

**Exercising:** Exercises assess preparedness and identify areas for improvement, following Homeland Security Exercise and Evaluation Program (HSEEP) best practices, including seminars, tabletop exercises, functional exercises, and full-scale exercises.

**Continuous Improvement:** Evaluation tools like After-Action Reports, program evaluations, and surveys are used to develop improvement plans. Performance is evaluated after exercises, events, or incidents; deficits are identified, and corrective actions are implemented. This system then prioritizes, monitors, and reports on these corrective actions.

### 3.2.1.4 Staff and Organizational Preparedness

**Staff Preparedness:** Ensuring employee safety during emergencies through training and resources equips staff with necessary skills. Prepared employees remain calm, make informed decisions, and reduce risks, leading to quicker recovery and benefits for the organization. Emergency preparedness and Disaster Service Worker (DSW) familiarization are provided during hiring and orientation, with ongoing updates throughout the year.

**Organizational Preparedness:** Critical for continuity of operations and infrastructure protection. A comprehensive plan identifies risks, develops response strategies, and allocates resources efficiently. Proactively addressing vulnerabilities mitigates impacts, safeguards assets, and ensures essential service delivery, enhancing reputation and resilience.

### 3.2.1.5 Public Awareness and Education

Valley Water's Media and Public Relations and Community Outreach teams manage programs to enhance communication and emergency preparedness. These efforts include news releases, newsletters, public awareness campaigns, community meetings, and informational materials. They improve community education, outreach, training, and coordination through activities such as:

- Media and Public Relations Team
  - Produces news releases, editorial content, columns, op-ed pieces, and other materials.
  - Manages annual public awareness campaigns about flood awareness and drought messaging/water conservation.
  - Creates content for the calendar, annual report, and monthly electronic newsletter.
- Community Outreach Team
  - Plans, schedules, and coordinates community meetings (virtual and in-person).
  - Serves as community liaisons to inform residents about Valley Water efforts.
  - Works with the board scheduler to facilitate Board of Directors' involvement in public outreach events.

- o Develops Nextdoor posts, meeting notices/updates, invitation mailers, project shells/brochures, and FAQ documents.
- o Produces annual notices for Valley Water's Stream Maintenance.

### **3.2.2 MITIGATION/PREVENTION/PROTECTION**

Program, groundwater rates mailer, and winter preparedness efforts.

Mitigation, Prevention, and Protection strategies reduce disaster risks and impacts. Mitigation minimizes long-term risks, prevention avoids disasters, and protection safeguards people, property, and infrastructure.

#### **3.2.2.1 Mitigation**

Mitigation reduces long-term risks to life and property from hazards. Maintaining infrastructure and improving flood defenses lessen service disruptions, property damage, and economic losses. These strategies build resilience, ensure a safer environment, and maintain reliable water service, flood protection, and watershed protection.

#### **3.2.2.2 Prevention**

Prevention involves proactive measures to avoid or reduce disasters, such as enforcing safety regulations, conducting hazard assessments, and promoting public awareness. This helps prevent disruptions and minimize impacts. By focusing on prevention, water agencies better prepare for threats, ensure continuous services, and reduce vulnerability to water-related threats and hazards.

#### **3.2.2.3 Protection**

Protection safeguards people, property, and critical infrastructure from threats and hazards. It includes security measures around facilities, comprehensive emergency response plans, and robust communication and monitoring systems. Securing critical infrastructure enhances preparedness and aims to maintain continuous uninterrupted essential services.

### **3.2.3 RESPONSE**

The disaster response phase follows immediately after a disaster, focusing on urgent actions to ensure safety, protect property, and provide emergency assistance. Efforts concentrate on lifesaving measures, stabilizing the situation, and addressing the immediate needs of the affected population.

#### **3.2.3.1 Pre-Impact Phase**

The pre-impact phase involves preparations before a disaster, such as monitoring threats, issuing warnings, and safeguarding systems. Key actions include securing critical infrastructure, stockpiling supplies, and mobilizing emergency resources. These proactive measures reduce Valley Water's impact, ensuring an effective response once it occurs. Pre-impact phase priorities may include:

- Securing and reinforcing critical infrastructure.
- Monitoring flood gauges, weather forecasts, and flood modeling systems.
- Augmenting, mobilizing, and briefing on-call and field response teams.
- Pre-positioning emergency resources, equipment, and supplies.
- Establishing communication with local emergency services and authorities.

### 3.2.3.2 Impact Phase

The impact phase begins when disaster strikes and lasts until immediate danger passes. Response efforts focus on maintaining critical water services, protecting critical infrastructure, implementing flood protection measures, protecting watershed, and efficient resource management. Operational activities include maintaining water supply to retailers, ensuring the integrity of water systems and flood protection facilities, and making emergency repairs. Impact phase priorities may include:

- Ensuring the safety of staff and field response teams.
- Maintaining water supply and quality.
- Implementing emergency flood protection measures.
- Protecting critical infrastructure.
- Conducting emergency and temporary repairs.
- Coordinating response with impacted jurisdictions or agencies.
- Providing critical communications to water retailers and the public.
- Managing critical and scarce resources.
- Exercising mutual aid agreements and systems.

### 3.2.3.3 Sustained Operations

Sustained Operations occur during extended incidents and continue through recovery after the immediate threat is addressed. This phase focuses on restoring water services, repairing infrastructure, managing flood responses, and supporting Valley Water's return to normal. Key activities include ensuring water quality and providing long-term water supply solutions. Priorities may include:

- Providing ongoing support to staff and field response teams.
- Continuing coordination with water retailers.
- Ensuring the safety, health, and wellness of impacted staff.
- Managing, tracking, and replenishing resources, equipment, and supplies.
- Coordinating or assisting with community and public information efforts.
- Implementing business continuity plans and procedures.
- Conducting damage assessment and developing recovery plans.

## 3.2.4 RECOVERY

Disaster recovery follows the response phase, focusing on restoring essential services, repairing infrastructure, and supporting a community's return to normalcy. Efforts aim to rebuild, implement mitigation measures, and ensure long-term resilience against future disasters. Figure 3.2.4 below represents the disaster recovery process and flow.



Source: FEMA National Disaster Recovery Framework, 2024

**Figure 3.2.4: Disaster Recovery Process**

### 3.2.4.1 Short-Term Recovery Operations

In the hours and days following a disaster, once life-safety and infrastructure protection measures are completed, recovery begins. Short-term recovery activities may focus on the following priorities:

- Providing recovery communications and public information.
- Continuing staff support and care.
- Continuing damage assessments.
- Coordinating with retail water partners on restoration activities.
- Restoring or supporting the temporary restoration of community lifelines.
- Restoring essential business operations.
- Clearing disaster debris inhibiting access to Valley Water facilities.

### 3.2.4.2 Mid-Term Recovery Operations

In the days and weeks following a disaster, recovery efforts focus on restoring essential water services and infrastructure, repairing flood protection systems, and transitioning from emergency operations to stable, sustainable support. Mid-term recovery activities may focus on the following priorities:

- Restoring community lifeline water services.
- Restoring flood protection systems to pre-emergency conditions.
- Restoring watershed to pre-emergency conditions.
- Restoring all regular business operations.
- Conducting detailed damage and cost estimates.
- Initiating financial cost recovery activities.
- Transitioning to long-term recovery for incidents with significant rebuilding implications.

### 3.2.4.3 Long-Term Recovery Operations

In the months and years following a disaster, efforts focus on permanently restoring all services, systems, and infrastructure to pre-emergency condition or better. Efforts will also be directed at preventing or mitigating future damage from similar threats or risks. Long-term recovery activities may focus on the following priorities:

- Permanent restoration of water services.
- Permanent restoration of flood protection systems and infrastructure.
- Permanent restoration of watersheds.
- Supporting community rebuilding efforts.
- Maximizing financial recovery cost recovery and grant opportunities.
- Implementing risk reduction and mitigation strategies to prevent future damage.

### 3.2.4.4 Financial Cost Recovery

Financial cost recovery involves recouping expenses from disaster response and recovery efforts to ensure financial stability and continuous utility operation. Effective cost recovery mitigates the economic impact of disasters, supports infrastructure repairs, and sustains essential services. Financial cost recovery activities may focus on the following priorities:

- Documenting expenses through detailed financial cost recording.
- Documenting and submitting insurance claims for insured losses.
- Identifying and applying for financial cost recovery assistance to state and federal funding authorities, including CalOES and FEMA.
- Identifying and applying for hazard mitigation assistance to state and federal funding authorities, including CalOES and FEMA.

## 3.3 PLAN IMPLEMENTATION

### 3.3.1 PLAN IMPLEMENTATION RESPONSIBILITY

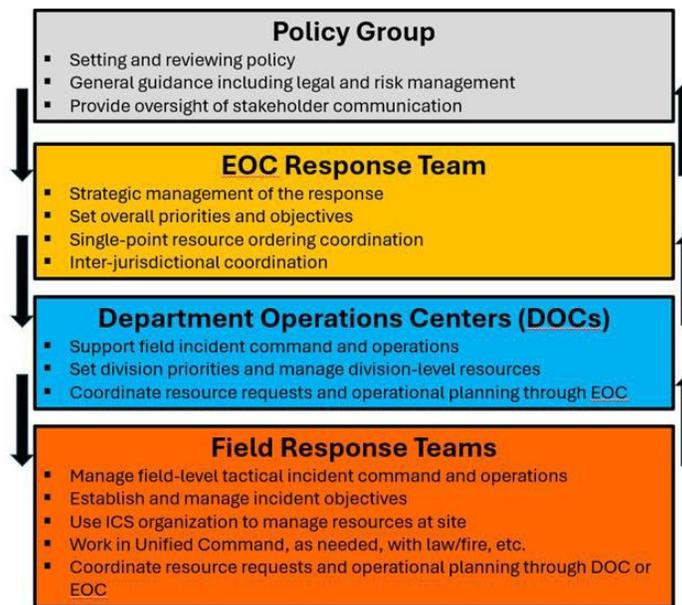
Valley Water's Board Appointed Officers (BAOs) and their offices, divisions, and units are responsible for implementing the EOP across all phases of emergency management.

### 3.3.2 PREEMPTIVE RESPONSE ACTIONS

To prevent, mitigate, or prepare for a potential or threatened emergency, preemptive actions may be taken before an emergency event. These actions may be ordered by the CEO, ACEO, COO, their designated alternates, the Crisis Team, or the Assistant Officer for the Emergency, Safety, and Security Division.

## 3.4 EMERGENCY ORGANIZATION

The Emergency Organization structure is based on SEMS/NIMS doctrine and guidance, designed to be flexible and scalable to meet emergency conditions. Once activated, each level is staffed by Valley Water personnel and led by Valley Water's leadership team. The structure and general mission tasks of each level are illustrated in Diagram 3.4 below.



**Diagram 3.4: Emergency Organization**

### 3.4.1 POLICY GROUP

Comprised of the Board of Directors, Risk and Legal Advisors, CEO, ACEO, and Chief Operating Officers who are not assigned to the EOC. Their roles include:

- Authorizing additional fiscal resources.
- Providing strategic policy guidance.
- Liaising with key partners, government officials, regulators, and stakeholders.

#### **Chief Executive Officer (CEO) and Assistant Chief Executive Officer (ACEO):**

- Consulting with the EOC Director on declaring a Valley Water emergency.
- Reporting to the Board on emergency expenditures and contracts.
- Conferring regularly with the EOC Director about emergency progress.
- Activating succession plans and continuity procedures as needed.
- Ensuring the Public Information Officer (PIO) is aware of Board media contacts.

#### **Risk and Legal Advisors:**

- Determining potential liabilities and recommending risk avoidance measures.
- Provide guidance on emergency powers, authorities, and relevant laws.
- Ensuring laws and regulations are reflected in the EOP and referenced during emergencies.
- Advising the Board, CEO, ACEO, and EOC Director on response actions and policy decisions.
- Assisting with legal documents related to emergencies.
- Verifying that decisions are within Valley Water's legal authority.

**Board of Directors:**

- Establishing legal authority and policy during emergencies.
- Ratifying emergency declarations, passing resolutions, and aiding in response and recovery.
- Receiving briefings on damages, injuries, objectives, status, mutual aid, and public information.
- Meeting with community groups to convey Valley Water's response.
- Notifying the CEO, ACEO, or PIO when contacted by media.

**Chief Operating Officers (those not filling the role of the EOC Director):**

- Providing staff to the EOC, DOCs, or Field Response Teams.
- Activating business continuity plans.
- Coordinating damage assessments.

**3.4.2 EOC TEAM**

The EOC Team, comprised of staff from various divisions and business units, provides strategic planning, direction, and coordination. Management Staff directly support the EOC Director, while General Staff carry out EOC SEMS functions, each led by a Section Chief who reports to the EOC Director. Detailed roles are outlined in the EOC Handbook.

**3.4.3 DEPARTMENT OPERATIONS CENTERS**

DOCs coordinate and control actions specific to their division and business unit areas during emergencies. They communicate with other entities and the Valley Water Emergency Operations Center (EOC) for support, coordination, and communication. Position Checklists inform the responsibilities of DOC personnel.

**3.4.4 FIELD RESPONSE TEAMS**

Field Response Teams consist of Valley Water employees with specialized skills for field incident tasks (e.g., Incident Commanders, Post-Earthquake Dam Assessment Teams, Field Information Teams).

**3.5 EOC ACTIVATION AND DEACTIVATION****3.5.1 ACTIVATION OF THE EOC**

The EOC may be activated during an emergency or when an emergency is impending or threatened, to enhance the effectiveness, speed, and efficiency of Valley Water's response.

The EOC may be activated under the authority of the Chief Executive Officer (CEO), Assistant Chief Executive Officer (ACEO), Chief Operating Officer (COO), Chief of External Affairs (CEA), their designated alternates, a Crisis Team (CT), or in response to a triggering event listed in Section 3.5.2 below.

### 3.5.2 TRIGGERING EVENTS FOR EOC ACTIVATION

The EOC may be activated in response to the following events:

- Activation of a Dam Emergency Action Plan (EAP).
- Damaging earthquake, wildfire, or flood impacting Valley Water facilities and infrastructure.
- Elevation of Valley Water’s Flood Readiness Level to Watch or Warning status.
- Severe weather warnings with projected flood impacts.
- Regular emergency exercises to test preparedness.
- Sudden and severe water shortages or interruptions.
- Significant commitment or depletion of Valley Water resources.
- Major interruptions to Valley Water services, systems, or operations.
- Any event that inhibits the Valley Water’s ability to deliver essential services.

### 3.5.3 NOTIFICATION TO THE COUNTY

The Santa Clara County Office of Emergency Management — will be notified of Valley Water’s Emergency Operations Center activation as soon as practical. The responsibility for making this notification lies with the Office of Emergency Services Duty Officer before activation, or the EOC Coordinator after activation.

### 3.5.4 ALTERNATE EOC ACTIVATION

The alternate EOC may be activated if the primary EOC becomes uninhabitable, unserviceable, or located in a high-hazard area due to an emergency.

