

SANTA ROSA REGIONAL RESOURCES AUTHORITY

EMERGENCY OPERATIONS PLAN

APRIL 2016



**SANTA ROSA REGIONAL RESOURCES AUTHORITY
EMERGENCY OPERATIONS PLAN**

To: Government Officials, Employees, and Citizens of the Temecula Valley

The Santa Rosa Regional Resources Authority (SRRRA) and/or (Authority) has prepared this Emergency Operations Plan (EOP) to ensure the most effective allocation of resources for the protection of people, property and water / wastewater facilities in time of an emergency.

This Emergency Operations Plan (EOP) represents the jointly adopted EOP for the Rancho California Water District (RCWD) and the SRRRA. The EOP is implemented in conjunction with the RCWD EOP, with RCWD acting as the lead agency as it is the Administrator and Plant Operator of the SRRRA. All references in the document to RCWD or “the District” ,where applicable, signify the actions of the RCWD on behalf of SRRRA as a functional unit of responsibility of RCWD.

This plan establishes the emergency organization, assigns tasks, specifies policies and general procedures; provides for coordination of planning efforts of the various emergency staff and service elements utilizing the Standardized Emergency Management System (SEMS) and the National Incident Management System (NIMS) which is currently being integrated into SEMS in California by the Governor’s Executive Order S-2-05.

The objective of this plan is to incorporate and coordinate all of the facilities and personnel of the District into an efficient organization capable of responding effectively to any emergency.

This EOP is an extension of the state emergency plan. The District will provide mutual aid to state, county and local government agencies as needed, and will support government Emergency Operations Center (EOC) deployment to every extent possible. This plan will be reviewed and exercised periodically and revised as necessary to meet changing conditions.

This EOP has been revised by the District, consistent with the SEMS, NIMS and Environmental Protection Agency (EPA) Emergency Response Plan (ERP).

Sincerely,

Board of Directors and Administrator, Santa Rosa Regional Resources Authority

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EOC COMMAND CONTACT INFORMATION

CONTACTS	WORK	CELL
Main District Number	951.296.6900	
Safety Officer	951.296.6949	951.538.4398
General Manager (GM) RCWD	951.296.6928	951.526.6963
Assistant General Manager (AGM) RCWD	951.296.6900	
General Manager (GM) WMWD	951.571.7100	
General Manager (GM) EVMWD	951.674.3146	
SRRRA Administrator/Secretary Treasurer [RCWD Director of Finance]	951.296.6935	951.395.5483
Water Quality Manager	951.296.6954	951.712.7563
Chief Engineer	951.296.6978	951.526.6908
Construction Contracts Manager	951.296.6983	951.830.7735
Electrical Services Supervisor	951.296.6956	909.453.6309
Field Services Manager – Construction	951.296.6959	951.453.9930
Field Services Manager – Meter	951.296.6970	951.395.4817
Human Resources Manager	951.296.6929	951.240.0476
Water Quality Supervisor	951.296.6962	951.712.8898
Water Reclamation Manager	951.296.6972	951.712.6042
Water Systems Supervisor	951.296.6966	951.453.6337

Equipment / Resource Certification

EQUIPMENT RESOURCE LIST

4	Backhoes and trailers
1	Bob Cat
4	Dump trucks – two (2) 10-yard, one (1) 7-yard, and one (1) 5-yard
6	Welding trucks with cutting capability
1	HazMat squad – level A and B with SCBA, lighting, generator, “A” kit, B” kit and decon water
1	D6 bulldozer
1	Transport
1	Truck mounted crane 16,000 lbs.
1	Truck mounted well rig
3	Air compressors (trailer mount)
1	2000 gallon water truck
2	Transport trucks (2 ton) with lift gate
3	Forklift trucks
1	Vactor truck
1	Trailer 300 gallon Vactor
30	F150 pickup trucks

OPERATIONS RESOURCE LIST

Emergency Management Assistance
 General Construction
 Trenching and Shoring
 Civil and Systems Engineering
 Mapping
 Vehicle Maintenance and Repair
 Traffic Control
 Contacts – private specialty construction companies

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SECTION 1: INTRODUCTION

1.1 Purpose and Objectives

The District EOP addresses the planned response to extraordinary emergency situations associated with natural disasters, technological incidents, and national security emergencies in or affecting the Temecula Valley and surrounding area. This EOP describes the operations of the District's EOC, which is the central management entity responsible for directing and coordinating District emergency response activities.

This EOP is designed to establish the framework for implementation of the California SEMS for the District, which is located within the Riverside County Operational Area (RCOA) and Mutual Aid Region VI as defined by the California Emergency Management Agency (Cal EMA/OES). By extension, the plan will also implement the NIMS. The plan is intended to facilitate District and multi-agency coordination between cities, county, special districts, and state agencies in emergency operations. Although the repair and return of water distribution systems to normal operations is an important objective, the overriding goal of District staff in any emergency situation will be to take any and all action required to protect the safety and welfare of human life. This theme will consistently be emphasized throughout this document and will pervade all aspects of this plan.

Similarly, the District's EOP does not attempt to describe every emergency situation the District may encounter and its corresponding response. Although the plan recommends and outlines specific staff assignments to the District EOC or District support staff deployed to a city, county, special district, or state agency EOC, it is also capable of responding and adapting to emergencies that may not call for the full activation of the EOC or necessitate complete staffing levels.

1.2 Authorities

The following provides emergency authorities for conducting and/or supporting emergency operations:

Federal

- Federal Civil Defense Act of 1950 (Public Law 920, as amended)
- Robert T. Stafford Disaster Relief and Emergency Assistance Act of 1988 (Public Law 93-288, as amended)
- Army Corps of Engineers Flood Fighting (Public Law 84-99)
- Federal Communications Corporation (RACES)

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State

- California Emergency Services Act (Chapter 7 of Division 1 of Title 2 of the Government Code)
- SEMS Regulations (Chapter 1 of Division 2 of Title 19 of the California Code of Regulations and California Government Code §8607 et seq.)
- Executive Order S-2-05 regarding integration of NIMS into SEMS
- California Government Code, Title I, Division 4, Chapter 8, Section 3100 (Identifies public agency employees as disaster service workers)
- Hazardous Materials Area Plan Regulations (Chapter 4 of Division 2, Title 19, Article 3, §§2720 – 2728 of the California Code of Regulations and California Health and Safety Code, Division 20, Chapter 6.95, Section 25503.5)
- California Department of Water Resources Flood Control (California Water Code § 128)
- Orders and regulations which may be selectively promulgated by the governor during a “State of Emergency”
- Orders and regulations which may be selectively promulgated by the governor to take effect upon the existence of a “State of War”

Local

- City of Temecula Municipal Code (TMC) Title 2, Chapter 2.56
- Riverside County Emergency Services Ordinance 533.4, adopted August 15, 1995, by the Riverside County Board of Supervisors
- Resolution, adopting the California Master Mutual Aid Agreement, adopted July, 1958
- Resolution SLR-28, adopting Workmen’s Compensation Benefits for Disaster Service Workers, adopted June 8, 1988
- Resolution SLR-55, adopting the EOP, adopted November 15, 1988
- Resolution 95-205, adopting SEMS, August 15, 1995
- Resolution 95-206, adopting the OA Agreement, August 15, 1995

The General Manager of the Administrator Agency or the designated Administrator staff, hereafter referred collectively as “GM”, may declare an emergency and in such events shall have the additional powers as specified in the District EOP. An emergency is a sudden, unexpected occurrence that poses a clear and imminent danger, requiring immediate action to prevent and mitigate the loss or impairment of life, health, property, or essential public services. In a declared emergency, the GM may waive competitive bid requirements and execute any contracts for the construction of works, purchase of equipment, materials, goods or supplies, or performance of labor or services and take any directly related and immediate action required by that emergency that is determined by the GM to be of urgent necessity.

1.3 Document Organization

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This EOP provides an overview of the Emergency Operations System (EOS) at the policy and operations levels. The first five sections of the plan address policy-level issues and provide an overview of the organizational, legal, and management concepts that are in place for the District.

The following sections provide the policy framework which guides the organization of the District emergency operational procedures.

Section 1: Introduction

Provides the objectives of the plan as well as its legal authorities and document management procedures

Section 2: Overview

Provides an overview of emergency operations at the District. This section describes the SEMS/NIMS and the implementation of those standards within the District. This section also discusses emergency management phases, organizational concepts, EOC activation protocols, and the procedures for issuing an emergency declaration.

Section 3: Mutual Aid

Provides an overview of the coordinated efforts of the state, local government and other agencies to provide voluntary aid and assistance, by means of services and facilities, to jurisdictions whose own resources prove to be inadequate with a given situation. This section also discusses the District's role in this mutual system.

Section 4: Hazard Identification

Provides a summary of the hazards that are faced by the District. This section refers to the Riverside County Multi-Jurisdictional Local Hazard Mitigation Plan (LHMP) in which the City of Temecula participated as a submitting jurisdiction.

Section 5: Preparedness Phase

Offers possible exercises to aid the District in the preparation and participation of an emergency or disaster. It attempts to improve readiness and increase capabilities. This section covers the importance of providing the public with the emergency preparedness information in order to solicit appropriate action for survival and recovery. Finally, it outlines the duties of a manager watch team and possible necessary steps during different phases of an emergency or disaster.

The next four sections of the plan provide a discussion of the organization and operation of the EOC during preparation, response, recovery, and mitigation operations.

Section 6: Response Phase Operations

Discusses the operational policies and procedures that are used by the Districts EOC during response operations. This section covers EOC approach, as well as procedures for action planning, alerting, emergency communications, requesting mutual aid, performing damage assessment, information management, and the management of public information.

Section 7: EOP Staff Assignments and Responsibilities

Provides an overview of the staff positions assigned to the EOC and their corresponding responsibilities, which are described through the use of mission statements, organizational charts and assignment checklists.

Section 8: Recovery Phase Operations

Discusses the operational policies and procedures that are used by the District EOC during recovery operations. This section addresses damage recovery and safety assessments, as well as the procedures related to reimbursement processing.

Section 9: Mitigation Phase

Covers long-term, year-round planning for the reduction or elimination of long-term risk to human life and property from natural or man-made hazards prior to a disaster. This section also discusses short-term identification of hazards following an emergency.

1.4 Document Management and Distribution

The District EOP will be reviewed and revised as necessary by the District Emergency Management Program (EMP) on a regular basis. In addition, the plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management operations change.

1.5 Abbreviations and Acronyms

Appendix A provides a list of abbreviations and acronyms used in this document.

SECTION 2: OVERVIEW

2.1 Concept of Operations

This EOP addresses the entire spectrum of contingencies, ranging from relatively minor incidents to large-scale disasters. A build-up or warning period will precede some emergencies, providing sufficient time to warn the public and implement mitigation measures designed to reduce loss of life, property damage, and effects on the environment. Other emergencies occur with little or no advance warning, thus requiring immediate activation of the EOP, and efficient and coordinated mobilization and deployment of resources. All departments of the District must be prepared to promptly and effectively respond to any foreseeable emergency, taking all appropriate actions, including requesting and providing mutual aid.

2.2 Emergency Management Phases

Emergency management activities during peacetime and national security emergencies are associated with four federally-defined phases, namely:

- Preparedness
- Response
- Recovery
- Mitigation

The following sub-sections provide a definition and overview of each of these phases. Detailed operational procedures employed by the District during each of these phases are discussed in the following sections of this EOP:

- Preparedness Phase Operations
- Response Phase Operations
- Recovery Phase Operations
- Mitigation Phase Operations

2.2.1 Preparedness Phase

The preparedness phase involves activities that are undertaken in advance of an emergency or disaster. These activities develop operational capabilities and effective responses to a disaster. These actions might include mitigation activities, emergency/disaster planning, training and exercises, and public education.

