BOARD OF DIRECTORS
SANTA CLARA VALLEY WATER DISTRICT

RESOLUTION NO. 18-

ADOPTING THE FISCAL YEAR 2019 EMERGENCY OPERATIONS PLAN

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

WHEREAS, the Santa Clara Valley Water District (District) Board of Directors (Board) recognizes the need to prepare for, respond to, and recover from natural and manmade disasters; and

WHEREAS, the National Incident Management System (NIMS) and California's Standardized Emergency Management System (SEMS) legislation require the creation, maintenance, training, and exercising of emergency response protocols by every local government; and

WHEREAS, this plan establishes the emergency organization, assigns tasks, specifies policies and general procedures, and provides for coordination of planning efforts for respective staff; and

WHEREAS, recent adoption of an Emergency Operations Plan is necessary for the District to be eligible for federal and state emergency management funding; and

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

THEREFORE, BE IT RESOLVED:

1. That the District Board hereby approves updates to the Santa Clara Valley Water District Emergency Operations Plan (Exhibit A).

2. The Emergency Operations Plan shall be implemented in accordance and conjunction with applicable state and federal law, applicable District policies and local emergency proclamations.

3. The Board authorizes the Emergency Services and Security Unit staff to make minor improvements and adjustments to this Emergency Operations Plan as necessary and appropriate to keep it updated and current.

4. Any and all Emergency Operations Plans, previously published and or adopted by the Board, are superseded by this Resolution.

PASSED AND ADOPTED by the Board of Directors of the Santa Clara Valley Water District by the following vote on August 14, 2018:

AYES: Directors

NOES: Directors

ABSENT: Directors

ABSTAIN: Directors

SANTA CLARA VALLEY WATER DISTRICT

RICHARD P. SANTOS
Chair/Board of Directors

ATTEST: MICHELE L. KING, CMC

Clerk/Board of Directors

EXHIBIT A
COVERSHEET

FISCAL YEAR 2019 EMERGENCY OPERATIONS PLAN

No. of Pages: 74

Exhibit Attachments: None

EOP

EMERGENCY OPERATIONS PLAN

FY 2019

SANTA CLARA VALLEY WATER DISTRICT

Santa Clara Valley Water District

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BOARD OF DIRECTORS RESOLUTION

To be inserted once approved

PREFACE

This plan is a management document intended to be read and understood by District staff before an emergency occurs.

The Emergency Operations Plan (EOP) is organized and defined as follows:

- This Basic Plan (also referred to as EOP in this document) presents the planning assumptions, policies and concept of operations that guide the responsibilities for emergency preparedness, prevention, response, recovery and mitigation for the Santa Clara Valley Water District (SCVWD or the District).

There are a number of District plans and other documents that support or relate to this Basic Plan which are categorized as Functional Annexes or Hazard Annexes:

- Functional Annexes include more detailed information on Direction and Control, Alert and Warning and Emergency Operations Center (EOC) Position Checklists. This category also includes EOP-related District plans.
    - Emergency Operations Center Responder Handbook (includes EOC Position Checklists)
    - Local Hazard Mitigation Plan (LHMP)
    - Crisis Communications Plan (CCP)
    - Multi Agency Coordination (MAC) Plans
    - Division/Unit Emergency Plans and other related procedures
    - Emergency Action Plans for Anderson, Almaden, Calero, Chesbro, Coyote, Coyote Percolation, Guadalupe, Lenihan, Rinconada, Stevens Creek, Uvas, and Vasona Dams
    - Emergency Action Plans for Coyote and San Francisquito Creeks
- Hazard Annexes include District plans that address specific threats or incidents.
    - Storm/Flood
    - Earthquake
    - Hazardous Materials (HazMat) Incident
    - Terrorism/Major Criminal Incident
    - Power/Utility Outage

AUTHORITIES AND REFERENCES

Emergency response, like all governmental action, is based on legal authority. The SCVWD EOP integrates best practices, lessons-learned and follows applicable federal, state and local regulations and guidelines.

Federal

- Robert T. Stafford Disaster Relief and Emergency Assistance Act (PL 93-288) as amended
- Homeland Security Act of 2002 (PL 107-296)
- Presidential Policy Directive 8 / PPD-8: National Preparedness
- Homeland Security Presidential Directive 5 / HSPD-5: Management of Domestic Incidents
- Post-Katrina Emergency Management Reform Act of 2006 (PL 109-295)
- Individuals with Disabilities in Emergency Preparedness (Executive Order 13347)
- Americans with Disabilities Act of 1990 (PL 101-336) as amended
- Rehabilitation Act of 1973 (PL 93-112, Section 504) as amended
- Federal Civil Defense Act of 1950 (PL 920)
- National Incident Management System (2008)
- National Response Framework (2016)
- Comprehensive Preparedness Guide (CPG) 101: Developing and Maintaining Emergency Operations Plans
- Bioterrorism Act of 2002 (PL 107-188)
- Disaster Mitigation Act (PL 106-390, PL 109-139)
- Emergency Mutual Assistance Compact (PL 104-321)
- Code of Federal Regulations (CFR) Title 44
- Federal Energy Regulatory Commission (FERC) Regulation

State

- California Emergency Services Act (CESA) ((Government Code sections 8550-8668)
- California Disaster Assistance Act (CDAA) (Title 19, Division 2, Chapter 6 of the California Code of Regulations)
- Standardized Emergency Management System (SEMS) (California Code of Regulations Title 19, §2920, 2925 and 2930).
- Standardized Emergency Management System (SEMS) Guidelines
- State of California Emergency Plan (SEP)
- Master Mutual Aid Agreement (California Government Code Sections 8561, 8615, 8617 and 8633).
- California Disaster Service Worker (California Government Code §3100 through §3102
- California Water Code
- Orders and Regulations that may be selectively promulgated by the Governor during a State of Emergency or State of War Emergency
- Media Access Regulations: California Penal Code, Section 409.5

Local

- SCVWD District Act (as amended)
- County of Santa Clara Emergency Operations Plan (2017)
- Santa Clara County Operational Area Disaster Response and Recovery Organization Interim Agreement (1995)
- Santa Clara Valley Water District Local Hazard Mitigation Plan (2017)
- County and City Emergency Management Councils
- District Policies
- District Procedures
- District Security Protocols
- Mutual Assistance Agreements
- San Francisquito Creek Joint Powers Authority

MANAGEMENT, DISTRIBUTION AND SECURITY OF THE EOP

The EOP Basic Plan, as defined above, will be reviewed annually by the District's Emergency Services and Security Unit. The EOP may be modified at any time as a result of a post-incident or post-exercise evaluation and changes in responsibilities, procedures, laws or regulations.

The EOP documents are maintained and controlled through the District's Quality Environmental Management System (QEMS). The only controlled copy of the EOP is on the District's QEMS website. No controlled hard copies will be maintained and any printed copy of the EOP is uncontrolled, thus it may have information that is out of date or may be obsolete.

Disclosure and protection of information in this document must be in accordance with District Policies Ad-2.5.111 (Confidentiality) and Ad-7.11 (Records Management).

RECORD OF DISTRIBUTION

Date	Name / Title	Agency / Organization	# of Copies

RECORD OF ANNUAL REVIEW / CHANGES

Version	Date	Name & Title	Summary of Changes

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CHAPTER 1. INTRODUCTION

This Santa Clara Valley Water District Emergency Operations Plan (EOP) provides an overview of the District's approach to emergency operations;

This EOP is intended to comply with District Executive Limitation (EL) 6.3 which states "Prepare the organization to respond and recover from an emergency or disaster"; requirements of the National Incident Management System (NIMS),California Standardized Emergency Management System (SEMS) and Incident Command System (ICS); the California State Emergency Plan (SEP) for managing response to multi-agency and multi-jurisdictional incidents; and to be consistent with other federal and state directives, emergency plans and guidance documents.

Emergency management is based on an understanding of community risk and preparedness. All District staff and members of the community should understand the potential risks and hazards we face and the obligation to prepare personally, at a family level and in one's organization.

The District gives its full support to this plan and urges all officials, employees and citizens, individually and collectively, to do their share in the total emergency effort of the District.

1.1 INTENDED AUDIENCE

The intended audience of this EOP consists of all employees and elected and appointed officials of the Santa Clara Valley Water District. This plan is also a reference for other local governments in the Operational Area, the State and Federal government, and other interested members of the public.

1.2 OPERATIONAL PRIORITIES

The preservation of life, property and the environment is an inherent responsibility of federal, state and local government and the Santa Clara Valley Water District.

The following overarching operational priorities govern resource allocation and response strategies during an emergency or disaster:

1. **Life safety:** Protection of human life takes precedence over all other considerations

2. **Incident stabilization:** The District's response will be directed towards keeping the incident or emergency from escalating, minimizing its effects and bringing it under control so that the emergency does not expand and the situation is contained

3. **Protection of the environment and property:** The response strategies used to control the emergency will minimize, to the degree possible, the impact to the environment and attempt to prevent property damage

Throughout any emergency, response objectives, strategies and tactics are established based on the priorities given above.

1.3 ALL HAZARDS PLANNING MODEL

The District and the surrounding region are susceptible to a number of hazards such as natural disasters and human-caused incidents, as well as technological failures and pandemics. This plan has been developed using an all-hazards approach as recommended by the Federal Emergency Management Agency (FEMA) and the California Office of Emergency Services (Cal OES) and as utilized by the Santa Clara County Office of Emergency Services (SCCOES). This approach helps to ensure that the District is able to prepare for, respond to, recover from and mitigate (to the extent possible) all potential hazards and critical incidents.

1.4 PURPOSE

The primary purpose of this EOP is to:

1. Identify roles and responsibilities for the District as they pertain to preparedness, response, recovery and mitigation activities

2. Document the District's understanding and adoption of state and federal requirements through which operational coordination, mutual aid and other requests for support will be integrated

3. Serve as a foundation for other District emergency plans, procedures, guidelines, arrangements and agreements, as well as be referenced in plans of governmental and non-governmental organizations and other entities (private business, etc.)

4. Comply with state and federal laws and regulations such as the California Emergency Services Act

1.5 SCOPE

The EOP is an all hazards plan that provides a framework to manage the response to emergencies and disasters that affect the District's ability to fulfill its mission. It identifies operational strategies and plans for managing inherently complex and potential catastrophic incidents; identifies emergency response policies; describes the response organization; and assigns tasks.

The EOP does not include detailed response level operating instructions or procedures and is not intended to address routine incidents or minor emergencies which are adequately addressed through existing processes.

Nothing in this plan conveys additional authority (e.g., purchasing, discipline, etc.) or supplants existing authority for District employees as defined by District policies and procedures. Nor is it intended to limit the use of good judgment and common sense in matters not foreseen or adequately addressed by elements of the EOP and its associated annexes and plans.

1.6 SITUATION

The District is a special district that provides wholesale water, flood protection and stream stewardship services, operating critical infrastructure and delivery systems (e.g., dams, water treatment plants and pipelines) throughout the entirety of Santa Clara County.

The District's service territory encompasses an area of approximately 1,300 square miles and forms the southern end of the San Francisco Bay Area. The service territory is bordered by Alameda and San Mateo counties to the north, San Benito County to the south, Stanislaus and Merced counties to the east, and Santa Cruz County to the west. Salt marshes and wetlands lie in the northwestern part of the county, adjacent to the waters of San Francisco Bay.

The county's diverse population of over 1.89 million (US Census Bureau, 2014) is one of the largest populations in the state and is the largest of the ten Bay Area counties. The county has an ethnic diversity with over 100 languages and dialects spoken.

Santa Clara County encompasses the 15 cities and towns of Campbell, Cupertino, Gilroy, Los Altos, Los Altos Hills, Los Gatos, Milpitas, Monte Sereno, Morgan Hill, Mountain View, Palo Alto, San José, Santa Clara, Saratoga, and Sunnyvale. San José is the largest city in the county, with a population of over 1,015,000 (US Census Bureau, 2014). A significant portion of the county's land area is unincorporated ranch and farmland. Nearly 92% of the population lives in cities. The local industry is dominated by the technology sector (computer software and hardware manufacturing, wholesale, and services).

The District's service territory includes several known active and potentially active earthquake faults including the San Andreas, Hayward, and Calaveras faults. A 2014 USGS 30-year earthquake forecast concluded that there is a 72 percent probability (or likelihood) of at least one earthquake of magnitude 6.7 or greater striking somewhere in the San Francisco Bay Area region before 2043. A major earthquake of this magnitude can cause severe damage to critical infrastructure including possible failure of waterways and dams, many deaths and casualties, extensive property damage, and other ensuing hazards. The effects could be aggravated by aftershocks and by the secondary effects of fire and hazardous material/chemical accidents. Emergency operations could be seriously hampered by the loss of communications and damage to transportation routes within, and to and from the disaster area, and by the disruption of public utilities such as power and water.

There are approximately 700 miles of creeks and rivers in the county, all of which are susceptible to flooding.

In the event of an emergency or disaster, the District's primary objectives are to:

- Reduce flood damage
- Rapidly restore water service after an emergency
- Minimize water system damage
- Minimize impact of loss of District operations and services to customers
- Minimize negative impacts on public health and employee safety
- Provide emergency public information concerning customer service

1.7 HAZARDS AND THREATS

The types of incidents considered for planning purposes include natural hazards resulting from acts of nature, technological hazards resulting from accidents or failures of systems or structures and adversarial or man-made threats/hazards. With such a variety of facilities and business functions located over a wide geographic area, the District may be affected by a number of incidents including, but not limited to:

- Earthquakes

- Levee failures
- Dam failures
- Fires/wildfires
- Severe weather (storms, freezing, drought and/or floods)
- Landslides
- Pandemics or epidemics
- Civil disturbances
- Workplace Violence
- Hazardous material(s) spills or leaks
- Widespread power outages
- Water contamination (chemical, biological, radiological)
- Physical attacks on District infrastructure elements
- Cyber-attack that compromises business data, operations or physical infrastructure
- Infrastructure failures

These incidents have the potential to cause injuries, property and infrastructure damage, environmental damage, water quality or level of service, business interruptions and other losses or harm that can impact the District. **Table 1** correlates specific hazards with potential consequences for District- related emergencies. The specific means and methods the District will use to respond to any particular incident are described in the hazard-specific annexes to this plan.

Further information on hazards potentially impacting the District's service territory are detailed in the SCVWD Local Hazard Mitigation Plan.

Table 1: Potential Consequences for Specific Hazards

	Earthquake	Aqueduct or levee failure	Dam Failure	Fires/Wildfire	Severe Weather (storms, freeze, flood)	Landslides	Pandemic or Epidemic	Civil Disturbance	Hazardous materials spill or leak	Widespread power outage	Water contamination (chemical, biological, radiological)	Physical attacks on District infrastructure	Cyber-attack that compromises business data	Cyber-attack that compromisers industrial control systems	Infrastructure failures
Service disruption of source water, water treatment system, storage system, distribution system or collection system	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Potable water quality impacts	■	■	■	■	■				■	■	■	■		■	■
Damage to Infrastructure	■	■	■	■	■	■		■	■	■	■	■	■	■	■
Environmental impacts	■	■	■	■	■	■			■			■	■	■	■
Denied or limited access to facilities and infrastructure	■	■	■	■	■	■	■	■	■	■	■	■	■	■	■
Employee/Contractor injured or unable to report to work	■	■	■	■	■	■	■	■	■	■	■	■			
Public safety impacts	■	■	■	■	■	■		■	■		■	■	■	■	■
Loss of remote operation and monitoring	■		■	■	■	■				■		■		■	■
Loss of remote security monitoring	■		■	■	■	■				■		■	■		■
Loss of revenue	■	■	■								■		■	■	■
Supply chain impacts	■		■		■		■			■			■		■
Loss of customer or public confidence in SCVWD	■	■	■		■		■		■		■	■	■	■	■

1.8 RELATIONSHIP AND APPLICABILITY TO OTHER PLANS

The EOP consists of a basic plan and functional-, hazard-, threat- and incident-specific annexes. Based on their inclusion, these annexes have direct applicability to the EOP. District Business Units have also developed other emergency plans and while not formal annexes to the EOP, they serve to support the annexes by providing further specificity and often field-level guidance or direction.