### 3.5.5 DEACTIVATION OF THE EOC

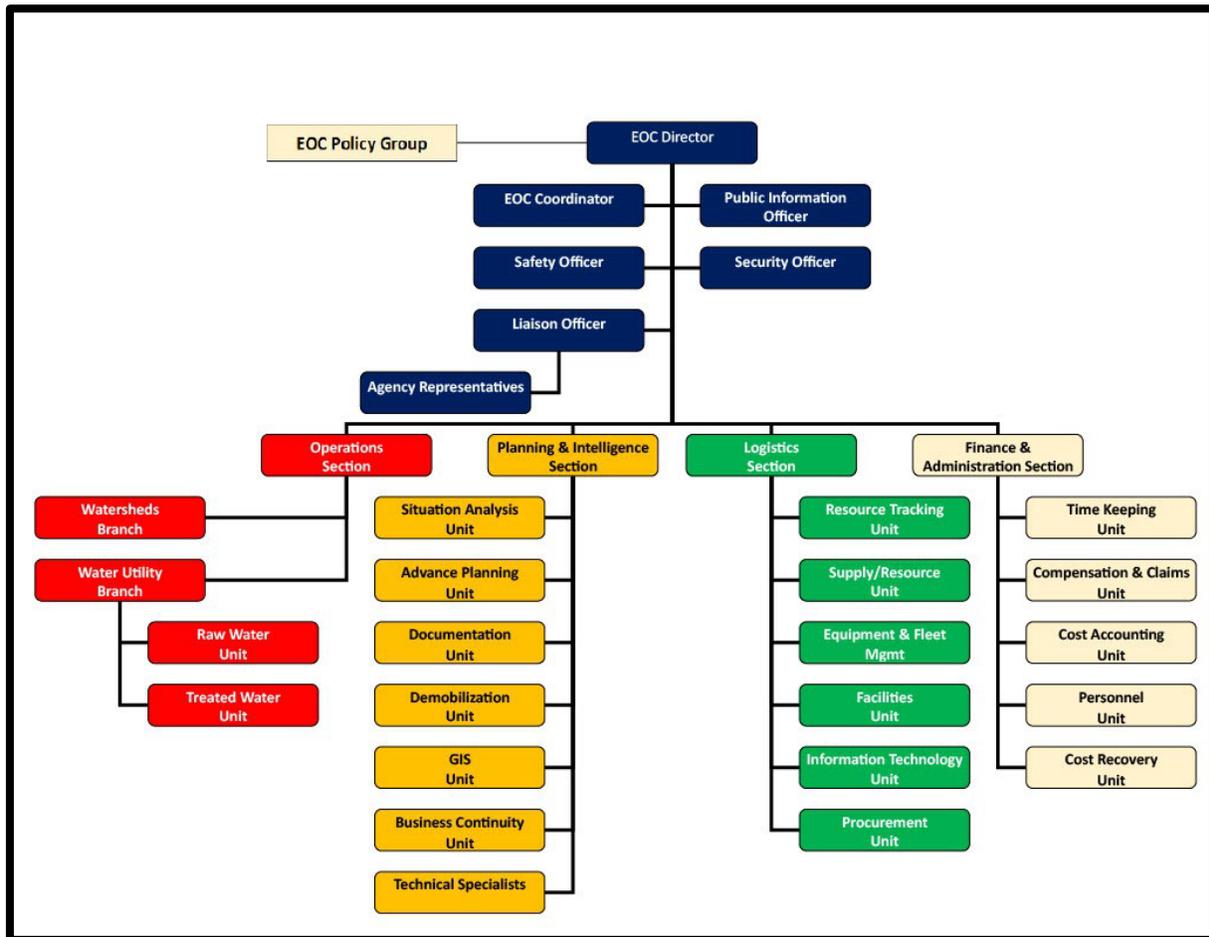
The EOC Director will direct the deactivation of the EOC when conditions no longer require its operation. As the situation deescalates, the EOC will be deactivated, and all positions and functions will be demobilized. Once all response objectives have been met and additional resources are no longer needed, the EOC will be fully demobilized. The EOC Coordinator (or alternate) will manage its physical deactivation and demobilization. The Coordinator will notify the Santa Clara County Office of Emergency Management of the deactivation. Prior to this, the EOC Planning and Intelligence Section will prepare a demobilization plan and related processes.

## 3.6 EOC ORGANIZATION

The Valley Water EOC is organized according to the five major functional areas of SEMS:

1. Management
2. Planning and Intelligence
3. Operations
4. Logistics
5. Finance and Administration

The Valley Water EOC organization is illustrated in Diagram 3.6 below.



**Diagram 3.6: Valley Water EOC Organization**

### 3.7 EOC ACTIVATION LEVELS

Activation levels, determined by the EOC Director, adjust to incident complexity and Valley Water's needs. While incidents are ideally managed at the lowest effective level, typically in the field, early EOC activation enhances coordination and communication. Effective management depends on staffing the required emergency functions, with two defined activation levels:

- Level 2: Partial Activation
- Level 1: Full Activation

#### 3.7.1 LEVEL 2 - PARTIAL ACTIVATION

Impending or actual emergencies may necessitate face-to-face coordination at the EOC, with essential functions activated according to the emergency's complexity. Level 2 staffing typically includes the Management Section, Section Chiefs, Branch Directors, and necessary support personnel.

### **3.7.2 LEVEL 1 - FULL ACTIVATION**

Emergencies may necessitate staffing most or all EOC functions, with specific activations based on the emergency's complexity. Level 1 Activation may require 24-hour operations or sustained efforts over multiple periods, involving all EOC positions: Management Section, Section Chiefs, Branch Directors, Unit Leaders, and support personnel.

### **3.7.3 OES DUTY OFFICER (ON CALL)**

Although not an EOC activation, VW OES operates a Duty Officer program to monitor and coordinate emergencies during non-business hours, in preparation for EOC activation, or after its deactivation.

Responsibilities of the OES Duty Officer may include:

1. Monitoring incidents and situational reporting.
2. Coordinating or supporting emergency incident response.
3. Communicating with Valley Water divisions, business units, and external partners.
4. Documenting incidents and reporting on response activities.
5. Operational planning for impending or actual emergencies.

### **3.7.4 MANAGEMENT WATCH**

While not an EOC activation, Management Watch allows certain divisions and management staff to remotely monitor evolving or impending emergency incidents without activating the EOC or DOCs. During this practice, Valley Water staff observe incidents remotely, communicate as needed, and make decisions or allocate resources under existing division-level policies and procedures. Management Watch activities may be coordinated with the OES Duty Officer before or during an evolving emergency situation.

## **3.8 EOC ACTIVATION GUIDE**

EOC activations and levels should correspond to the emergency's complexity and required functions. Table 3.8 below outlines general situations that may trigger EOC activation and their associated levels.

**Table 3.8: EOC Activation Guide**

Level	Situation	Actions	Staffing (minimum)
<b>2 Partial</b>	<ul style="list-style-type: none"> <li>▪ Activation of a Dam Emergency Action Plan (EAP)</li> <li>▪ Incident exceeding day-to-day resources</li> <li>▪ Severe Weather Warning or other projected threats impacting reservoir and creek levels</li> <li>▪ Earthquake with impactful damage</li> <li>▪ Extended utility outage</li> <li>▪ Dam damage/failure (minor)</li> <li>▪ Elevated threat of violence/terrorism</li> <li>▪ Hazardous Material Spill (major)</li> <li>▪ Major wildfire affecting Valley Water properties</li> <li>▪ Public health emergency significantly impacting Valley Water</li> </ul>	<ul style="list-style-type: none"> <li>▪ Situation Analysis</li> <li>▪ Public Information</li> <li>▪ Response Coordination</li> <li>▪ Resource Coordination</li> <li>▪ Logistical support</li> <li>▪ Multi-agency Coordination</li> <li>▪ Prepare for sustained disaster operations</li> </ul>	<ul style="list-style-type: none"> <li>▪ EOC Director</li> <li>▪ EOC Coordinator</li> <li>▪ PIO</li> <li>▪ Plans &amp; Intel Chief</li> <li>▪ Situation Analysis Unit</li> <li>▪ Documentation Unit</li> <li>▪ Operations Chief</li> <li>▪ Logistics Chief</li> <li>▪ Supply/Resource Unit</li> <li>▪ Resource Tracking Unit</li> <li>▪ Finance &amp; Admin Chief</li> </ul>
<b>1 Full</b>	<ul style="list-style-type: none"> <li>▪ Activation of a Dam Emergency Action Plan (EAP)</li> <li>▪ Major city or regional emergency – with significant Valley Water resource involvement</li> <li>▪ Earthquake with major damage</li> <li>▪ Dam damage/failure (major)</li> <li>▪ Major wildland fire threatening Valley Water property or structures</li> <li>▪ Significant terrorist/security incident, biological or other attack or threat</li> <li>▪ Major Public health emergency (pandemic)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Situation Analysis</li> <li>▪ Public Information</li> <li>▪ Response Coordination</li> <li>▪ Resource Coordination</li> <li>▪ Logistical support</li> <li>▪ Multi-agency Coordination</li> <li>▪ Sustained disaster operations</li> <li>▪ Recovery operations</li> <li>▪ Consider Emergency Declaration</li> </ul>	<ul style="list-style-type: none"> <li>▪ All EOC Staff positions</li> <li>▪ Liaison and Agency Reps in EOC</li> </ul>

### 3.9 EOC STAFFING MATRIX

**Appendix D: EOC Staffing Matrix** details the primary division or business unit assignments for each major EOC function.

### 3.10 EMERGENCY SUPPORT FUNCTION CROSSWALK

Valley Water employs the traditional SEMS structure for its EOC, while California and FEMA use the Emergency Support Function (ESF) structure. To ensure effective coordination with CalOES and FEMA, Valley Water aligns its EOC functions with their ESFs. Although not used internally, understanding the ESF structure is vital for collaboration during response and recovery. **Appendix E: ESF Crosswalk** illustrates the alignment between Valley Water's SEMS functions and state and federal ESFs.

### 3.11 CALIFORNIA SEMS

Valley Water adheres to the California Standardized Emergency Management System (SEMS), as mandated by California Government Code § 8607. SEMS, established in 1993, standardizes multi-agency emergency response across the state, enhancing coordination through the Incident Command System (ICS) and other frameworks. During emergencies, Valley Water works with local, state, and federal agencies, including the Santa Clara Office of Emergency Management and the Santa Clara County Operational Area EOC, for preparedness and response. Compliance with SEMS is required for local governments to qualify for state reimbursement of response-related personnel costs under California Code of Regulations Title 19, §§ 2920, 2925, and 2930.

#### 3.11.1 SEMS ORGANIZATIONAL LEVELS

All California emergency response agencies must use SEMS when responding to multi-agency or multi-jurisdictional incidents, whether involving single or multiple disciplines. SEMS consists of five organizational levels:

1. Field Response Level: Managing scene tactical operations.
2. Local Government Level: Managing a jurisdiction's overall response.
3. Operational Area Level: Managing a county's overall response.
4. Regional Level: A function of the state's overall response.
5. State Level: Managing state level response coordination.

#### 3.11.2 SEMS ORGANIZATIONAL FUNCTIONS

Governments that use the SEMS to organize EOCs utilize the following functions:

- Management: Provides overall policy and coordination.
- Operations: Coordinates jurisdictional emergency operations.
- Planning and Intelligence: Coordinates all incident planning and intelligence.
- Logistics: Coordinates logistical support to emergency operations.
- Finance and Administration: Coordinates all emergency financial and administrative activities.

#### 3.11.3 SEMS ORGANIZATIONAL FUNCTIONS

SEMS is continuously used across all phases of emergency management, becoming especially evident when operationalized for multi-agency or multi-jurisdictional incident responses. Valley Water uses SEMS to fulfill its emergency management responsibilities and coordinate with other levels of government and organizations, in accordance with California Government Code § 8607(a).

### 3.12 CALIFORNIA PLANNING FRAMEWORKS

California emergency planning frameworks provide structured guidelines and strategies for preparing for, responding to, and recovering from emergencies and disasters. Several key frameworks achieve this:

1. California State Emergency Plan (SEP)
2. Standardized Emergency Management System (SEMS)
3. California Emergency Services Act (ESA)
4. California Master Mutual Aid Agreement (MMAA)
5. California Emergency Support Functions (ESFs)

### 3.13 NATIONAL INCIDENT MANAGEMENT SYSTEM

Valley Water has adopted the National Incident Management System (NIMS) in accordance with Homeland Security Presidential Directive (HSPD) 5. Created after 9/11 and last updated in 2017, NIMS provides a framework for managing incidents across all levels, from first responders to federal agencies. Built on SEMS, it incorporates the Incident Command System (ICS) and Unified Command (UC), ensuring flexibility for all incident types. Valley Water utilizes NIMS to handle incidents, particularly those requiring inter-agency coordination and the use of EOCs and DOCs. NIMS integrates the key components of:

- Resource Management
- Command and Coordination
- Communications and Information Management

### 3.14 NATIONAL PLANNING FRAMEWORKS

National emergency planning frameworks provide structured guidelines and strategies for preparing for, responding to, and recovering from emergencies and disasters. The Federal Emergency Management Agency (FEMA) has developed several key frameworks to achieve this:

- National Prevention Framework
- National Protection Framework
- National Mitigation Framework
- National Response Framework
- National Disaster Recovery Framework

### 3.15 INCIDENT COMMAND SYSTEM

The Incident Command System (ICS) is a standardized organizational framework designed to manage incidents of any size or complexity, ranging from small local emergencies to large-scale disasters. It provides a clear chain of command, defined roles, and structured communication, ensuring coordinated and effective response efforts. Key concepts of the ICS include:

- Unified Command
- Common Terminology

- Modular Organization
- Integrated Communications
- Incident Action Planning
- Manageable Span of Control
- Comprehensive Resource Management
- Management by Objectives

The ICS consists of five primary functional areas:

1. Command: Directs on-scene response activities.
2. Operations: Coordinates tactical on-scene response activities.
3. Planning: Manages incident planning functions.
4. Logistics: Coordinates logistical needs and support for the incident.
5. Finance and Administration: Manages financial and administrative aspects of the incident.

### 3.16 MULTI-AGENCY COORDINATION

Multi-agency coordination is the process through which multiple agencies and organizations work together to manage and respond to emergencies and incidents. This collaboration ensures that resources are used efficiently, response efforts are coordinated, and clear communication is maintained. Here are some key components of multi-agency coordination:

- Unified Efforts: Various agencies come together to share information, establish priorities, and allocate resources.
- Communication: Continuous and clear communication channels are established to ensure all parties are informed and updated.
- Resource Management: Agencies pool their resources, such as personnel, equipment, and supplies, to address the emergency effectively.
- Strategic Planning: Agencies work together to develop and implement response plans that meet the needs of the incident.
- Coordination Centers: Facilities like Emergency Operations Centers (EOCs) and Multi-Agency Coordination Centers (MACCs) serve as hubs for coordination and communication.

#### 3.16.1 MULTI-AGENCY COORDINATION SYSTEM

Multi-agency coordination is crucial for establishing response priorities and allocating resources without compromising jurisdictional objectives. The Santa Clara County Operational Area EOC serves as the Multi-Agency Coordination Center (MACC) for the county, liaising with local, state, and federal agencies.

### 3.16.2 MULTI-AGENCY COORDINATION GROUPS

MAC Groups are formed by administrators or executives—or their designees— authorized to represent or commit agency resources and funds. These groups can be established at any level or in any discipline and are typically facilitated by EOCs under the SEMS. Valley Water participates in several Multi-Agency Coordination (MAC) Groups:

1. Coyote Creek MAC Group
  - Valley Water and the City of San Jose collaborate to ensure communication and implement emergency actions during flooding emergencies in Coyote Creek.
2. San Francisquito Creek MAC Group
  - Members include Santa Clara and San Mateo counties; the cities of East Palo Alto, Palo Alto, and Menlo Park; Menlo Park Fire District; San Francisquito Creek Joint Powers Authority; Stanford University; and Valley Water.
  - The group aims to improve response activities, allocate resources, and coordinate public warnings during flood incidents in the San Francisquito Creek area.
3. Bay Area Water Multi-Agency Coordination System (Water MACS) Group
  - As a member, Valley Water positions Liaison Officers at Operational Area, Regional, and State Emergency Operations Centers (EOCs) when activated.