During the preparedness phase, the District will place emphasis on the following activities:

- **Training** of full-time and auxiliary emergency management personnel

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- **Conducting exercises** to ensure that all EOC participants are prepared to respond effectively in the event of an activation of the EOC. Exercises will be conducted regularly and in compliance with all applicable state and federal guidelines.
- **Emergency planning** to ensure that operating plans and their associated support documentation are current and accurate. The District's EMP, in cooperation with other District departments, is responsible for ensuring that these planning documents are kept up-to-date.
- **Public awareness and education** to inform the public about District preparation and mitigation activities
- **Resource management** to ensure the availability of sufficient resources to cope with emergencies. The District's EMP is responsible for the coordination and maintenance of emergency communications systems, warning systems, and emergency equipment, and for ensuring that the EOC is maintained in an operable condition.

Increased Readiness

Upon receipt of a warning or the observation that an emergency situation is imminent or likely to occur, the District will initiate actions to prepare for the incident. This may involve setting up a management watch, alerting appropriate departments and agencies, and in some instances alerting the public.

Events that may trigger preparedness phase activities include:

- Local emergency
- Issuance of a credible long-term earthquake prediction
- Receipt of a flood advisory or other special weather statement
- Receipt of a potential dam failure advisory
- Initiation of rolling blackout or other power failures
- An unusual pattern of disease reporting
- Notification of actual or threatened cyber events
- Conditions conducive to wild land fires, such as the combination of high heat, strong winds, and low humidity
- A potential major hazardous materials incident
- A rapidly deteriorating international situation that could lead to an attack upon the United States
- Information or circumstances indicating the potential for acts of terrorism, violence, or civil disturbance

If a threatening situation develops, the GM (Disaster Director) will be notified immediately. As necessary, the EOC will be activated to the level recommended on the EOC Activation Guide, and the Emergency Management Organization (EMO) may be convened to evaluate the situation and make recommendations to the Disaster Director. The elements of the EOC will be activated as required at the direction of the Disaster Director, and SEMS/NIMS will be used. Incident

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management will be established to direct field units. Operations will be coordinated in a centralized or decentralized mode, depending on the magnitude of the emergency situation. If the situation warrants, a “Local Emergency” may be proclaimed.

Other preparedness phase activities may include the following:

- Briefing of the District’s Board of Directors, and other key officials and/or employees of Riverside County and city government
- Reviewing and updating of the District’s EOP and associated supporting documentation
- Increasing public information efforts and warnings to threatened elements of the population
- Accelerated training of permanent and auxiliary emergency management staff
- Inspecting critical facilities and equipment
- Recruiting additional staff and disaster service workers
- Conducting precautionary evacuations in the potentially impacted area(s)
- Mobilizing personnel and pre-positioning resources and equipment
- Contacting local, state and federal agencies that may be involved in field activities
- Testing warning and communications systems
- Identifying the need for mutual aid and requesting such through appropriate channels

2.2.2 Response Phase

The District’s response to an emergency can be roughly divided between initial response and extended response. The terms “initial” and “extended” imply that these aspects of response are chronological in nature. This is true in some instances; however, depending on the nature of the incident, extended response activities can begin before initial response activities are completed, or the activities can happen simultaneously. The system is intended to be flexible so that emergency personnel can engage in the appropriate actions as dictated by an incident’s characteristics.

Initial Response

The District’s initial response activities are primarily structured to minimize the effects of the emergency or disaster. This includes protection of property, facilities and human life.

Examples of initial response activities include:

- Disseminating warnings, emergency public information, and instructions to the citizens of the Temecula Valley
- Assisting in evacuations and/or rescue operations
- Assisting in the care of displaced persons and treating the injured
- Clearing priority transportation routes

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- Repairing critical facilities and structures
- Conducting initial damage assessments and surveys
- Assessing the need for mutual aid assistance
- Assisting in the restriction of traffic/people movement and unnecessary access to affected areas
- Developing and implementing action plans
- Coordination with RCOA, Cal EMA, and local city government
- Making all necessary notifications, including city departments and personnel, the RCOA, and the state OES southern region

Extended Response

The Districts extended response activities involve the coordination and management of personnel and resources to mitigate an emergency and facilitate the transition to recovery operations.

Examples of extended response activities include

- Preparing detailed damage assessments
- Procuring required resources to sustain operations
- Documenting situation status
- Protecting, controlling, and allocating vital resources
- Coordinating restoration of vital water utility services
- Tracking resource allocation
- Conducting advanced planning activities
- Documenting expenditures
- Developing and implementing action plans for extended operations
- Coordination with RCOA OES and local city government
- Disseminating emergency public information
- Declaring a local emergency
- Coordinating with state and federal agencies

2.2.3 Recovery Phase

Recovery activities involve the restoration of services to the public and returning the affected area(s) to pre-emergency conditions. Recovery activities may be both short-term and long-term, ranging from restoration of essential facilities and mitigation measures designed to prevent future occurrences of a given threat. Recovery activities may reflect the continuation of the response phase activities (e.g., restoration of facilities), or they may include new activities wholly enacted as a part of the recovery process after the disaster has abated (e.g., removal of debris after a flood).

Examples of recovery activities include:

- Coordinating restoration of facilities

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- Debris management
- Applying for state and federal assistance programs
- Coordination with RCOA OES and local city government
- Conducting hazard mitigation analyses
- Identifying residual hazards
- Determining and recovering costs associated with response and recovery

2.2.4 Mitigation Phase

Mitigation efforts occur both before and after emergencies or disasters. Post-disaster mitigation is actually part of the recovery process. This includes eliminating or reducing the impact of hazards that exist within the City of Temecula. Pre-disaster mitigation involves activities designed to reduce the damaging impact of a disaster should it occur at some future date.

Mitigation activities may include:

- Initiating structural retrofitting measures
- Flood control projects
- Diminishing fuel in areas having a high potential for wild fires

2.3 Organizational Concepts

This plan is in compliance with the SEMS in accordance with the State of California Code 8607. This plan is also fully compliant with the NIMS, which was enacted by the U.S. Department of Homeland Security on March 1, 2004.

2.3.1 Organizational Levels

SEMS is designed to be applicable to all organizational levels and functions. There are five designated levels in the SEMS organization. The levels are activated as necessary based on the characteristics of a given incident and resource availability.

Field Response

The field response level is the level at which emergency response personnel and resources, under the command of an appropriate authority, carry out tactical decisions and activities in direct response to an incident or threat. The Incident Command System (ICS) is used to control and coordinate field-level response activities. ICS provides a standard organizational structure to facilitate coordination of multiple response organizations at the field level. Departmental operational plans describe the specifics of the implementation of ICS in the various District departments.

During a field response operation, the Districts EOC may or may not be activated, depending on the severity and type of incident. Generally, if day-to-day response

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activities can resolve an emergency situation, activation will remain at the field response level.

Local Government

Local governments include cities, counties, and special districts. Local governments manage and coordinate the overall emergency response and recovery activities within their jurisdiction. Local governments are required to use SEMS when their EOC is activated or a local emergency is declared or proclaimed in order to be eligible for state funding of response-related personnel costs. Under SEMS, the local government emergency management organization and its relationship to the field response level may vary, depending upon factors related to geographical size, population, function, and complexity.

Operational Area

Under SEMS, the OA refers to an intermediate level of the state's emergency services organization which encompasses the county and all political subdivisions located within the county, including special districts. The OA manages and/or coordinates information, resources, and priorities among local governments within the OA, and serves as the coordination and communication link between the local government level and the regional level. The decision on organization and structure within the OA is made by the governing bodies of the county and the political subdivisions within the county.

Region

The State of California has created three Cal EMA Administrative Regions. The District in Riverside County is part of the southern region. The state has been further divided into six mutual aid regions. The purpose of a mutual aid region is to provide for the effective application and coordination of mutual aid and other emergency related activities. The regional level manages and coordinates information and resources among OA within a designated mutual aid region and between the OA and the state level. The regional level also coordinates overall state agency support for emergency response activities within the region. The District in Riverside County is part of Mutual Aid Region VI.

State

The state level manages state resources in response to the emergency needs of the other levels, manages and coordinates mutual aid among the mutual aid regions and between the regional level and state level, and serves as the coordination and communication link with the federal disaster response system.

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2.3.2 District EOC Interfaces

Figure 2-1 provides a diagram indicating the organizations that the Districts EOC interfaces with during an activation period.

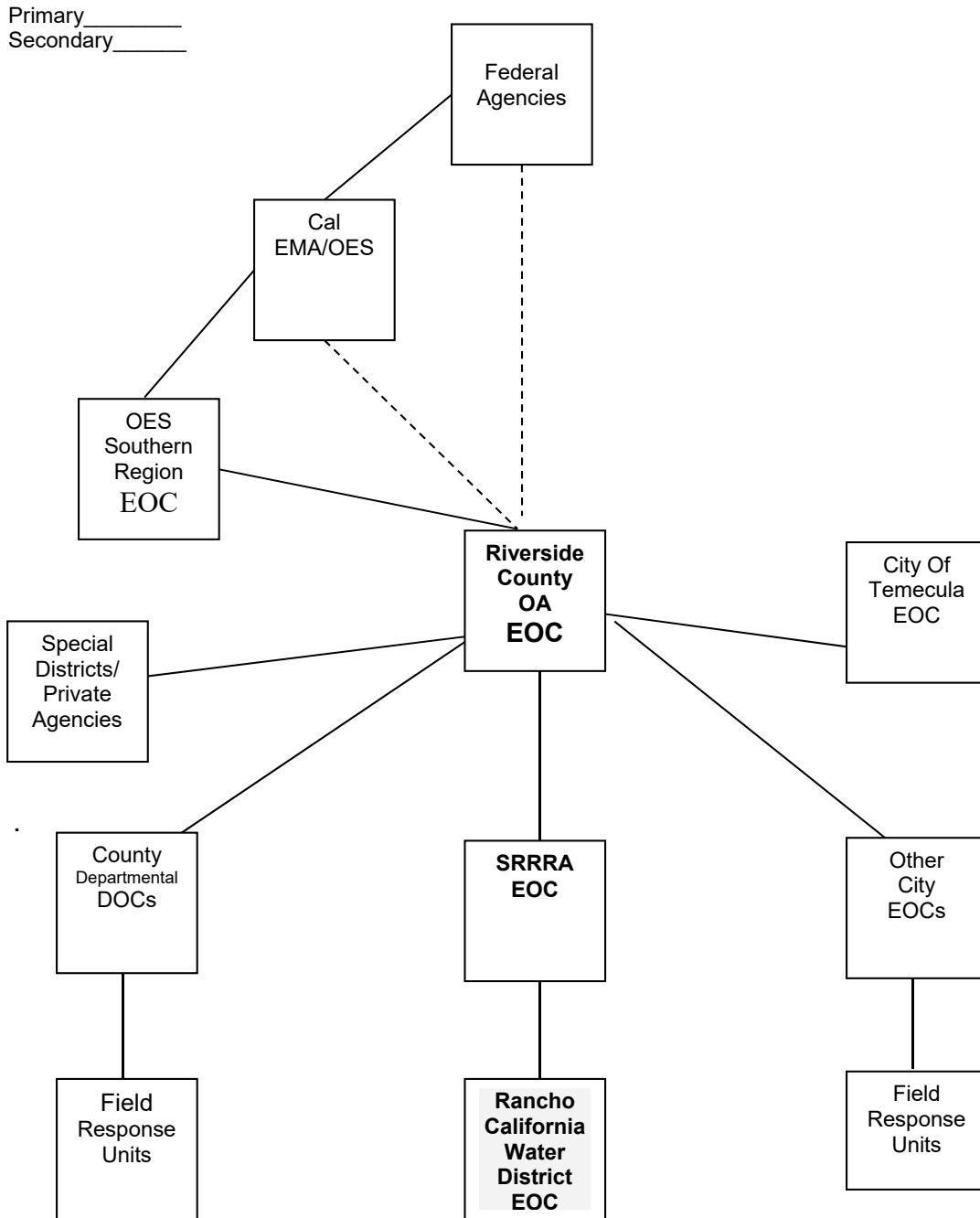


Figure 0-1: Rancho California Water District EOC Interfaces

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2.3.3 Functional Sections

The following is an overview of the five functional organization sections of SEMS. Adopting this functional management design enables responders to consistently organize their activities in a way that meets all event needs. SEMS has five essential functions adapted from ICS. These components, while originally designed to give direction and control only to field level responders, are also applicable at local government, operational area, regional, and state levels. They are:

- Command (field level) or management (EOC level)
- Operations
- Planning and Intelligence
- Logistics
- Finance and Administration

The system allows jurisdictions to accommodate their existing staffing patterns because it is a flexible management tool and can be molded to suit the jurisdiction's situation, not the reverse. Within the five basic functions, there are functional positions that have application to all SEMS levels. The duties and responsibilities for these functions are depicted in position checklists, which are provided for each SEMS function.