1.9 RELATIONSHIP OF EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY PROGRAMS

The Emergency Management and Business Continuity Programs are distinct from each other, but are complementary, especially during the response and recovery phases. Emergency management focuses on managing an incident that threatens life, property or the environment, whereas business continuity is focused more on the continuity and recovery of the business functions critical to the organization's survival (e.g., water treatment and conveyance, procurement, accounts payable, payroll and revenue collection, etc.). Many of these mission-critical functions support emergency operations. Business recovery can and often must occur concurrently with emergency management activities. Both are living programs in that there is a continuous process of review and improvement for them to be sustainable.

1.10 PLANNING ASSUMPTIONS

Inherent in the District's response to any disaster situation, certain assumptions have been made that will impact execution of the EOP. These assumptions include:

- Emergencies occur at any time (day or night) with little or no warning
- Emergencies may overwhelm the response capabilities of the District and local, state and federal governments
- There may be multiple operations or logistics needs for the same resources among the operational area, state and federal government and private-sector
- Emergencies may impact communications, transportation and critical infrastructure in the geographic area
- Utilities such as natural gas, water, sewer and electricity may be severely impacted
- Depending upon the scope and magnitude of the incident, this EOP and the District's emergency response organization may be partially or fully activated
- During declared District emergencies, some or all of the District's day-to-day organizational structure will shift to the emergency response organizational structure outlined in this plan
- District staff will be adequately trained to perform the roles in which they are assigned
- District staff will remain at or return to work to help the District manage the emergency. This complies with Section 3100 of the Government Code which identifies all District

employees as Disaster Service Workers and requires staff to remain at or return to work as directed during declared emergencies

- It is possible that only personnel on duty at the time of a significant earthquake will be available for emergency response during the first operational period
- As Disaster Service Workers, all SCVWD employees will maintain themselves in a condition of preparedness. This means completing necessary training to respond in an emergency and preparing their homes and families for their absence
- If at home when a disaster strikes, District employees will ensure the safety and welfare of their families first and then report their status to the District for emergency assignment
- If on duty when a disaster strikes, District employees will want to know about the safety and welfare of their homes and families. Families will also want to know the condition of employee family members. The District will provide employee and family welfare notifications and inquiries to the extent possible
- District staff will take immediate actions to address threats to life safety, in accordance with established emergency procedures
- District-wide response and restoration priorities to major emergency incidents will be established by the District EOC staff
- Emergencies may involve multiple, highly varied hazards or threats
- Mutual aid and other assistance will be requested when District resources are inadequate, but outside assistance and support may be unavailable for extended periods of time
- Response and recovery may require prolonged, sustained incident management activities
- Residents, customers, businesses and other entities may need to be self-sufficient for one week or more
- Additional planning, resources and support will be needed to support people with disabilities and others with access and functional needs
- Geographic limits exist when it comes to flood control. SCVWD is only able to do emergency flood response on the property it owns, unless an easement has been granted for flood control or it gets a resource request from an entity that has jurisdiction over the property or which has taken over the property. (see work instruction procedure WW75401 - Flood Control Maintenance on Private Property)

1.11 DIVISION/UNIT RESPONSIBILITIES

All divisions/units have direct and/or indirect roles in the response to an emergency or a disaster. Each Division within the District is responsible for following the EOP. Division/Unit responsibilities include but are not limited to:

- Incident Response and Support
    - Incident Command System shall be used by divisions/units to respond to incidents within their respective business area. Activation of the EOC shall be in accordance with District standard operating procedures and EOC Activation and Deactivation Process (work instruction W-830-103)
    - All District Business Units are required to actively participate in preparedness and planning activities to include the development of plans, policies, procedures and work instructions as necessary to fulfill their assigned roles and obligations *
    - All District Business Units are responsible for, and expected to develop, implement, and test policies, instructions, and standard operating procedures (SOPs) or checklists that reflect the tactical, operational, and strategic, emergency management and response concepts contained in this EOP
    - Each District Business Unit is responsible for maintaining their own alert list to support key District functions and responsibilities guided by the District EOP
    - Each Division is responsible for identifying key personnel with backups and alternates for each key position
- Damage Assessment
    - Each Business Unit shall ensure it is prepared to conduct a damage assessment when necessary. All damage assessments shall be reported to the District EOC
- Implement Internal and External Communications Plan
    - Business Units are expected to follow or implement an internal/external communications plan as directed by the District EOC
- Repair Infrastructure/Restore Service
    - Each division shall prepare and implement response, recovery, and continuity plans and procedures for the repair and restoration of services
- Training
    - The Managers/Supervisors for each Business Unit are responsible for ensuring that their employees are provided training for Security and Emergency Preparedness, Workplace Health and Safety and Environmental Compliance and other related topics, based on their roles and responsibilities

* Those Divisions and Business Units that separately publish documents that support this EOP are obligated to inform the Emergency Services and Security Unit when changes are made.

1.11.1 District Emergency Services and Security Unit

The Emergency Services and Security Unit is responsible for implementing the District's Emergency Management and Business Continuity Programs, ensuring the readiness of the Emergency Operations Center, readiness of EOC staff and advancing the District's overall resilience through promotion, coordination and advancement of the four phases of emergency management: preparedness, response, recovery and mitigation.

Additionally, the Emergency Services and Security Unit is responsible for the review, revision, management and distribution of the District's EOP, informing District Leadership and the Board of Directors of changes to the EOP, managing plans and documents that support and carry out the concepts and policies outlined in the EOP, maintaining the emergency alert list for EOC personnel and notifying identified key emergency personnel that are assigned to the EOC during activations.

CHAPTER 2. PHASES OF EMERGENCY MANAGEMENT

Emergency management functions are generally grouped into the four phases of mitigation, preparedness, response and recovery. The grouping of emergency management functions is useful for classifying and conceptualizing activities. While useful for targeting efforts and resources, the phases of emergency management are not distinct—activities in each phase often overlap with other phases. For example, recovery projects often include elements of mitigation (i.e., rebuilding structures using current building codes) and response often includes recovery measures (i.e., immediate debris removal). The phases are also cyclical in nature—lessons learned from an incident are applied in preparing for future emergencies and disasters.

2.1 PREPAREDNESS PHASE

The preparedness phase includes activities undertaken prior to an emergency in order to improve the District's ability to coordinate, respond and recover from a critical incident. These activities focus on maintaining or improving capabilities that will be used in the response or recovery phases. The District's preparedness efforts encompass an all-hazards approach to disaster planning and include:

- Identifying, evaluating and maintaining awareness of threats and hazards
- Documenting plans and procedures used for response to hazards and threats
- Preparing employees, customers and the public for the potential impacts of District emergencies
- Mitigating the impact of threats and hazards or preventing them from occurring
- Maintaining the District's EOC in a 24/7 readiness state
- Maintaining essential equipment and supplies required for response

2.1.1 Planning

Planning makes it possible to manage the entire life cycle of a potential crisis, determine capability requirements, and help stakeholders learn their roles. It includes the collection and analysis of intelligence and information, as well as the development of the District's Emergency Operations Plan, work instructions, policies, plans, procedures, mutual aid and assistance agreements, strategies, and other arrangements to perform missions and tasks. Planning also improves effectiveness by clearly defining required capabilities, shortening the time required to gain control of an incident, and facilitating the rapid exchange of information about a situation.

2.1.2 Organizing

The District's overall organizational command and management structure strengthens leadership at each level, assembles well-qualified teams for response and recovery tasks and enables emergency responders from different District business areas and disciplines to work together to respond to incidents.

2.1.3 Equipping

The District identifies strategies and resources to acquire, deploy and maintain, equipment, supplies, facilities, and systems in support of emergency management and resiliency of the organization. Staff are trained to operate equipment and systems which are routinely serviced and maintained to ensure operational readiness.

2.1.4 Preparedness Assistance for Employees

The District cannot respond if its employees are not prepared for emergencies both at home and in the workplace. Emergency preparedness information and District standards on being a Disaster Service Worker (DSW) are provided to District regular employees during the hiring process, and through the New Employee Orientation meeting. Additional DSW and employee preparedness information is provided via different mechanisms and resources throughout the year.

2.1.5 Training

Training is one of the first steps to ensure the District is properly prepared to respond to an emergency. Training is offered for individuals and teams to meet relevant local, state, federal and professional qualifications, certifications and performance standards.

The District's Emergency Services and Security Unit works with District Business Units to plan, organize, staff, train, equip and exercise the organization to ensure its readiness and ability to respond to emergency incidents.

The EOC Section Coordinators are responsible for ensuring their section staff are provided training in support of their EOC roles and responsibilities.

All training is documented (e.g., course name, description of training, date held, length of session, attendees, signature, etc.) and maintained in electronic databases.

Training course descriptions and an exercise schedule for District emergency preparedness and response training are contained in the Emergency Preparedness, Response and Recovery Training and Exercise Plan.

2.1.6 Tests

The District performs routine system tests to validate functionality for key resource components of emergency operations (e.g. satellite phones, emergency notification system, pagers, primary and alternate EOC systems and equipment)

2.1.7 Exercises

Exercises are the primary tool for assessing preparedness activities and identifying areas for improvement while allowing all levels of personnel to simulate their response and recovery roles in a learning environment. The District follows the best practices of the Homeland Security Exercise and Evaluation Program (HSEEP), including the building block concept of seminars, small-scale tabletop exercises, functional exercises and full-scale exercises.

2.1.8 Continual Improvement

Evaluation and continual process improvement are cornerstones of effective preparedness. After-Action Reports, program evaluations, capability reviews and surveys are representative of tools used by the District to develop improvement plans. Upon concluding each exercise, event, or incident, the District evaluates performance against relevant capability objectives, identifies deficits and institutes corrective action plans as necessary. The District's Corrective and Preventive Action System is used to identify, prioritize, assign, monitor and report corrective actions.

2.1.9 Public Awareness and Education

The District manages several programs and projects to ensure effective communications with employees, customers and the public regarding readiness and emergency preparedness. Free community resources are available and can be referenced through the United Way (www.211.org), the American Red Cross (www.redcross.org/ca/san-jose) and by downloading the *ReadySCC* application. The District's website (www.valleywater.org) has references for these and other resources. By providing community education, outreach, training and coordination, the District increases the ability of these individuals and organizations to adequately prepare for and meet their own needs.

2.2 RESPONSE PHASE

The Response Phase includes any actions taken immediately before, during or directly after a critical incident in order to minimize the potential or existing impacts of the incident.

2.2.1 Pre-Incident Response

Some incidents may provide sufficient warning to allow for pre-incident or precautionary measures (e.g., winter storm or potential interruption of the water treatment process). Depending upon the probability and likelihood of significant impacts, pre-incident response activities may include:

- Notifying and putting EOC responders and critical resources on stand-by
- Advising appropriate jurisdictions of the emergency and threatened populations
- Communication with Operational Area
- Public Information
- Resource mobilization and/or staging
- Identifying the need for Mutual Aid/Assistance
- Proclamation of a local emergency

2.2.2 Emergency Response

During this phase, emphasis is placed on saving lives and property, control of the situation and minimizing effects of the incident/disaster. Emergency Response may include activities related to short-term recovery and often overlaps with long-term recovery operations. The size and complexity of an incident/disaster may require support from additional agencies and other partners. Stakeholder participation during the development of strategic, operational, and tactical plans, training and exercises can enhance the effectiveness of the response activities.

2.3 RECOVERY PHASE

As the immediate threat to life, property and the environment subsides, restoration of District operations to pre-incident condition will begin through various recovery activities. Recovery includes short-term activities and long-term activities. In some instances, when a state or federal disaster declaration has been made, recovery activities include the critical task of identifying, documenting and quantifying response and recovery costs eligible for reimbursement. The District may participate as appropriate in multi-agency coordination efforts during the recovery period.

2.3.1 Short-term Recovery

Short-term recovery operations begin during the response phase and includes activities such as rapid debris removal and the restoration of essential functions, services and systems.

2.3.2 Long-term Recovery

Recovery activities will continue to take place after the EOC is demobilized both within the organization and as a larger community working with partner agencies. The goal of long-term recovery is to restore facilities to pre-disaster conditions. Long-term recovery includes hazard mitigation activities, restoration or reconstruction of public facilities and disaster response cost recovery.

2.3.3 Damage Assessment

Damage assessment activities involve identifying, recording, compiling and analyzing damage information in order to determine the type of recovery assistance needed. Following a major disaster, a process known as a Preliminary Damage Assessment (PDA) is used to determine preliminary eligibility for certain state and federal financial assistance and reimbursement programs.

2.3.4 Recovery Documentation

By initiating cost recovery actions and documentation immediately after an incident, the District can request reimbursement for all the legally allowable costs for response, recovery and mitigation to minimize the financial impact of the disaster.

Damage assessment documentation is critical in establishing the basis for eligibility of disaster assistance programs. Various state and federal assistance programs require different types of documentation for eligible costs and in addition to structural damage, may include staff time, equipment and materials utilized in response to the incident.

The process to obtain reimbursement from the state or federal government is complex. The EOC Finance Section has overall responsibility for managing the cost recovery process for emergencies, but documentation of the costs requires support from all responders (EOC and field responders). The cost recovery process is documented using the Action Plan (AP), Incident Command System (ICS) Forms and state and federal forms.

Two points of major emphasis for cost recovery to be successful for the District are:

- The cost recovery process must begin at the beginning of the response which is managed in the field under ICS and overall through the EOC if activated

- The use of the ICS Forms, filled out completely and submitted in a timely manner will significantly ease the District's burden to compile the documentation necessary to apply for public assistance at the state and federal level

2.3.5 Disaster Assistance Programs

The District may be eligible for Disaster Assistance from the following programs:

2.3.5.1 California Public Assistance

The California Emergency Services Act (CESA) provides the statutory authority for state procedures and funding mechanisms for dealing with emergencies.

As set forth in CESA, only a governing body of a city, county, or city and county may seek financial assistance through the California Disaster Assistance Act (CDAA) by order of a Director's Concurrence or Governor's Proclamation. The request for CDAA can be made once the governing body has identified and can certify local resources are insufficient and the situation is beyond its capabilities. The Operational Area (county) will work with all of its affected governing bodies (cities, towns, special districts, etc.) to request information and compile an Initial Damage Estimate (IDE) which is the identification of the impacts and local response and recovery activities. The IDE helps Cal OES to confirm the jurisdictions damages and prioritize Preliminary Damage Assessment (PDA) efforts, which in turn can lead to a state or federal disaster declaration. Cal OES Regional Operations will forward the IDE to Cal OES headquarters and provide its summary of the impact of the incident. Under the proclamation process, and to assist the Governor in determining if a State of Emergency and funding under CDAA should be granted, the IDE and Regional Event Summary are reviewed, and if warranted, a State pre-assessment is conducted by Cal OES Recovery. Cal OES will work with the District, and other local emergency management and public safety agencies in the Operational Areas affected by the disaster incident to accomplish these assessments.

Pursuant to California Government Code Section 8585.9, the state share funding shall not exceed 75% of the total eligible costs and existence of an approved Local Hazard Mitigation Plan may be a requirement.