### 3.16.3 CALIFORNIA UTILITIES EMERGENCY ASSOCIATION

Valley Water is a member of the California Utilities Emergency Association (CUEA), which connects critical infrastructure utilities with the California Office of Emergency Services before, during, and after incidents. CUEA facilitates communication between government organizations and the utility industry, offers strategic insights on state disaster policies, and supports emergency operations to protect lives and property.

## 3.17 EOC COORDINATION

**Coordination:** The Valley Water EOC provides essential coordination activities during emergencies, including:

- Emergency Response Phase
  - Serves as the central coordination and management point.
  - Interfaces between Field Response Teams and the EOC Director.
  - Facilitates real-time information exchange and resource management.
- Post-Emergency-Recovery Phase
  - Facilitates and directs recovery operations.
- Communication
  - Coordinates DOC to EOC and field to EOC communications.
  - Coordinates EOC information management systems to communicate situation and resource status.
  - Coordinates situation information and resource requests between the Valley Water EOC and Santa Clara County EOC.

**Common Operating Picture:** A primary objective of the EOC coordination effort is to establish and maintain a Common Operating Picture (COP). This is achieved by gathering, synthesizing, and disseminating incident information to relevant parties. The COP ensures that personnel in the field and at the EOC have consistent intelligence about the incident, including resource availability, location, and assistance request status. The COP:

- Allows incident managers at all levels to make effective, consistent, and timely decisions.
- Ensures consistency in incident management across jurisdictions and between various governmental entities.

### 3.18 EOC ACTION PLAN

The EOC Action Plan (AP) addresses the current emergency by detailing impacts, response strategies, resources, objectives, priorities, mission assignments, policy constraints, and inter-agency considerations. It sets priority actions, objectives, and timelines. Initial operational periods may be brief but can extend up to 24 hours or longer for extended events. These periods differ from staffing or shift changes, though they may overlap. The initial AP is often verbal, created within the first hour by the EOC Director and Command Staff. Once the EOC is fully activated, action plans should be concise, written documents, with content and format tailored to the EOC’s SEMS level.

### 3.19 OPERATING CONDITIONS (OPCON)

#### 3.19.1 OPERATING CONDITIONS OVERVIEW

Operating Conditions (OPCON) represent the severity of emergency conditions and guide Valley Water’s readiness and response actions. While they do not indicate EOC activation levels, they reflect Valley Water’s overall preparedness and response posture. Divisions and business units are expected to maintain procedures that support their OPCON responsibilities. Table 3.19.1 below illustrates Valley Water’s OPCONs.

**Table 3.19.1: Valley Water Operating Conditions**

OPERATING CONDITIONS		
Level	Description	EOC Activation Level
Green	Normal Operations	None
Yellow	Increased Readiness	OES Duty Officer or Management Watch
Orange	Emergency Operations	Level II or Level I

*Valley Water Operating Conditions*

#### 3.19.2 OPERATING CONDITIONS

##### GREEN ▲ NORMAL OPERATING CONDITION

Under Normal Operating Conditions, divisions and business units conduct planning, training, and exercise activities to fulfill their roles in the EOP. They are staffed and operate per normal business operations, while also preparing for the next operating condition. This condition is not associated with any EOC Activation Level.

## **YELLOW ▲ INCREASED READINESS OPERATING CONDITION**

During Increased Readiness Operating Conditions, events or conditions pose an actual or potential threat to safety, infrastructure, key resources, or property in threatened areas. Divisions and business units are taking increased readiness activities before an impending or potential emergency. DOCs may be activated to facilitate information and resource management. Divisions and business units should prepare for the next operating condition. This condition may be associated with an OES Duty Officer Status and a Management Watch.

## **ORANGE ▲ EMERGENCY OPERATING CONDITION**

During Emergency Operating Conditions, events significantly impact safety, infrastructure, key resources, or property in affected areas. The EOC is activated and staffed by Valley Water EOC Team members, with DOCs activated as needed. Divisions and business units are taking all appropriate response actions, including curtailing non-essential operations and implementing special staffing patterns. This status is maintained until conditions de-escalate. Divisions and business units should prepare for sustained emergency operations. *This condition may be associated with a Level 2 EOC Activation (lowest level) or a Level 1 EOC Activation (highest level).*

### **3.20 NOTIFICATION AND MOBILIZATION OF RESOURCES**

Valley Water maintains procedures and systems to notify employees and appropriate outside agencies during emergencies. Notifications to EOC staff and Field Response Teams are made using Valley Water's notification system, along with available communication tools such as IT systems and two-way radios, in accordance with response plans like the Anderson Dam Emergency Action Plan.

#### **3.20.1 EOC TEAM NOTIFICATION**

Valley Water's Emergency Notification System (ENS) alerts EOC staff of activations through personalized voice, email, and text/SMS messages. During emergencies or interruptions, employees may be assigned to alternate work locations or instructed to stay safe, report their status, and await further instructions via ENS or their supervision chain. ENS and the Disaster Service Worker (DSW) Hotline provide updates on reporting locations, shift assignments, and Valley Water's operating status. Emergency notifications and EOC Team mobilizations are initiated by the OES, OES On-Call Team, and EOC Coordinator.

#### **3.21 ADA/DAFN/CULTURAL COMPETENCE**

Fully committed to the Americans with Disabilities Act (ADA), Disabilities Access and Functional Needs (DAFN), and Cultural Competence, Valley Water acknowledges specific regulations related to emergency planning—including AB 2311 and AB 477 (DAFN), and SB 160 (Cultural Competence). When applicable, activities under this section will be overseen by the EOC Director and coordinated by the appropriate EOC sections and branches, as well as external service organizations as needed.

### **3.22 RECOVERY OPERATIONS**

#### **3.22.1 RECOVERY OVERVIEW**

Valley Water's disaster recovery involves restoring systems, facilities, and services; recovering financial costs; and supporting retail water and community recovery efforts. Recovery phases include short-term, mid-term, long-term, and financial cost recovery.

### 3.22.2 VALLEY WATER RECOVERY ORGANIZATION

**Disaster Recovery Organization:** Valley Water's Recovery Organization will be dependent on the recovery needs following a disaster. As a starting point, the Recovery Organization includes the CEO, a designated lead from OES, and senior staff from key divisions including Financial Planning and Management Services, Watershed, Water Utility, External Affairs, and Administrative Services.

**Cost Recovery Organization:** Cost recovery efforts begin within the EOC during an incident and extend through the recovery phase. The Cost Recovery Team consists of staff from Operations (Watersheds and Water Utility Management), the EOC Documentation Unit, Grants Unit, Procurement and Contract teams, and other necessary personnel. The Office of Emergency Services (OES) facilitates coordination to ensure alignment with agency protocols and external funding requirements. The VW Financial Cost Recovery Plan provides the foundation to carrying out disaster financial cost recovery activities.

### 3.22.3 RECOVERY DAMAGE ASSESSMENT AND REPORTING

Damage assessment identifies and analyzes damage to determine recovery needs. Business units assess workspaces, while Field Response Teams assess facilities and infrastructure. Following a major disaster, cost estimates are prepared for a Preliminary Damage Assessment (PDA) to determine eligibility for financial assistance. Steps include a Rapid Damage Assessment, a Rapid Needs Assessment, and a Preliminary Damage Estimate.

### 3.22.4 RECOVERY DOCUMENTATION

Recovery documentation records damage, response costs, and mitigation opportunities. Immediate cost recovery actions help Valley Water request reimbursement. Accurate damage assessments are critical for disaster assistance. The EOC Finance and Administration Section manages cost recovery with support from divisions and business units.

### 3.22.5 RECOVERY DISASTER ASSISTANCE

Recovery Disaster Assistance helps individuals, businesses, non-governmental organizations, and governments rebuild after disasters. Assistance is categorized into Individual Assistance and Public Assistance. Valley Water may be eligible for disaster assistance from the following programs:

1. State Assistance
  - The California Disaster Assistance Act (CDAA) provides up to 75% financial assistance for eligible local government costs.
2. Federal Assistance
  - The FEMA Public Assistance Grant Program provides up to 75% financial aid to state agencies, local governments, and certain non-profits. California covers a share of the remaining cost. Assistance includes:
    - o Emergency Work: Debris removal and protective measures.
    - o Permanent Work: Repairs to roads, bridges, water facilities, building, equipment, utilities, and parks.

### 3. Other Programs

- Federal Highway Administration: Assists with road and bridge damage.
- Natural Resources Conservation Service: Supports emergency work in disaster-affected watersheds.
- U.S. Army Corps of Engineers: Aids in flood fighting and repairs.
- HUD Community Development Block Grants: Provides funding for a variety of disaster recovery purposes.
- Congressional Appropriations: May provide disaster-specific assistance beyond traditional programs.

### 3.23 COMMUNITY LIFELINES

FEMA defines Community Lifelines as those services or systems that *‘enable the continuous operation of critical government and business functions and is essential to human health and safety or economic security’*.



Stabilizing lifeline services is a top priority in disaster response due to immediate threats to life and property. Community Lifeline descriptions help responders assess critical services and identify necessary capabilities to support disrupted lifelines. Valley Water supports restoring community lifelines, especially the Food, Water, Shelter lifeline. Valley Water has a supportive role in restoring community lifelines after a disaster, most notably the Food, Water, Shelter lifeline.

### 3.24 DIVISION AND BUSINESS UNIT PARTICIPATION

Divisions and business units engage in all phases of the emergency management cycle, ensuring the EOP reflects current policies, structures, and methodologies. Responsibilities include incident response, damage assessments, business continuity, infrastructure repairs, service restoration, and staff readiness through training and exercises.

### 3.25 EMERGENCY FACILITIES

Valley Water and external public safety agencies maintain facilities that support emergency and disaster operations. Each facility serves a unique, independent function, yet they depend on each other to fulfill a broad spectrum of emergency response and recovery activities. This section identifies the emergency facilities maintained by Valley Water.

#### 3.25.1 DEPARTMENT OPERATIONS CENTERS

Valley Water Department Operations Centers (DOCs) coordinate operations for specific divisions or business units. Following SEMS and NIMS guidelines, DOCs can be activated

based on division needs or EOC requests. They manage division-level incident responses and coordinate with the EOC during complex emergencies. Valley Water maintains two DOCs:

#### **WATERSHEDS DOC**

Administration Building, Almaden Campus  
5750 Almaden Expressway, San Jose, California

#### **WATER UTILITY DOC**

Headquarters Building, Almaden Campus  
5700 Almaden Expressway, San Jose, California

### **3.25.2 EMERGENCY OPERATIONS CENTER**

The Valley Water Emergency Operations Center (EOC) is where centralized emergency management occurs during large-scale emergencies and disasters. Managed by OES and supported by representatives from most divisions and business units, it operates according to SEMS and NIMS. OES is responsible for managing and maintaining EOC readiness. Valley Water maintains a Primary EOC:

#### **PRIMARY EMERGENCY OPERATIONS CENTER (PEOC)**

Administration Building, Almaden Campus  
5750 Almaden Expressway, San Jose, California

### **3.25.3 ALTERNATE EMERGENCY OPERATIONS CENTER**

Valley Water has designated an Alternate Emergency Operations Center:

#### **ALTERNATE EMERGENCY OPERATIONS CENTER (AEOC)**

Blossom Hill Annex (BHA)  
1020 Blossom Hill Road, San Jose, California

### **3.25.4 JOINT INFORMATION CENTER**

The Joint Information Center (JIC) is where staff from various organizations with public information responsibilities co-locate to perform emergency public information, crisis communications, and public affairs functions. Valley Water may participate in a local government's JIC, virtual or in person, as needed.

### **3.25.5 INCIDENT COMMAND POST**

The Incident Command Post (ICP) is the field location where primary tactical-level, on-scene incident command functions are performed. The ICP signifies the site of the on-scene tactical-level command and management organization. Valley Water may operate at an ICP when operating in an Incident Command System with other agencies and local government entities.

### **3.25.6 STAGING AREA**

A Staging Area is a temporary holding location for assigned resources, established by the Incident Commander or Operations Section Chief. It enables the positioning and accounting of resources that do not have an immediate operational task. Valley Water may operate at a Staging Area when involved in a multi-jurisdictional, multi-agency incident or during a mutual aid deployment.

### 3.25.7 MOBILIZATION CENTER

A Mobilization Center is an off-incident location for emergency service personnel and equipment, pending assignment, release, or reassignment. Mobilization Centers may be established to support large-scale emergencies, serving as mobilization points for mutual aid resources. They are common when mobilizing a large number of resources across during major wildfires, hurricanes, or floods.

## SECTION 4. ORGANIZATION AND ASSIGNMENT OF RESPONSIBILITIES

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### 4.1 GENERAL OVERVIEW OF RESPONSIBILITIES

All divisions, business units, and employees at Valley Water play a role in emergency response and recovery operations. Additionally, under the California Government Code Title I, Section 3100, all Valley Water employees are considered Disaster Service Workers (DSW) and may be called upon during proclaimed disasters.

### 4.2 BOARD OF DIRECTORS

The Valley Water Board of Directors consists of seven members, each elected from distinct districts within Santa Clara County. Their responsibilities include establishing legal authority and policy for Valley Water during emergencies, ratifying emergency proclamations, passing resolutions, and providing policy direction in disaster response and recovery.

### 4.3 EMERGENCY STEERING COMMITTEE

The Valley Water's Emergency Steering Committee (ESC) provides enterprise-wide leadership to enhance risk anticipation, identification, and emergency response, ensuring organizational objectives are met through a systematic approach. Based on the structure detailed in the Emergency Steering Committee Charter and led by the Unclassified Leadership Team members, the ESC directs and resources emergency preparedness efforts.

### 4.4 OFFICE OF EMERGENCY SERVICES

The Valley Water Office of Emergency Services (OES) is responsible for coordinating and managing the district's response to emergencies, such as severe storms, floods, and other natural disasters. Their duties include developing and implementing emergency action plans, conducting training and drills, maintaining communication during crises, and ensuring that all necessary resources are available for an effective response.

### 4.5 EMERGENCY RESPONSE ORGANIZATION

The Valley Water Emergency Response Organization consists of the Policy Group, EOC Team, Department Operations Centers, and Field Response Teams. The organization is flexible and scalable to meet emergency conditions with each level having its own responsibilities.

### 4.6 EMERGENCY OPERATIONS CENTER

The EOC serves as the centralized hub for district-wide emergency management and is managed by Valley Water OES and staffed by the EOC Team. It is responsible for setting district-wide priorities, managing response resources, coordinating incident information, action planning, and communicating with external agencies.

### 4.7 EOC TEAM

The EOC Team is responsible for managing all aspects of EOC operations when activated. This team comprises Valley Water employees assigned to EOC functions, who provide strategic planning and direction from the EOC. Management Staff supports the EOC Director, while General Staff handle SEMS functional aspects, and are led by Section Chiefs who report to the EOC Director.

## **4.8 DEPARTMENT OPERATIONS CENTER**

DOCs serve as coordination points for division-level resources, facilities, and staff. They provide direct support to field-level command posts and field response teams, offering situational updates to key division members. When activated, they act as intermediaries between Field Response Teams and the EOC.

## **4.9 FIELD RESPONSE TEAMS**

Field Response Teams are composed of Valley Water employees with specific skills tailored to field incident objectives. Examples are Incident Commanders, Post Earthquake Dam Assessment Teams, and Field Information Teams. These teams generally operate from an Incident Command Post, located close to the incident site. If activated, DOCs are responsible for providing direct support to Field Response Teams.

## **4.10 DIVISIONS AND BUSINESS UNITS**

Valley Water divisions and units ensure they can fulfill their emergency management responsibilities. They provide incident response and support, including staffing DOCs and the EOC Team using SEMS and NIMS principles. They conduct damage assessments, implement continuity and communication plans, establish programmatic operational strategies, and restore essential infrastructure and services.