Figure 0-2 below shows the basic functional organization outline for SEMS.

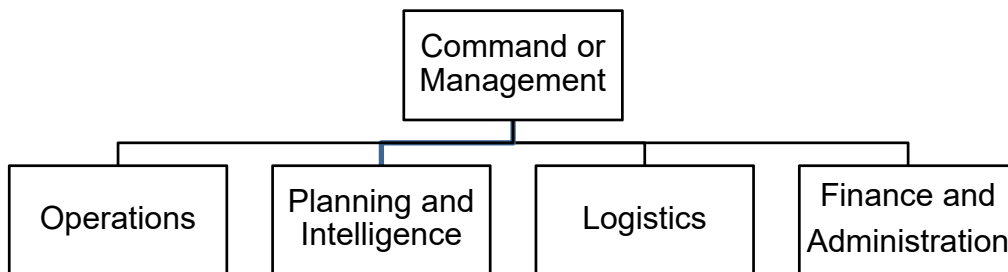


Figure 0-2: SEMS Functional Organization Outline

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Command (Field Level)

Command is responsible for directing, ordering, and/or controlling resources by virtue of explicit legal, agency, or delegated authority.

Management (EOC Level)

Management is responsible for overall emergency policy and coordination through the joint efforts of governmental agencies and private organizations.

Operations

Operations are responsible for the coordinated tactical response operations directly applicable to or in support of the mission(s) in accordance with the action plan. Operations also coordinate support for local government's emergency response, inter-jurisdictional response, and District wide activities.

Planning and Intelligence

Planning and Intelligence is responsible for collecting, evaluating, and disseminating information, developing the EOC Action Plan in coordination with other functions, and maintaining documentation.

Logistics

Logistics is responsible for providing facilities, services, personnel, and equipment, and tracking the status of resources and materials in support of the response to the incident. Logistics also provides the necessary communications for effective response coordination.

Finance and Administration

Finance and Administration is responsible for all financial and cost analysis aspects of the incident and/or any administrative aspects not handled by other functions including all tracking and documentation of actual expenditures.

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2.4 EOC Activation Protocols

2.4.1 SEMS Activation Requirements

Presents the minimum statewide requirements for the activation of the various EOC as defined by SEMS.

Situations Listed in Regulations	SEMS LEVELS				
	Field Response	Local Government	Operational Area	Regional	State
Multiple Emergencies Response Agencies	Use ICS				
Local Government EOC Activated		Use SEMS	Activate if OA activated	Activate if OA activated	Activate if OA activated
Local Emergency Declared or Proclaimed		Use SEMS	Activate EOC	Activate EOC	
Within Operational Area	Two or More Cities Declare or Proclaim a Local Emergency		Activate EOC	Activate EOC	Activate EOC
	County and One or More Cities Declare or Proclaim a Local Emergency		Activate EOC	Activate EOC	Activate EOC
	City, Cities, and County, or County Requests Governor's State of Emergency Proclamation		Activate EOC	Activate EOC	Activate EOC
	Governor Proclaims a "State of Emergency" for County or Two or More Cities		Activate EOC	Activate EOC	Activate EOC
	OA Receives Resource Requests from Outside its Boundaries		Activate EOC	Activate EOC	Activate EOC
	OA Request Resources from Outside its Boundaries		Activate EOC	Activate EOC	Activate EOC
			An OA EOC is Activated		Activate EOC
			A Regional EOC is Activated		Activated EOC
			Governor Proclaims a "State of Emergency"		Activated EOC
			Governor Proclaims an Earthquake or Volcanic Prediction		Activate EOC

Figure 2-3: SEMS Activation Requirements

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2.4.2 Local Activation Authorities

Other than the above listed circumstances, the activation of the Districts EOC must be authorized. The District EOC is activated by the GM or designee. The following District personnel are authorized to request the activation of the District’s EOC:

- GM
- AGM
- Director of Operations and Maintenance
- Chief Engineer
- Safety Officer

2.4.3 EOC Activation Levels

The District has developed criteria that identify the events/situations that may require EOC activation. Note that there is an increased readiness concept known as “Management Watch” (described in more detail in Section 5, Preparedness Phase Operations) that often takes effect prior to formal activation of the EOC.

The District has established three levels of EOC activation. For each level, a recommended minimum staffing guide has been developed. The activation and staffing guide is depicted in the following figure.

Event/Situation	Activation Level	Minimum Staffing
<ul style="list-style-type: none"> • Severe weather advisory • Small incidents involving two or more District departments • Flood watch • Resource request from outside the District 	One	<ul style="list-style-type: none"> • EOC Director • Planning and Intelligence Chief • Logistics Chief • Representatives of corresponding District departments
<ul style="list-style-type: none"> • Moderate earthquake • Major wild land fire affecting developed area • Major wind or rain storm • Two or more large incidents involving District departments • Flood warning 	Two	<ul style="list-style-type: none"> • EOC Director • All Section Chiefs • Branches and units as appropriate for the situation
<ul style="list-style-type: none"> • Major countywide or regional emergency • Multiple departments with heavy resource involvement • Major earthquake damage 	Three	<ul style="list-style-type: none"> • All EOC positions

Figure 0-3: EOC Activation Levels

Emergency Response Plan Activation Guidelines

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To activate the ERP, the GM or designee proclaims an emergency condition exists, requiring immediate, extraordinary response from the District. Once activated, the GM is authorized to obtain the resources necessary to respond to the emergency and issue policy-level decisions. The ERP can be activated when considered appropriate by the GM or designee; when a local or state-wide emergency is declared; when requested to be activated by one or more local government agencies; or in response to a known disaster. A disaster is defined as an event which causes substantial damage to, or poses a threat of such damage to, any part of the water supply system in Riverside County. Guidelines for classifying an event according to its potential for causing damage, or threat of damage, are as follows:

Level One - Minor Emergency

This is a minor to moderate incident in which District personnel can handle the problem, but may require: 1. Additional personnel to be put on alert. 2. Personnel reassigned to work in other areas. 3. Personnel requested to work extra hours or additional shifts for an extended period of time.

Comparable to the State of California Emergency Plan and RCOA Emergency Plan, definitions of a Level I Emergency, a local emergency may or may not be proclaimed.

Some examples may include:

- Local flooding
- Facility out of service
- Major pipeline break
- Power or communications failure
- Minor chemical and/or hazardous materials release
- Threat of limited water supply contamination or other terrorist act

Level Two - Major Emergency

This is a moderate to severe emergency, beyond the normal capacity of the District and its local resources that may require the declaration of an emergency to authorize the use of streamlined administrative and purchasing procedures. Requires most employees to work additional shifts and may require receiving outside assistance, either through mutual aid agreements or contracts.

Comparable to the State of California Emergency Plan and RCOA Emergency Plan definitions of a Level II Emergency, a local emergency may be proclaimed and a "State of Emergency" might be proclaimed.

Some examples may include:

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- Regional flooding
- Water supply contamination
- A major break or serious threat to large diameter pipeline(s)
- Loss of ability to deliver water to a large portion of the District's service area
- Major untimely failure of a pumping plant
- Major chemical and/or hazardous materials release
- A power or communications failure throughout the Districts service area

Level Three - Disaster

This is an emergency that is clearly and immediately beyond the capability of the District. Recovery time will exceed two weeks, costs will be vast, a large number of contracts will be awarded, extended shifts will be needed for at least two weeks, extensive amounts of mutual aid and state and/or federal resources will be required, and the GM requests the activation of the ERP/EOC.

Comparable to the State of California Emergency Plan and RCOA Emergency Plan definitions of a Level III Emergency, a local emergency and a "State of Emergency" will be proclaimed and a "Presidential Declaration of Emergency" or "Major Disaster" will be requested.

Some examples may include:

- A significant loss of water supply import capacity
- Damage to aqueduct which cannot be repaired before local water supplies are depleted in areas with limited storage
- An uncontrolled release or failure of a local dam(s) or reservoir(s)
- Outbreak of waterborne disease(s)
- A regional fire detrimentally affecting key District water distribution systems
- Major pipeline failures, especially if it involves more than one pipeline, or major pipeline reconstruction.
- At the request of a local agency or local jurisdiction within the District's service area whose EOC has been activated at a similar level

Emergency Response Plan Deactivation Guidelines

To deactivate the ERP, the GM, or designee, proclaims that emergency response-related duties, job assignments, and policies are no longer required and directs the immediate, or gradual, deactivation of the ERP. All District offices will be notified in a timely manner and normal system operations and business procedures will resume as soon as possible. Unless otherwise directed, staff will resume their regularly assigned work duties and observe regular work hours and schedules. Deactivation of the EOP will automatically result in the deactivation of the EOC, if applicable.

2.4.4 EOC Deactivation

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A proclaimed state of local emergency is terminated by the issuance of a proclamation by the governing body terminating the emergency (see section 6.9, EOC Deactivation and Employee Demobilization Guidelines).

SECTION 3: MUTUAL AID SYSTEM

3.1 Mutual Aid Overview

Incidents frequently require responses that exceed the resource capabilities of the affected response agencies and jurisdictions. When this occurs, mutual aid is provided by other agencies, local governments, and the state. Mutual aid is voluntary aid and assistance by the provision of services and facilities, including fire, police, medical and health, communications, transportation, utilities, and other assistance.

The foundation of California's emergency planning and response capability is a statewide mutual aid system, which is designed to ensure that adequate resources, facilities, and other support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

The basis for the system is the California Master Mutual Aid Agreement, as referenced in the California Emergency Services Act. The California Master Mutual Aid Agreement created a formal process, in which each jurisdiction retains control of its own personnel and facilities, but can give and receive help whenever it is needed. Mutual aid assistance may be provided under one or more of the following authorities:

- California Fire and Rescue Emergency Plan
- California Law Enforcement Mutual Aid Plan
- Robert T. Stafford Disaster Relief and Emergency Assistance Act (Public Law 100-707)

To facilitate the coordination and flow of mutual aid, the state has been divided into six mutual aid regions and three administrative regions as shown in Figure 3-1. The District in Riverside County is located in Mutual Aid Region VI. Region VI and Region I combine to form an administrative region known as the "southern region."

This section provides an overview of California's mutual aid system and the District's role in that system.



Figure 0-1: California Mutual Aid Regions

3.2 Mutual Aid Coordination

Multi-agency, inter-agency, and discipline-specific mutual aid system coordination is used by local government and other member jurisdictions of the RCOA for coordinating mutual aid. Mutual aid coordination includes sharing of critical resources and prioritization of incidents.

To facilitate mutual aid, mutual aid systems work through designated mutual aid coordinators at the OA, regional, and state levels. The basic role of a mutual aid coordinator is to receive mutual aid requests, coordinate the provision of resources from within the coordinator's geographic area of responsibility, and to pass on unfilled requests to the next level.

Mutual aid coordinators may function from an EOC, their normal departmental location, or other locations depending on the circumstances. Some incidents require mutual aid but do not necessitate activation of the affected local government or operational area EOC's because of the incident's limited impacts. In such cases, mutual aid coordinators typically handle requests from their normal work location.

When an operational area EOC is activated, OA mutual aid system representatives should be at the OA EOC to facilitate coordination and information flow.

When an OES Regional EOC is activated, regional mutual aid coordinators should have representatives in the Regional EOC unless it is mutually agreed that effective coordination can be accomplished through telecommunications. State agencies may be requested to send representatives to the regional EOC to assist OES regional staff in handling mutual aid requests for disciplines or functions that do not have designated mutual aid coordinators.