2.3.5.2 Federal Public Assistance

Federal public assistance is provided through the Federal Emergency Management Agency (FEMA) under the Stafford Act and the Disaster Mitigation Act of 2000. FEMA's Public Assistance (PA) Grant Program provides assistance to state, tribal and local governments and certain types of private nonprofit organizations so that communities can quickly respond to and recover from major disasters or emergencies declared by the President. Through the PA Program, FEMA provides supplemental federal disaster grant assistance for debris removal, emergency protective measures and the repair, replacement or restoration of disaster-damaged, publicly owned facilities and the facilities of certain private non-profit organizations. The PA Program also encourages protection of these damaged facilities from future incidents by providing assistance for hazard mitigation measures during the recovery process.

In order to certify that federal assistance is necessary, a joint FEMA-State preliminary damage assessment (PDA) is required, which analyzes the costs incurred, impact to critical facilities, and the threat to health, safety and the environment caused by the incident.

The federal share of assistance is not less than 75 percent of the eligible cost for emergency measures and permanent restoration. The state coverage is up to 75 percent of the non-federal share (18.75 percent of the total cost) with the District's share at 6.25 percent. If the District has a current FEMA- approved local hazard mitigation plan the state may cover the 6.25 percent.

2.4 RECOVERY ORGANIZATION

The Chief Executive Officer (CEO); the designated lead for Emergency Services; senior staff from the Financial Planning and Management Services; and senior staff from Watershed and Water Utility Divisions will serve as the District's leaders in the overall management of recovery operations for the District.

Further details on the District's Cost Recovery Process are contained in the EOC Finance Section Disaster Cost Recovery Manual.

2.5 AFTER-ACTION REPORT

The District's After-Action Review & Reporting Process emphasizes the continued improvement of its' overall emergency management program and capabilities at all levels.

The purpose of an After-Action Report (AAR) is to evaluate the application of emergency management principles in order to identify modifications to plans, procedures, training, and exercise

needs. An effective after-action review process will include the following information:

- Documentation of response and early recovery activities for the incident
- Identification of both problems and resolutions associated with the incident
- Analysis of the effectiveness of implementing emergency management principles (NIMS, SEMS, ICS) into the District's organization
- Description and definition of a plan for implementing recommended corrective action and improvement(s) to existing emergency planning efforts

SEMS Regulations states that... "Any city, city and county, or county declaring a local emergency for which the governor proclaims a state of emergency, and any state agency responding to that emergency shall complete and transmit an after-action report to the California Governor's Office of Emergency Services (Cal OES) within ninety (90) days of the close of the incident period as specified in the California Code of Regulations, section 2900(q).

Responsibility for maintaining and implementing a comprehensive after-action review and reporting process is assigned to the District's Emergency Services & Security Unit.

2.6 MITIGATION PHASE

The Mitigation Phase includes actions and measures taken to minimize the long-term risk to human life, property and the environment from natural and human-caused hazards. Whereas preparedness activities increase the District's ability to respond to the impacts of a hazard, mitigation activities reduce the potential for those impacts in the future, thereby reducing overall risk.

The District uses several methods to mitigate the impact of disasters and emergencies including but not limited to:

- Seismic Isolation Valves/Remote Actuated Isolation Valves
- Intertie System
- Seismic Improvements
- Physical Security Improvements
- Rip-rap and Geotextiles

Mitigation tools include:

- Local Hazard Mitigation Plan (LHMP)
- Capital Improvement Program (CIP)
- Public Information and Community Relations
- Land Use Planning

2.7 WHOLE COMMUNITY APPROACH

The District's ability to respond and recover from significant emergencies and major disasters is highly dependent upon planning for the unique needs and specific requirements of the District, its customers, other stakeholders and residents of the community. To further identify and meet these needs, the District has adopted a "Whole Community" approach in which the inclusion and integration of community partners, neighbors, customers, water retailers and other stakeholders are actively promoted in all phases of emergency management. Through these collaborative efforts, the District will become more resilient and better prepared to meet the needs of the whole community.

2.7.1 Private Sector

The District's service territory is home to a diverse and vibrant business community including many of the world's leading technology and innovation companies. These companies along with their employees expect a reliable and safe source of water.

The District actively engages with the private sector to better understand their needs, identify resources and develop partnerships. Many of the District's private sector partners proactively address preparedness planning as a way to minimize business disruptions and to support the wellbeing of their employees. The District acknowledges this valuable support and will continue working with the private sector as an integral component of the District's overarching emergency management program.

2.7.2 Individuals with Disabilities and Access and Functional Needs

The District's service territory has a diverse population which includes a wide variety of people with disabilities. People with disabilities may require additional planning and support to ensure they receive equal access and services as required under the Stafford Act as well as other state and federal legislation such as the ADA of 1990. Covered disabilities are not always apparent and may include impairments of mobility, vision, and hearing as well as some cognitive disorders and mental illness.

In addition to people with disabilities, supplementary or adjusted support may also be needed to support those persons with access and functional needs.

Access and functional needs are not necessarily related to a specific condition, diagnosis, or impairment and include those who have/are:

- Developmental or intellectual disabilities
- Blind/low vision
- Deaf/hard of hearing
- Mobility impairments
- Injuries
- Chronic conditions
- Older adults or children
- Living in institutionalized settings
- Poor or homeless
- Limited English proficiency or non-English speaking
- Transportation disadvantaged

To meet the needs of the disabled and access and functional needs population, the District is committed to supporting efforts and activities utilizing available outreach tools to inform and engage people to prepare for emergencies and outreach during emergencies including the following:

- Accessibility to information in various languages
- Working with other jurisdictions and agencies to coordinate public information and messaging, utilizing social media and other methods as appropriate

CHAPTER 3. CONCEPT OF OPERATIONS

In accordance with state and federal laws, the District has officially adopted and integrated the following systems:

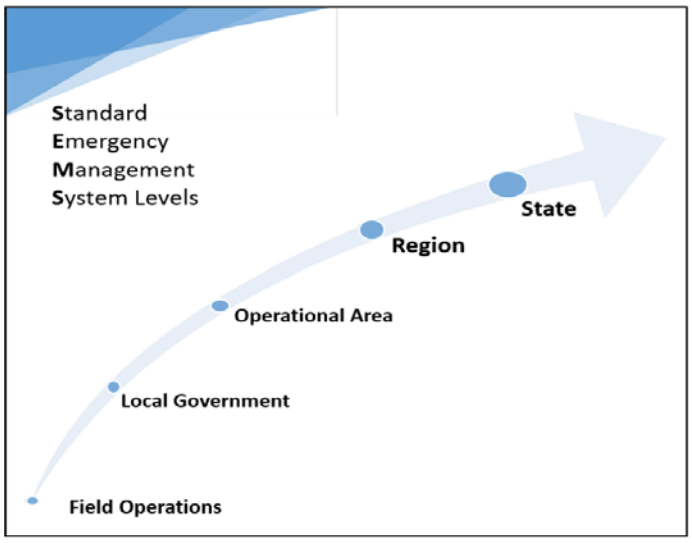
- Incident Command System (ICS)
- Standardized Emergency Management System (SEMS)
- National Incident Management System (NIMS)
- National Response Framework (NRF)

Together, these congruent operational systems outline how critical incidents, emergencies and disasters will be coordinated in the field, at the local level and up through the county, region, state and federal levels.

3.1 FIELD LEVEL COORDINATION: ICS

As mandated by both SEMS and NIMS, the District utilizes the Incident Command System (ICS) to manage response activities in the field. ICS provides for common terminology, processes and position titles, while allowing the delegation of functions (or tasks) to subordinate positions in order to promote proper span of control and unity of command. Standardized Emergency Management System (SEMS) regulations require the use of ICS in Unified Command whenever an incident involves more than one agency (e.g., hazardous materials release and District responding with police or fire). ICS is applicable to any size incident and is designed to be expandable as the needs of an incident expand or contract. When utilized, the standardization of ICS principles and nomenclature is capable of integrating large numbers of personnel from disparate organizations.

3.2 LOCAL, REGIONAL AND STATE LEVEL COORDINATION: SEMS



The Standardized Emergency Management System (SEMS), integrates the concepts and principles of both the National Incident Management Systems (NIMS) and the Incident Command System (ICS). SEMS incorporates the use of ICS, the California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA), the Operational Area (OA) concept and Multi-Agency Coordination (MAC) processes. SEMS unifies all elements of California's emergency management community into a single integrated structure and jurisdictions within the State are required to adopt its use in order to be eligible for disaster cost recovery and related funding. SEMS ensures that local governments retain the authority and responsibility for managing and coordinating responses within their jurisdictions, while promoting situation awareness and facilitating the prioritization of resource requests.
The five SEMS organizational levels expand outward from the impacted area at the field level, with each successive level representing a larger geographic area. The type and severity of the

incident determines the extent of activation for each level.
The five organizational levels include:

3.2.1 Field Response

The Field Level is where emergency response personnel and resources, under the command of responsible officials, carry out tactical decisions and activities in direct response to an incident or threat.

Field Response includes on-scene activities and coordination, consistent with ICS and includes the use of an Incident Command Post (ICP). Depending upon the incident, multiple ICPs may be established at various sites throughout an impacted area. Resource requests and situation reports are routed from the field to the Department Operations Center (DOC) or the District's EOC, if activated.

The first District responder to an incident is the Incident Commander (IC), unless/until he/she is relieved. He or she assumes full responsibility for management of the emergency until others arrive. The IC is expected to document the initial response in the field to clearly communicate the situation to other responders and to District supervision/management.

The IC may request personnel with specialized expertise such as of a Liaison Officer, Safety Officer and/or Environmental Compliance Officer as needed. A Public Information Officer (PIO) may also be deployed as needed.

3.2.2 Local Government

Local Government includes all city and town jurisdictions, the unincorporated areas of the county and all special districts (i.e. SCVWD). Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their Emergency Operations Center (EOC) is activated or a local emergency is declared or proclaimed in order to be eligible for state reimbursement of response-related costs. Additionally, local EOCs coordinate with the Operational Area (OA)/County EOC.

3.2.3 Operational Area

An Operational Area (OA) is the intermediate level of the state's emergency management organization which encompasses a county's boundaries and all political subdivisions located within that county, including special districts. The OA facilitates and/or coordinates information, resources and decisions regarding priorities among local governments within the OA. The OA serves as the coordination and communication link between the Local Government Level and Regional Level. The District is part of the Santa Clara County OA and coordinates closely with Santa Clara County Office of Emergency Services (SCCOES). The OA EOC will activate at the request of a city/town, during a declared emergency or whenever any two local EOCs activate and will provide support to local government operations.

3.2.4 Regional

The state of California is divided into three regions that each maintain Regional Emergency Operations Centers (REOC) to coordinate resource requests, support mutual aid and promote situational awareness between their respective Operational Areas (OAs). The District and the Santa Clara County OA are within the Coastal Administration Region. The District participates in

regional planning through the Urban Area Security Initiative (UASI), the Northern California Regional Intelligence Center (NCRIC) and others.

3.2.5 State

The State Level of SEMS prioritizes tasks and coordinates state resources in response to the requests from the Regional level and coordinates mutual aid among the mutual aid regions and between the Regional Level and State Level. The State Level also serves as the coordination and communication link between the state and the federal emergency response system. The State Level requests assistance from other state governments through the Emergency Management Assistance Compact (EMAC) and similar interstate compacts/agreements and coordinates with the Federal Emergency Management Agency (FEMA) when federal assistance is requested. The State Level operates out of the State Operations Center (SOC).

3.3 NATIONAL RESPONSE FRAMEWORK: NRF

The NRF is based upon the premise that incidents are handled at the lowest jurisdictional level. In the vast majority of incidents, state and local resources and interstate mutual aid will provide the first line of emergency response and incident management support. When state resources and capabilities are overwhelmed, Governors may request federal assistance. The NRF provides the framework for federal interaction with state, local, tribal, private-sector and non-governmental entities in the context of domestic incident management to ensure timely and effective federal support. The NRF is intended to facilitate coordination among local, state, tribal, and federal governments and the private sector without impinging on any jurisdiction or restricting the ability of those entities to do their jobs. The NRF and NIMS are designed to work in tandem to improve the Nation's incident management capabilities and overall efficiency.

3.4 FEDERAL COORDINATION: NIMS

The District is also responsible for compliance with the requirements of the National Incident Management System (NIMS) as defined in the Homeland Security Presidential Directives.

NIMS provides a comprehensive national framework for incident management applicable at all jurisdictional levels and across all functional disciplines. The majority of NIMS requirements applicable to the District, including the adoption of ICS, are satisfied by the adoption of SEMS. Additional elements of NIMS outline coordination between federal agencies and the use of federal assets and resources.

Incorporated into the National Response Framework (NRF) are 32 Emergency Support Function (ESF) annexes. These ESF annexes describe the Federal coordinating structures that group resources and capabilities into functional areas that are most frequently needed in a national response (e.g., communications, transportation, firefighting). *Note: Water is not a separate Emergency Support Function.* While each of the Federal Emergency Support Functions is important to the District's all-hazards EOP, there are four that are most relevant to the District:

National Response Framework ESF 3:
Public Works and Engineering

Coordinator: U.S. Army Corps of Engineers

Functions: Provides pre-incident and post-incident assessment; emergency response for infrastructure protection and emergency repair; infrastructure restoration; engineering services and construction management and emergency contracting for life-saving/sustaining services. Procuring potable water is a life-saving resource. The District may work with the U.S. Army Corps of Engineers for both immediate response actions to restore water facilities and for long term restoration of critical infrastructure.

National Response Framework ESF 4:
Firefighting

Coordinator: U.S. Forest Service

Functions: Coordinates and supports firefighting operations. Due to the District's extensive watershed land, water resources and wildland firefighting resources, the District may be working in support of this ESF during certain incidents.

National Response Framework ESF 6:
Mass Care, Emergency Assistance, Housing and Human Services

Coordinator: Federal Emergency Management Agency (FEMA)

Functions: Provides mass care, emergency assistance, disaster housing and human services. The District's capability and action planning to provide treated water services to retailers who in turn provide potable water to mass care facilities will impact FEMA plans for locating mass care shelters in the affected portion of the service area.

National Response Framework ESF 10:
Oil and Hazardous Materials Response

Coordinator: Environmental Protection Agency (EPA)

Functions: all appropriate actions to prepare for, respond to and recover from a threat to public health, welfare or the environment caused by actual or potential oil and hazardous material incidents. The EOC Environmental Compliance and Health and Safety Command Staff will interact with this ESF for the safety of District staff, our customers and the public during a major regional disaster.

The State of California has similarly identified 18 Emergency Functions (CA-ESFs). While similar to the Federal ESFs, the CA-ESFs are established to augment state operations during all four phases of emergency management.

Table 3 lists and defines each California Emergency Support Function (CA-ESF), identifies the lead State agency and identifies the Federal Emergency Support Functions (Federal ESF) with the closest similarities to the CA-ESFs.