## **4.11 DISASTER SERVICE WORKERS**

A Disaster Service Worker (DSW) includes all public employees called into service during emergencies. All Valley Water employees, both full-time and part-time, are considered DSWs, in accordance with California Government Code Title I, Section 3100.

## **4.12 SANTA CLARA COUNTY OPERATIONAL AREA**

The Santa Clara County Office of Emergency Management serves as the Operational Area (OA) Coordinator. Under the SEMS, the "OA Level" is an intermediate level within the State emergency services organization, comprising a county and all political subdivisions within the county. Each county's geographic area is designated as an OA. The OA coordinates emergency activities and serves as a communication link between the State's emergency operations center and the emergency operations centers of the political subdivisions within the OA. Valley Water is located within the Santa Clara County Operational Area .

## SECTION 5. DIRECTION AND CONTROL

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### 5.1 CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (CEO) is responsible for providing executive oversight in the preparation, response, and recovery phases of extraordinary emergencies and disasters. During such emergencies, the CEO will coordinate with the Emergency Operations Center (EOC) Director to manage staff, resources, and finances effectively.

### 5.2 CHIEF EXECUTIVE OFFICER AUTHORITY

The CEO's authority is derived from the Valley Water Board Governance Policies. These policies include Board-BAO Linkage, Ends, Executive Limitations, and BAO Interpretations. When the EOC is activated, the CEO may delegate certain authorities to the EOC Director.

### 5.3 EMERGENCY OPERATIONS CENTER

The Valley Water Emergency Operations Center (EOC) is the location where centralized emergency response and coordination occur. The EOC serves as the primary hub where district-wide response and recovery priorities are set, resources are coordinated, and incident information and intelligence are managed.

### 5.4 DIVISION AND UNIT DIRECTION

Each Valley Water division and business unit is responsible for managing their personnel, equipment, and resources during emergencies. Watersheds and Water Utility direct the operations of their respective Department Operations Centers (DOCs) and coordinate with the EOC when needed.

### 5.5 LOCAL CONTROL

Emergency incidents are managed by the local entity having jurisdictional authority. Jurisdictional authority is defined through geopolitical authority, legal statute, regulatory authority, or through a joint powers agreement. Valley Water may retain local control over incidents involving its systems or facilities or enter into a unified command structure with a local jurisdiction or response agency when authority is deemed necessary to be shared.

### 5.6 ON-SCENE CONTROL

An incident command structure from an Incident Command Post (ICP) directs and controls on-scene tactical activities and assigned resources. This control may support single incidents or multiple incident sites as part of a series of district-wide emergencies. Field Response Teams fall under the management of on-scene command. EOCs or DOCs do not direct on-scene tactical activities; rather, they support them. Field Response Teams may work under an Incident Command System structure when coordinating on-scene activities with local jurisdictions and agencies. They may also operate under Valley Water's own Field Response Team organization and structure when working independently at a field site.

## 5.7 EOC COORDINATION

The Valley Water EOC coordinates response and recovery to district-wide events, extraordinary emergencies, and disasters. The EOC also coordinates efforts between Valley Water's DOCs and with other levels of government, including the County of Santa Clara and impacted local jurisdictions.

## 5.8 DOC COORDINATION

Valley Water DOCs coordinate division and unit activities and resources assigned to emergency activities. DOCs are the primary support for Field Response Teams and serve as a critical link to the EOC.

## 5.9 EOC ORGANIZATION

The EOC organization and structure are based on essential functional roles and responsibilities for emergency management, resource and information management, and support to DOCs and Field Response Teams. It aligns with state SEMS organization, adapting elements of the Incident Command System to fit Valley Water's needs. All divisions and business units support the EOC organization and staffing.

## 5.10 FIELD, DOC, AND EOC INTERFACE

Close coordination between Field Response Teams, DOCs, and the EOC is essential for effective and efficient emergency management. This coordination is required for incident priority setting, policy decisions, assignment and tracking of logistical resources, operational planning, and financial cost tracking.

Field/DOC/EOC interface may be achieved and maintained by using one or all of the following strategies:

- Assigning Agency Representatives at EOCs, DOCs, or Field Sites.
- Sharing incident-specific Action Plans.
- Sharing incident-specific Situation Reports.

## SECTION 6. INFORMATION COLLECTION, ANALYSIS, AND DISSEMINATION

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### 6.1 PURPOSE, PROCESS, AND COLLECTION

**Purpose:** The purpose is to enhance the Valley Water's emergency response capabilities by effectively collecting, evaluating, displaying, and disseminating incident information and intelligence.

**Overview:** During the lead-up to or during actual emergencies, the purposeful and methodical collection, analysis, and distribution of information are essential for developing situational awareness, setting response priorities, and making intelligence-driven decisions. This process requires effective information and intelligence management procedures, systems, and tools.

**Before EOC Activation:** Before EOC activation, OES and operational divisions collectively manage the information and intelligence function. Valley Water may receive information from sources such as the Santa Clara County 9-1-1 Communications Center, the County Office of Emergency Management, the California State Warning Center, Valley Water divisions, Santa Clara County Operational Area cities, utility providers, and the National Weather Service.

**Upon EOC Activation:** Upon EOC activation, the Planning and Intelligence Section manages the information and intelligence function. This section collects, evaluates, displays, and disseminates incident information, including situation and resource status.

### 6.2 INFORMATION SYSTEMS AND TOOLS

**Systems and Tools:** Systems and tools for collecting incident information include telephone, TV, fax, email, radio, open-source computer-aided dispatch sites, intranet-based radio broadcast sites, and social media platforms. These tools provide near real-time, public-facing emergency information for Valley Water's area of operation, and multiple sources should be used to validate emergency information.

### 6.3 DISSEMINATION

**Dissemination:** Once validated, vetted, refined, and organized, emergency incident information will be disseminated through several methods, including EOC briefings, action plans, situation reports, media releases, and social media.



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## SECTION 7. COMMUNICATION

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### 7.1 ALERT AND WARNING

Alert and warning involve notifying government organizations and the public of imminent or extraordinary dangers. Warnings can originate at any level of government, depending on the threat and the population at risk. Timely dissemination of warnings and emergency information is crucial to protect life and property in threatened areas. Valley Water primarily is a recipient of these notices.

#### 7.1.1 GOVERNMENT NOTIFICATIONS AND ALERTS

Valley Water, the Santa Clara County Operational Area, neighboring counties, and operational areas (OAs) receive emergency notifications through mutual aid, inter-agency coordination, and partner agencies. These partners include local cities, special districts, and water agencies with shared infrastructure or mutual aid agreements. Alerts may come from multiple sources, including:

1. California State Warning Center (CSWC)
2. National Weather Service (NWS)
3. NOAA National Tsunami Warning Center
4. Automated Local Evaluation in Real Time (ALERT) and Geostationary Operational Environmental Satellite (GOES)
5. Alert SCC (Santa Clara County Emergency Alert System)

### 7.2 PUBLIC MEDIA

Effective communication during emergencies is crucial. All media inquiries must be directed to the authorized Public Information Officer (PIO), who may collaborate with other local PIOs in a Joint Information Center (JIC) for coordinated releases. Public notifications should adhere to existing guidelines; for exceptions, the EOC Director and PIO will coordinate with relevant agencies. The Crisis Communication Plan (CCP) outlines roles and responsibilities for messaging to customers, the public, media, and employees.

### 7.3 PUBLIC NOTIFICATIONS AND ALERTS

Emergency notifications and alerts reach the public, Valley Water, and other entities from several sources, including:

- Emergency Alert System (EAS)
- Alert SCC
- Integrated Public Alert and Warning System (IPAWS)

## **7.4 COMMUNICATIONS WITH THE PUBLIC**

During emergencies, Valley Water informs relevant parties through various channels, including its website, social media, internal systems, and media. The VW Crisis Communication Plan outlines additional strategies.

## **7.5 INTERNAL COMMUNICATIONS**

Valley Water's Emergency Notification System (ENS) rapidly alerts EOC staff of activations, enhancing traditional communication methods with personalized messages. During emergencies, employees may be assigned to alternate locations; otherwise, they should prioritize safety, report their status, and await ENS updates. ENS and the Disaster Service Worker (DSW) Hotline provide information on reporting locations, shift assignments, and Valley Water's operating status. The EOC employs multiple redundant communication systems to ensure effective situational awareness, resource tracking, and data sharing.

## **7.6 COMMUNICATING WITH THE COUNTY**

When the EOC is activated, Valley Water EOC staff will communicate with the Santa Clara County Operational Area EOC using landlines, cell phones, satellite phones, and email. Communications may be made by the OES Duty Officer, the EOC Coordinator, or individual EOC sections and positions.

## SECTION 8. RESOURCE MANAGEMENT AND MUTUAL AID

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### 8.1 LOGISTICS

**EOC Resource Requests:** As incidents grow or become more complex, the Field Response Team or Incident Commander may need additional resources, including equipment and supplies. These resources are initially ordered at the incident and approved by the Field Response Team or Incident Commander until the EOC specifies single-point ordering. Depending on the emergency's scale, the EOC may manage orders for one commodity or all resources, and scarce or unique resources may need coordination through the OA EOC, as outlined in the EOC Handbook.

Resource requests must include date and time of order, resource type and description, task or activity needing completion, quantity needed, support required (e.g., fuel or operators for equipment), delivery date, time, location with a map reference, point of contact at the delivery location, requesting Valley Water contact person or agency, estimated duration needed, and procurement or funding authority, if known.

**EOC Resource Management:** In coordination with divisions and business units, the EOC maintains logistics and resources, including a roster of typed resources maintained by divisions, a roster of vendor-provided emergency equipment and supplies, a roster of emergency management credentialed personnel, a roster of emergency facilities, a roster of EOC personnel, and expendable EOC emergency supplies.

**EOC Logistics Section:** During EOC activations, a Logistics Section may be established to coordinate resources, facilities, equipment, supplies, and services to support the emergency response.

**Division and Business Units:** Divisions and business units should maintain up-to-date lists and databases of locally available resources, their locations, and procurement processes. These lists and databases should also include out-of-area resources in case local resources are unavailable during an emergency.

### 8.2 MUTUAL AID

#### 8.2.1 MUTUAL AID AND MUTUAL ASSISTANCE

No single local jurisdiction has all the resources needed for a major emergency. Mutual aid agreements provide assistance from non-impacted governmental agencies and other organizations, crucial for emergency management planning, response, and recovery. These agreements significantly increase the availability of critical resources and improve efforts.

California's emergency assistance relies on a statewide mutual aid system, based on the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA). This agreement includes the State of California, its departments and agencies, various political subdivisions, municipal corporations, public agencies, and federally recognized Tribes, to assist each other during emergencies.

For purposes of the EOP, mutual aid and mutual assistance includes:

**Mutual Aid** typically refers to agreements between organizations, jurisdictions, or agencies to provide support and resources to each other during emergencies or disasters. It is often formalized through mutual aid agreements or compacts.

**Mutual Assistance** is the provision of resources to another entity in an emergency without formal agreements and often without the expectation of reimbursement for the costs associated with that assistance.

In both instances, the primary objective is to facilitate rapid, short-term deployment of emergency support.

Valley Water participates in several mutual aid and mutual assistance programs including:

- **California Water/Wastewater Agency Response Network (CalWARN):** This network allows utilities to share resources quickly during emergencies without needing a formal disaster declaration.
- California Mutual Aid Laboratory Network (CAMAL Net): Supports laboratory services during emergencies.
- **California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA):** This agreement facilitates resource sharing among various state and local agencies.
- **Emergency Management Mutual Aid (EMMA):** Provides emergency management resources to jurisdictions.
- **Emergency Management Assistance Compact (EMAC):** Facilitates interstate mutual aid during emergencies.
- **Federal Mutual Aid:** Provides federal resources and support during large-scale emergencies.

### 8.2.2 CALIFORNIA WATER AGENCY RESPONSE NETWORK (CalWARN)

When a water system is damaged, resources from other water systems may assist in response and recovery. Valley Water, a member of Coastal Region II of [CalWARN](#), benefits from this program. CalWARN deploys personnel, materials, and equipment to agencies across the state, including public and private water agencies. This program aligns with statewide mutual aid programs, SEMS, and NIMS. The WARN concept, adopted by almost every state and recognized by AWWA, enhances local capabilities to prepare for and respond to various natural and man-made threats.

### 8.2.3 CALIFORNIA MUTUAL AID LABORATORY NETWORK (CAMAL Net)

CAMAL Net is patterned after the [WARN](#) systems, a consortium of state, federal, and local public water utility laboratories has been working together since 2002 to develop sampling and testing protocols, screening methods, and provide surge capacity for high-priority water quality incidents (e.g., major contamination). They have also developed an Emergency Water Quality Sampling Kit (EWQSK) for unknown contaminants. Members include the USEPA Region 9 Laboratory, California Department of Water Resources Laboratory, California Department of Public Health Sanitation and Radiation Laboratory, and 13 public water system drinking water laboratories, including Valley Water, Alameda County Water District, Contra Costa Water District, EBMUD, San Francisco Public Utilities Commission (PUC), and Alameda County Zone 7.

#### 8.2.4 CA MASTER MUTUAL AID AGREEMENT

The Master Mutual Aid Agreement (MMAA) refers to the [California Disaster and Civil Defense Master Mutual Aid Agreement](#), made between the State of California, its departments and agencies, and its political subdivisions. The purpose of the MMAA and related mutual aid systems is to facilitate aid to areas affected by emergencies and eliminate the need for written agreements typically required by public agencies. Emergency plans approved by the Governor meet the requirements for mutual aid operational plans outlined in the MMAA.

#### 8.2.5 EMERGENCY MANAGEMENT MUTUAL AID

The [California Emergency Management Mutual Aid](#) (EMMA) Program provides additional resources to local jurisdictions when their resources are overwhelmed during emergencies. Based on the concept of 'neighbor helping neighbor' and as an extension of SEMS, it facilitates rapid deployment of personnel, equipment, and resources from non-impacted areas to those in need. The EMMA Program includes various levels of government, such as cities, counties, regions, and the state, to support response and recovery efforts during significant emergencies. Managed by Cal OES, it involves coordination with state-wide various agencies and organizations.

#### 8.2.6 EMERGENCY MANAGEMENT ASSISTANCE COMPACT

Since 2005, California has been part of the [Emergency Management Assistance Compact](#) (EMAC), which allows states to quickly share resources during disasters without needing new agreements. EMAC is a legal tool for sending and receiving emergency personnel and equipment across state borders. Established in 1996 and ratified by Congress, it gained recognition in 2004 during major hurricane responses. EMAC enables resource sharing across states and provides reimbursement for costs. It is administered by the National Emergency Management Association (NEMA).

#### 8.2.7 FEDERAL MUTUAL AID

Federal mutual aid allows federal agencies to provide assistance and resources to state, local, tribal, and territorial governments during emergencies. These agreements enable the rapid deployment of personnel, equipment, and other resources to support response and recovery efforts. A key component of NIMS, federal mutual aid enhances coordination among various levels of government. Agencies like FEMA, U.S. Army Corps of Engineers, Natural Resources Conservation Services (NRCS), and the U.S. Forest Service provide assistance under federal mutual aid.



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## SECTION 9. CONTINUITY OF GOVERNMENT

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Valley Water maintains separate business continuity plans, policies, and procedures.

### 9.1 CONTINUITY OF GOVERNMENT

Continuity of Government (COG) consists of three elements:

1. Standby Officers for the Governing Body
2. Temporary Seat of Government
3. Preservation of Vital Records

COG is an essential function in emergencies, ensuring the government can perform its constitutional duties. California laws allow state, local governments, and special districts to reconstitute if officials cannot serve. A major disaster could impede the ability for government officials to serve, damage seats of government, and destroy essential records.