When the State Operations Center (SOC) is activated, state agencies with mutual aid coordination responsibilities will be requested to send representatives to the SOC.

Mutual aid system representatives at an EOC may be located in various functional elements (sections, branches, groups, or units) or serve as an agency representative depending on how the EOC is organized and the extent to which it is activated.

Figure 3-2, on the following page, depicts the flow of requests and responses through the mutual aid system.

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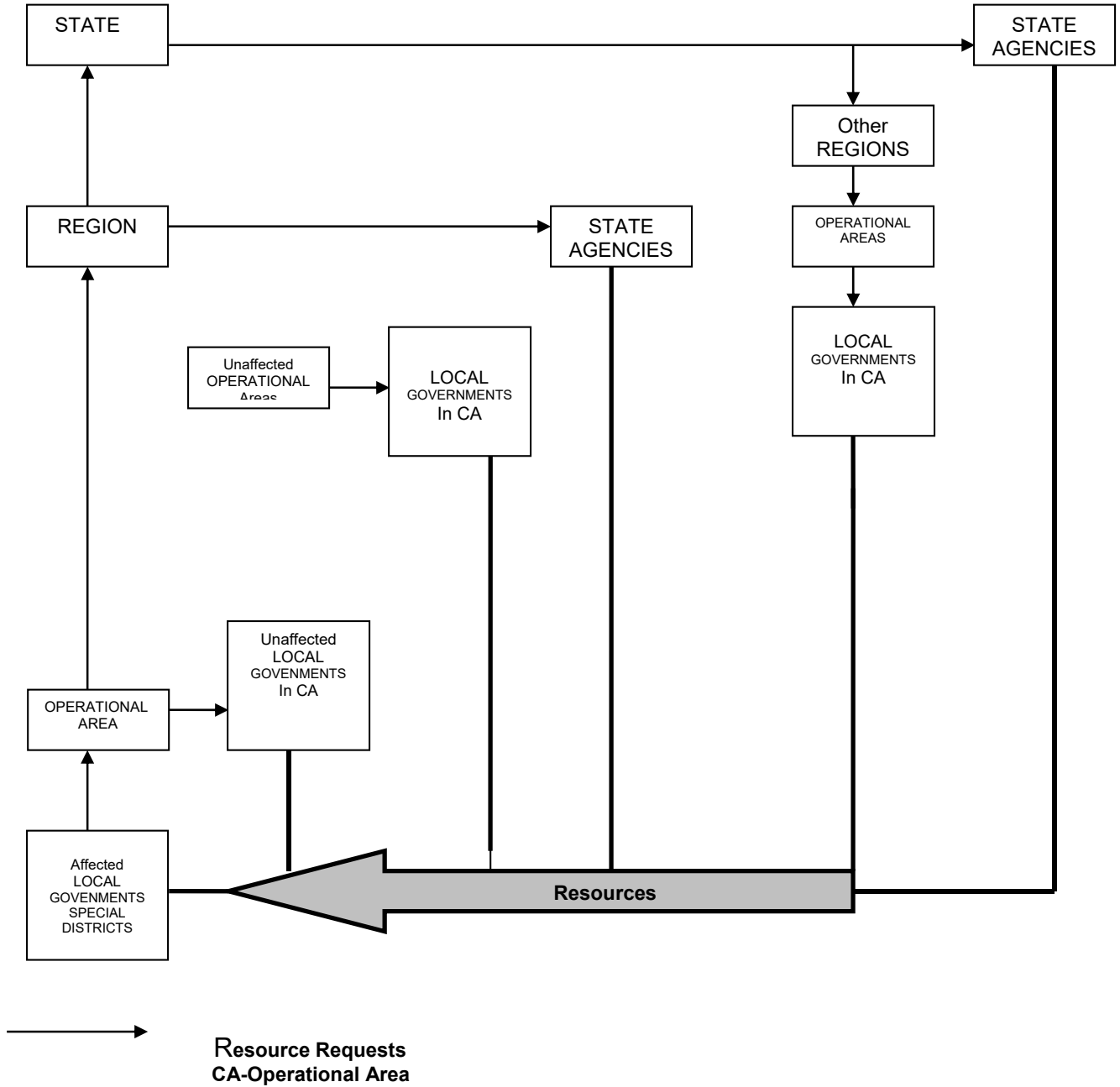


Figure 0-2: Mutual Aid Flow of Requests and Resources

3.2.1 Discipline-Specific Mutual Aid Coordination

The statewide mutual aid system includes several discipline-specific mutual aid systems, such as fire and rescue, law enforcement, and emergency managers. The adoption of SEMS has not altered existing mutual aid systems.

To further facilitate the mutual aid process, particularly during day-to-day emergencies involving public safety agencies, fire and rescue, and law enforcement mutual aid coordinators have been selected and function at the OA, regional, and state levels.

Regional Disaster Medical Health Coordinators have been identified for each Mutual Aid Region to coordinate medical mutual aid during disasters. During a disaster, the RCOA Mutual Aid Coordinators may be assigned to the Riverside County EOC.

Mutual aid requests that do not fall into one of the discipline-specific mutual aid systems are handled through the emergency services mutual aid system by emergency management staff at the local government, OA, regional, and state levels.

3.3 Relationship with Other Agencies

The District has elected to participate in the mutual aid system of RCOA. As part of mutual aid, each party agrees to furnish resources and facilities and to render services to each and every other party to prevent and combat any type of disaster. This puts the District in a position to receive and/or issue resource assistance.

The following is a list of agencies and organizations:

- RCOA
- Water Agency Response Network (Cal WARN)

3.3.1 Coordinating With Volunteers

Volunteer and private agencies are part of the RCOA mutual aid system. The American Red Cross and Salvation Army are essential elements of response to meet the care and shelter needs of disaster victims. Private sector medical/health resources are also an essential part of medical response. Volunteer and private agencies mobilize volunteers and other resources through their own systems. They also may identify resource needs that are not met within their own systems that would be requested through the mutual aid system.

SECTION 4: HAZARD IDENTIFICATION

The cities of Temecula and Murrieta participated as a “submitting jurisdiction” in the Riverside County Multi-Jurisdictional LHMP that was approved by FEMA and state OES in May 2005. The District resides within the operational area of the City of Temecula and Riverside County. The county’s LHMP provides a detailed identification and analysis of the hazards faced by Riverside County. This section presents a high-level overview of the hazard identification presented in that document.

Riverside County is the fourth largest county in the state, stretching nearly 200 miles across and comprising over 7,200 square miles of fertile river valleys, low deserts, mountains, foothills, and rolling plains. Riverside County shares borders with densely populated Los Angeles, Orange, San Diego, and San Bernardino Counties, extending from within 14 miles of the Pacific Ocean to the Colorado River. It is also located in the southeastern portion of the Cal EMA southern region.

The approved Riverside County Multi-Jurisdictional LHMP identifies and analyzes an extensive list of the hazards faced by the county. It assigns each hazard a severity rating, indicating the amount of damage that would be done to the county and its population should the hazard occur, and a probability rating, indicating the likelihood that the hazard may occur within the county. Both ratings are on a scale of 0-4, with four being the most severe or the most likely to occur. The chart on page 4-3 summarizes the hazards identified and the ratings assigned by the LHMP.

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District Service Area

The District encompasses approximately 100,000 acres of land located in the southwestern part of Riverside County, one hour north of San Diego and one and one-half hours southeast of Los Angeles.



The District serves the area known as Temecula/Rancho California, which includes the City of Temecula, portions of the City of Murrieta and other contiguous land in the unincorporated territory in the County of Riverside.

The District is bounded on the southwest by the rugged Santa Ana Mountains and on the north the Gavilan Hills. Elevations along the valley floor range from 900 to 1,200 feet above sea level surrounding foothills, the elevations range from 1,200 to 2,900 feet above sea level, with slope greater than 20 percent.

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Riverside County Hazard Assessment

Hazard	Severity 0-4	Probability 0-4
Wildfire	3	4
Flooding	3	3
Earthquakes	4	3
Extreme Weather	3	3
Landslides	2	3
Insect Infestation	3	4
Dam Failure	3	2
Hazardous Materials Incidents	3	3
Transportation Emergencies	2	4
Pipeline/Aqueduct Incidents	2	3
Blackout	3	4
Toxic Pollution	3	4
Nuclear Incidents	4	2
Civil Unrest	2	2
Jails and Prisons Incidents	1	2
Terrorism	4	2

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The following is City of Temecula-specific information extracted from the County's Multi-Jurisdictional LHMP.

Specific Hazards Summary				
Jurisdiction	Hazard Type	Hazard Name	In Jurisdiction?	Adjacent to Jurisdiction?
Temecula	Dam	Diamond Valley Reservoir	No	Yes
Temecula	Fault	Earthquake Fault	Yes	Yes
Temecula	HazMat Manufacturing Facility	International Rectifier	Yes	No

Dams Summary			
Dam Name	Skinner Clear well	Vail	Robert A Skinner
River	Off stream	Temecula Creek	Tucalota Creek
Nearest City	Temecula	Temecula	Temecula
Height (feet)	44	452	109
Storage (acre-feet)	410		
Year Built	1991	1949	1973
Drainage Area (sq. miles)	0	306	51
Hazard Type	significant	High	High

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The following is City of Murrieta-specific information extracted from the County's Multi-Jurisdictional LHMP.

Hazard	Severity	Probability
Wildfire	3	4
Flooding	3	3
Earthquakes	4	3
Extreme Weather	3	3
Landslide	2	3
Insect Infestation	3	4
Dam Failure	3	2
Hazardous Material Incidents	3	3
Transportation Emergencies	2	4
Pipeline/Aqueduct Incidents	2	3
Blackout	3	4
Toxic Pollution	3	4
Nuclear Incidents	4	2
Civil Unrest	2	2
Jails and Prisons Incidents	1	2
Terrorism	4	2

Dams Summary			
Dam Name	Skinner Clear well	Vail	Robert A. Skinner
River	Off stream	Temecula Creek	Tucalota Creek
Nearest City	Temecula	Temecula	Temecula
Height (feet)	44	452	109
Storage (acre-feet)	410		
Year Built	1991	1949	1973
Drainage Area (sq. miles)	0	306	51
Hazard Type	significant	High	High

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Riverside County Local Jurisdiction Hazard Assessment Worksheet

HAZARD	COUNTY		CITY OF TEMECULA/DISTRICT		
	SEVERITY 0-4	PROBABILITY 0-4	SEVERITY 0-4	PROBABILITY 0-4	RANKING 1-19
Earthquake	4	3	4	3	2
Wild land Fire	3	4	3	3	5
Flood	3	3	4	3	3
Other Natural Hazards					
Droughts	3	3	3	2	11
Landslides	2	3	2	2	14
Insect Infestation	3	4	2	2	17
Extreme Summer/ Winter Weather	2	4	2	3	8
Severe Wind Event	3	3	3	2	9
Agriculture					
Disease/Contamination	3	4	0	0	18
Terrorism	4	2	0	0	19
Other Man Made					
Pipeline	2	3	2	2	12
Aqueduct	2	3	2	2	13
Transportation	2	4	3	4	1
Blackouts	3	4	3	3	7
Hazmat Accidents	3	3	3	3	6
Nuclear Accident	4	2	3	2	10
Terrorism	4	2	4	2	4
Civil Unrest	2	2	2	2	15
Jail/Prison Event	1	2	1	1	16

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Does the District Have:

Airport In Jurisdiction	No
Airport Next To Jurisdiction	Yes
Dairy Industry	No
Poultry Industry	No
Crops/Orchards	No
Dams In Jurisdiction	No
Dams Next To Jurisdiction	Yes
Lake/Reservoir In Jurisdiction	Yes
Lake/Reservoir Near Jurisdiction	Yes
Jurisdiction In Flood Plain	Yes
Controlled Flood Control Channel	Yes
Uncontrolled Flood Control Channel	Yes
Earthquake Faults In Jurisdiction	Yes
Earthquake Faults Next To Jurisdiction	Yes
Mobile Home Parks	Yes
Non-Reinforced Freeway Bridges	No
Non-Reinforced Bridges	No
Bridges In Flood Plain	Yes
Bridges Over Or Across River/Stream	Yes
Roadway Crossing River/Stream	Yes
Non Reinforced Buildings	Yes
Freeway/Major Highway In Jurisdiction	Yes
Freeway/Major Highway Next To Jurisdiction	Yes
Forest Area In Jurisdiction	No
Forest Area Next To Jurisdiction	Yes
Within The 50 Miles San Onofre Evacuation Zone	Yes
Major Gas/Oil Pipelines In Jurisdiction	Yes
Major Gas/Oil Pipelines Next To Jurisdiction	Yes
Railroad Tracks In Jurisdiction	No
Railroad Tracks Next To Jurisdiction	No
Hazardous Waste Facilities In Jurisdiction	No
Hazardous Waste Facilities Next To Jurisdiction	No
Hazardous Storage Facilities In Jurisdiction	Yes
Hazardous Storage Facilities Next To Jurisdiction	No

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Does The Rancho California Water District Own Or Operate A Facility?