TABLE 3: CA-ESF / FEDERAL-ESF CROSSWALK

CA-ESF Title	Definition	Lead Agency	Federal ESF
ESF 1 Transportation	Assists in the management of transportation systems and infrastructure during domestic threats or in response to incidents.	California Transportation Agency	ESF #1 – Transportation
ESF 2 Communications	Provide resources, support, and restoration of government emergency telecommunications, including voice and data.	California Governor's Office of Emergency Services	ESF #2 – Communications
ESF 3 Construction and Engineering	Organizes the capabilities and resources of the State government to facilitate the delivery of services, technical assistance, engineering expertise, construction management, and other support to local jurisdictions.	California Government Operations Agency	ESF #3 – Public Works and Engineering
ESF 4 Fire and Rescue	Monitors the status of fire mutual aid activities. Coordinates support activities related to the detection and suppression of urban, rural, and wildland fires and emergency incident scene rescue activities and provide personnel, equipment, and supplies to support local jurisdictions.	California Governor's Office of Emergency Services	ESF #4 – Firefighting
ESF 5 Management	Coordinates and resolves issues among the CA-ESFs in the four phases of emergency management to ensure consistency in the development and maintenance of the SEP annexes. During emergencies, serves in an advisory capacity to the EOC Director.	California Governor's Office of Emergency Services	ESF #5 – Emergency Management
ESF 6 Care and Shelter	Coordinates actions to assist responsible jurisdictions to meet the needs of victims displaced during an incident including food assistance, clothing, non-medical care and sheltering, family reunification, and victim recovery.	California Health and Human Services Agency	ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services
ESF 7 Resources	Coordinates plans and activities to locate, procure, and pre-position resources to support emergency operations.	California Government Operations Agency	ESF #7 – Logistics Management and Resource Support

CA-ESF Title	Definition	Lead Agency	Federal ESF
ESF 8 Public Health and Medical	Coordinates Public Health, Environmental Health, and Emergency Medical Services activities statewide in support of local jurisdiction resource needs for preparedness, response, recovery, and mitigation from emergencies and disasters.	California Health and Human Services Agency	ESF #8 – Public Health and Medical Services
ESF 9 Search and Rescue	This Emergency Support Function was merged into CA-ESF 4 Fire and Rescue for Urban Search and Rescue requests and CA-ESF 13 Law Enforcement for Wilderness Search and Rescue.	California Governor's Office of Emergency Services	ESF #9 – Search and Rescue
ESF 10 Hazardous Materials	Coordinates State resources and supports the responsible jurisdictions to prepare for, prevent, minimize, assess, mitigate, respond to, and recover from a threat to the public or environment by actual or potential hazardous materials releases, including oil spills.	California Environmental Protection Agency	ESF #10 – Oil and Hazardous Materials Response
ESF 11 Food and Agriculture	Supports the responsible jurisdiction and coordinates activities during and immediately following a disaster, impacting the agriculture and food industry, and supports the recovery of impacted industries and resources post disaster.	California Department of Food and Agriculture	ESF #11 – Agriculture and Natural Resources
ESF 12 Utilities	Provide resources and support to responsible jurisdictions and in partnership with the private sector to restore gas, electric, water, wastewater and telecommunications.	California Natural Resources Agency	ESF #12 – Energy
ESF 13 Law Enforcement	Coordinates State law enforcement personnel and equipment to support responsible law enforcement agencies, coroner activities, Wilderness Search and Rescue, and public safety in accordance with Law Enforcement and Coroner's Mutual Aid Plans.	California Governor's Office of Emergency Services	ESF #13 – Public Safety and Security
ESF 14 Recovery	Supports and enables economic recovery of communities and California from the long-term consequences of extraordinary emergencies and disasters.	California Governor's Office of Emergency Services	ESF #14 – Long-Term Community Recovery
ESF 15 Public Information	Supports the accurate, coordinated, timely, and accessible information to affected audiences, including governments, media, the private sector, and the local populace, including the special needs population.	California Governor's Office of Emergency Services	ESF #15 – External Affairs

CA-ESF Title	Definition	Lead Agency	Federal ESF
ESF 16 Evacuation	This Emergency Support Function was merged into CA-ESF 13 Law Enforcement in August 2013.	N/A	N/A
ESF 17 Volunteer and Donations Management	Supports responsible jurisdictions in ensuring the most efficient and effective use of affiliated and unaffiliated volunteers and organizations and monetary and in-kind donated resources to support incidents requiring a State response.	California Volunteers	N/A
ESF 18 Cybersecurity	Coordinates resources to prepare, mitigate, respond to, and recover from a significant cybersecurity event.	California Governor's Office of Emergency Services	N/A

3.5 MULTI-AGENCY COORDINATION

Multi-agency or inter-agency coordination is important for establishing priorities for response and allocating critical resources. Strategies for handling multi-agency response problems need to be developed while not compromising jurisdictional and agencies' objectives. The Santa Clara County Operational Area EOC can function as the Multi-Agency Coordination Center (MACC) for disasters or incidents and will facilitate liaisons from local, state and federal agencies as needed. Coordination with agencies not represented in the Operational Area EOC may be accomplished via various communications systems such as telephone, fax, two-way radio and/or computer networks.

3.5.1 Multi-Agency Coordination System (MACS)

Multi-agency coordination is a process that allows all levels of government and all disciplines to work together in responding to an emergency. Multi-agency coordination occurs across the jurisdictional lines, or across levels of government. The primary function of MACS is to coordinate activities above the field level and to prioritize the incident demands for scarce or competing resources. MACS consists of a combination of elements: personnel, procedures, protocols, business practices, and communications integrated into a common system.

3.5.2 Multi-Agency Coordination Groups (MAC Group)

Administrators/Executives, or their designees, who are authorized to represent or commit agency resources and funds are brought together to form MAC Groups. MAC Groups may be established at any level or in any discipline. Under SEMS, MAC Group activities are typically facilitated by EOCs. A MAC Group can:

- Commit agency resources and funds
- Provide coordinated decision making
- Allocate resources among cooperating agencies
- Establish priorities among incidents

- Harmonize agency policies
- Provide strategic guidance to support incident management activities

A MAC group may also be referred to as a multi-agency committee, emergency management committee, interagency policy group, or as otherwise defined by the MAC System.

3.5.3 Coyote Creek MAC Group

Members of the MAC agreement includes the District and the City of San Jose. The purpose of this MAC is to ensure communication and implementation of planned emergency actions between the agencies during threatened or actual flooding emergencies in Coyote Creek.

3.5.4 San Francisquito Creek MAC Group

Members of this MAC agreement includes the counties of Santa Clara and San Mateo, the cities of East Palo Alto, Palo Alto and Menlo Park. As well as the other agencies of Menlo Park Fire, San Francisquito Creek Joint Powers Authority, Stanford University and the District. The purpose of the MAC is to improve effectiveness of response activities, resource allocation, and to coordinate consistent warnings and information to the public during threatened or actual flood incidents in San Francisquito Creek.

3.5.5 Bay Area Water Multi-Agency Coordination System (Water MACS) Group

The District is a member of the Bay Area Water MACS Group. When activated the Bay Area Water MACS Group may position Liaison Officers at the Operational Area, Region and State EOCs. Member agencies maintain a cadre of Liaison Officers who are “credentialed” to staff a “Water Desk” as needed in an OA EOC, Regional Operations Center (REOC) or the State Operations Center (SOC) Utility Desk under CUEA (see below).

3.5.6 California Utilities Emergency Association (CUEA)

The District is a member of California Utilities Emergency Association (CUEA). CUEA serves as a point-of-contact for critical infrastructure utilities and the California Office of Emergency Services (Cal OES) and other Governmental Agencies before, during and after an incident to:

- Provide structure for communication/coordination between governmental organizations and the Utility industry.
- Provide a strategic point of insight on state disaster policies.
- Provide emergency operations support to ensure preservation of lives and property.

3.6 MUTUAL AID AND MUTUAL ASSISTANCE

Requests for mutual aid/assistance outside of emergencies are not covered in the EOP.

For the purposes of this EOP, mutual assistance and mutual aid are two distinct, but related concepts.

Mutual aid is one government entity lending assistance (personnel, materials, supplies, equipment) across jurisdictional boundaries to another government entity in an emergency with no expectation for reimbursement. The state and federal government are the prime providers of mutual aid to the District. State government is obligated to provide available resources to assist local jurisdictions in emergencies. There are cases where individual Mutual Aid agreements are created between government and non-government entities to provide resources that do not incur costs.

Mutual assistance is the provision of resources to another entity in an emergency through established agreements with the expectation of reimbursement for the costs associated with that assistance. The District may enter into agreements to provide and receive mutual assistance. In both instances, the primary objective is to facilitate rapid, short-term deployment of emergency support.

There are several agreements and means in which the District can provide and receive resources and support in an emergency. Among these are:

- California Water/Wastewater Agency Response Network (CalWARN)
- California Disaster and Civil Defense Master Mutual Aid Agreement (MMAA)
- Emergency Management Mutual Aid (EMMA)
- California Mutual Aid Laboratory Network (CAMAL Net)
- Emergency Management Assistance Compact (EMAC)
- Federal Mutual Aid

State agencies may provide personnel, equipment and other available resources to assist political subdivisions during a local emergency in accordance with mutual aid/assistance agreements or at the direction of the Governor.

A CESA emergency proclamation/declaration can make the District eligible to receive mutual aid under the California Master Mutual Aid Agreement.

3.6.1 California Water Agency Response Network (CalWARN)

When a water system is damaged, response and recovery resources from other water systems may be available for assistance. The District is a member of the “Coastal Region II” of CalWARN. CalWARN will deploy mutual assistance (personnel, materials, equipment) to agencies throughout the state. Members include both public and private sector water utility companies. This mutual assistance program is consistent with other statewide mutual aid programs, SEMS and NIMS. The WARN concept has been adopted by almost every state in the Nation, and is recognized by AWWA as a method to enhance local capabilities to prepare for and respond to a broad range of threats, both natural and man-made (“Utilities Helping Utilities: An Action Plan for Mutual Aid and Assistance Networks for Water and Wastewater Utilities”).

3.6.2 California Mutual Aid Laboratory Network (CAMAL Net)

Patterned after the “WARN systems” a consortium of state, federal and local public water utility laboratories have been working together since 2002, to develop sampling and testing protocols, screening methods, and to provide surge capacity in the event of a high priority water quality incident (e.g., major water contamination). The group has also developed an Emergency Water Quality Sampling Kit (EWQSK) in the event the contaminant is unknown. Members include the USEPA Region 9 Laboratory, California Department of Water Resources Laboratory, the

California Department of Public Health Sanitation and Radiation Laboratory, and 13 public water system drinking water laboratories including the Santa Clara Valley Water District, Alameda County Water District, Contra Costa Water District, EBMUD, San Francisco Public Utilities Commission (PUC), and Alameda County Zone 7.

3.6.3 Intrastate Mutual Aid System

Mutual aid through SEMS begins at the state level where a formal structure exists for requesting and sending mutual aid/assistance. The state's Cal OES organizes the state into three (3) administrative regions and six (6) mutual aid regions. The District's service area is in the Coastal Administrative Region and Mutual Aid Region II. The fundamental concept for mutual aid requests is for each level of SEMS (the District is the local level) to use its available resources before requesting aid from the next higher level (Operational Area – Santa Clara County). The process for requests begins with the District sending a mutual aid request to the Operational Area (SCCOES) EOC. There does not have to be a declared District emergency to request mutual aid.

3.6.4 Interstate Mutual Aid/Assistance System

The State of California benefits from its size in that it can often provide mutual aid from within its own boundaries and assets. However, every state's governor has within their powers the formal authority to request aid and assistance from other states. California has a history of both asking for and receiving mutual aid through this mechanism. Nevada and Oregon both have large water utilities which could provide mutual assistance in an emergency response.

3.6.5 Federal Mutual Aid

Only a state's governor can request mutual aid from the federal government. In order to make and fulfill the request, there are multiple steps required. Consequently, the federal mutual aid process is a complex, bureaucratic process that is subject to politics.

The federal response is either in direct mutual aid during the emergency response or it is in the form of public assistance during recovery and mitigation phases of a disaster. The current joint state and federal government plan for a major Bay Area earthquake has significant federal mutual aid arriving 14 days after the earthquake.

3.6.6 Requests to the District to Provide Mutual Aid

During emergencies of any size or type, the District may be called upon to respond to requests for mutual aid/assistance from other water agencies, cities and operational areas (counties), and the state.

Requests for aid/assistance during emergencies will flow through the emergency communication system to reach the EOC Director. The EOC Director will make all determinations for mutual aid based upon current situational status, projections for upcoming operational periods and from recommendations by the EOC Section Coordinators and General Staff. Once a decision is made, it will be documented in the staff logs and if approved, in the next Action Plan.

If providing mutual aid/assistance would put the District at risk or impact its own operations, the District is not obligated to fulfill the request.

3.7 RESOURCE MANAGEMENT AND ORDERING

The following status conditions and procedures are used for maintaining an up-to-date and accurate picture of resource status.

Assigned: Resources that are checked in and are cleared to work on an incident.

Available: Personnel, teams, equipment, or facilities that are ready for immediate assignment.

Out of Service: Assigned resources that are unable to function for mechanical, personal, or health reasons. (may be temporary)

Usually, incidents have an initial commitment of resources assigned. As incidents grow in size and/or complexity, more tactical resources may be required and the IC may need to augment existing resources with additional personnel, equipment and supplies. On smaller incidents, where primarily one workgroup is involved, resources are ordered at the incident and approved by the IC until the EOC specifies the EOC (e.g., Logistics) will be managing orders in a single-point ordering system. The EOC may use single-point ordering for one commodity or all resources.

Depending on the scale of the emergency, limited resources may need to be coordinated through the OA EOC. The EOC Responder Handbook outlines the OA resource ordering process. All resource requests must include the following information:

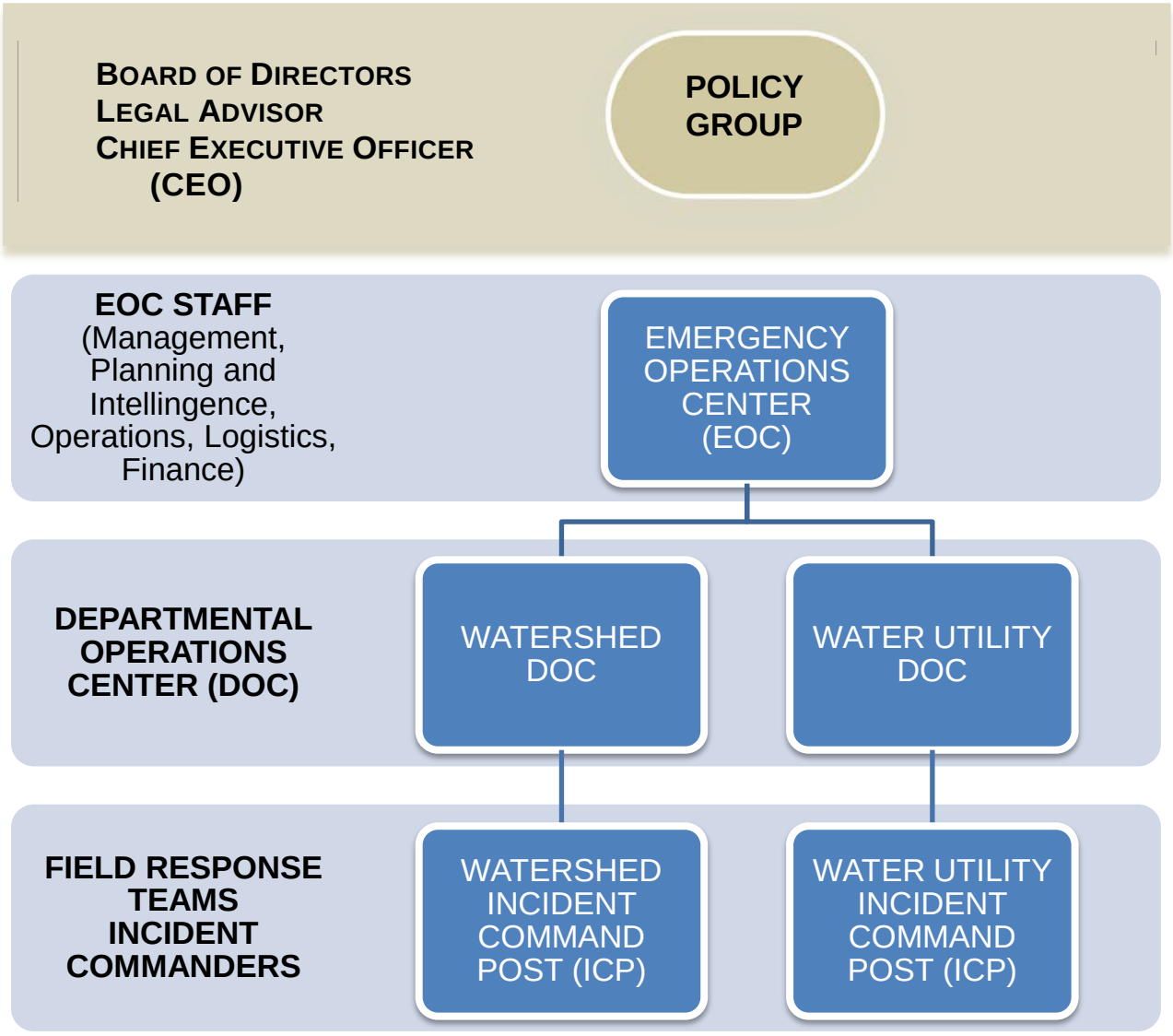
- Clear description of the current situation
- Description of the requested resources
- The type or nature of the service the resource will provide
- Delivery location with a common map reference
- Local contact at delivery location with primary and secondary means of contact
- Name of the requesting agency and/or District contact person
- Indicate time frame needed and an estimate of duration
- Indicate if logistical support is required (e.g., food, shelter, fuel and reasonable maintenance)

CHAPTER 4. EMERGENCY RESPONSE ORGANIZATION

The organizational structure of the District changes once the EOC/Emergency Response Organization is activated due to emergency conditions. The Emergency Response Organization is scalable and flexible so that the actual organization employed for an emergency will be based upon the particular response and recovery situation requirements as they evolve over time. Those portions of the District's normal organization not activated will run in parallel to the Emergency Response Organization depending on the extent of the emergency.