### 9.2 CHIEF EXECUTIVE OFFICER

The Chief Executive Officer (CEO) has overall responsibility for coordinating emergency operations for Valley Water. If the CEO is absent or unable to serve, the Assistant Chief Executive Officer (ACEO) or a Chief Operating Officer (COO) will assume these responsibilities.

### 9.3 SUCCESSIONS OF OFFICERS

The guidelines governing Emergency Board Appointed Officers Succession are in QEMS procedure Q551D01:

If the **CEO** cannot or does not name an acting CEO, the order is:

1. Assistant Chief Executive Officer
2. Chief Operating Officer, Water Utility Enterprise
3. Chief Operating Officer, Watersheds
4. Chief Operating Officer, IT & Administrative Services

If the **Clerk of the Board** cannot or does not name an acting Clerk, the order is:

1. Deputy Clerk of the Board
2. Board Support Officer

If the **District Counsel** cannot or does not name an acting District Counsel, the order is:

1. Senior Assistant District Counsel with most seniority
2. Senior Assistant District Counsel with second most seniority
3. Senior Assistant District Counsel with third most seniority

## 9.4 LINES OF SUCCESSION

Certain staff positions are key to emergency operations and continuity of operations. Valley Water has identified orders of emergency interim positions that fulfill functions essential to conducting emergency operations or carrying out mission-essential functions. Lines of emergency interim succession are identified in separate business continuity plans.

For the purpose of this section, each person who will temporarily succeeds to a position, as provided herein and in business continuity plans, will immediately assume all the authorities and responsibilities of that position upon succession.

## 9.5 RECONSTITUTING GOVERNMENT

California Government Code Section § 8635 et seq., Article 15, Part 7, Division 1, Title 2, establishes a method for reconstituting the governing body. Valley Water maintains business continuity policies, plans, and procedures to enable the reconstitution of its governing body, organization, and services.

## 9.6 PRESERVATION OF VITAL RECORDS

Leadership needs vital and emergency operating records during and following impactful emergencies and disasters. These essential records are categorized as “emergency operating records” or “rights and interests records.” Both types may include confidential and public information, identified on Valley Water’s Records Retention Schedule.

**Emergency Operating Records:** Required to perform essential agency activities during emergencies, such as water supply, flood protection, environmental stewardship, restoring functions, maintaining health and safety, liaising with agencies, and documenting impacts and costs. Examples include Emergency Action and Response Plans.

**Rights and Interests Records:** Necessary for preserving legal rights and interests, including proof of ownership (deeds, easements, water rights), financial interests (payroll, insurance, leases, accounts), legal proceedings, and contractual obligations.

Business units holding Vital Records must identify, safeguard, maintain, and update these records, ensuring accessibility during emergencies for staff, partner agencies, and the public. Records may need protection from short-term threats (fire or flooding) and long-term threats (software or media obsolescence) and shall be maintained in an accessible format.

Planning for the protection, management, and access to vital records must align with policies Ad-2.5.111 (Confidentiality) and Ad-7.11 (Records Management).

## 9.7 ALTERNATE SEAT OF GOVERNMENT

Organizational governance is conducted from the Valley Water Boardroom. If unusable during a disaster, an alternate site will be selected for Valley Water Board Meetings.

Valley Water also maintains virtual and remote meeting capabilities.

## SECTION 10. ADMINISTRATION, FINANCE, AND LOGISTICS

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### 10.1 ADMINISTRATION

During an emergency, government agencies and organizations may suspend routine administrative procedures to prevent unnecessary impediments to emergency operations and recovery activities. Such actions should be carefully considered, and their consequences projected. Any departure from usual business methods will typically be stated in Valley Water's Declaration of Water Emergency, Declaration of Flood Emergency, or the EOC Action Plan. Valley Water's continuity of operations policies, plans, and procedures should be consulted in deciding to suspend, defer, or relax routine administrative procedures.

Adhering to standard administrative and financial procedures is vital for tracking actions, ensuring resources and funding are accurately managed, and supporting response and recovery activities. These practices also facilitate after-action reporting, corrective action plans, and cost accounting for disaster public assistance reimbursements. Responding divisions and business units must also maintain documented internal procedures for requesting, fulfilling, and tracking resource requests. This includes inter-departmental requests, field-level, DOC managed resources.

### 10.2 FINANCE DURING DISASTERS

A major emergency or disaster may require the expenditure of large sums of funds. Financial operations may be conducted under compressed schedules and intense political pressures, necessitating expeditious actions that must adhere to sound financial management and accountability requirements. Emergency finances should be managed based on Valley Water's Ends and Executive Limitations policies as well as financial plans and procedures, and, when practicable, consistent with FEMA's [Disaster Financial Management Guide](#).

#### 10.2.1 EMERGENCY FUNDS

Financial support for emergency response and recovery operations will generally come from funds regularly appropriated to Valley Water divisions and business units. If demands exceed available funds, the CEO may make necessary emergency procurements as defined by California Public Contract Code [§1102](#) and [§22050](#). These procurements must be reported to the Board in a timely manner, consistent with [Valley Water Executive Limitations EL-5 Procurement](#).

#### 10.2.2 DISASTER COST ACCOUNTING

Valley Water Financial Planning and Management oversees the disaster cost accounting system. When the EOC is activated, the EOC Finance and Administration Section coordinates this process and manages reimbursement from state or federal governments, requiring support from all divisions and business units. The cost recovery process uses various forms, including the Action Plan (AP) and other Valley Water, EOC, state, and federal forms.

Divisions and business units must document all emergency-related expenditures using accepted accounting practices, including logs, receipts, invoices, and purchase orders. Accurate record-keeping supports claims, purchases, reimbursements, disbursements, and post-recovery audits.

## 10.3 LOGISTICS

**EOC Logistics Section:** During EOC activations, a Logistics Section may be established to coordinate resources, facilities, equipment, supplies, and services to support the emergency response.

**Division and Business Units:** Divisions and business units should maintain up-to-date lists and databases of locally available resources, their locations, and procurement processes. Additionally, they should maintain lists and databases of out-of-area resources in case local resources are unavailable during an emergency. The database should include public and private equipment, personnel with specialized technical skills, facilities, emergency supplies, and services needed during an emergency.

## 10.4 EMERGENCY PROCLAMATIONS & DECLARATIONS

### 10.4.1 DEFINITION OF LOCAL EMERGENCY

**Definition of Local Emergency:** "The duly proclaimed existence of conditions of disaster or extreme peril to the safety of persons and property within the territorial limits of a county, city, and county and city, caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake... or other conditions, other than conditions resulting from a labor controversy, which are or are likely to be beyond the control of the services, personnel, equipment, and facilities of that political subdivision and require the combined forces of other political subdivisions to combat..."  
[§ 8558\(c\), Chapter 7 of Division 1 of Title 2 of the Government Code.](#)

### 10.4.2 LOCAL EMERGENCY PROCLAMATIONS

**Overview:** Under the State of California Government Code, a local emergency can be proclaimed by a city, county, or designated official. Valley Water can request the county or a city to proclaim an emergency on its behalf. The proclamation should be issued within 10 days of the incident, ratified within 7 days, and renewed every 30 days until terminated ([CA Govt. Code § 8630](#)).

**Purpose:** The purpose of a local emergency proclamation is to provide extraordinary police powers; immunity for emergency actions; authorize issuance of orders and regulations; activate pre-established emergency provisions; and is a prerequisite for requesting state or federal assistance. A local emergency proclamation can only be issued by a governing body (city, county, or city and county) or an official designated by local ordinance.

**Authorities:** The proclamation of a Local Emergency provides the governing body with legal authority to:

- Request the Governor proclaim a State of Emergency
- Issue or suspend orders and regulations for life and property protection, including curfews
- Provide and request mutual aid according to local ordinances, plans, or agreements
- Require emergency services from local officials or employees and requisition personnel and materials

- Obtain and commandeer vital supplies and equipment for public use
- Impose penalties for violating lawful orders
- Conduct emergency operations without legal liability (Article 17 of the Emergency Services Act provides certain privileges and immunities)

Local Emergency Proclamations should be as specific as possible to the orders being issued and any assistance being requested from the state or federal government.

**Additional Authorities:** Local, state, and federal authorities may grant broad powers to government officials during public health emergencies, such as hazardous waste spills or threats from communicable diseases, chemical agents, biologic agents, toxins, or radioactive agents. These powers can include restricting movement, imposing other restrictions, waving laws, and expanding immunities for certain individuals.

Valley Water can enter into emergency contracts without bids or notice (subject to policy limitations) when immediate action is needed to minimize damage. Emergency contracting procedures will follow the California Public Contract Code [§1102](#) and [§22050](#), and District Resolution 05-67.

#### 10.4.3 AUTHORITY TO DECLARE EMERGENCY

Valley Water has the authority to Declare a Water Emergency or Flood Emergency pursuant to the following:

**California Water Code Sections [§350-359](#):** These sections provide the framework for declaring a water shortage emergency and taking necessary actions to manage water resources during such emergencies.

**California Public Contract Code [§1102](#) and [§22050](#):** These sections provide the framework for declaring an emergency and conducting emergency procurement.

**Valley Water Resolution 05-67:** Resolution 05-67 authorizes Valley Water to take necessary actions and make emergency procurements in the event of a declared emergency.

#### 10.4.4 DEADLINES

The following are state-mandated deadlines for local governments important to the proclamation process and requesting state assistance:

**Issuance:** Within **ten days** after a disaster if assistance will be requested through the California Disaster Assistance Act (CDAA).

**Ratification:** If issued by an official designated by ordinance, it must be ratified by the governing body within **seven days**.

**Renewal:** Reviewed at least every **60 days** by the governing body until terminated.

**Termination:** At the earliest possible date that conditions warrant.

## 10.4.5 LEVELS OF DISASTER ASSISTANCE

### 10.4.5.1 Cal OES Director's Concurrence

**Purpose:** The CDAA authorizes the Cal OES Director to provide financial assistance to repair and restore damaged public facilities and infrastructure.

**Deadline:** Cal OES must receive a request from the local government within ten days of the incident.

**Supporting Information Required:** Local Emergency Proclamation, Initial Damage Estimate (IDE), and a request from the City Mayor, Administrative Officer, or County Board of Supervisors.

### 10.4.5.2 Governor's Proclamation

**Purpose:** Provides the Governor with powers under the Emergency Services Act, authorizes the Cal OES Director to provide financial relief for emergency actions and restoration of public facilities and infrastructure, and is a prerequisite for requesting a federal declaration of a major disaster or emergency.

**Deadline:** Cal OES must receive a request from the local government within ten days of the incident.

**Supporting Information Required:** Local Emergency Proclamation, Initial Damage Estimate (IDE), and a request from the City Mayor, Administrative Officer, or County Board of Supervisors.

### 10.4.5.3 Presidential Declaration Of An Emergency

**Purpose** Supports the response activities of federal, state, and local governments. Authorizes federal agencies to provide "essential" assistance, including debris removal, temporary housing, and the distribution of medicine, food, and other consumable supplies.

**Deadline** The Governor must request federal emergency assistance on behalf of the local government within five days of the need becoming apparent.

**Supporting Information Required** All of the supporting information required above, a Governor's Proclamation, certification by the Governor that the response is beyond the capability of the State, confirmation that the Governor has executed the State's emergency plan, information describing the State and local efforts, and identification of the type and extent of federal emergency assistance needed.

### 10.4.5.4 Presidential Declaration Of A Major Disaster

**Purpose** Supports the response and recovery activities of federal, state, and local governments, and disaster relief organizations. Authorizes implementation of federal recovery programs, including public assistance, individual assistance, and hazard mitigation assistance.

**Deadline** The Governor must request a federal declaration of a major disaster within 30 days of the incident.

**Supporting Information Required** All of the supporting information required above, the Governor's Proclamation, certification by the Governor that the response is beyond the capability of the State, confirmation that the Governor has executed the State's emergency plan, and identification of the specific type and extent of federal aid required.

## 10.5 TRAINING AND EXERCISES

### 10.5.1 EMERGENCY MANAGEMENT TRAINING

Training is essential for preparing agency officials, emergency managers, and response personnel for disasters. A robust training program should be conducted regularly to maintain readiness for existing staff and equip new staff with the necessary skills and knowledge. Emergency operations training should follow a regular schedule through in-house sessions, exercises, actual operations, or sponsored classes.

Training resources include courses from the [County of Santa Clara Office of Emergency Management](#), [CalOES-California Specialized Training Institute \(CSTI\)](#), [Bay Area Urban Area Initiative \(UASI\)](#), and the [National Disaster & Emergency Management University](#) through its online [Independent Study Program](#).

Each division, business unit, and cooperating or assisting agency is responsible for ensuring staff are trained to a level appropriate to their potential emergency assignments. Training needs are identified through credentialing standards, gap and needs assessments, and after-action/corrective action reports. Standard emergency tasks and capabilities needing to be trained on may be found in FEMA's [National Preparedness Goal – Core Capabilities](#). Training should align with emergency roles, SEMS requirements, and NIMS doctrine.

### 10.5.2 EMERGENCY MANAGEMENT EXERCISES

Exercises familiarize personnel with procedures, facilities, and systems used during emergencies. Government agencies and organizations at all levels should plan and participate in all-hazards exercises with emergency management organizations and first response agencies, incorporating recovery components and focusing on 'sustained operations' over extended periods.

Valley Water conducts emergency exercises to validate plans, reinforce roles and responsibilities, test equipment, and prepare the EOC team for responding to known threats and risks. Exercises include discussion-based and operations-based formats, such as:

- **Seminars:** Introduce policies, plans, or procedures; ideal for unfamiliar audiences.
- **Workshops:** Develop deliverables (e.g., plans or After-Action Reports); collaborative and stakeholder focused.
- **Games:** Hypothetical scenarios for decision-making and capability testing.
- **Drills and Tests:** Single operations (e.g., evacuation) to validate specific capabilities.
- **Tabletop Exercises (TTXs):** Scenario-based discussions for identifying strengths and improvement areas.
- **Functional Exercises (FEs):** Simulated operations requiring multiple capabilities in realistic environments.
- **Full-Scale Exercises (FSEs):** Complex, resource-intensive operations with real-time, multi-agency coordination.

## 10.6 AFTER-ACTION REVIEWS AND REPORTING

**Training Evaluations:** Following all Valley Water-sponsored or facilitated training courses, participants will complete evaluations to provide objective feedback. This feedback improves course delivery, informs follow-up training, and enhances the overall emergency operations training and exercise program.

**Exercise After-Action Reviews:** After Valley Water-sponsored or facilitated exercises, a post-exercise hot-wash will immediately gather feedback from players on strengths and areas for improvement. This, along with evaluations, anonymous feedback forms, and exercise staff observations, will be used to prepare an After-Action Report/Improvement Plan (AAR/IP).

**After-Action Report/Improvement Plan (AAR/IP):** Each AAR/IP identifies areas for improvement, assigns corrective actions to appropriate staff or divisions, tracks progress via an Improvement Planning document, and guides training priorities and improvements to emergency plans, policies, and procedures. Completed AARs are not publicly published but may be shared with emergency operations partners upon request.

**Homeland Security Exercise and Evaluation Program (HSEEP):** Exercise conduct and after-action reviews will align, where possible, with FEMA's HSEEP guidelines.

**CalOES After-Action Reporting:** While not required for Valley Water, After-Action Reporting is mandated by the California Governor's Office of Emergency Services to ensure compliance with the Standardized Emergency Management System (SEMS) regulations. According to these requirements, cities, counties, or state agencies that declare a local emergency, which results in the Governor proclaiming a state of emergency, must submit an after-action report to Cal OES within 90 days of the incident's closure.