In A Flood Plain	No
Near Flood Plain	Yes
Near Railroad Tracks	No
Near A Dam	No
Upstream From A Dam	No
Downstream From A Dam	Yes
Downstream Of A Lake	Yes
Downstream From A Reservoir	Yes
Near A Controlled Flood Control Channel	Yes
Near Uncontrolled Flood Control Channel	No
On An Earthquake Fault	Yes
Near An Earthquake Fault	Yes
Within The 50 Mile San Onofre Evacuation Zone	Yes
In A Forest Area	No
Near A Forest Area	Yes
Near A Major Highway	Yes
A Hazardous Waste Facility	No
Near A Hazardous Waste Facility	No
A Hazardous Storage Facility	Yes
Near A Hazardous Storage Facility	Yes
Non Reinforced Buildings	No
A Major Gas/Oil Pipeline	No
Near A Major Gas/Oil Pipeline	Yes

SECTION 5: PREPAREDNESS PHASE OPERATIONS

The Preparedness Phase (Phase) involves activities that are undertaken in advance of an emergency or disaster. Phase activities generally fall into the categories of improving readiness and increasing capabilities.

5.1 Preparedness Phase Management Approach

Phase activities take place under the normal District organizational and management structures. The District's EMP is responsible for coordinating the Phase activities of the various District departments.

5.2 Training and Exercises

Emergency response exercises allow emergency response personnel to become fully familiar with the procedures, facilities, and systems used during an actual emergency. The EOP and the overall District capability to respond will be tested using a combination of the following exercise types:

- **Tabletop Exercise** - is an activity in which elected/appointed officials and key staff with emergency management responsibilities are gathered together informally, usually in a conference room, to discuss various simulated emergency situations. An exercise is designed to elicit constructive discussion by the participants without time constraints as they examine and then attempt to resolve problems based on the existing EOP and to test departmental plans and procedures. The purpose of the exercise is for participants to evaluate plans and procedures, and to resolve questions of coordination and assignment of responsibilities throughout the exercise in a non-threatening format and under minimum stress. Tabletop exercises are an effective method of determining if sufficiently robust policies and procedures exist to handle specific situations which may arise during an event.
- **Functional Exercise** - is an activity designed to test or evaluate the capability of one or multiple functions, or activities within a function. A functional exercise is more complex than a tabletop exercise in that activities are usually under some type of time constraint with the evaluation/critique coming at the end of the exercise. A functional exercise typically takes place in the EOC.
- **Full-Scale Exercise** - involves an actual deployment of personnel and equipment throughout a geographic area. It will typically involve the activation of the EOC and the establishment of field command posts. This type of exercise includes mobilization of personnel and resources; the actual movement of emergency personnel and resources; and the actual movement of emergency workers, equipment, and resources required to demonstrate coordination and response capability.

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In addition to exercises, classroom training is an essential component of preparedness and response. The Districts EMP training includes the following objectives:

- Orientation on the concepts and procedures presented in the EOP
- Familiarization of those assigned to the EOC with the function, equipment, and logistics of the EOC facility
- Orientation on the organizational concepts associated with SEMS and NIMS

5.3 Public Awareness and Education

The public's response to any emergency is based on an understanding of the nature of the emergency, the potential hazards, the likely response of emergency services, and the knowledge of what individuals and groups should do to increase their chances of survival and recovery. The District's EMP will make emergency preparedness information available to the citizens of Temecula through the public information section of the District website and other methods.

5.4 Increased Readiness

In order to establish a smooth transition from normal operations to a declared local emergency and to react to localized distress situations of lesser magnitude than a declared emergency, a "Management Watch" will be established.

Duties of the management watch team will be to collect and analyze information relative to the situation, direct response to the degree allowable, and refer other matters to the appropriate level for executive decision. Specific activities that may be undertaken at the discretion of the disaster director include the following:

- Recall EMP staff to the office, as necessary for the situation
- Make necessary preparations to activate the District EOC
- Establish communications with key District officials as necessary to assess the situation
- Establish communications with the City of Temecula EOC, RCOA EOC and any applicable special districts, if required
- Ensure a communications check is performed on all District communications systems
- Coordinate emergency public information with the District public affairs liaison
- Anticipate EOC logistical needs (food, lodging, re-supplies, etc.)

5.4.1 Management Watch Activation

The District management and supervisory teams will maintain surveillance of current events and recommend to the GM that management watch be initiated whenever:

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- Forecast/existing weather or other natural phenomenon is of such intensity to indicate a need for added precaution or extra protective measures
- An incident in progress is causing distress or damages of a serious nature but not of a magnitude requiring an emergency declaration

The GM will direct initiation of management watch.

5.4.2 Management Watch Personnel

- Management watch will consist of members of the District's EOC response team

5.4.3 Management Watch Termination

Termination of management watch may occur whenever:

- The distress situation subsides, and the GM directs a return to regular operations
- The distress situation intensifies to the degree that a local emergency is declared. Management watch will phase-out and the EOC Staff assume control responsibility.

SECTION 6: RESPONSE PHASE OVERVIEW

The response phase is entered upon formal activation of the District EOC. This section will describe in general terms the organization of the EOC and the procedures that will be used to manage operations within the EOC.

6.1 Response Phase Management Approach

Upon activation of the EOC, all of the District's response activities are managed through the SEMS organizational section defined in this section of the EOP.

6.1.1 EOC Activation Policies

The District's partial or total response to natural disasters or technological incidents will be dictated by the type and magnitude of the emergency. Generally, response to a major peacetime emergency situation will progress from local to county to state to federal involvement.

Activation

Activation of the District's ERP will not necessarily require the activation of the District's EOC. The EOC will be activated under the following conditions:

- When the GM or designee, responding to an emergency situation, determines the need for activating the EOC
- When a major disaster occurs in or near the Riverside or San Diego County operational areas. A "Local Emergency" and a "State of Emergency" will be proclaimed and a "Presidential Declaration of Emergency" or "major disaster" will be requested.
- When a local agency or local jurisdiction within the District's service area has activated its EOC and requests the activation of the District's operational area EOC to support their emergency operations

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The District has established three levels of activation. For each level, a recommended minimum staffing guide has been developed. The activation and staffing guide is depicted in the following figure.

EOC Levels of Activation

Event/Situation	Activation Level	Minimum Staffing
<ul style="list-style-type: none"> ▪ Severe Weather Advisory ▪ Small incidents involving two or more District Departments ▪ Flood Watch ▪ Resource request from outside the District 	One	<ul style="list-style-type: none"> ▪ EOC Director ▪ Planning and Intelligence Chief ▪ Logistics Chief ▪ Representatives of corresponding District departments
<ul style="list-style-type: none"> ▪ Moderate Earthquake ▪ Major wild land fire affecting developed area ▪ Major wind or rain storm ▪ Two or more large incidents involving two or more District Departments ▪ Flood Warning 	Two	<ul style="list-style-type: none"> ▪ EOC Director ▪ All Section Chiefs ▪ Branches and Units as appropriate for the situation
<ul style="list-style-type: none"> ▪ Major Countywide or Regional emergency ▪ Multiple departments with heavy resource involvement ▪ Major earthquake damage 	Three	<ul style="list-style-type: none"> ▪ All EOC positions

Figure 0-1: EOC Activation Levels

6.1.2 Support for City, County and State EOC Deployment

Coordination with the RCOA

In the event of a declared emergency the District will provide support for city, county or state government EOC's. Whenever feasible, a District representative should be at this type of EOC deployment.

A cooperating agency supplies assistance other than direct tactical resources to the incident control effort. Telephone companies, electric companies, water and sanitation districts, and other private and volunteer agencies could be cooperating agencies, depending on the type of incident.

6.1.3 EOC Organization Structure

The remaining sub-sections of this section provide an overview of the operations of the key EOC Branches. Detailed descriptions of each EOC Branch and position, along with checklists and SOPs defining their operations, are contained in Section 7: EOC staff assignment and responsibility of this plan.

6.1.4 Action Planning

The planning and intelligence section is responsible for facilitating the action planning meeting and completing and distributing the Incident Action Plan (IAP). Action plans are developed for a specified operational period, which may range from a few hours to 24 hours. The operational period is determined by first establishing a set of priority actions that need to be performed. A reasonable timeframe is then established for accomplishing those actions.

Action plans are an essential part of SEMS at all levels. Action planning is an effective management tool involving two essential characteristics:

- A process to identify objectives, priorities, and assignments related to emergency response or recovery actions
- Plans which document the priorities, objectives, tasks, and personnel assignments associated with meeting the objectives

The action planning process should involve the disaster director and all section chiefs, along with other EOC staff, as needed and department representatives.

Action plans need not be complex, but should be sufficiently detailed to guide EOC elements in implementing the priority actions.

There are three kinds of action plans: Field-Level IAP, EOC-Level Action Plans, and After-Action Plans. EOC action plans should focus on jurisdictional related issues. The format and content for action plans at the Incident level and at EOC levels will

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vary. The process for developing action plans is quite similar for all SEMS levels. The after-action plan is written after an emergency to provide documentation, response analysis, and information for recovery and mitigation.

It is important that all incidents have some form of action plan. The plan developed around some duration of time called an operational period will state the objectives to be achieved and describe the strategy, tactics, resources, and support required to achieve the objectives within the timeframe. Generally, the length of the operational period is determined by the length of time needed to achieve the objectives. The planning and intelligence section can create action plans for each work shift, a 24-hour period, or whatever makes sense for a given event.

Small incidents with only a few assigned resources may have a very simple plan which may not be written but should be documented. As incidents become larger, or require multi-agency involvement, the action plan should be written. In general, whenever the EOC is activated, there should be a written action plan. There are four main elements that should be included in an action plan:

- Statement of Objectives – Statement of what is expected to be achieved, objectives must be measurable
- Organization – Description of elements of EOC organization that will be in place for the next operational period
- Tactics and Assignments – Description of tactics and control operations, including what resources will be assigned
- Supporting Material – May include a map of the incident, a communications plan, medical plan, a traffic plan, weather data, special precautions, and a safety message

6.1.5 Status Reporting

Following the initial area reconnaissance, a series of reports will be required in order to provide detailed information to the various levels of government. The District has developed the following standardized forms for reporting disaster intelligence and for making resource requests. The forms identify the area covered by reporting and include all observed damage. Where no damage is observed, negative reports will be submitted.

District Status Reporting Forms

The following forms are used within the District to communicate status between the EOC District management and the agencies that are involved in responding to an incident.