The overall District Emergency Response Organization structure is outlined in **Diagram 1**.

Diagram 1: SCVWD Emergency Response Organization



4.1 LEVELS OF STRUCTURE AND RESPONSIBILITIES

The District's Emergency Response Organization structure is based on NIMS and SEMS guidance and operates using three key aspects of the incident command system:

1. **Structure**. The basic EOC staff structure uses the five functions of ICS in SEMS: Management, Operations, Planning, Logistics and Finance. Management staff includes the EOC Director and officers. Section Coordinators manage the EOC Sections and associated General Staff. The SEMS concepts and ICS functions used by EOC staff are also used by Emergency Response Teams' Incident Commanders in the field, to provide tactical response operations from Field Incident Command Posts.

2. **Action Planning**. The EOC staff uses the ICS Planning "P" process to support development of an EOC Action Plan which contains overall prioritized response objectives and supporting activities for a designated operational period.

   A detailed explanation the "Planning P" and how each step supports the development of the Action Plan is outlined in the EOC Responder Handbook.

3. **Terminology.** The EOC uses ICS terminology for safety and clarity of communication.

There are four basic levels that comprise the District's Emergency Response Organization:

POLICY GROUP - The Policy Group is comprised of the Board of Directors, Legal Advisor and CEO who are responsible for setting and reviewing policy, communicating with other elected officials and constituents, and providing general guidance to the organization.

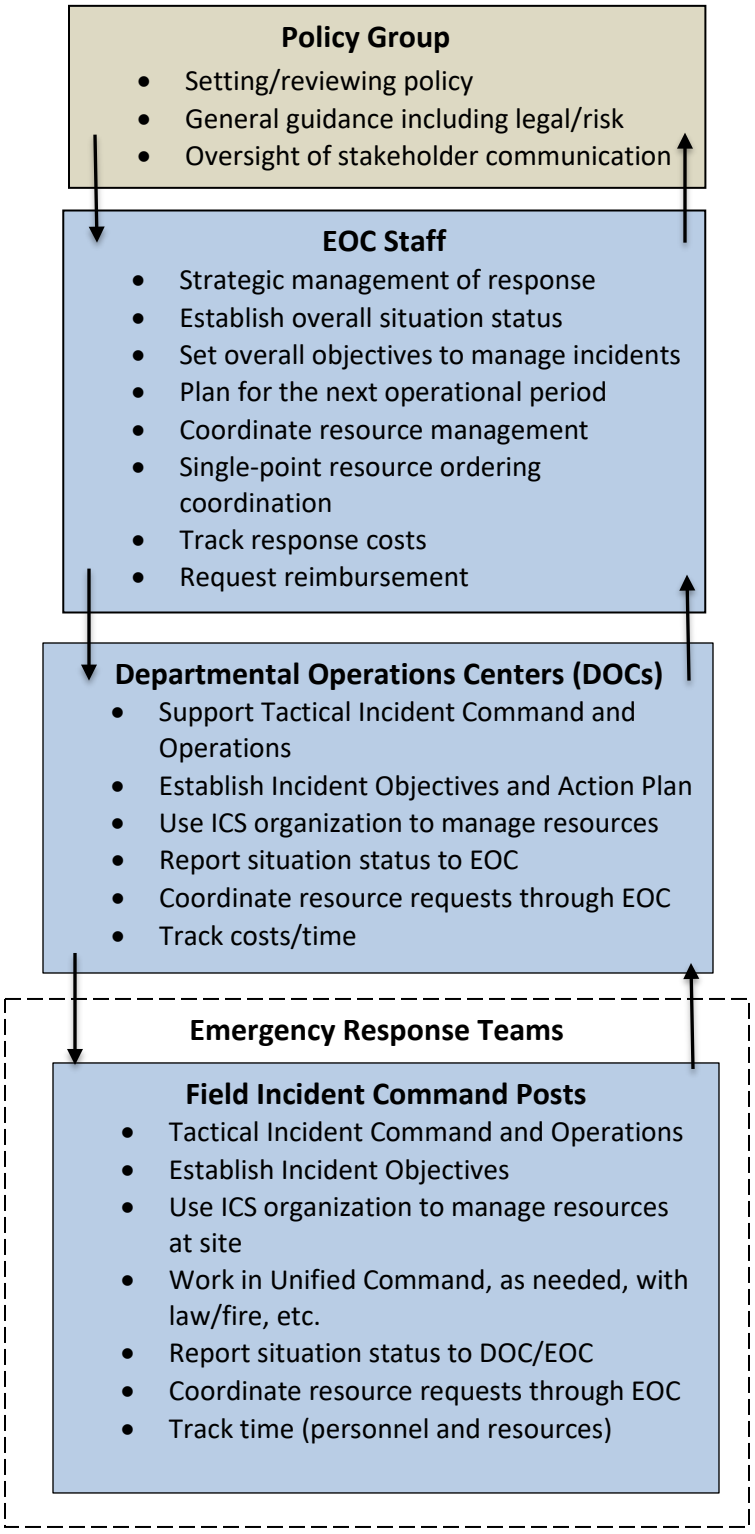
EOC STAFF (Management and General Staff)—provides strategic planning and direction of the District's response primarily from the Emergency Operations Center.

DEPARTMENTAL OPERATIONS CENTERS (DOCs) - Coordinate District assets and activities in support of incident management and response for the respective division (Watershed and/or Water Utility). DOCs communicate with other organizations and the District EOC.

EMERGENCY RESPONSE TEAMS—the individuals and groups that command and support the incident objectives in the field. Emergency Response Teams are comprised of individuals and other resources that have specific skills and capabilities for field response. As part of the Emergency Response Team, the Field Incident Command Post is the physical location of the tactical-level, on-scene incident command organization; and is located as close to the incident as it can be in order to maintain safety while managing the incident response.

The general responsibilities for each level in the Emergency Response Organization are depicted in **Diagram 2.**

Diagram 2: Emergency Response Organization Levels of Responsibility



CHAPTER 5. EMERGENCY OPERATIONS CENTER

The District EOC provides a centralized location where emergency management coordination and decision making can be supported during a critical incident, major emergency or disaster. The EOC facility and equipment are maintained and used regularly by the Emergency Services and Security Unit staff. When activated, the EOC supports emergency/disaster response by managing resources and information, as well as coordinating actions and activities with internal DOCs and with other local EOCs and the County/Operational Area EOC.

5.1 PRIMARY AND ALTERNATE EOC LOCATIONS

The primary EOC for the Santa Clara Valley Water District is located at the Almaden Campus Administration Building, 5750 Almaden Expressway, San Jose, CA.

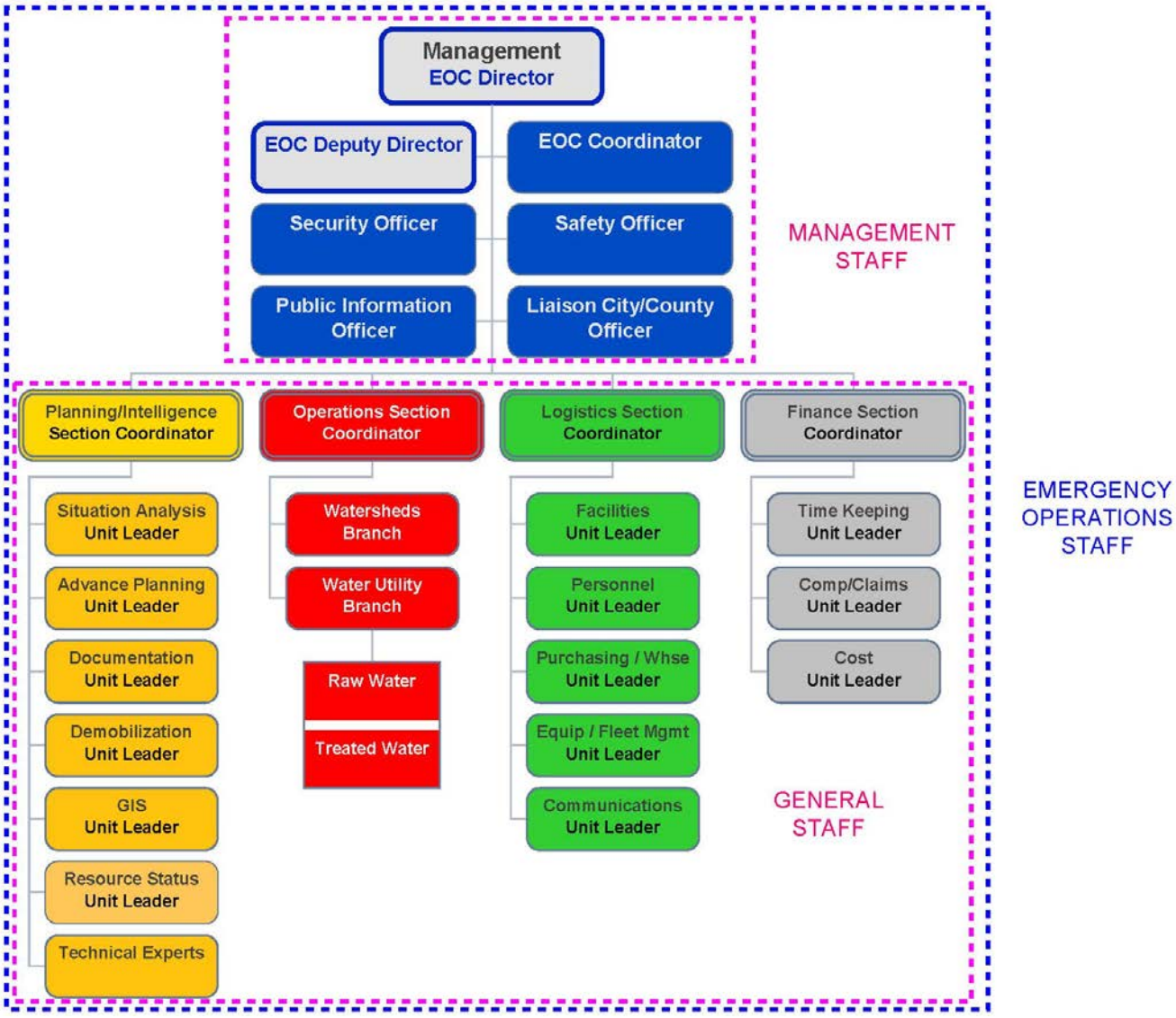
If the primary EOC is threatened, inoperable or inaccessible, an alternate EOC is located at the Blossom Hill Annex (BHA) Evergreen Room, 1020 Blossom Hill Road, San Jose, CA.

5.2 EOC ORGANIZATIONAL STRUCTURE

The District Emergency Operations Center is organized by the five major functional areas outlined in SEMS (Management, Planning, Operations, Logistics and Finance).

The District EOC structure is outlined in **Diagram 3** below.

Diagram 3: SCVWD EOC Organizational Chart



5.3 POSITION DESCRIPTIONS AND RESPONSIBILITIES

When activated for an incident, crisis, or disaster incident, the EOC is staffed by a variety of subject-matter experts and core management staff that assume leadership or coordination roles.

EOC staffing is based upon an individual's expertise, job title and appointment by management.

The EOC Management staff is assigned directly to support the District-wide responsibilities of the EOC Director. They are responsible for key functions that are not part of the EOC General Staff. The EOC Management Staff consists of the following: Safety Officer, Liaison City/County Officer, Security Officer, Public Information Officer, Deputy EOC Director and EOC Coordinator.

The EOC General Staff is managed by the Planning and Intelligence, Operations, Logistics and Finance Section Coordinators who are responsible for their respective sections. The EOC General staff's structure is standardized to be responsible for the functional requirements of incident command, as well as flexible to account for an incident's response and recovery requirements. EOC Section Coordinators are in charge of maintaining their sections through coaching, training and mentoring EOC members to maintain a fully staffed and trained section. The Section Coordinators of the General Staff report directly to the EOC Director.

Specific descriptions, roles and responsibilities for the EOC staff section positions are outlined in the EOC Responder Handbook.

Responsibilities for the Policy Group and EOC Director are highlighted below:

Policy Group—The Policy Group (Board of Directors, Legal Advisor and Chief Executive Officer) sets policy and provides general guidance primarily outside of the Emergency Operations Center.

Board of Directors

The responsibilities of the Board of Directors or successor in emergency preparedness, response, and recovery are to:

- Establish a legal authority and policy from which the District may operate in times of an emergency
- Ratify any District emergency declaration, pass emergency resolutions, and assist as appropriate in the response and recovery from a disaster
- Receive briefings on damage, employee injuries, response objectives, response status, mutual aid requests, and public information
- Meet with community organizations, individual customers and businesses as needed to provide information on the District's response
- Notify the CEO or Public Information Officer when contacted by the media
- Work with the CEO to activate succession plans and alternative work location plans, as necessary

CEO

The duties of the CEO or successor are as follows:

- Consult with the Emergency Operations Director (EOC Director) in the decision to declare a District emergency
- Provide summary-reports to the Board of Directors for all expenditures made and contracts executed in response to an emergency
- Confer with the EOC Director on a regular basis about progress related to the emergency

- Activate succession plans and alternative work location plans, as necessary

- Ensure the Public Information Officer is aware of Board contact with media

Legal Advisor

The Legal Advisor is the District's General Counsel or a designated representative. The Legal Advisor will be engaged during the initial activation and early operational period to provide legal and risk guidance. The Legal Advisor's responsibilities include:

- Be familiar with laws and regulations related to emergency response and management. Be sure they are noted in this plan and properly referenced during emergencies

- Determine potential District liability as a result of the disaster and recommend risk avoidance measures as appropriate to the disaster conditions

- Be familiar with the emergency powers, authorities, and responsibilities of the CEO and EOC Director

- Provide legal guidance to the Board of Directors, CEO and EOC Director on emergency response actions and policy decisions made during the response

- Assist EOC Director and Staff with preparation and review of proclamations, emergency ordinances, contracts and other legal documents related to emergency incidents

- Assist the EOC Director to assure that decisions are within the legal authority of the District

EOC Director

The EOC Director is the senior operational authority managing the coordination and support of the District's incident response. The EOC Director is a District Chief Operating Officer, Chief of External Affairs, District CEO, or designated alternate and is supported by members of the EOC Management and General staff.