## SECTION 11. PLAN DEVELOPMENT AND MAINTENANCE

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### 11.1 PLAN DEVELOPMENT

The EOP, including its annexes, appendices, and supporting procedures, has been developed in alignment with the following directives, guidance, and plans:

- [California Emergency Plan](#)
- [California Standardized Emergency Management System \(SEMS\)](#)
- [National Incident Management System \(NIMS\)](#)
- [National Response Framework \(NRF\)](#)
- [Comprehensive Preparedness Guide \(CPG 101 ver.3.0\)](#)

The January 2022 [County of Santa Clara Emergency Operations Plan](#) was also considered in developing the Valley Water EOP.

### 11.2 PLAN MAINTENANCE

The EOP will be reviewed biennially, revised as necessary, and undergo a full update every five years. OES is responsible for maintaining the EOP.

### 11.3 PLAN REVISIONS

Revisions will generally be necessary following organizational changes in Valley Water, updates to state or federal emergency planning requirements, or after real-world incidents or exercises when lessons learned have been identified. Revisions made in accordance with this section will be documented in the Record of Changes on page 7. Substantive revisions will be promptly distributed to EOP recipients.

### 11.4 COORDINATION WITH OTHER PLANS

The EOP has been developed in coordination with other Valley Water plans including:

- Multi-Jurisdictional Hazard Mitigation Plan-Annex, 2024
- EOC Handbook
- Flood Emergency Action Plans
- Dam Emergency Action Plans



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## APPENDIX A AUTHORITIES AND REFERENCES

This section establishes two foundations:

1. The legal basis—statutes, ordinances, executive orders, regulations, and proclamations—for emergency operations.
2. The basis for emergency authority, ensuring officials have the necessary powers to act during emergencies.

Not all authorities and references have been used in the EOP.

### VALLEY WATER BOARD GOVERNANCES POLICIES

- Board-BOA Linkage
- Executive Limitations
- Ends
- BOA Interpretations
- Resolution 05-67: Delegating Authority to take Action in an Emergency Without Competitive Solicitation of Bids

### COUNTY OF SANTA CLARA CODE OF ORDINANCES

- Division A8: Civil Protection and Emergency Services

### CALIFORNIA AUTHORITIES AND REFERENCES

- California Assembly Bill 2311: Emergency Services - Access and Functional Needs (2016)
- California Constitution (Article XI: Local Government)
- California Coroners' Mutual Aid Plan
- California Disaster and Civil Defense Master Mutual Aid Agreement
- Implementing Regulations: California Disaster Assistance Act (Title 19, Division 2, Chapter 6 of the California Code of Regulations)
- California Emergency Services Act (Title 2, Division 1, Chapter 7 of the Government Code)
- California Fire Service and Rescue Emergency Mutual Aid Plan
- California Government Code §3100, Disaster Service Workers and Public Employees
- California Law Enforcement Mutual Aid Plan
- California Senate Bill 160: Emergency Services - Cultural Competence (2019)
- California Assembly Bills 2311 and 477: Access and Functional Needs (2019)

- California Senate Bill 833: Emergencies - Office of Emergency Services - Guidelines - Alert and Warning Systems (2018)
- Disaster Service Worker Program Authorities (Title 1, Division 4, Chapter 8 of the Government Code and Section 3211.92 of the Labor Code)
- Flood Plain Management Act, Water Code §8400
- Standardized Emergency Management System (Title 19, Division 2, Chapter 1 of the California Code of Regulations)
- Standardized Emergency Management System Guidelines
- State of California Emergency Plan
- Title 19, Public Safety, Division 2, Chapter 2, Emergencies and Major Disasters, §2510
- Implementing Regulations: Title 19, Public Safety, Division 2, Chapter 6, California Disaster Assistance Act, §2900
- Water Shortage Emergency Act, Water Code §350
- Water Code, Division 1, Chapter 2, Article I, Section 128 (California Department of Water Resources Flood Fighting)

## **FEDERAL AUTHORITIES AND REFERENCES**

- Americans with Disabilities Act of 1990 (PL 101-336) as amended
- Civil Rights Act of 1964 (PL 88-352, Section VI)
- Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans (2021)
- Federal Civil Defense Act of 1950 (PL 920)
- Homeland Security Act of 2002 (PL 107-296)
- Homeland Security Presidential Directive / HSPD-5: Management of Domestic Incidents
- Improving Access to Services for Persons with Limited English Proficiency (Executive Order 13166)
- Individuals with Disabilities in Emergency Preparedness (Executive Order 13347)
- National Incident Management System (2017)
- National Response Framework (2019)
- Pets Evacuation and Transportation Standards Act of 2006 (PL 109-308)
- Post-Katrina Emergency Management Reform Act of 2006 (PL 109-295)
- Presidential Policy Directive / PPD-8: National Preparedness
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288) as amended

## APPENDIX B ABBREVIATIONS AND ACRONYMS

Not all abbreviations and acronyms have been used in the EOP.

### ABBREVIATIONS AND ACRONYMS

ACS	Auxiliary Communications Services
AAR	After Action Report
ACEO	Assistant Chief Executive Officer
ACI	Approved Course of Instruction
ADA	Americans with Disabilities Act
AP	Action Plan
ARC	American Red Cross
AREP	Agency Representative
CA-ESF	California Emergency Support Function
Cal EOC	California Emergency Operations Center
Cal ISO	California Independent System Operations
Cal OES	California Governor's Office of Emergency Services
Cal FIRE	California Department of Forestry and Fire Protection
Cal TRANS	California Department of Transportation
CAL WARN	California Water/Wastewater Agency Response Network
CAMAL-NET	California Mutual Aid Laboratory Network
CNRFC	California-Nevada River Forecast Center
CAP	Civil Air Patrol
CARES	California Animal Response Emergency System
CBO	Community Based Organization
CBRNE	Chemical, Biological, Radiation, Nuclear, Explosive
CCC	California Conservation Corps
CCR	California Code of Regulations
CDAA	California Disaster Assistance Act
CDC	Center for Disease Control and Prevention
CERT	Community Emergency Response Team
CFR	Code of Federal Regulations
CHP	California Highway Patrol
CIP	Critical Infrastructure Protection
CISD	Critical Incident Stress Debriefing
CLERS	California Law Enforcement Radio System
CLETS	California Law Enforcement Telecommunications System
CNG	California National Guard



COG	Continuity of Government
CONOPS	Concept of Operations
COOP	Continuity of Operations
CPG	Comprehensive Preparedness Guide
CPUC	California Public Utilities Commission
CST	Civil Support Team
CSTI	California Specialized Training Institute
CSWC	California State Warning Center
CT	Crisis Team
CUEA	California Utilities Emergency Association
DHS	Department of Homeland Security
DMA 2000	Disaster Mitigation Act of 2000
DOC	Department Operations Center
DOE	Department of Energy
DOJ	Department of Justice
DRC	Disaster Recovery Center
DSR	Damage Survey Report
DSW	Disaster Service Worker
DWI	Disaster Welfare Inquiry
DWR	California Department of Water Resources
EAS	Emergency Alert System
EAP	Emergency Action Plan (Dam Emergency Action Plan)
EDIS	Emergency Digital Information Service
EL	Executive Limitation
EMS	Emergency Medical Services
ENS	Emergency Notification System (Valley Water)
EDIS	Emergency Digital Information System
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EMSA	Emergency Medical Services Authority
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	U.S. Environmental Protection Agency
EPI	Emergency Public Information
EPZ	Emergency Planning Zone
ERD	Emergency Resource Directory
ESA	California Emergency Services Act
ESF	Emergency Support Function
ETA	Estimated Time of Arrival
FE	Functional Exercise



FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
FHWA	Federal Highway Administration
FBI	Federal Bureau of Investigation
FCC	Federal Communications Commission
FIRESCOPE	Firefighting Resources of California Organized for Potential Emergencies
FIRM	Flood Insurance Rate Map
FMA	Flood Mitigation Assistance
FMAG	Fire Management Assistance Grant Program
FSE	Full Scale Exercise
GAR	Governor's Authorized Representative
GIS	Geographical Information System
GOES	Geostationary Operational Environmental Satellite
HAZ MAT	Hazardous Materials
HHS	U.S. Department of Human Health Services
HMA	Hazard Mitigation Assistance
HMC	Hazard Mitigation Coordinator
HMBP	Hazardous Materials Business Plan
HMGP	Hazard Mitigation Grant Program
HSEEP	Homeland Security Exercise Evaluation Program
HSPD	Homeland Security Presidential Directive
HT	Handy Talkie
IA	Individual Assistance
IAP	Incident Action Plan
IC	Incident Commander
ICP	Incident Command Post
ICS	Incident Command System
IDE	Initial Damage Estimate
IHP	Individuals and Households Program
IMAT	Incident Management Assistance Team
IMS	Incident Management System
IPAWS	Integrated Public Alert and Warning System
IST	Incident Support Team
IPP	Integrated Preparedness Plan
JFO	Joint Field Office
JIC	Joint Information Center
JIS	Joint Information System
LAC	Local Assistance Center
LHMP	Local Hazard Mitigation Plan
MA	Mutual Aid



MAC	Multi-Agency Coordination
MACC	Multi-Agency Coordination Center
MAC Group	Multi-Agency Coordination Group
MACS	Multi-Agency Coordination System
MJHMP	Multi-Jurisdictional Hazard Mitigation Plan
MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
MOU	Memorandum of Understanding
NCRIC	Northern California Regional Intelligence Center
NESDIS	National Environmental Satellite Data and Information Service
NHTSA	National Highway Traffic Safety Administration
NAWAS	National Warning System
MHz	Megahertz
NCIC	National Crime Information Center
NDAA	Natural Disaster Assistance Act
NEPA	National Environmental Policy Act
NFIP	National Flood Insurance Program
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRC	U.S. Nuclear Regulatory Commission
NRF	National Response Framework
NTSB	National Transportation Safety Board
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
OEM	Office of Emergency Management
OES	Office of Emergency Services
OHS	Office of Homeland Security
PA	Public Assistance
PDA	Preliminary Damage Assessment
PDM	Pre-Disaster Mitigation
P.L.	Public Law
PIO	Public Information Officer
PNP	Private Nonprofit
POST	Commission on Peace Officer Standards and Training
PPD	Presidential Policy Directive
PSPS	Public Safety Power Shutoff
QEMS	Quality Environmental Management System
RACES	Radio Amateur Civil Emergency Services
RDD	Radiation Dispersal Device



RDMHC	Regional Disaster Medical Health Coordinator
REOC	Region Emergency Operations Center
RIMS	Response Information Management System
SAP	State Safety Assessment Program
SAR	Search and Rescue
SAR	Suspicious Activity Reporting
SBA	U.S. Small Business Administration
SCO	State Coordinating Officer
SCCOES	Santa Clara County Office of Emergency Services
SEMS	Standardized Emergency Management System
SEP	State of California Emergency Plan
SHMC	State Hazard Mitigation Coordinator
SHMP	State of California Enhanced Multi-hazard Mitigation Plan
SOC	State Operation Center
SOG	Standard Operating Guideline
SONGS	San Onofre Nuclear Generating Station
SOP	Standard Operating Procedure
SNS	Strategic National Stockpile
SPR	State Preparedness Report
STAC	State Threat Assessment Center
STAS	State Threat Assessment System
TLO	Terrorism Liaison Officer
TTX	Tabletop Exercise
UASI	Urban Area Security Initiative
UC	Unified Command
UCG	Unified Coordination Group
USACE	U.S. Army Corps of Engineers
USAR	Urban Search and Rescue
US-CERT	United States Computer Emergency Readiness Team
USDA	U.S. Department of Agriculture
USGS	United States Geological Survey
WMD	Weapons of Mass Destruction
VW	Valley Water
VOAD	Voluntary Organizations Active in Disaster
WEA	Wireless Emergency Alerts
WUI	Wildland-Urban Interface



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## APPENDIX C

# GLOSSARY OF TERMS

Not all terms have been used in the EOP.

**ACTION PLAN (AP):** See EOC Action Plan and Incident Action Plan.

**ACTIVATE:** As used in this plan, shall mean the placing into operation of the Emergency Organization hereinafter provided for, upon the receipt of official warning of an impending or threatened emergency, or upon the declaration of the existence of a local emergency.

**AFTER-ACTION REPORT (AAR):** A report that examines response actions, application of SEMS, modifications to plans and procedures, training needs and recovery activities. After action reports are required under SEMS after any emergency that requires a declaration of an emergency. Reports must be submitted within 90 days to Cal OES.

**AGENCY:** A division of government with a specific function offering a particular kind of assistance. In the Incident Command System (ICS), agencies are defined either as jurisdictional (having statutory responsibility for incident management) or as assisting or cooperating (providing resources or other assistance). Governmental organizations are most often in charge of an incident, though in certain circumstances private sector organizations may be included. Additionally, Non-Governmental Organizations (NGOs) may be included to provide support.

**ANNEX:** An addition to the EOP that provides specific information and direction.

**APPENDIX:** Appendices provide relevant information already referenced in the guidance. Typically, this includes forms used or other necessary information.

**CALIFORNIA DISASTER AND CIVIL DEFENSE MASTER MUTUAL AID AGREEMENT (MMAA):** An agreement entered into by and between the State of California, its various departments and agencies, and the various political subdivisions, municipal corporations, and public agencies of the State of California to assist each other by providing resources during an emergency. Mutual Aid occurs when two or more parties agree to furnish resources and facilities and to render services to each other in response to any type of disaster or emergency.

**CALIFORNIA EMERGENCY FUNCTIONS (CA-EF):** The California Emergency Functions are a grouping of state agencies, departments, and other stakeholders with similar functional activities/responsibilities whose responsibilities lend to improving the state's ability to collaboratively prepare for, effectively mitigate, cohesively respond to and rapidly recover from any emergency. California Emergency Functions unify a broad-spectrum of stakeholders with various capabilities, resources, and authorities to improve collaboration and coordination for a particular discipline. They also provide a framework for the state government to support regional and community stakeholder collaboration and coordination at all levels of government and across overlapping jurisdictional boundaries.

**CALIFORNIA EMERGENCY SERVICES ACT (ESA):** An Act within the California Government Code to ensure preparations within the state will be adequate to deal with natural, human-caused, or war-caused emergencies which result in conditions of disaster or extreme peril to life, property, and the natural resources of the state; generally protect the health and safety and preserve the lives and property of the people of the state.

**CATASTROPHE:** As used in this plan, any natural or human-caused incident, including terrorism that results in extraordinary levels of mass casualties, damage, or disruption severely affecting the population, infrastructure, environment, economy, national morale, and/or government functions.

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

**COMMAND/MANAGEMENT:** Command is responsible for the directing, ordering, and/or controlling of resources at the field response level. Management is responsible for overall emergency policy and coordination at the SEMS EOC levels.

**COMMAND POST:** See Incident Command Post.

**COMMON OPERATING PICTURE:** An overview of an incident created by collating and gathering information (e.g., traffic, weather, actual damage, resource availability, objectives, individual tasks, etc.) of any type (voice, data, etc.) from agencies and organizations to support decision making.

**CONTINUITY OF GOVERNMENT (COG):** As used in this plan, shall mean all measures taken to ensure the continuity of essential functions of government in the event of emergency conditions, including lines of succession for key decision makers and officials.

**CONTINUITY OF OPERATIONS (COOP):** As used in this plan, actions taken to ensure the continued performance of core capabilities and/or critical government operations during any potential incident.

**CORRECTIVE ACTIONS:** Implementing procedures that are based on lessons learned from actual incidents or from training and exercises.

**CRISIS:** Phenomenon, incident, active threat, or trend, with or without specific location, posing seemingly inevitable harm to life, property, environment, organizational performance, reputation, or way of life reasonably or ethically necessitating deliberate urgent intervention (A crisis may be local, national, or global).

**CRISIS COMMUNICATIONS PLAN (CC):** A plan that identifies potential audiences, contact information, pre-scripted messaging and guidance for disseminating information during and following an incident.