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Action Plan Worksheet
District EOC Action Plan

DISASTER NAME:		
CURRENT OPERATIONAL PERIOD: (Enter Date and Time)		PLAN REVIEWED BY:
FROM (HOURS):		PLAN APPROVED BY:
TO:		
Major Incidents/Events In Progress (Refer to current Situation Report):	Situation :	EOC Support Requested: (Type of Incident or Event) (Operational Area, City, Landmark)
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
Overall EOC Objectives:		

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Action Plan Worksheet
District EOC Action Plan Con't

DISASTER NAME:	
CURRENT OPERATIONAL PERIOD: (Enter Date and Time) From: Hours: To:	PLAN REVIEWED BY: PLAN APPROVED BY:
Management Objectives:	
Operations Objectives:	
Logistics Objectives:	
Planning/Intelligence Objectives:	

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Action Plan Worksheet
District EOC Action Plan Con't

DISASTER NAME:	
CURRENT OPERATIONAL PERIOD: (ENTER DATE AND TIME)	PLAN REVIEWED BY:
FROM (HOURS): TO:	PLAN APPROVED BY:
Finance/Administration Objectives:	
State Agency Liaison in the EOC: Agency: SEMS Functional Assignment:	
Current Organization Roster:	
Emergency Operations Director:	
Primary:	Alternate:
Public Information:	
Primary:	Alternate:
Liaison Officer:	
Primary:	Alternate:
Safety Officer:	
Primary:	Alternate:
Operations Chief:	
Primary:	Alternate:
Planning/Intelligence Chief:	
Primary:	Alternate:
Logistics:	
Primary:	Alternate:
Finance/Administration:	
Primary:	Alternate:

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6.1.6 After-Action Reporting and Analysis

SEMS regulations require any city or county declaring a local emergency for which the governor proclaims a “State of Emergency”, to complete and transmit an After-Action Report (Report) to Cal EMA within 90 days of the close of the incident period. A city EOC, county operational area EOC or Cal EMA may require a Report from all agencies involved in emergency operations during a “State of Emergency”.

It is the policy of the District to prepare a report after every EOC activation.

The Report provides, at a minimum, the following:

- Response actions taken
- Application of SEMS
- Suggested modifications to SEMS
- Necessary modifications to plans and procedures
- Training needs
- Recovery activities to-date

The Report serves as a source for documenting District emergency response activities and identifying areas of concern and successes. It is also utilized to develop a work plan for implementing improvements.

A Report is a composite document for all SEMS levels, providing a broad perspective of the incident, referencing more detailed documents, and addressing all areas specified in regulations.

A Report includes an overview of the incident, including enclosures and also addresses specific areas of the response, if necessary. It is coordinated with hazard mitigation efforts, which may be included in the “recovery actions to-date” portion of the report.

The District’s safety officer will be responsible for the completion and distribution of the Report, including sending it to the southern region of Cal EMA within the required 90-day period if required.

6.2 Communications and Warning

During a declared emergency the District may be able to utilize the City of Temecula’s network of emergency communication systems. The City of Temecula uses a wide variety of systems to communicate with government agencies within and outside the city and directly with the population of the city. The following sections provide brief descriptions of each of the systems and discussions of their functions.

6.2.1 Warning Systems

The City of Temecula has several systems available for providing disaster information to the public. The following paragraphs provide a brief overview of these systems.

Emergency Digital Information System (EDIS)

EDIS is a system developed and operated by state OES. It provides a means for authorized agencies to deliver emergency public information and advisories directly to the news media.

EDIS messages are transmitted from Cal EMA via the Operational Area Satellite Information System (OASIS) satellite dish located at the county EOC. EDIS messages are received in Sacramento and transmitted from Mount Diablo to radio receivers in newsrooms, as well as to other governmental agencies by Internet and the OASIS satellite systems.

6.3 Emergency Public Information

During all emergency operations, the Districts Public Information Officer (PIO), safety officer or senior management staff, will serve as the dissemination point for all media releases. Other departments wishing to release information to the public must coordinate through the GM.

The duties of the Districts PIO are to:

- Utilize the state or local Joint Information System as required
- Provide the general public with information about the emergency and instructions about what they should and should not do
- Provide confirmed information about the emergency, its consequences, and relief and rehabilitation measures to the public and local, state, national, and international news organizations

The primary role of the PIO is to disseminate emergency instructions and critical information through the media to the public.

A secondary function is to provide the public (through the media) with accurate and complete information regarding incident cause, size, and status; resources committed; and potential short or long-term impacts, if known. If available, a Joint Information Center (JIC) should be utilized to disseminate information.

6.4 Construction and Engineering Branch Operations

The construction and engineering branch of the planning and intelligence section is responsible for ensuring all buildings and critical facilities are functional.

This branch is responsible for:

- Coordinating with structural engineers for building assessments
- Ensuring unsafe areas and structures are clearly marked and the public informed
- Supervising any construction and/or engineering project to repair damaged buildings, streets, and critical facilities
- Developing short, mid, and long-term reconstruction priorities and plans

6.4.1 Damage Assessment

When a disaster occurs, it is necessary to collect and analyze information concerning the nature, severity, and extent of the situation and to report the information through established channels. The information is used to assess the extent of the disaster/event and determine the appropriate level of response for the District.

Information needed to determine the operational problems and immediate needs of the community is critical. The specific information on dollar amounts of the damage and the economic consequences of the disaster are also important, but must not be collected until the operational problems and immediate needs are collected and analyzed.

Teams of personnel will be dispatched as soon as possible to assess the nature, severity, and extent of the situation. The teams may include personnel from:

- Engineering
- Construction
- Field Service
- Operations
- Water Systems
- Water Quality
- Wastewater

Assessment teams will accomplish the assessments by conducting ground surveys, which will require the observation and reporting of damage, and status of affected areas. The survey should also include the inspection of and reporting on facilities essential to public welfare and safety.

Damage assessment is generally performed in three phases:

- Windshield Survey – a brief survey of all areas

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- Rapid Damage Assessment of District facilities buildings and other structures
- Detailed engineering evaluation of certain buildings and structures; this evaluation is used as the basis for repairs or replacement of structures; this information is useful to prepare documentation of eligible repair costs on state and federal damage survey reports.

6.4.2 Safety Assessment

Once activated, the construction and engineering branch will initiate a safety assessment and perform the following operations:

- Begin safety assessments of the damaged facilities and follow up, as necessary, with the field responders' initial damage assessments
- Coordinate safety inspections with the other operation branches (law enforcement and fire rescue), searching for life and/or property threatening situations
- Manage and coordinate teams of qualified inspectors who are either local inspectors or inspectors obtained through the mutual aid system. These teams will include civil and structural engineers who will inspect both public and private property.
- The following procedure and report forms can be used at the EOC

6.5 Example of a Damage Reporting Procedure/Initial Checklist

Water utility employees assigned to conduct damage inspection of facilities as detailed in the attached plans, are to use the checklists/tables, etc., in the plan to record any observed damage. Provide this information to the EOC damage staff as soon as practical. If the damage is severe enough to endanger employees, the public, property, or the operation of the facility, use the fastest method to relay the information to the EOC.

Inspected facilities will be tagged to alert other water utility personnel that a preliminary assessment has been conducted and a damage report has been forwarded to the EOC.

Conduct Preliminary Damage Inspection

- Determine need to repair, replace, or abandon facility
- Include estimate of cost to restore facility
- Consider possible effects of aftershocks (if event is an earthquake)
- Evacuate buildings in danger of collapse
- Confirm that field crews perform the following inspections and close/tag damaged facilities and equipment

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Reservoirs

- Check for seepage, leaks, cracks, landslides, embankment slump, broken inlet outlet pipes, piezometers, and under drains
- Notify Department of Water Resources, Division of Safety of Dams (through water utility EOC), if problems are found
- Lower water levels to reduce possibility of structural failure

Wells

- Check for power disconnect
- Test for contamination
- Check for failure of pump or motor
- Check for physical damage

Treatment Plants

- Check for available power and condition of mechanical and electrical equipment
- Check quality of outflow
- Check for chemical releases
- Check for the need for emergency purification
- Check for structural damage

Tanks

- Check for evidence of failure of sub-base
- Check for leaks, cracks, broken inlet-outlet pipes, and under drains
- Check for buckling

Pumping and Generating Plants

- Check transformers for damage and test capacity
- If generators are water-cooled, check for adequate water storage and provide make-up water
- Check suction and discharge lines for cracks and broken connections
- Check for power disconnect
- Check for structural damage

Pipes

- Check air and vacuum valves
- Check for leaks, breaks, pressure loss in lines, cross-connections between water and sewage lines, and overflow into streets and watercourses

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**PRELIMINARY DAMAGE ASSESSMENT REPORT FORMS
WATER UTILITY DAMAGE REPORT**

Water utility:	Date/Time:
General manager:	Phone number:
Contact person:	Phone number:
Fax number and/or e-mail:	Field office phone number:
City of area served:	Population:
Number of service connections:	Percent of system damaged:
Approximate number of people without water:	Emergency staging area:
Primary water system damage:	

Check Appropriate Damage Categories				
Facility	None	Minor	Major	Severe or Out of Service
Supply				
Transmission				
Storage				
Pumping Stations				
Distribution System				
Treatment Systems				
Headquarters/Field Office				
Other				

Types/Description of problems (prioritize problems beginning with most severe):	
Location of outage (pressure zone):	Duration of outage:
Resources requested (note: immediate or delayed need):	
Material:	
Equipment:	
Personnel:	
Other emergency coordination needs (law enforcement, fire, health, etc.):	
Potable water needs:	

Form completed by: _____

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DAMAGE ASSESSMENT REPORT

Damage Report to External Agencies	
Date:	Time:
Plant/Facility name:	
Location:	
Gradient:	
Person making report:	
Distribution of report (primary):	Copy to:
Initial report:	
Follow-up report:	
1. Power: Yes ___ No ___ If no, Internal (ours) ___ External (power company) ___ Note: IF POWER IS OFF TURN OFF MAIN BREAKER!	
2. Electric panel damaged: Yes ___ No ___ Describe damage: _____ _____ Main circuit breaker tripped: Yes ___ No ___ Number of sub-breakers tripped: Yes ___ No ___ List units:	
3. Wells out of service: (other than power problem) No. ____ Total GPM reason: Motor ___ Pump ___ Well ___ List units:	
4. Pumps out of service: (other than power problem) No. ____ Total GPM Reason: Motor ___ Pump ___ Inlet Piping ___ Outlet Piping ___ Regulator ___ List Units:	
5. Interconnections out of service: (other than power problem) No. ____ Total CFS Reason: Motor ___ Pump ___ Inlet Piping ___ Outlet Piping ___ Regulator ___ List Units:	
6. Available useable storage: Elevated Amount _____ Other _____	
7. Lost storage: Elevated Amount _____ Other _____ List Facilities and Damage:	
8. Treatment facilities operational: Yes ___ No ___ NA ___ If no, list facilities and damage:	

**DAMAGE ASSESSMENT REPORT FOR
DESCRIBING RESTORATION PRIORITIES**

Utility:	
Location:	
Date of Assessment:	
System Restoration Priority List	
System Components and Key Elements	Restoration Priority
Treatment Facilities	
Storage Tanks	
Transmission Pipelines	
Distribution Pipelines	
Communications System	
Electrical System	
Other	