The EOC Director responsibilities include:

- Manage and coordinate all emergency operations within the district

- Establish incident response and recovery priorities for each operational period

- Ensure that Multi-Agency/Inter-Agency Coordination is accomplished effectively within the EOC and with stakeholders

- Ensure that Action Plans are created and implemented

- Establish the appropriate staffing level for the EOC and continuously monitor organizational effectiveness, ensuring that appropriate modifications occur as required

- Request mutual aid assistance

- Provide a liaison with nearby jurisdictions and appropriate State and Federal agencies

5.4 EOC ACTIVATION AUTHORITY

The EOC may be activated at the direction of the CEO, Chief Operating Officer, Chief of External Affairs or designated alternate.

5.5 EOC ACTIVATION

The EOC can be used for coordination and monitoring activities at any time without the need for a formal activation ("standby state"). Generally, activation of this plan and the EOC is required in emergencies that exceed the District's resources or any obvious emergency, pre-incident warning or alert which has the potential to impact District services or critical infrastructure, or threaten life safety.

EOC activation can be considered when a situation meets any one or more of the following criteria:

- A field Incident Commander requests activation

- A mutual aid/assistance request is received or an agency with which the District has a mutual aid/assistance agreement has declared an emergency and the District's services may be required to manage the response

- A regional incident (e.g., earthquake or civil unrest) or threat of national significance (e.g., imminent threat alert from the National Terrorism Advisory System) has impacted or potentially will impact District operations, employee safety or District infrastructure in multiple areas

- A city, the county, the state or the federal government has proclaimed/declared an emergency and a District response may be necessary

- Resources beyond the current capacity of the District are required to stabilize an incident, determine the extent of damage or formulate an action plan

- A credible threat or significant contamination of the water system has occurred

- Significant damage to District infrastructure has occurred due to natural or human caused incidents

- There is potential for significant media or public exposure and coordination of public information is required

- The incident has triggered a hazard-specific response plan annex

5.6 EOC ACTIVATION LEVELS

EOC activation levels are scalable based on the nature of the incident and the evolving needs of the District. Activation and staffing levels are established by the EOC Director.

Department Operation Centers (DOCs) for Watershed and/or Water Utility may be established as required to support field operations and coordinate other functions within the respective divisions.

Incidents should be managed at the lowest level in the organization that can control the situation with available resources. It is common for incidents to start and end at the field level. It is always preferable to activate the next level up in the Emergency Response Organization earlier rather than later, because it is easier to scale back a response than to ramp one up. It is not necessary that each level be completely overwhelmed or exhausted prior to activating the next level.

This plan follows the NIMS and SEMS three levels of activation, which are phased and outlined in **Table 2** below.

Table 2: EOC Activation Levels

Level	Situation	Actions	Staffing (minimum)
STANDBY	A government agency has declared an emergency and a District response may be necessary Severe Weather Watch or other potential threat based on current reservoir and creek levels.	EOC is **NOT** Activated Monitoring by OES staff EOC is configured All systems ready for activation	District OES staff only
3 **Monitoring**	Mutual aid request is received District response may require emergency proclamation Potential for significant media or public inquiry Severe Weather Advisory or other potential threat based on current reservoir and creek levels. Hazardous Material Spill (minor) Tsunami Warning	Situation Analysis Public Information Response Coordination Resource Coordination Multi-agency Coordination	EOC Director EOC Coordinator PIO Plans & Intel Coordinator Situation Analysis Unit Operations Coordinator Logistics Coordinator
2 **Partial**	Incident can no longer be managed with day to day resources Severe Weather Warning or other potential threat based on current reservoir and creek levels. Significant incidents involving two or more large incidents Earthquake with substantial damage reported Extended utility outage Dam damage/failure (minor) Potential for violence/terrorism Hazardous Material Spill (Major) Wildfire affecting district property Public health emergency	Situation Analysis Public Information Response Coordination Resource Coordination Logistical support Multi-agency Coordination Prepare for sustained disaster operations	EOC Director EOC Coordinator PIO Plans & Intel Coordinator Situation Analysis Unit Operations Coordinator Logistics Coordinator Finance & Admin Coordinator

Level	Situation	Actions	Staffing (minimum)
1 **Full**	Major city or regional emergency – multiple areas with significant resource involvement Earthquake with severe damage Dam damage/failure (major) Major wildland fire threatening District property / threatening structures Significant terrorist/security incident, biological or other Severe Public health emergency (pandemic)	Situation Analysis Public Information Response Coordination Resource Coordination Logistical support Multi-agency Coordination Sustained disaster operations Recovery operations Emergency proclamation	All EOC positions Liaison/agency reps in EOC

5.7 KEY RESPONSE FUNCTIONS

The District's initial response activities are primarily performed at the field response level. Emphasis is placed on minimizing the effects of the emergency incident or disaster.

Examples of District response actions include but are not limited to:

- Conducting safety assessments of buildings, facilities, and infrastructure
- Conducting initial damage assessments and surveys
- Inspecting critical facilities and equipment, including testing warning and communications systems
- Briefing key officials or employees of the District on the situation
- Increasing public information efforts
- Performing emergency debris clearance
- Coordinating with emergency management agencies who are responsible for threatened elements of the population
- Coordinating with local, state, and federal agencies
- Mobilizing personnel and pre-positioning resources and equipment
- Resource management and maintenance (e.g. ensuring adequate fuel supplies during use)
- Developing and implementing Action Plans

- Assessing need for mutual aid assistance
- Submitting resource requests through the Operational Area

5.8 OPERATIONAL RESPONSE AND RECOVERY TRANSITION

Following the initial response to an emergency, the recovery phase will begin as operations and business functions are recovered. The relationship between response and recovery is not a linear process nor are response and recovery mutually exclusive. In fact, recovery activities can occur during times of response and response activities can occur during times of recovery. Also, many response and recovery activities can occur simultaneously.

5.9 DEMOBILIZATION/DEACTIVATION

The determination of when to transition responsibilities from the EOC back to normal Business Unit operations is a process that will vary from incident to incident. Deactivation of the EOC will be scaled based on the decreasing needs of the District and appropriate EOC functions and roles will be demobilized as the situation permits.

Local Unified Commands, in coordination with the EOC, are responsible for demobilizing based on their assessment of the situation. The Operations Section is responsible for preparing the demobilization plan early in the incident and to ensure resources are released effectively to ensure safety and cost efficiency. As the EOC is demobilized, all documentation pertaining to the incident is gathered. The response is evaluated as a learning tool for future incidents.

CHAPTER 6. EMERGENCYINFORMATION, COMMUNICATION AND MANAGEMENT

Accurate and timely information is critical during emergencies. Communication systems are crucial to transmitting information, coordinating efforts and making decisions necessary for a rapid response which can increase (or decrease) an organization's credibility with the public, customers and other agencies. Additionally, information is essential for cost recovery documentation, after-action analysis and evaluation.

The EOC is responsible for defining the "critical elements of information" necessary to support response and maintain the common operating picture; and must have a process to acquire data, produce information for decision making, transmit the decision and direction (Action Plan) and monitor operations.

6.1 EMERGENCY INFORMATION SYSTEM OBJECTIVES

The District's goal is to coordinate, integrate and synchronize the Action Plan (AP) to support successful and safe emergency response activities. The following objectives support decision making and emergency response activities:

- Provide the EOC with reliable communication within the District Emergency Response Organization

- Produce timely and accurate situation status information necessary to form a common operating picture

- Create actionable intelligence for the emergency operations staff to determine and coordinate response strategies

- Support the integration of decisions and actions between the EOC Director and the Incident Commanders

- Synchronize response and recovery operations both internally within the District EOC and externally between all levels of jurisdictional agencies and EOCs

- Record key information that may be useful in the response or after the incident is over

6.2 EMERGENCY INFORMATION MANAGEMENT

6.2.1 Common Terminology

The ability of the District Emergency Response Organization to work internally and externally in multi-agency or multi-jurisdictional response actions safely depends on the ability of all organizations to communicate with each other. NIMS and SEMS define specific terminology that can be used to reduce confusion when communicating.

6.2.2 Common Operating Picture

A common operating picture is established and maintained by gathering, collating, synthesizing, and disseminating incident information to all appropriate parties. Achieving a common operating picture allows personnel in the field and off-scene, such as those at the Emergency Operations Center (EOC), to have the same information about the incident, including the availability and location of resources and the status of assistance requests.

The common operating picture:

1. Allows incident managers at all levels within the organization to make effective, consistent decisions in a timely manner.

2. Helps ensure consistency at all levels of incident management across jurisdictions, as well as between various engaged governmental jurisdictions.

6.2.3 Types and Sources

Information exchanged in an emergency can be categorized into six basic types: Alerts/Warnings, Assessment Reports, Resource Requests, Plans, Commands and Briefings. Some communications will span more than one type (e.g. a shelter-in-place is an alert and a command).

Sources of information in an emergency can involve many stakeholders and can include internal and external sources such as the District's Emergency Operations Center, employees, etc. External entities can include the Federal Emergency Management Agency (FEMA), California Office of Emergency Services (Cal OES), other water agencies, retailers, the public, etc. The

District communication systems are flexible, scalable and reliable to support the information flow between these many entities.

6.3 DISTRICT COMMUNICATIONS SYSTEMS

The District's EOC is equipped with multiple redundant communication modalities which allow the sharing of situational awareness, resource status, and raw intelligence and data. The communication capabilities are routinely reviewed and updated as technology advances. Current communication resources in the EOC include, but are not limited to:

- Land-line based phones
- Cell phones
- EOC Telephones
- Satellite phones
- Pagers
- Government Emergency Telephone System (GETS) & Wireless Priority Service (WPS)
- Teleconferencing System (AT&T)
- Email System
- Emergency Notification System (Blackboard Connect)
- Industrial Control System (SCADA)
- District external website
- District intranet webpage
- Fax Machines
- Messenger and Courier Service
- EOC Television and Projector Systems
- Silicon Valley Interoperability Radio Authority (SVIRA) ECOMM phone
- Internet enabled computers and Tablet devices
- Radio Systems
    - ARES/BACES amateur radio
    - Low band frequencies (EOC to EOC radios)
    - 800 MHz radio system

Additionally, the District utilizes supervisory control and data acquisition (SCADA) and other telemetry systems, security cameras and an access and control monitoring system (ACAMS) which are used to monitor and detect issues at District facilities throughout the county. In an emergency or disaster, a mix of communications and other technologies will be used to manage the incident. It is likely that a severe disaster will disrupt cellular telephone networks, landline telephone system and internet communications. Thus, all EOC responders and District personnel should understand and know how to operate secondary communication devices, such as two-way radios, satellite telephones, pagers, etc., to ensure operational capability is maintained. The District has various means to notify, recall and mobilize staff (including those off-duty) and communicate and coordinate with such staff and other government and non-government partners. The District also has access to alternate systems at the District EOC and/or provided through the Santa Clara County EOC.

6.4 HAZARD INTELLIGENCE INFORMATION GATHERING

Gathering intelligence before and during a response is critical to minimizing the impact of an incident and providing an effective response.

Table 4 below lists the normal agencies and systems the District uses to receive and send intelligence. The agencies are broken down into two categories, agencies that provide security intelligence and those that provide information on natural threats.

Table 4: Intelligence Points of Contact and Systems

Name	Security Threats	Natural Threats
1. Homeland Security Information Network (HSIN)	X	
2. Water Information Sharing and Analysis Center (Water ISAC)	X	
3. Northern California Regional Intelligence Center (NCRIC)	X	
4. Sacramento Regional Threat Assessment Center/Central California Intelligence Center (CCIC)	X	
5. National Oceanic and Atmospheric Administration (NOAA)	X	X
6. CA NV River Forecast Center (CNRFC)		X
7. U.S. Geological Survey (USGS)		X
8. California Office of Emergency Services (Cal OES) State Operations Center	X	X
9. Emergency Alert System (EAS)	X	X
10. Wireless Emergency Alerts (WEA)	X	X
11. California Utilities Emergency Association (CUEA)	X	X
12. Bay Area Emergency & Security Information Collaborative (BAESIC)	X	
13. Nixle	X	X
14. California Resiliency Alliance (CRA)		X
15. California Health Alert Network (CAHAN)	X	X

6.5 JOINT INFORMATION SYSTEM AND JOINT INFORMATION CENTER

During a large-scale crisis, the Joint Information System (JIS) and its supporting tool, the Joint Information Center (JIC), provide a structure for developing and delivering coordinated information and consistent messaging across multiple jurisdictions and/or disciplines with nongovernmental organizations and the private sector; and controlling rumors and inaccurate information. The JIS is key to facilitating information flow to all persons who need it including the public, decision makers, response agencies, internal staff and the media.

A Joint Information Center may be established at various levels of government, at incident sites or can be components of federal, state, regional or local Multiagency Coordination Groups (MAC Groups). Typically, an incident-specific JIC is established at a single, on-scene location in coordination with federal, state and local agencies (depending on the requirements of the incident).

JIC's are staffed with Public Information Representatives from the responding agencies, who will coordinate as a team to:

- Gather, verify and produce information for dissemination to the media and public (such as news releases, background information, fact sheets, public service announcements, briefings and news conference materials)

- Respond to media questions and requests
- Schedule media releases, briefings, news conferences, interviews, public service announcements, etc.
- Arrange for media interviews and tours
- Assign Agency Representatives (AREPs) to coordinate information from their agency with other team members before it is released to the public

Informational releases are cleared through the Incident Commander (IC)/Unified Command and/or the EOC/MAC Group.

The District's Joint Information System team may be comprised of:

- Members of the Public Information Section in the EOC
- PIOs in the field
- EOC Liaison Officers deployed to other agency EOCs

6.6 EOC COMMUNICATION AND COORDINATION

The EOC has the capability to communicate and coordinate with a broad array of internal (field personnel, incident commanders, DOCs) and external stakeholders (response partners, critical infrastructure and key resource partners, outside agencies).

6.7 NOTIFICATION AND MOBILIZATION

The District has a responsibility to inform its employees and notify appropriate outside agencies when there is an emergency impacting the District. When necessary, the District will notify needed emergency response personnel using available communication systems (information technology systems, two-way radios, etc.) and in accordance with applicable response plans (e.g., Anderson Dam Emergency Action Plan).

6.8 INTERNAL COMMUNICATIONS AND COORDINATION

The District Emergency Notification System (DENS) is the standard communication system used to inform District employees of the activation of the Emergency Operations Center. DENS is a web based system that allows the ability to send personalized voice, email and text/SMS messages to groups in minutes.

Employees may be designated to respond to an alternative work location in an emergency or business interruption. If employees have not been assigned an alternate reporting location, they are expected to stay in a safe location, report their current situation and stand-by to receive the first District Emergency Notification System (DENS) message from the District or their chain of command. The DENS and/or Disaster Service Worker (DSW) Hotline may be used to notify employees where and when to report, assigned shifts and to provide information on District operating status.