**CRISIS TEAM (CT):** The Crisis Team is responsible for assessing the impacts (or potential impacts) of an incident and determining the appropriate level of support needed for an incident, including EOC activation.

**CRITICAL INFRASTRUCTURE (CI):** Systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters.

**CYBER THREAT:** An act or threat that poses potentially devastating disruptions to critical infrastructure, including essential communications such as voice, email and internet connectivity.

**CYBER SECURITY:** The protection of data and systems in networks that are connected to the internet, including measures to protect critical infrastructure services. These services may include essential communications such as voice, email, and internet connectivity.

**DAM FAILURE:** Partial or complete collapse of a dam causing downstream flooding

**DEMOBILIZATION:** The orderly, safe, and efficient return of an incident resource to its original location and status.

**DEPARTMENT OPERATIONS CENTER (DOC):** An Emergency Operations Center (EOC), specific to a single department or agency where the focus is on internal agency incident management and response.

**DIRECTOR OF EMERGENCY SERVICES (DES):** As used in this plan, shall mean the individual having jurisdiction and authority over a municipality's response and recovery to extraordinary emergencies and disasters.

**DISASTER:** A sudden calamitous emergency event bringing great damage, loss, or destruction.

**DISASTER SERVICE WORKER (DSW):** As used in this plan, shall mean any person registered with a disaster council or the California Office of Emergency Services, or a state agency granted authority to register Disaster Service Workers, for the purpose of engaging in disaster service work pursuant to the California Emergency Services Act without pay or other consideration. Disaster Service Worker includes public employees, and also includes any unregistered persons impressed into service during a state of war emergency, a state of emergency, or a local emergency by a person having authority to command the aid of citizens in the execution of his or her duties.

**EMERGENCY:** As used in this plan, shall mean the actual or threatened existence of conditions of disaster or of extreme peril to the safety of persons and property within this city caused by such conditions as air pollution, fire, flood, storm, epidemic, riot, earthquake, drought, sudden and severe energy shortage, plant or animal infestation or disease. Conditions resulting from war or imminent threat of war, severe or imminent threat of terrorist attack, other than conditions resulting from a labor controversy-which are likely to require the combined services, personnel, equipment, and facilities of this city.

**EMERGENCY MANAGEMENT ASSISTANCE COMPACT (EMAC):** A congressionally ratified organization that provides form and structure to interstate mutual aid. Through EMAC, a disaster-affected state can request and receive assistance from other member states quickly and efficiently, resolving two key issues upfront: liability and reimbursement.

**EMERGENCY NOTIFICATION SYSTEM (ENS):** A mass notification system used by Valley Water that can send personalized voice, email and text/SMS messages to groups in minutes.

**EMERGENCY OPERATIONS CENTER (EOC):** As used in this plan, shall mean the physical location from which centralized emergency management is performed. The physical location at which the coordination of information and resources to support incident management (on-scene operations) activities normally takes place. An EOC may be a temporary facility or may be located in a more central or permanently established facility, perhaps at a higher level of organization within a jurisdiction. EOC may be organized by major functional disciplines (e.g., fire, law enforcement and medical services), by jurisdiction (e.g., federal, state, tribal, city, county), or some combination thereof.



**EMERGENCY OPERATIONS CENTER STAFF:** Employees assigned to EOC functions to support Valley Water’s response to an emergency event.

**EMERGENCY OPERATIONS PLAN (EOP):** The ongoing plan maintained by various jurisdictional levels for responding to a wide variety of potential hazards.

**EMERGENCY RESPONSE AGENCY:** Any organization responding to an emergency, or providing mutual aid support to such an organization, whether in the field, at the scene of an incident, or to an operations center.

**EMERGENCY RESPONSE PERSONNEL:** Personnel affiliated with or sponsored by emergency response agencies.

**EOC ACTION PLAN (AP):** The plan developed at SEMS EOC levels, which contains objectives, actions to be taken, assignments, and supporting information for the next operational period.

**ESSENTIAL FACILITIES:** May include facilities such as law enforcement, fire, emergency operations centers, schools, medical facilities, and other resources that have a role in an effective and coordinated emergency response.

**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.

**FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA):** The Federal Emergency Management Agency (FEMA) is the federal agency responsible for coordinating emergency planning, preparedness, risk reduction, response, and recovery. The agency works closely with state and local governments by funding emergency programs and providing technical guidance and training. These coordinated activities at the federal, state, and local levels ensure a broad-based emergency program to ensure public safety and protect property.

**FIELD RESPONSE TEAMS:** Field Response Teams are composed of Valley Water employees that have specific skills and capabilities for field response (e.g., Incident Commanders, Post Earthquake Dam Assessment Teams, Field Information Teams) to command or support incident objectives.

**FLOOD:** A general and temporary condition of inundation of normally dry land areas from overflow of inland or tidal waters, unusual or rapid accumulation or runoff of surface waters, or mudslides/mudflows caused by accumulation of water.

**FUNCTION:** Function refers to the five major activities in ICS: Command, Operations, Planning, Logistics and Finance/Administration. The same five functions are also found at all SEMS EOC Levels. At the EOC, the term Management replaces Command. The term function is also used when describing the activity involved, (e.g., the planning function).

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

**HAZARDOUS MATERIAL:** Any substance or material that when involved in an accident and released in sufficient quantities poses a risk to people’s health, safety, and/or property. These substances and materials include explosives, radioactive materials, flammable liquids or solids, combustible liquids or solids, poisons, oxidizers, toxins, and corrosive materials.

**INABILITY TO ACT:** As used in this plan, shall mean that an official is either killed, missing, or so seriously ill or injured as to be unable to attend meetings and otherwise perform his/her duties. Any question as to whether a particular official can be deemed to have an “inability to act” shall be settled by the governing board of the political jurisdiction or any remaining available members of said body (including standby officers who are serving on such body).

**INCIDENT:** An occurrence or event, natural or human-caused, which requires a response to protect life or property.

**INCIDENT ACTION PLAN (IAP):** An oral or written plan containing general objectives reflecting the overall strategy for managing an incident. It may include the identification of operational resources and assignments. It may also include attachments that provide direction and important information for management of the incident during one or more operational periods. At the SEMS EOC level it is called the EOC Action Plan.

**INCIDENT COMMAND (IC):** Responsible for overall management of the incident and consists of the Incident Commander, either single or unified command, and any assigned supporting staff.

**INCIDENT COMMANDER (IC):** The individual responsible for all incident activities, including the development of strategies and tactics, and the ordering and the release of resources. The IC has overall authority and responsibility for conducting incident operations and is responsible for the management of all incident operations at the incident site.

**INCIDENT COMMAND POST (ICP):** The field location where the primary functions are performed. The ICP may be co-located with the incident base or other incident facilities.

**INCIDENT COMMAND SYSTEM (ICS):** A standardized on-scene emergency management construct specifically designed to provide for the adoption of an integrated organizational structure that reflects the complexity and demands of single or multiple incidents, without being hindered by jurisdictional boundaries. ICS is the combination of facilities, equipment, personnel, procedures, and communications operating within a common organizational structure, designed to aid in the management of resources during incidents.

**INTELLIGENCE:** Product of an analytical process that evaluates information collected from diverse sources; integrates the relevant information into a cohesive package and produces a conclusion or estimate. Information must be real, accurate and verified before it becomes intelligence for planning purposes. Intelligence relates to the specific details involving the activities of an incident or EOC and current and expected conditions and how they affect the actions taken to achieve operational period objectives. Intelligence is an aspect of information. Intelligence is primarily intended for internal use and not for public dissemination.

**INTEROPERABILITY:** Allows emergency management/response personnel and their affiliated organizations to communicate within and across agencies and jurisdictions via voice, data, or video-on-demand, in real-time, when needed and when authorized.

**JOINT INFORMATION CENTER (JIC):** A facility established to coordinate all incident-related public information activities. It is the central point of contact for all news media. Public information officials from all participating agencies should co-locate at the JIC.

**JOINT INFORMATION SYSTEM (JIS):** Integrates incident information and public affairs into a cohesive organization designed to provide consistent, coordinated, accurate, accessible, timely, and complete information during crisis or incident operations. The mission of the JIS is to provide a structure and system for developing and delivering coordinated interagency messages; develop, recommend, and execute public information plans and strategies on behalf of the IC or EOC Director; advise the IC or EOC Director concerning public affairs issues that could affect a response effort; and control rumors and inaccurate information that could undermine public confidence in the emergency response effort.

**JURISDICTION:** A range or sphere of authority. Public agencies have jurisdiction over an incident related to their legal responsibilities and authority. Jurisdictional authority at an incident can be political or geographical (e.g., federal, state, tribal, and local boundary lines) or functional (e.g., law enforcement, public health).

**KEY RESOURCES:** Any publicly or privately controlled resources essential to the minimal operations of the economy and government.

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

**LOCAL EMERGENCY:** As used in this plan, means the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the territorial limits of a county, city and county, or city.

**LOCAL GOVERNMENT:** For purposes of this plan, a local government is defined as a county, city, town, township, village, borough, parish, or special district.

**MITIGATION:** Provides a critical foundation in the effort to reduce the loss of life and property from natural and/or human-caused disasters by avoiding or lessening the impact of a disaster and providing value to the public by creating safer communities. Mitigation seeks to fix the cycle of disaster damage, reconstruction, and repeated damage. These activities or actions, in most cases, will have a long-term sustained effect.

**MOBILIZATION:** The process and procedures used by all organizations - federal, state, tribal, and local - for activating, assembling, and transporting all resources that have been requested to respond to or support an incident.

**MOBILIZATION CENTER:** An off-emergency location where emergency services personnel and equipment may be temporarily located, pending assignment to emergencies, released, or reassigned.

**MULTI-AGENCY OR INTER-AGENCY COORDINATION (MAC):** The participation of agencies and disciplines involved at any level of the SEMS organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

**MULTI-AGENCY COORDINATION GROUP (MAC GROUP):** Typically, administrators/executives, or their appointed representatives, who are authorized to commit agency resources and funds, are brought together and form MAC Groups. MAC Groups may also be known as multi-agency committees, emergency management committees, or as otherwise defined. It can provide coordinated decision-making and resource allocation among cooperating agencies and may establish the priorities among incidents, harmonize agency policies, and provide strategic guidance and direction to support incident management activities.

**MULTI-AGENCY COORDINATION SYSTEM(S) (MACS):** Multi-agency coordination systems provide the architecture to support coordination for incident prioritization, critical resource allocation, communications systems integration, and information coordination. The elements of multi-agency coordination systems include facilities, equipment, personnel, procedures, and communications. Two of the most commonly used elements are EOC and MAC Groups. These systems assist agencies and organizations responding to an incident.

**MUTUAL AID AGREEMENTS AND/OR ASSISTANCE AGREEMENTS:** Written or oral agreements between and among agencies/or organizations and/or jurisdictions that provide a mechanism to quickly obtain emergency assistance in the form of personnel, equipment, materials, and other associated services. The primary objective is to facilitate rapid, short-term deployment of emergency support prior to, during, and/or after an incident.

**MUTUAL AID COORDINATOR:** An individual at the local government, operational area, region, or state level that is responsible to coordinate the process of requesting, obtaining, processing, and using mutual aid resources. Mutual Aid Coordinator duties will vary depending upon the mutual aid system.

**MUTUAL AID REGION:** A mutual aid region is a subdivision of Cal OES established to assist in the coordination of mutual aid and other emergency operations within a geographical area of the state, consisting of two or more operational areas.

**MULTI-AGENCY OR INTER-AGENCY COORDINATION:** As used in this plan, it shall mean the participation of agencies and disciplines involved at any level of the Standardized Emergency Management System (SEMS) organization working together in a coordinated effort to facilitate decisions for overall emergency response activities, including the sharing of critical resources and the prioritization of incidents.

**NATIONAL:** Of a nationwide character, including the federal, state, tribal and local aspects of governance and policy.

**NATIONAL INCIDENT MANAGEMENT SYSTEM (NIMS):** As used in this plan, it shall mean the adopted national emergency management processes, protocols, and procedures for federal, state, tribal and local responders. National Incident Management System (NIMS) utilizes the Incident Command System (ICS), Resource Management, Joint Information Management System, Communication and Information Management and Preparedness policies. NIMS is consistent with SEMS.

**NATIONAL RESPONSE FRAMEWORK (NRF):** A guide to how the nation conducts all-hazards incident management.

**NATURAL DISASTER:** Any hurricane, tornado, storm, flood, high water, wind-driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, fire, or other catastrophe which causes, or which may cause, substantial damage or injury to civilian property or persons.

**NON-GOVERNMENTAL ORGANIZATION (NGO):** An entity with an association based on the interests of its members, individuals, or institutions. It is not created by a government, but it may work cooperatively with the government. Such organizations serve a public purpose, not a private benefit. Examples of NGO include faith-based charity organizations and the American Red Cross.



**OFFICE OF EMERGENCY SERVICES (OES):** Valley Water’s Office of Emergency Services is responsible for emergency management planning, emergency response coordination, support of recovery efforts, and hazard mitigation planning or reporting.

**OPERATIONAL AREA (OA):** As used in this plan, it shall mean an intermediate level of state emergency services organization, consisting of a county and all political subdivisions within the county area. Each county geographic area is designated an operational area for the coordination of emergency activities and to serve as a link in the system of communications and coordination between the state’s emergency operations centers and the operations centers of the political subdivisions comprising the operational area, as defined in California Government Code Subsection 8559 (b) and Section 8605. This definition does not change the definition of operational area as used in the existing fire and rescue mutual aid system.

**OPERATIONAL AREA EMERGENCY OPERATIONS CENTER (OA EOC):** The physical location at which the coordination of information and resources to support OA activities normally takes place.

**OPERATIONAL PERIOD:** The time scheduled for executing a given set of operation actions, as specified in the Incident Action Plan or EOC Action Plan. Operational periods can be of various lengths, although usually last 12-24 hours.

**ORGANIZATION:** Any association or group of persons with like objectives. Examples include, but are not limited to, governmental departments and agencies, private sector, and/or non-governmental organizations.

**PLAN:** A document that describes the broad, overall jurisdictional response to potential extraordinary emergencies or disasters.

**POLICY GROUP:** Valley Water’s Policy Group is composed of the CEO, ACEO, Chief Officers, Legal and Risk Advisors, and the Board of Directors.

**POLITICAL SUBDIVISIONS:** Includes any city, city and County, County, tax or assessment district, or other legally authorized local governmental entity with jurisdictional boundaries.

**PREPAREDNESS:** A continuous cycle of planning, organizing, training, equipping, exercising, evaluating, and taking corrective action in an effort to ensure effective coordination during incident response. Within NIMS, preparedness focuses on the following elements: planning, procedures and protocols, training and exercises, personnel qualification and certification, and equipment certification.

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

**PRIVATE SECTOR:** Organizations and entities that are not part of any governmental structure. The private sector includes for-profit and not-for-profit organizations, formal and informal structures, commerce, and industry.

**PROTOCOLS:** Sets of established guidelines for actions (which may be designated by individuals, teams, functions, or capabilities) under various specified conditions.

**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).

**PUBLIC INFORMATION OFFICER (PIO):** A member of the Command Staff (Management Staff at the SEMS EOC Levels) responsible for interfacing with the public and media and/or with other agencies with incident-related information requirements.

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

**RECOVERY PLAN:** A plan developed to restore the affected area or community.

**REGION EMERGENCY OPERATIONS CENTER (REOC):** Facilities found at Cal OES Administrative Regions. REOC provides centralized coordination of resources among Operational Areas within their respective regions and between the Operational Areas and the State Level.

**REIMBURSEMENT:** Provides a mechanism to recoup funds expended for incident-specific activities.

**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 NIMS includes mutual aid agreements and assistance agreements; the use of special federal, state, tribal and local teams; and resource mobilization protocols.