6.6 Emergency Operations Center

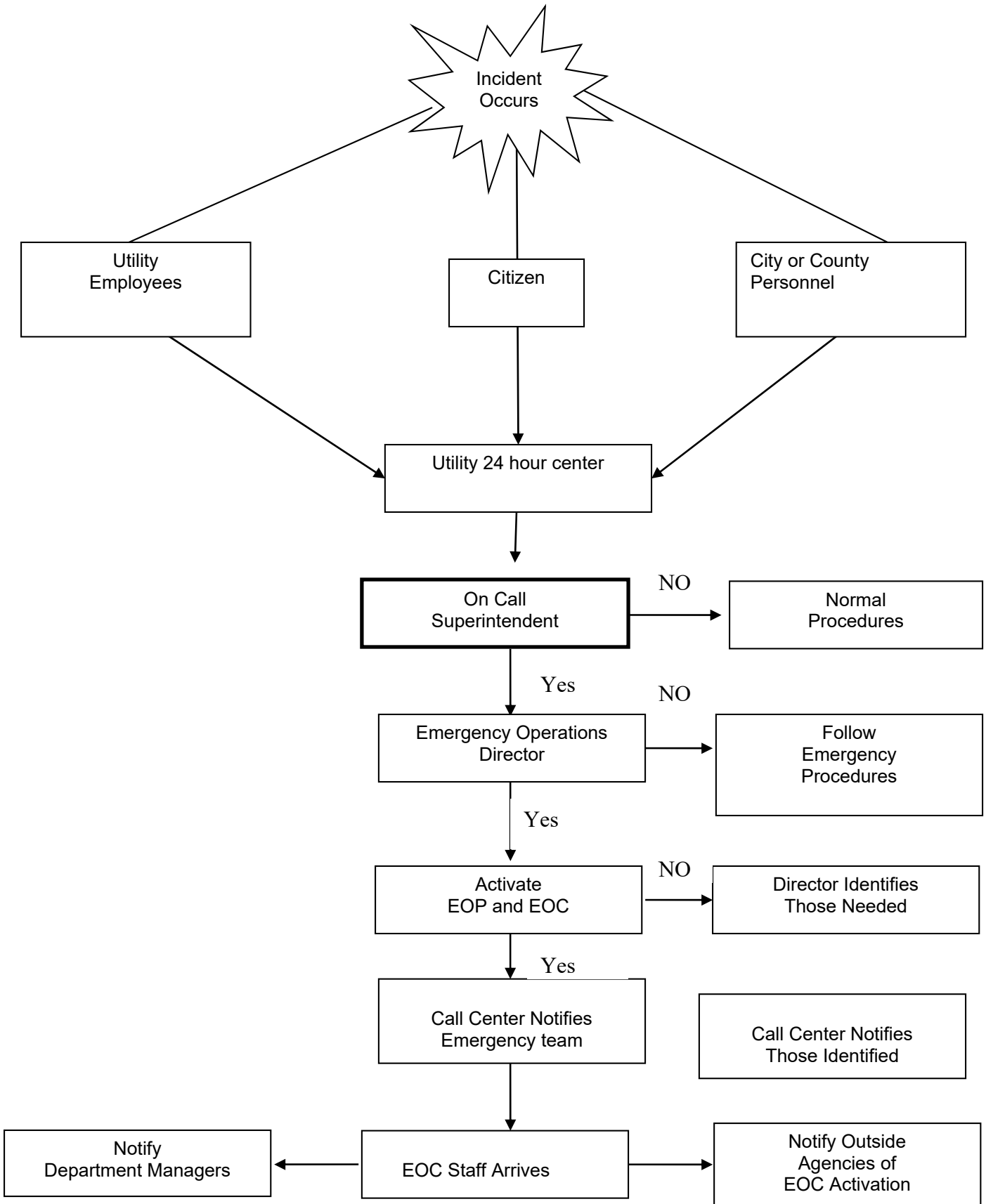
6.6.1 EOC Activation

Activation of the District's ERP will not necessarily require the activation of the District's EOC. The EOC will be activated under the following conditions:

- When the GM or designee, responding to an emergency situation, determines the need for activating the EOC
- When a major disaster occurs in or near the RCOA
- When a member agency or local jurisdiction within the District's service area has activated its EOC and requests the activation of the District's EOC to support their emergency operations

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EXAMPLE FLOW CHART FOR NOTIFICATION AND ACTIVATION OF THE EMERGENCY OPERATIONS PLAN



6.7 EOC Locations and Communications

The Districts main operations center located at, 42135 Winchester Road, Temecula, CA 92590 will serve as the primary EOC location.

During business hours call the receptionist at (951) 296-6900.

Holidays and after hours – the answering service will answer all calls (951) 296-6900. Office personnel working hours are from 7:30 a.m. - 5:00 p.m., Monday through Thursday and 8:00 a.m. - 5:00 p.m. on Fridays (except holidays). Anytime outside normal working hours the answering service will answer telephone calls, and when necessary, contact the first responder on-call by pager, cell phone, or radio. The first responder will keep in contact with the answering service on weekends and outside normal working hours.

In the event that this office is not operational, the alternate EOC site will be located at the Districts Santa Rosa Water Reclamation Facility located at, 26266 Washington Avenue, Murrieta, CA 92590.

- During business hours call the receptionist at (951) 296-6900
- Holidays and after hours - answering service will answer all calls (951) 296-6900

Office personnel working hours are from 7:30 a.m. - 5:00 p.m., Monday through Thursday and 8:00 a.m. - 5:00 p.m. on Friday. (except holidays). Anytime outside normal working hours the answering service will answer telephone calls, and when necessary, contact the first responder on-call by pager, cell phone, or radio. The first responder will contact wastewater duty operator as needed. The first responder will keep in contact with the answering service on weekends and outside normal working hours.

When the District's ERP is activated, all emergency communication, including emergency site status reporting, field communications, and interagency communication and coordination will be conducted through the designated, activated EOC.

6.8 Employee Mobilization Guidelines

Notification of Employees

When first alerted to the possibility of a major emergency or incident after hours, District staff will immediately notify the duty operator. The duty operator will notify the operations supervisor of the incident and extent of damage. The first employee dispatched to the incident site assumes the role of field incident commander. The incident commander will report back to the operations supervisor. The incident commander will report back to the operations supervisor, safety officer and/or

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manager on duty and they will notify key executive staff regarding incident status. In conjunction with key executive staff, the GM or designee will determine if the activation of the ERP is warranted, assign the appropriate emergency response level (i.e. level two major emergency , level three disaster, etc.), and begin District staff and member agency notification procedures. EOC staff members will be contacted by telephone, District radio, fax, e-mail, verbal message, or other methods of communication and will be requested to report to the EOC, assigned work location, or other designated site. District personnel not assigned to the EOC, or other emergency staffing responsibility, will observe regular working hours and report to their normal work locations unless otherwise directed.

6.9 EOC Deactivation and Employee Demobilization Guidelines

To deactivate the EOC, the GM or designee proclaims that an emergency condition no longer exists and directs the immediate deactivation of the EOC. Deactivation of the EOC will not automatically result in the deactivation of the EOP.

District EOC staff must notify the incident commander or immediate supervisor if they are required to leave the incident site, EOC, or other assigned work location. The following demobilization procedures will also be observed:

- No equipment or personnel will leave the incident site(s) until authorized by the incident commander or EOC management with the exception of an emergency
- Before personnel are allowed to leave the incident site, EOC, or other assigned work location, the incident commander or immediate supervisor will evaluate their physical condition to determine driving suitability. If the determination is made that a staff member is not in good physical condition to drive due to excessive fatigue, lack of sleep, or extreme stress, the staff member will not be released from the site until they have fully recuperated/rested or driven home by another staff member.
- Departing EOC staff will be briefed prior to leaving the incident site, EOC, or other assigned work location. The briefing will include methods of travel (the logistics section will arrange for the transportation of released personnel and equipment), destinations, estimated times of arrival, condition and availability of transportation corridors, and transportation arrangements. These demobilization procedures will also apply to staff from other agencies that are temporarily assigned to render emergency assistance to the District

6.9.1 EOC Checklist

Objective

To provide general guidelines regarding the initial response, sustained operations, and deactivation of emergency operations.

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Initial Activities

1. Activate the EOC, if required.
2. Begin damage inspections.
3. Conduct facility inspections to evaluate safety conditions and determine operability.
4. Begin documentation process to include the use of daily action plans, damage reports, photo records, and video recordings.
5. Activate emergency communications system as needed, and report damage through the established chain of command.
6. Activate emergency response measures when necessary, such as:
 - Mutual Aid Agreements (i.e. Cal WARN)
 - Contracts for emergency supplies, including water and equipment
 - Obtaining support supplies for EOC staff (food, water, housing, etc.)
 - Emergency food supply located in the safety office and wastewater plant manager's office
 - Emergency time-keeping methods to record employee and contractor hours worked (including overtime)
 - Inter-agency coordination of resources
 - Interface with media
 - Assist employees with personal emergencies (home or work) through the use of Employee Assistance Programs (EAP)
 - Develop repair and restoration plans
7. Draft an IAP within four (4) hours and review every 12 hours thereafter.

Within 24 Hours

1. Staff the EOC 24 hours a day, in eight (8) to 12 hour shifts as needed. Return to regularly established shifts as soon as possible.
2. Within three (3) hours of the emergency, complete preliminary damage assessment report forms on 6-13.
3. Within six (6) hours of the emergency, complete and distribute Damage Assessment Report (DAR), on pages 6-14 and 6-15.
4. Identify alternatives for providing temporary water service if necessary, and locate and arrange for emergency equipment and personnel resources.
5. Establish financial codes/accounts to capture FEMA cost allowance information.
6. Issue water quality advisories as required by the State Department of Health Services, Office of Drinking Water.
7. Establish restoration priorities and initiate emergency repairs.
8. Conduct external notifications to local governments, regulatory agencies, essential suppliers, major customers, and others as warranted.

Within 72 Hours (Sustained Operations)

1. Update restoration priorities.

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2. Reassess the need to make, modify, or rescind water quality advisories in consultation with state and local health authorities.
3. Review District finances and make adjustments, if necessary, to meet priority response and recovery needs.
4. In conjunction with other local agencies, initiate requests for state and federal disaster assistance as warranted.
5. Continue damage inspection, emergency repairs, public and employee information announcements, and communication with external agencies.
6. Review previous actions.

Deactivation:

1. Authorize deactivation of field response EOC sections or units when they are no longer required.
2. Deactivate the EOC and close out report(s) when the emergency situation no longer requires activation.
3. Notify adjacent facilities and other EOC's as necessary of scheduled deactivation.
4. Ensure that any open actions not yet completed are taken care of after deactivation.
5. Provide input for the completion of the after-action report.

SECTION 7: EOC STAFF ASSIGNMENTS and RESPONSIBILITIES

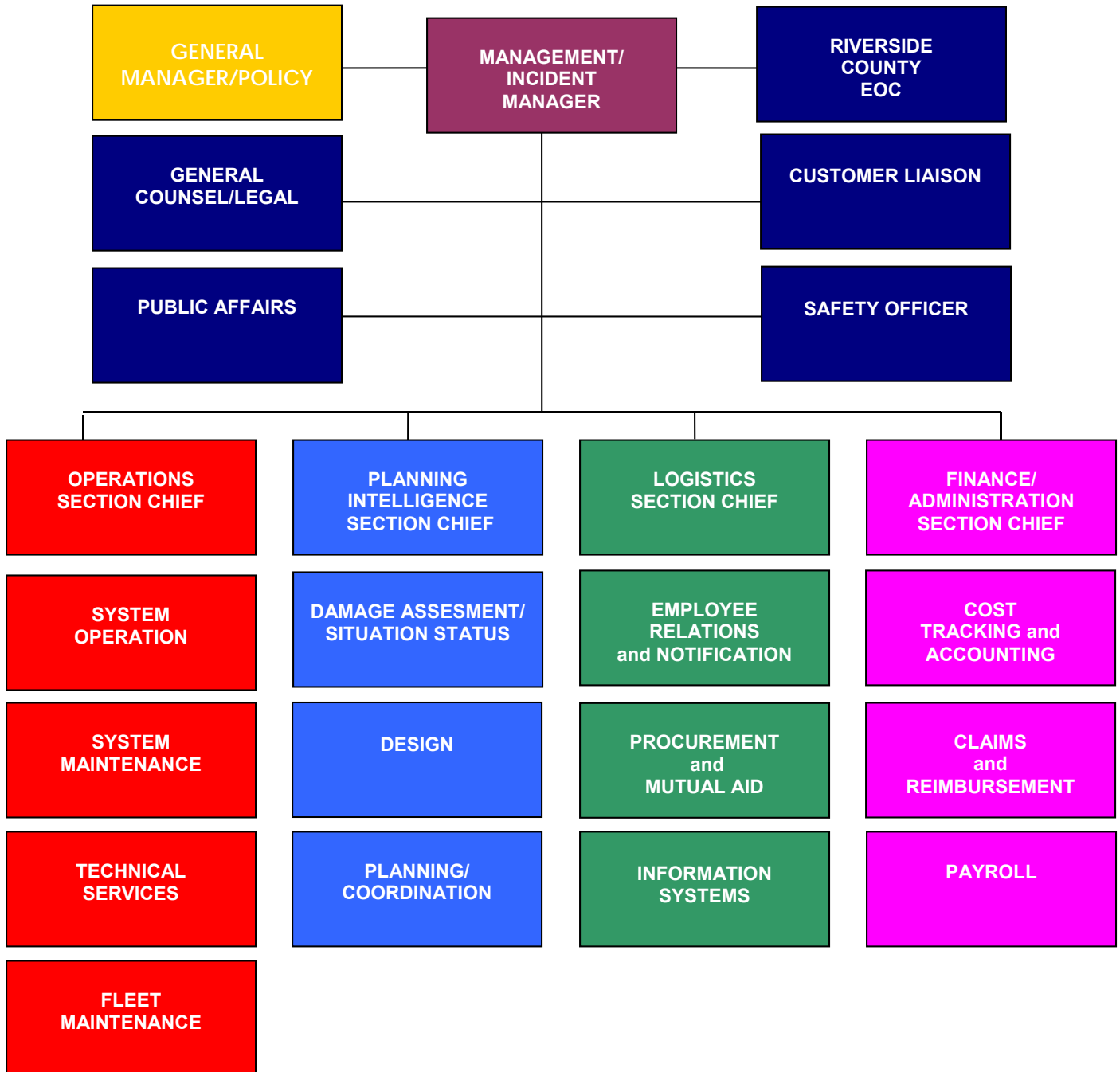
This section provides an overview of the staff positions assigned to the EOC and the responsibilities and duties assigned to each position. The tasks and responsibilities assigned to key EOC staff are described through the use of mission statements, organizational charts, and assignment checklists.