Coordination with field elements from the EOC may be coordinated through relevant DOCs or directly with an Incident Commander.

6.9 EMPLOYEE SELF DEPLOYMENT AND REPORTING GUIDANCE

In certain situations, (e.g., significant earthquake during off hours), District employees may self-deploy or self-activate to begin response prior to a formal activation of the emergency response organization. Some Departments such as Dam Safety and Plant/Pipeline Maintenance and Operations have created specific criteria to guide employee actions.

Employees can assess the level of impact to the District from an incident and determine if self-deployment and/or reporting to their supervisor is warranted using the following systems:

- Listen to local news on the television or radio (KCBS AM 740, KNBR AM 680 or KGO AM 810)
- Subscribe to the USGS Earthquake Notification Service https://earthquake.usgs.gov/ens
- Go to the USGS website http://earthquake.usgs.gov/earthquakes/map/
- Call their supervisor
- Call the DSW Hotline to hear District status updates and to report their status 1-888-439-6624
- Receive information from District's Emergency Notification System (DENS) or District Website

6.10 EXTERNAL COMMUNICATIONS AND COORDINATION

Whenever the EOC is activated, notification to the Santa Clara County EOC, will be made by the District EOC. Notifications to other outside agencies that may have jurisdictional response are also considered. A potential list of those agencies includes:

- Involved City
- Region or State EOCs
- California Utilities Emergency Association
- Mutual assistance agencies (e.g., WARN)
- Other relevant groups (San Francisco Bay Area Water Multi Agency Coordinating Charter or Bay Area Emergency Security Information Collaborative)
- Agencies required by regulation or law (e.g. Cal/OSHA, State Water Resources Control Board Division of Drinking Water, Regional Water Quality Control Board, etc.)
- Northern California Regional Intelligence Center (for crime and terrorism)
- Water Retailers

Which agencies are notified will be controlled by either the District business organization with designated responsibility (e.g. the Environmental, Health and Safety Unit for occupational safety or environmental compliance) or by the EOC Director.

6.11 OPERATIONAL AREA AND STATE COMMUNICATIONS RESOURCES

6.11.1 WebEOC

The District utilizes the emergency management information system WebEOC as a resource ordering tool and for sharing information within the Operational Area and to the State. WebEOC status boards track emergency activities and shares real time information with the OA EOC and among the cities, towns and other agencies within the OA which allows for a coordinated status of resources available to the emergency managers.

6.12 PUBLIC INFORMATION

Effective communication with the public is a key element of this plan. District personnel have been instructed to direct all media questions and information requests related to an emergency situation to the District's Public Information Officer (PIO). The PIO is the official spokesperson for the District and is authorized to speak directly to public media representatives. In addition, the PIO may work in conjunction with other local jurisdiction PIOs in the Joint Information Command Center (JIC) to coordinate release of information to the public.
Public notification should take place according to existing guidelines. For incidents that fall outside existing guidelines, the EOC Director and the PIO should coordinate public notification through the Santa Clara County OES.

The District's Crisis Communication Plan (CCP) addresses roles, responsibilities and authorities for creating, approving and disseminating external and internal messages to customers, the public, media and employees.

Various systems for dissemination warning and emergency information to the public are described below:

6.12.1 Emergency Alert System (EAS)

The District may receive EAS alerts. Utilized by the County OA EOC and cities, the Emergency Alert System is a public warning system that may be used by federal, State and local authorities to provide emergency information and notification to citizens. The system allows use of existing media (radio, television) resources to communicate to residents in the event of a widespread emergency situation. The county's primary radio station is KCBS (740 AM); KSJO (92.3 FM) serves as the county's backup radio station.

6.12.2 Alert SCC

Alert SCC is a county-wide community alert and notification system. This system provides critical information and instructions to subscribers using registered cell phones, emails or landline phones though a reverse 911 function. Registration can be completed at www.AlertSCC.org

6.12.3 Integrated Public Alert and Warning System (IPAWS)

The Integrated Public Alert and Warning System (IPAWS) is a modernization and integration of the nation's alert and warning infrastructure. IPAWS provides public safety officials with an effective way to alert and warn the public about serious emergencies using the Emergency Alert System (EAS), Wireless Emergency Alerts (WEA), the National Oceanic and Atmospheric Administration (NOAA) Weather Radio and other public alerting systems from a single interface. Activation may be requested through the Santa Clara County Operational Area EOC.

6.12.4 Automated Local Evaluation in Real Time (ALERT) and Geostationary Operational Environmental Satellite (GOES)

ALERT and GOES are both NOAA cooperative radio telemetry network programs. ALERT is supported by both the National Weather Service(NWS) and the California-Nevada River Forecast Center (CNRFC), while GOES is supported by the National Environmental Satellite Data and Information Service (NESDIS). The District began ALERT system installation in 1983 and GOES in 2014. Both radio data systems currently include 46 rain gauges, 73 stream flow gauges and 10 reservoir gauges.

As part of the ALERT/GOES programs, a local agency installs, operates, maintains and monitors incident-reporting field sensors that report current hydrologic conditions, in near real time, through radio telemetry. Stream, precipitation and reservoir gage sensors are programmed to transmit as hydrologic conditions change; i.e. as rainfall occurs and/or streams/reservoirs levels rise and/or fall. Sensor data ALERT radio transmissions or GOES NOAA data is received/stored in the SCVWD base station computer. Preliminary data is posted to the District's web pages for many internal programs including Flood Warning, Groundwater Recharge, Dam Safety, Flood Control, Operations, etc. Externally, during significant incidents, the web page data is monitored by Federal and State agencies including the NWS and CNRFC and locally by various agencies such as city staff, including maintenance, fire and police departments.

In addition to district public newsletters, plans and various advertisements and publications, a number of emergency information systems and pathways are available to the public, including:

- The Santa Clara Valley Water District website: www.valleywater.org including links to the ALERT/GOES Network pages: http://alert.valleywater.org/index.php
- Access Valley Water (download application)
- Social Media
    - Facebook: https://www.facebook.com/SCVWD/
    - Twitter: https://twitter.com/valleywater
    - Nextdoor: https://nextdoor.com/
- Internal District e-mail and telephone systems
- Local radio and television stations

CHAPTER 7. EMERGENCY PROCLAMATION/DECLARATION

Emergency proclamations/declarations ensure the public and government agencies are given proper notification of incidents and the actions they need to take.

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.

An emergency proclamation/declaration from the State and/or Federal Government allows the District to qualify to receive reimbursement for its emergency related expenses under the California Disaster Assistance Act (CDAA) and Federal Emergency Management Agency (FEMA) Public Assistance Program.

An emergency proclamation is not required for fire or law mutual aid; direct state assistance, Red Cross assistance; a Fire Management Assistance Grant (FMAG); or disaster loan programs from the U.S. Department of Agriculture (USDA) or the U.S. Small Business Administration (SBA).

7.1 LOCAL PROCLAMATIONS

Govt. Code 8558(c) defines a Local Emergency as: 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, 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 . . . 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.

The State of California Government Code allows a local emergency to be proclaimed by a city, county or by an official designated by local ordinance adopted by the governing body. The District may request the county to proclaim an emergency on its behalf. The proclamation should be issued within 10 days of the incident and ratified by the governing body within 7 days. Renewal of the resolution should occur every 30 days until terminated. (Govt. Code 8630)

The District's EOC can activate with or without a local proclaimed emergency.

The District can enter into emergency contracts without bids or notice (subject to limitations in District policy) when an emergency condition arises that necessitates immediate action to minimize damage resulting from the situation. Emergency contracting procedures shall be in accordance with California Public Contract Code (as amended). An excerpt from Public Contract Code Section 22050, Emergency Contracting Procedures, is included as a reference below. However, the statute should be checked prior to any actions to proclaim an emergency https://leginfo.legislature.ca.gov/public contract code

> 22050. (a) (1) In the case of an emergency, a public agency, pursuant to a four-fifths vote of its governing body, may repair or replace a public facility, take any directly

related and immediate action required by that emergency, and procure the necessary equipment, services, and supplies for those purposes, without giving notice for bids to let contracts.

7.2 STATE PROCLAMATIONS

After a proclamation of a local emergency, the governing body of the city or county, having determined that local resources are not sufficient to mitigate the situation, may request by letter or resolution that the Governor proclaim a state of emergency in the area to fully commit state and mutual aid assistance and provide resources to assist local government.

7.2.1 State of Emergency

The Governor is empowered to proclaim a state of emergency in an affected area when requested to do so by a city or county, when he/she finds that the safety of persons and property in the state are threatened by conditions of extreme peril or emergency conditions are beyond the emergency response capacity and capabilities of local authorities. During a state of emergency, the Governor shall, to the extent he/she deems necessary, have complete authority over all agencies of the state government and the right to exercise within the area designated all police power vested in the state by the Constitution and laws of the State of California. The Governor may make, amend or rescind orders and regulations during a state of emergency that temporarily suspend any state, county, city or special district statute, ordinance, regulation or rule imposing non-safety related restrictions on the delivery of food products, pharmaceuticals and other emergency necessities distributed through retail or institutional channels, including, but not limited to, hospitals, jails, restaurants and schools. During a state of emergency the Governor may direct all agencies of the state government to utilize and employ state personnel, equipment and facilities for the performance of any and all activities designed to prevent or alleviate actual and threatened damage due to the emergency; and he/she may direct such agencies to provide supplemental services and equipment to political subdivisions to restore any services which must be restored in order to provide for the health and safety of the citizens of the affected area.

7.2.2 State of War Emergency

In addition to a State of Emergency, the Governor can proclaim a State of War Emergency whenever the state or the 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. The provisions of the Governor granted under a State of War Emergency are the same as those granted under a State of Emergency.

7.3 FEDERAL DECLARATIONS

If an incident is of such severity and magnitude that effective response is beyond the capabilities of the affected local government and the State, and supplementary federal assistance is necessary, the California Office of Emergency Services (CAL OES) Director may recommend pursuant to Title 44 of the Code of Federal Regulations, that the Governor request the President declare an emergency or major disaster exists in the State, in accordance with the authority outlined by the Stafford Act.

7.3.1 Presidential Declaration

A Presidential disaster declaration provides a wide range of Federal assistance programs for individuals and public infrastructure, including funds for both emergency and permanent work.

A Presidential Declaration is determined through evaluation of several factors, including the cause of the disaster event, damages, needs, certification by state officials that state and local governments will comply with cost sharing and other requirements, and official requests for assistance.

In requesting supplemental federal assistance, the Governor must:

- Certify the severity and magnitude of the disaster exceeds local capabilities;
- Certify federal assistance is necessary to supplement the efforts and available resources of the State and local governments, disaster relief organizations, and compensation by insurance for disaster related losses;
- Confirm execution of the state's emergency plan;
- Certify adherence to cost-sharing requirements; and
- Conduct a joint Federal-State preliminary damage assessment (PDA) to analyze
    - FEMA: Individual Assistance, Public Assistance, and Hazard Mitigation
    - SBA: Individuals and households

District staff, including engineers and other subject matter experts, will escort CAL OES and FEMA personnel to affected District sites during the preliminary damage assessment (PDA).

7.4 OTHER POWERS

Other local, state and federal authorities such as public health emergencies including spills of hazardous waste, or imminent and proximate threats of the introduction of any communicable disease, chemical agent, non-communicable biologic agent, toxin or radioactive agent, may grant broad powers to certain government officials to restrict movement or impose other restrictions and waivers of law and expanded immunities for others.

CHAPTER 8. CONTINUITY OF GOVERNMENT

Continuity of Government (COG) is an essential function of emergency management and is vital during an emergency/disaster situation. Continuity of government is defined as the preservation, maintenance or reconstitution of the civil government's ability to carry out its constitutional responsibilities. All levels of government share a constitutional responsibility to preserve the life and property of their citizens. The California Government Code and the California Constitution provide the authority for state and local government to reconstitute itself in the event incumbents are unable to serve.

8.1 LINES OF SUCCESSION

The guidelines that govern Emergency Board Appointed Officers Succession are contained in District QEMS procedure Q551D01 and summarized below:

In the event that the CEO is unable to or fails to name an acting CEO, the sequential order is as follows:

1. Chief Operating Officer — Water Utility Enterprise
2. Chief Operating Officer — Watershed Operations
3. Chief Operating Officer — Administration

In the event that the Clerk of the Board is unable to or fails to name an acting Clerk of the Board, the sequential order below will be followed:

1. Deputy Clerk of the Board
2. Board Administrative Assistant with greatest seniority

In the event that the District Counsel is unable to or fails to name an acting District Counsel, the sequential order below will be followed:

1. Senior Assistant District Counsel with greatest seniority
2. Senior Assistant District Counsel with less seniority

8.2 ESSENTIAL FACILITIES

Essential Facilities to coordinate emergency response include the Primary EOC and District Boardroom. The District has identified an alternate EOC location and subject to the needs of the District and the situation and conditions present, an alternate site(s) will be selected for District Board Meetings.

8.3 PRESERVATION OF VITAL RECORDS

District leadership will require certain vital and emergency operating records during a disaster. Vital Records are those records which are essential to the continued operation of the District's essential functions during an emergency. Vital Records are categorized as either "emergency operating records" or "rights and interests records," and both types may include both confidential and public information. Vital Records are identified on the District's Records Retention Schedule.

Emergency Operating Records – are records that are required in order to perform the essential activities of the District for the duration of an emergency, such as those needed in order to provide water supply, flood control and environmental stewardship during the course of the emergency, restore essential functions after the emergency, maintain public health and safety, liaise with other agencies and document the effects and costs of the emergency. An example would be Emergency Action and Response Plans.

Rights and Interests Records – are records that are required for the preservation of the legal rights and interests of individual citizens and of the SCVWD. Examples include records containing proof of ownership and rights (deeds, easements, water rights), financial interest (payroll, insurance, leases, customer account records), legal proceedings decisions, contractual obligations and similar records.

Each unit holding Vital Records is responsible for identifying, safeguarding, maintaining and updating Vital Records within their areas of responsibility and ensuring that the records will be accessible during an emergency to all persons who will need them, including staff, partner agencies and, in the case of public records, members of the public.

Vital Records may need protection from short term threats (such as fire or flooding) and also long term threats (such as software or media obsolescence). Vital Records shall be maintained in a readily accessible format for the duration of their vital status.

Protection of, management of and access to these and other vital records requires planning and must be in accordance with District policies Ad-2.5.111(Confidentiality) and Ad-7.11 (Records Management).