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

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

**RESPONSE PERSONNEL:** Includes federal, state, territorial, tribal, sub-state regional and local governments, private sector organizations, critical infrastructure owners and operators, NGO and all other organizations and individuals who assume an emergency management role. Also known as an Emergency Responder.

**SITUATION REPORT:** Often contains confirmed or verified information regarding the specific details relating to the incident.

**SPAN OF CONTROL:** The number of resources for which a supervisor is responsible, usually expressed as the ratio of supervisors to individuals. Under NIMS, an appropriate span of control is between 1:3 and 1:7, with optimal being 1:5.

**SPECIAL DISTRICT:** A unit of local government (other than a city, county, or city and County) with authority or responsibility to own, operate and maintain systems, programs, services, or projects (as defined in California Code of Regulations (CCR) Section 2900(s) for purposes of natural disaster assistance. This may include a joint power authority established under Section 6500 et. seq. of the Code.

**STAFFORD ACT:** The Robert T. Stafford Disaster Relief and Emergency Assistance Act (Stafford Act) establishes the programs and processes for the federal government to provide disaster and emergency assistance to states, local governments, tribal nations, individuals, and qualified private nonprofit organizations. The provisions of the Stafford Act cover all hazards including natural disasters and terrorist events. Relevant provisions of the President. The President may declare a major disaster or emergency.

**STAGING AREA:** Established on an incident for the temporary location of available resources. A Staging Area can be any location on an incident in which personnel, supplies, and equipment can be temporarily housed or parked while awaiting operational assignment.

**STANDARD OPERATING PROCEDURE/GUIDE (SOP/SOG):** Complete reference document or an operations manual that provides the purpose, authorities, duration, and details for the preferred method of performing a single function or a number of interrelated functions in a uniform manner.

**STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS):** As used in this plan shall mean the adopted State of California emergency management system. The Standardized Emergency Management System (SEMS) utilizes the Incident Command System (ICS), Multi/Interagency Coordination, Mutual Aid, and the Operational Area Concept to facilitate emergency incident management, priority setting, interagency cooperation, and the efficient use of resources and flow of information during an emergency. SEMS is consistent with NIMS.

**STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) GUIDELINES:** The SEMS guidelines are intended to assist those responsible for planning, implementing, and participating in SEMS.

**STANDARDIZED EMERGENCY MANAGEMENT SYSTEM (SEMS) REGULATIONS:** Regulations establishing the Standardized Emergency Management System (SEMS) based upon the Incident Command System (ICS) adapted from the system originally developed by the Firefighting Resources of California Organized for Potential Emergencies (FIRESCOPE) program including those currently in use by state agencies, the Multiagency Coordination System (MACS) as developed by FIRESCOPE program, the Operational Area concept and the Master Mutual Aid Agreement and related mutual aid systems. Regulations are found in California Code of Regulations Title 19. Division 2. Chapter 1, Section 2400 et. Seq.

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

**STATE OF EMERGENCY:** As used in this plan, shall mean the duly proclaimed existence of conditions of disaster or of extreme peril to the safety of persons and property within the state caused by such conditions as air pollution, fire, flood, storm, epidemic, pandemic, riot, drought, sudden and severe energy shortage, plant or animal infestation or disease, the Governor's warning of an earthquake or volcanic prediction, or an earthquake, or other conditions, other than conditions resulting from a labor controversy or conditions causing a state of war emergency, which conditions, by reason of their magnitude, are or are likely to be beyond the control of the services, personnel, equipment, and facilities of any single county, city and county, or city and require the combined forces of a mutual aid region or regions to combat, or with respect to regulated energy utilities, a sudden and severe energy shortage requires extraordinary measures beyond the authority vested in the State Public Utilities Commission.

**STATE OF WAR EMERGENCY:** As used in this plan, shall mean the condition which exists immediately, with or without a proclamation thereof by the Governor, whenever this state or nation is attacked by an enemy of the United States, or upon receipt by the state of a warning from the federal government indicating that such an enemy attack is probable or imminent.

**STATE OPERATIONS CENTER (SOC):** The SOC is operated by the California Governor's Office of Emergency Services (Cal OES) at the State Level in SEMS. It is responsible for centralized coordination of state resources in support of the three Cal OES Administrative Regional Emergency Operations Centers (REOCs). It is also responsible for providing updated situation reports to the Governor and legislature.

**SYSTEM:** An integrated combination of people, equipment and processes that work in a coordinated manner to achieve a specific desired output under specific conditions.

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

**TECHNICAL SPECIALISTS:** Personnel with special skills that can be used anywhere within the SEMS organization. No minimum qualifications are prescribed, as technical specialists normally perform the same duties during an incident that they perform in their everyday jobs, and they are typically certified in their fields or professions.

**TERRORISM:** Under the Homeland Security Act of 2002, terrorism is defined as activity that involves an act dangerous to human life or potentially destructive of critical infrastructure or key resources; is a violation of the criminal laws of the United States or of any state or other subdivision of the United States in which it occurs; and is intended to intimidate or coerce the civilian population, or influence or affect the conduct of a government by mass destruction, assassination, or kidnapping.

**THREAT:** An indication of possible violence, harm, or danger.

**TYPE:** 1) An ICS resource classification that refers to capability. Type 1 is generally considered to be more capable than Types 2, 3, or 4, respectively, because of size, power, capacity, or (in the case of incident management teams) experience and qualifications. 2) A class, kind, or group sharing one or more characteristics; category. 3) A variety or style of a particular class or kind of things.

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

**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).

**VOLUNTEER:** As used in this plan, a volunteer is any individual accepted to perform services by the lead agency (which has authority to accept volunteer services) when the individual performs services without promise, expectation, or receipt of compensation for services performed. A volunteer may be “affiliated” with a volunteer organization or may be “spontaneous unaffiliated” when pressed into volunteer service at the time of a disaster.

## APPENDIX D EOC STAFFING MATRIX

The table below represents the primary division or business unit assignments to each major EOC function.

MANAGEMENT SECTION	
POSITION	FILLED BY
EOC Director	Chief Operating Officer, Chief of External Affairs
EOC Coordinator	Office of Emergency Services
Public Information Officer	Office of Communications and External Affairs Division
Liaison Officer	<i>See Footnote (1)</i>
Safety Officer	Environmental, Health and Safety Unit
Security Officer	Security Office
OPERATIONS SECTION	
POSITION	FILLED BY
Operations Section Chief	Deputy Operating Officer or Assistant Officer for Water Utility or Watersheds Divisions, or a Unit Manager in Watersheds O&M
Watersheds Branch Director	Unit Manager or Supervisor in Watersheds O&M
Water Utility Branch Director	Unit Manager or Supervisor in Water Utility Division
Raw Water Unit	Unit Manager or Supervisor in Raw Water Operations
Treated Water Unit	Unit Manager or Supervisor in Treated Water Operations
PLANNING AND INTELLIGENCE SECTION	
POSITION	FILLED BY
Planning and Intelligence Section Chief	Assistant Officer for Emergency Safety and Security, Deputy Officer or Assistant Officer in Watersheds or Water Utility Division, OES SPA
Situation Analysis Unit Leader	<i>See Footnote (1)</i>
Advance Planning Unit Leader	<i>See Footnote (1)</i>
Documentation Unit Leader	<i>See Footnote (1)</i>
Demobilization Unit Leader	<i>See Footnote (1)</i>
GIS Unit	<i>See Footnote (1)</i>
Business Continuity Unit Leader	Office of Emergency Services
Technical Specialists	Agency-wide based on technical expertise
LOGISTICS SECTION	
POSITION	FILLED BY
Logistics Section Chief	Deputy Officer for General Services, Deputy Officer Information Technology, Manager in General Services Division
Resource Tracking Unit Leader	<i>See Footnote (1)</i>
Supply/Resource Unit Leader	<i>See Footnote (1)</i>
Equipment and Fleet Management Unit Leader	Facilities and Fleet Unit
Facilities Unit Leader	Facilities and Fleet Unit
IT Unit Leader	Manager or Supervisor in Information Technology Division
Procurement Unit Leader	Purchasing and Contracts Unit



FINANCE AND ADMINISTRATION SECTION	
POSITION	FILLED BY
Finance and Administration Section Chief	Chief Financial Officer
Time Keeping Unit Leader	<i>Payroll Unit</i>
Compensation and Claims Unit Leader	Risk Management Unit
Cost Accounting Unit Leader	<i>Budget Unit</i>
Personnel Unit Leader	Human Resources Division
Cost Recovery Unit Leader	Grants Unit

**Footnotes:**

(1) The position is filled agency-wide based on skill-set and is not owned by a singular business area.

## APPENDIX E EMERGENCY SUPPORT FUNCTION CROSSWALK

**Overview:** Valley Water organizes its EOC using the traditional SEMS structure, while California and FEMA have adopted the Emergency Support Function (ESF) framework. Although Valley Water does not use the ESF structure, understanding it is important when coordinating response and recovery efforts with the State of California and FEMA. The differences between these two EOC organizational approaches are illustrated in the table below.

**Valley Water Application:** While Valley Water utilizes a traditional SEMS EOC model, being able to integrate state and federal partners into a SEMS structure is important for inter-agency and inter-governmental coordination.

**Not all ESFs apply to a water agency such as Valley Water.**

Traditional SEMS Function	CA ESF	Federal ESF
Logistics	ESF-1 Transportation	ESF-1 Transportation
Logistics	ESF-2 Communications	ESF-2 Communications
Operations	ESF-3 Construction and Engineering	ESF-3 Public Works & Engineering
Operations	ESF-4 Fire and Rescue	ESF-4 Firefighting
Management	ESF-5 Management	ESF-5 Information and Planning
Operations	ESF-6 Care and Shelter	ESF-6 Mass Care, Emergency Assistance, Housing, and Human Services
Traditional SEMS Function	CA ESF	Federal ESF
Logistics	ESF-7 Resources	ESF-7 Logistics Management and Resource Support
Operations	ESF-8 Public Health and Medical	ESF-8 Public Health and Medical Services
Operations	ESF-9 Search and Rescue	ESF-9 Search and Rescue
Operations	ESF-10 Hazardous Materials	ESF-10 Oil and Hazardous Materials Response
Operations	ESF-11 Food and Agriculture	ESF-11 Agriculture and Natural Resources
Operations	ESF-12 Utilities	ESF-12 Energy



Operations	ESF-13 Law Enforcement	ESF-13 Public Safety and Security
Management	ESF-14 Recovery	ESF-14 Cross-Sector Business and Infrastructure
Management	ESF-15 Public Information	ESF-15 External Affairs
Operations	ESF-16 Evacuation	N/A
Logistics	ESF-17 Volunteer and Donations Management	N/A
<b>Traditional SEMS Function</b>	<b>CA ESF</b>	<b>Federal ESF</b>
Logistics	ESF-17 Volunteer and Donations Management	N/A

## APPENDIX F AWIA CROSSWALK

Appendix F America's Water Infrastructure Act (AWIA) Crosswalk provides a mapping between Valley Water's Emergency Response Planning elements and the U.S. EPA's AWIA emergency planning criteria.

### America's Water Infrastructure Act

On October 23, 2018, America's Water Infrastructure Act (AWIA) was signed into law. AWIA section 2013, which amended section 1433 of the Safe Drinking Water Act (SDWA), requires community (drinking) water systems (CWSs) serving more than 3,300 people to develop or update risk and resilience assessments (RRAs) and emergency response plans (ERPs). The law specifies the components that the RRAs and ERPs must address and establishes deadlines by which water systems must certify to EPA completion of the RRA and ERP.

### EPA Emergency Response Planning Requirements

Safe Drinking Water Act (SDWA) Section 1433 (b), as amended by the America's Water Infrastructure Act of 2018 (AWIA), outlines requirements for Emergency Response Plans (ERPs) for community water systems serving more than 3,300 people.

Key Provisions:

- Section 1433(b): Mandates the development of Emergency Response Plans based on the findings of a Risk and Resilience Assessment (RRA), ensuring strategies for mitigation, response, and recovery.

Safe Drinking Water Act (SDWA) section 1433 ERPs shall include:

- Strategies and resources to improve resilience, including physical security and cybersecurity.
- Plans and procedures for responding to a natural hazard or malevolent act that threatens safe drinking water.
- Actions and equipment to lessen the impact of a malevolent act or natural hazard, including alternative water sources, relocating intakes and flood protection barriers.
- Strategies to detect malevolent acts or natural hazards that threaten the system.

Source: U.S. EPA

### EPA Emergency Planning Guidance

Templates and instructions will assist water utilities with developing an Emergency Response Plan (ERP) in accordance with America's Water Infrastructure Act of 2018 (AWIA) section 2013(b), which amended Safe Drinking Water Act (SDWA) section 1433(b). SDWA 1433(b) requires community water systems serving populations greater than 3,300 to develop or update an ERP that incorporates findings of their risk assessment. Note that the instructions and template were updated in September 2024 to include new cybersecurity materials and corresponding practical mitigation options for utilities along with an easier to use customizable template.



## Valley Water Emergency Response Planning

Consistent with EPA SDWA and AWIA emergency response planning criteria, Valley Water maintains a structure of emergency plans and procedures to protect its systems, infrastructure, and drinking water. This Crosswalk provides a crosswalk between Valley Water’s Emergency Response Planning elements and the U.S. EPA’s AWIA emergency planning criteria.

Category	AWIA Criteria	VW Planning Element
Utility Information	Utility Overview Personnel Information Utility Components Industry Chemical Handling and Storage Facilities Safety Response Resources Key Local Services	EOP 2025 Section 2.0: Situation and Assumptions (Page 25) SCC MJHMP Annex 2023 (Pages 790, 804, and 832-839) EOP 2025 Section 3.0: Concept of Operations EOP 2025 Section 8: Resource Management and Mutual Aid Security Safety Resource Page WTP EAPs (DDW required)/Emergency SOPs; Dam EAPs; FERC Security Plan & EAP (Anderson Dam); Post Earthquake Dam Assessment (PEDAP); Business Continuity resiliency plans (OES Unit) 2015 Urban Water Management Plan
Resilience Strategies	Emergency Response Roles Incident Command System (ICS) Roles Communication Media Outreach and Risk Communication Public Notification Templates	EOP 2025 Section 3.0: Concept of Operations EOP 2025 Section 4.0: Organization and Assignment of Responsibilities EOP 2025 Section 5.0: Direction and Control EOP 2025 Section 7.0: Communication Business Continuity resilience plans (OES Unit) Crisis Communications Plan 2025 Crisis Management Plan
Emergency Plans and Procedures	Core Response Procedures Incident-Specific Response Procedures	EOP 2025 Section 3.0: Concept of Operations EOC Handbook Flood Emergency Action Plans Dam Emergency Action Plans Water Treatment EAPs FERC Security Plan and EAP (Anderson Dam) Vulnerability and Security Assessment Pandemic and Infectious Disease Plan



Mitigation Actions	Storage and Treatment Mitigation Actions Other Mitigation Actions	SCC MJHMP Annex 2023 (Pages 809-814 and 817-831) Climate Change Action Plan 2021 FERC Security Plan & EAP (Anderson Dam) (Vulnerability & Security Assessment)
Detection Strategies	Unauthorized Entry into Utility Facilities Wastewater Contamination Cyber Intrusion Hazardous Chemical Release Natural Hazards Power Outages	Access Control Policy/Procedure Security Guard Post (Security Office) Orders ALERT (Automated Local Evaluation in Real Time) system Water Treatment Plan EAPs (DDW required)/Emergency SOPs; Dam EAPs FERC Security Plan and EAP (Anderson Dam) Vulnerability & Security Assessment)

**References**

1. [America's Water Infrastructure Act](#)
2. [EPA ERP Template and Guidance](#)

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