GLOSSARY

ACRONYMS

AAR	After-Action Report
ALERT	Automated Local Evaluation in Real Time
AP	Action Plan
AREP	Agency Representative
CA-ESF	California Essential Support Function
CALOES	California Office of Emergency Services
CALWARN	California Water/Wastewater Agency Response Network
CAMAL-NET	California Mutual Aid Laboratory Network
CCP	Crisis Communications Plan
CDAA	California Disaster Assistance Act
CEO	Chief Executive Officer
CESA	California Emergency Services Act
CFR	Code of Federal Regulations
CIP	Capital Improvement Program
CMMA	California Master Mutual Aid Agreement
CNRFC	California-Nevada River Forecast Center
CPG	Comprehensive Preparedness Guide
CUEA	California Utilities Emergency Association
DENS	District Emergency Notification System
DOC	Departmental Operations Center
DSW	Disaster Service Worker
EAS	Emergency Alert System
EL	Executive Limitation
EMAC	Emergency Management Assistance Compact
EMMA	Emergency Management Mutual Aid
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EPA	Environmental Protection Agency
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
FERC	Federal Energy Regulatory Commission
GOES	Geostationary Operational Environmental Satellite
HAZMAT	Hazardous Materials
HSEEP	Homeland Security Exercise and Evaluation Program
HSPD	Homeland Security Presidential Directive
IC	Incident Commander
ICS	Incident Command System
IPAWS	Integrated Public Alert and Warning System
JIC	Joint Information Center
JIS	Joint Information System
LHMP	Local Hazard Mitigation Plan

MAC	Multi-Agency Coordination
MACC	Multi-Agency Coordination Center
MACS	Multi-Agency Coordination System
MMAA	California Disaster and Civil Defense Master Mutual Aid Agreement
NCRIC	Northern California Regional Intelligence Center
NESDIS	National Environmental Satellite Data and Information Service
NIMS	National Incident Management System
NOAA	National Oceanic and Atmospheric Administration
NRF	National Response Framework
NWS	National Weather Service
OA	Operational Area
OASIS	Operational Area Satellite Information System
PA	Public Assistance
PDA	Preliminary Damage Assessment
PIO	Public Information Officer
PPD	Presidential Policy Directive
QEMS	Quality Environmental Management System
REOC	Regional Emergency Operations Center
SCCOES	Santa Clara County Office of Emergency Services
SCVWD	Santa Clara Valley Water District
SEMS	Standardized Emergency Management System
SEP	California State Emergency Plan
SOC	State Operations Center
UASI	Urban Area Security Initiative
USGS	United States Geological Survey
WEA	Wireless Emergency Alerts

DEFINITIONS

Action Plan – A plan prepared in the EOC containing the emergency response objectives, overall priorities and supporting activities for a designated period.

American with Disabilities Act (ADA) – The Americans with Disabilities Act prohibits discrimination against people with disabilities in employment, transportation, public accommodation, communications, and governmental activities. The ADA also establishes requirements for telecommunications relay services.

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.

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 in order to support decision making.

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 (CCP) – A plan that identifies potential audiences, contact information, pre-scripted messaging and guidance for disseminating information during and following an incident.

Dam Failure – Partial or complete collapse of a dam causing downstream flooding.

Disaster – Any natural incident or emergency (hurricane, tornado, storm, high water, wind driven water, tidal wave, tsunami, earthquake, volcanic eruption, landslide, mudslide, snowstorm, drought, etc.), or regardless of cause, any fire, flood, or explosion which the President determines to be of such severity as to warrant major federal disaster assistance.

Disaster Service Worker (DSW) – The Disaster Service Worker program is a state-funded worker's compensation program for government employees and affiliated volunteers who provide services to protect the health and safety, and preserve the lives and property, of the people of California. All regular employees of the Santa Clara Valley Water District who are citizens of the United States are designated as Disaster Service Workers.

Emergency – Incident(s) or crisis(es) (air pollution, fire, flood, storm, epidemic, riot, drought, sudden/sever energy shortage, plant or animal infestation or disease, Governor's warning of earthquake/volcanic predictions, etc.) posing threat to safety of persons, property, or the environment that exceeds an organization's resources/capability.

Emergency Operations – Actions taken during an emergency to protect life and property, care for the people affected, and restoration of essential community services

Emergency Operations Center (EOC) – A site from which an agency or jurisdiction coordinates, monitors, and supports response activities during an emergency

Emergency Operations Plan (EOP) – A document that describes an overview of a jurisdictions approach to emergency operations; details who is responsible for carrying out specific actions; identifies the personnel, equipment, facilities, supplies, and other resources available for use in the disaster; and outlines how all actions will be coordinated.

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 insure public safety and protect property.

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.

Hazard – Any source of danger or element of risk to people, property or the environment.

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.

Incident – The physical manifestation of crisis, event, or occurrence that has adversely affected life, property, or the environment requiring the response of at least one individual.

Incident Command System (ICS) – the Incident Command System (ICS) is a standardized emergency management concept designed to provide an integrated organizational structure for managing emergencies, and to enable coordinated emergency response across 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 emergencies. It is based on proven management tools that contribute to the strength and efficiency of the overall system.

Incident Commander (IC) – The individual responsible for the management of incident operations at the incident site.

Liaison – A member of the Management Staff responsible for coordinating with representative from cooperating and assisting agencies.

Mitigation – Pre-event planning and actions that aim to lessen the occurrence or effects of potential disaster.

Mobilization – The process and procedures used by organizations; federal, state, and local for activating, assembling, and transporting resources that have been requested to respond to or support an incident.

Multi-Agency Coordination (MAC) – The participation of government and other organizations 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.

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

Mutual Aid Agreement – Written agreement between agencies and /or jurisdictions in which they agree to assist one another upon request, by furnishing personnel and equipment.

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.

National Incident Management System (NIMS) – The National Incident Management System (NIMS) provides a comprehensive approach to emergency management for all hazards. NIMS integrates existing best practices into a consistent nationwide approach to domestic emergency management that is applicable to all jurisdictional levels (public and private) and across functional disciplines. NIMS is based on a balance of flexibility and standardization. NIMS is flexible, and allows government and private entities at all levels to work together to manage domestic emergencies, regardless of their cause, size, location or complexity. NIMS also provides a set of standardized organization structures.

National Response Framework (NRF) – The National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. The Framework establishes a comprehensive, national, all-hazards approach to domestic incident response. The Framework documents the key response principles, roles, and structures that organize national response. It describes how communities, States, the Federal Government, and private-sector and non-governmental partners apply these principles for a coordinated, effective national response. And it describes special circumstances where the Federal Government exercises a larger role, including incidents where Federal interests are involved and catastrophic incidents where a State would require significant support. It allows first responders, decision makers, and supporting entities to provide a unified national response.

Operational Area (OA) – A geographical area that encompasses all local governments within a county, including the county. The OA serves as the coordination and communications link between the local government and the state. The OA prioritizes resources and coordinates mutual aid among entities within the OA. Each OA is responsible for activating and operating an EOC.

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.

Plan – A document that describes the broad, overall jurisdictional response to potential extraordinary emergencies or disasters.

Preparedness – The range of deliberate, critical tasks and activities necessary to build, sustain, and improve operational capability. Preparedness is a continuous process involving efforts at all levels of government and between government and private-sector and non-governmental organizations to identify threats, determine vulnerabilities, and identify required resources. Preparedness is operationally focused on establishing guidelines, protocols, and standards for planning, training, and exercises, personnel qualification and certification, equipment certifications and publication management.

Recovery – The long-term activities beyond the initial emergency response phase of disaster operations that focus on returning systems to a normal status or to reconstitute these systems to a new condition that is less vulnerable.

Resources – Personnel and equipment available for assignment to incidents or to EOCs.

Response – Activities that address the direct effects of an incident; immediate actions to save lives, protect property or the environment.

Special District – A unit of local government (other than a city or county, with authority or responsibility to own, operate, or maintain a project (e.g., a water district)

Standardized Emergency Management System (SEMS) – The Standardized Emergency Management System (SEMS) is used to manage emergency response in California. SEMS consists of five hierarchical levels: field, local, operational area, regional, and State. SEMS incorporates the principles of the Incident Command System, the Master Mutual Aid Agreement, existing discipline-specific mutual aid agreements, the Operational Area concept, and multi-agency or interagency coordination and communication. Under SEMS, response activities are managed at the lowest possible organizational level.

State of Emergency – An eminent impending incident(s) or crisis(es) posing threat to safety of persons, property, or the environment that is/are likely to exceed resources/capability of the proclaiming political jurisdiction, or, the existence of an active incident which threatens a population and the adequacy of local resources is unknown.

Terrorism – The use of, or threatened use of criminal violence against civilians or civilian infrastructure to achieve political ends through fear and intimidation.

Threat – Communicated, demonstrated, or inferred intent and potential capability to harm life, property, environment, organizational performance, or way of life.

Unified Command – A unified team effort which allows all agencies with responsibility for the incident, either geographical or functional, to manage an incident by establishing a common set of incident objectives and accountability.

APPENDIX A: SANTA CLARA VALLEY WATER DISTRICT EMERGENCY OPERATIONS PLAN ANNEXES

FUNCTIONAL, SUPPORT, EMERGENCY PHASE, AND AGENCY-FOCUSED ANNEXES

Functional, support, emergency phase, and agency-focused annexes clearly describe the policies, processes, roles, and responsibilities that the District and staff carry out before, during and after any emergency.

Crisis Communications Plan (W830S01) – Maintained by Office of Communications on the District's Quality and Environmental Management System (QEMS) website, this plan outlines the conduct and coordination of public information activities.

Delegation of Authorities to take Action in an Emergency Without Competitive Bid– Board Resolution 05-67 dated October 26, 2005. This resolution addresses the delegation of emergency procurement authorities to let contracts without giving notice for bids.

Disaster Service Worker Program –Maintained by the District's Emergency Services and Security Unit, this program communicates the responsibilities staff may assume and reporting procedures, in the event of an emergency or catastrophic disaster and provides guidance for personal preparedness.

Emergency Board Appointed Officer Succession (Q551D01) – Maintained by Office of the CEO on the District's QEMS website, this policy details the sequential order for Chief Executive Officer (CEO), Clerk of the Board (COB), and District Counsel emergency succession.

EOC Finance and Administration Section Disaster Cost Recovery Manual – Provides information concerning the state and federal reimbursement processes to ensure that financial operations are conducted in accordance with local, state, and federal policies, laws and regulations and to ensure that state and/or federal disaster reimbursement funds can be obtained following a declared disaster.

EOC Responder Handbook – Provides specific information regarding the Emergency Operations Center (EOC) and EOC staff responsibilities (i.e. organization, activation/notification procedures, position checklists, etc.).

Guide to Emergency Management and Disasters – Provides District Board of Directors and Executive Management with an overview of emergency management, emergency District protocols, and roles and authorities during an emergency or disaster.

Water Quality Laboratory (WQL) Emergency Response Plan – Maintained by the Water Quality Laboratory, this confidential plan is intended to be used by WQL staff in the event of an emergency that threatens District water supply or the ability to treat and or deliver safe reliable drinking water to its customers. The ERP identifies Laboratory resources and resource-sharing agreements with various like agencies and other emergency response organizations.

Water Treatment Plant Emergency Response Plans – Required by the State Water Resources Control Board, Division of Drinking Water, these confidential plans are maintained by

the Plant Supervisors and focus on planning and preparing for both natural or man-made disasters.

HAZARD-, THREAT-, AND INCIDENT-SPECIFIC ANNEXES

The contents of hazard-, threat-, or incident-specific annexes focus on the special planning needs generated by the subject hazard. These annexes identify mission considerations that will require coordination through the EOC as well as the functional area(s) involved.

Hazard, Threat, Risk, Vulnerability Analyses

Confidential Security Vulnerability Assessments (SVAs) and facility and infrastructure seismic assessments are maintained by the District's Emergency Services and Security Unit.

Facility	Year Conducted	Class / Type
Anderson Dam	2017	Security & Resilience Vulnerability
Coyote Pump Plant	2017	Security & Resilience Vulnerability
Pacheco Pump Plant	2017	Security & Resilience Vulnerability
Penitencia WT Plant	2017	Security & Resilience Vulnerability
Santa Teresa WT Plant	2017	Security & Resilience Vulnerability
Silicon Valley Advanced WT Plant	2017	Security & Resilience Vulnerability
Vasona Metering Station	2017	Threat & Security & Resilience Vulnerability
District-Wide	2017	Threat & Hazard Identification & Risk Assessment (THIRA)
Water Protection Project	2010	Security Vulnerability
Water Infrastructure	2005	Seismic
Almaden Campus and Corp Yard Bldgs.	2004	Seismic
Water System	2003	Security Vulnerability
District Network	2003	Security Vulnerability
District-Wide Facilities Post 9/11 Update	2001	Security Vulnerability
District-Wide Facilities	1998	Security Vulnerability

Local Hazard Mitigation Plan – Required by the Disaster Mitigation Act of 2000 as a requirement for eligibility of federal grant funding for mitigation efforts and maintained by the Districts Emergency Services and Security Unit. The purpose of this plan is to identify actions and projects that the District may pursue to reduce or eliminate long-term risk to human life and property from natural hazards.

Site Specific Emergency Action Plans (SSEAPs)

Required by Cal/OSHA, maintained by the District's Environmental Health and Safety Unit (EHSU). These plans provide general, as well as facility-specific detail for response to such hazards as fire, chemical and fuel spills, earthquakes, security incidents, power failure, etc. at staffed facilities. The purpose of these plans is to describe specific features of the facility that prevent or mitigate hazards and to establish initial responsibilities and action to be taken to protect the health and safety of District employees, contractors, vendors, visitors and customer in the event of an emergency or security incident.

District Emergency Action Plans (EAPs)	
Administration Building	Headquarters Building

Blossom Hill Annex	Maintenance Building
Crest Building	Winfield Warehouse & Vegetation Management Warehouse

Hazard Specific Response Plans (HSRPs)

Flood Emergency Action Plans
Multi-Agency Coordination for severe storm and flood response.

Flood EAP	Owned By	Maintained By
San Francisquito Creek	Watershed Operations	District Emergency Services Unit
Coyote Creek	City of San Jose	City of San Jose

Hazardous Material Business Plans (HMBPs)
Required by state and federal laws and regulations and maintained by the District's Environmental Health and Safety Unit (EHSU). These plans provide basic information necessary for use by first responders to prevent or mitigate damage to the public health and safety and to the environment from a release or threatened release of a hazardous material.

CERSID	FACILITY NAME
10155499	SCVWD-ALMADEN CAMPUS
10120570	SCVWD-ALMADEN DAM
10117021	SCVWD-ANDERSON DAM
10417759	SCVWD-CALERO DAM
10353940	SCVWD-CAMPBELL WELLFIELD
10117006	SCVWD-COYOTE PUMP STATION
10155513	SCVWD-GUADALUPE DAM
10117027	SCVWD-LENIHAN DAM
10345549	SCVWD-NATURE QUALITY CO
10155517	SCVWD-PACHECO PUMP STATION
10117000	SCVWD-PENITENCIA TREATMENT PLANT
10116997	SCVWD-RINCONADA WATER TREATMENT PLANT
10355284	SCVWD-SANTA TERESA TREATMENT PLANT
10155519	SCVWD-SILICON VALLEY ADVANCED WATER PURIFICATION CENTER
10117003	SCVWD-STEVENS CREEK DAM
10117009	SCVWD-VASONA METER FACILITY
10117018	SCVWD-WATER QUALITY LAB
10117012	SCVWD-WINFIELD COMPLEX

Chemical Hygiene Plan - Required by 29 CFR 1910.1450 and 8 CCR 5191 and maintained by the Water Quality Laboratory, this plan focuses on the control of hazardous substances

Earthquake Response Water Treatment Plants Standard Operating Procedures - Maintained by facility Plant Supervisors, these procedures contain guidelines and checklists for conducting inspection/assessment of water treatment plant facilities after an earthquake.

SOP Number	WTP Facility
STWTP-504	Santa Teresa
RWTP-505	Rinconada
PWTP-506	Penitencia
SVAWP-502	Silicon Valley Advanced Water Treatment

Dam Emergency Action Plans – Required by state and federal laws and regulations and maintained by the District's Dam Safety Unit. These plans define actions to take in the event of a dam break or flooding caused by storm runoff to safeguard lives to reduce property damage.

Facility Name	
Almaden Dam	Guadalupe Dam
Anderson Dam (FERC Project #5737-CA)	Lenihan Dam
Calero Dam	Rinconada Dam
Chesbro Dam	Stevens Creek Dam
Coyote Dam	Uvas Dam
Coyote Percolation Dam	Vasona Dam