7.1 EOC Staff Assignments Overview

There are five (5) primary sections within the EOC structure in addition to the GM/AGM and support sections. They include: management, operations, planning/intelligence, logistics, and finance/administration. The GM policy section consists of the GM and District Board of Directors. This section is responsible for policy decisions and activating/deactivating the EOP and EOC. The Incident Manager (IM) (under the management section), who is responsible for the overall emergency response effort and the EOC, will manage the EOC. The section chiefs are responsible for overseeing the internal functions of their respective sections (i.e. operations, planning/intelligence, etc.) and interacting with the IM, each other, and other entities within the EOC to ensure the effective functioning of the EOC organization.

EOC liaisons, working under the support section are assigned to assist the IM and section chiefs to fulfill their missions and to offer their expertise in such areas as public relations, legal, safety, etc. Additional staff positions and levels within the EOC (i.e. systems operations, damage assessment, IC, etc.), are described in the following chapters of the EOP. Although assigned to perform specific tasks during an emergency, all staff positions assigned to the EOC may be available to assist the IM, section chiefs, and EOC liaisons as required. EOC structure and staff assignments are outlined in the following EOC organizational chart.

EOC Organizational Chart



7.2 General Manager and Incident Manager

7.2.1 General Manager

Mission

This section is responsible for policy decisions and activating/deactivating the ERP and EOC.

Checklist

- Obtain status report from designated IM
- If warranted, activate the EOP and EOC, in conjunction with IM, determine appropriate EOP activation level (see ERP Activation Guidelines Section)
- At the earliest opportunity, brief the District's Board of Directors regarding damage levels and provide a current status report
- Approve requests for major resources
- Attend strategy meetings
- Authorize deactivation of EOP/EOC

7.2.2 INCIDENT MANAGER

Mission

The IM is responsible for the policy, coordination, and overall management of the emergency response effort.

Checklist

- Brief management section staff and, if warranted, request activation of the EOP and EOC
- Obtain status report from planning/intelligence section and operations section conduct initial briefing with EOC staff and section chiefs and review status of initial damage assessment(s)
- Approve resource requests
- Determine priorities/policies and approve the IAP
- Conduct periodic strategy meetings
- Determine if EOC facility and support systems are fully functional
- Ensure key functional positions for operations, planning/intelligence, logistics, and finance/administration are filled; ensure staffing is adequate
- Determine if the activation level for the EOC is appropriate; if not, determine the appropriate level
- Ensure that accurate and complete records are being maintained

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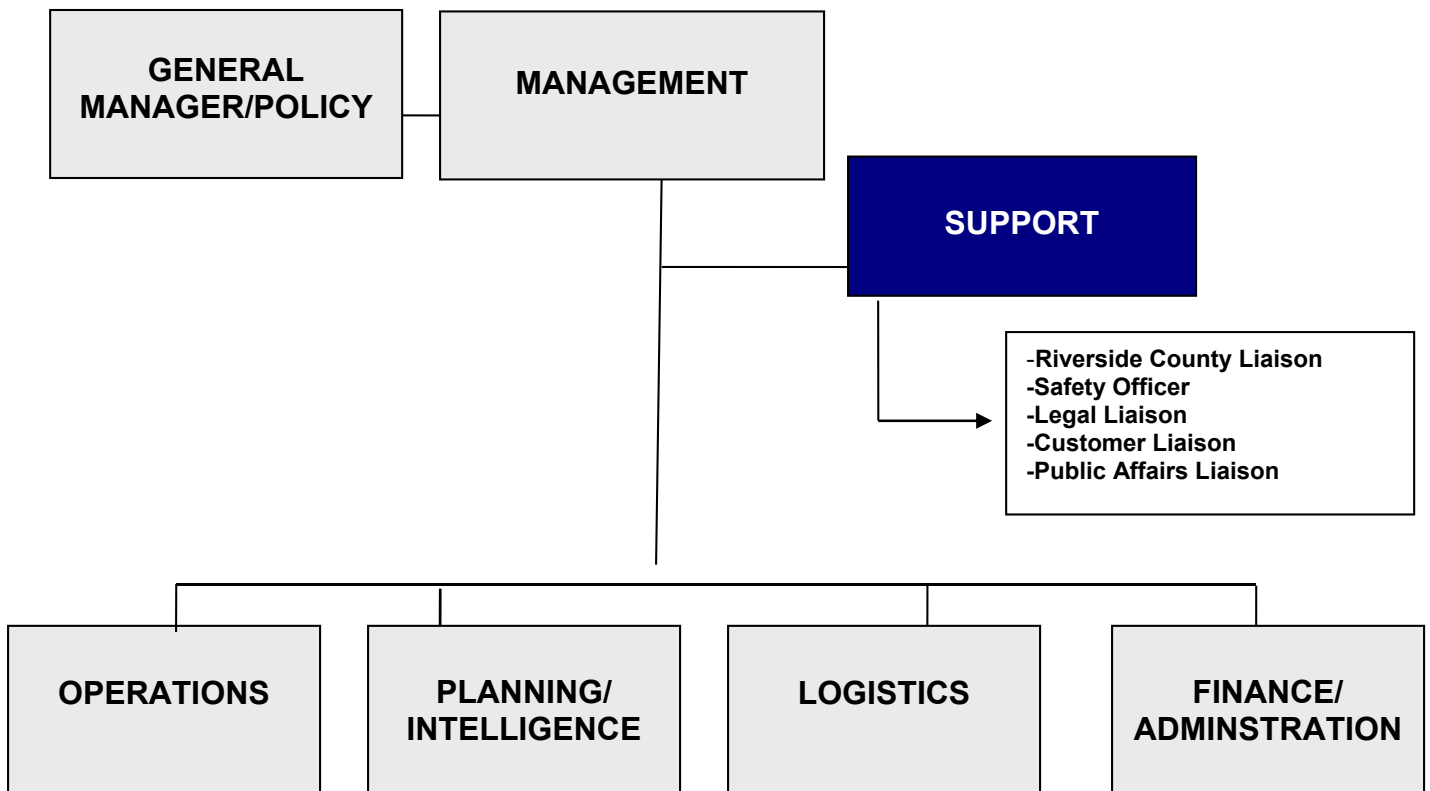
- Perform, or designate section chiefs to perform, emergency response functions as incident conditions require

7.3 Support Section

Support Section Overview

The support section includes the Riverside County liaison, legal, PIO, Customer Service Liaison, and safety functions. These sections provide technical assistance and advice to the GM, IM, and section chiefs in their respective areas of expertise.

EOP/EOC Staffing Structure



7.3.1 Riverside County Liaison

Mission

Report and represent the District at the OA EOC or local government EOC i.e. The City of Temecula or Riverside County EOC. Provide support and assistance to state, county and local government as needed. Provide information regarding the status of area water distribution systems and facilities.

Checklist

- Obtain briefing from the District IM and OA damage assessment team coordinator
- Coordinate and establish communication with District EOC staff from the OA EOC. Brief District or other agencies (i.e. system operations, repair schedules, rights-of-way, travel routes, etc.).
- Monitor the District's and other regional water agencies' repair and recovery operations and brief members of the Riverside County OES, OA, and damage assessment team members on the status of water distribution systems, current situations, priorities, and action plans
- Determine whether communication problems exist in contacting external agencies at the OA EOC. If a problem does exist, notify EOC staff to assist in correcting the problem.
- Provide a current directory/list of OA EOC services members (agency, contact name(s), telephone no., etc.) to District EOC staff
- Maintain accurate and complete records and reports

7.3.2 LEGAL LIAISON

Mission

Provide emergency/incident related legal assistance to EOC staff.

Checklist

- Obtain briefing from the IM
- Brief GM regarding authority level during emergency situations
- Respond to requests for legal interpretations and assistance as needed (i.e. mutual aid agreements, MOUs, etc.)
- Provide information regarding state and federal labor laws, as required
- Review and ensure that the District's emergency policies and procedures meet statutory and regulatory requirements

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7.3.3 Customer Liaison

Mission

Perform emergency/incident related customer department duties.

Checklist

- Obtain briefing from the IM
- Coordinate preliminary damage inspectors' work schedules and activities with the operations section chief and damage assessment unit leader
- Preliminary damage inspectors will also be required to take general direction from operations and planning/ intelligence section staff
- Maintain/update patrol route location binders, as required, in order to perform systematic, comprehensive, district wide damage inspections
- Prioritize and map major travel routes through damage areas
- Coordinate access for District staff and contractors through private property where the District does not have existing rights
- Act as District liaison to property owners directly impacted by the emergency where the District does have access rights
- Review and provide completed damage inspection reports to the planning/intelligence section chief

7.3.4 Public Affairs Liaison

Mission

Communicate promptly and accurately to and/or between the District and employees, directors, member agencies, public officials, contractors, involved agencies, the media, and other interested public.

Checklist

- Obtain briefing from the IM
- Obtain additional information from operations section staff, and DASS Unit in planning/intelligence section
- Identify all internal and external audiences to be communicated to/with and assign staff to manage them
- Prioritize communication efforts with identified audiences in the following order:
 1. Those who must take action in response to the crisis.
 2. Those who must comment (spokesperson and individuals whose input is needed).
 3. Those with a special need to know (employees, Board Members, public officials).
 4. The media.

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5. The general public.

- Issues that will be raised, probably by the media, should be anticipated, researched, and answers/solutions are formulated ahead of time
- Develop messages that will be relayed to all audiences, no matter what other information communications contain or what form communications take
- Designate a primary spokesperson and back-up spokesperson and prepare them to conduct interviews
- Establish primary location for media relations activities
- Ensure front-line employees, such as the IC and damage assessment/situation status team leaders and members are alerted to the situation and know to direct the media to the designated location, as applicable. Inform all employees and contractors (as applicable) to direct inquiries to public affairs and to notify public affairs immediately if media personnel appear at the crisis site.
- Assigned public affairs staff and spokesperson will immediately proceed to the incident/emergency site(s), gather and provide information to the media, control media activities, and assist the assigned spokesperson to conduct interviews
- Public affairs liaisons will personally call public affairs contacts at affected agencies in order to coordinate key messages and ongoing communications efforts
- Prepare a written release for distribution (via hardcopy or e-mail, as applicable) to appropriate publics (employees, contractors, directors, member agencies, responding agencies, elected officials for affected area(s), media)
- Compile background information related to crisis and have on hand for reporters
- Provide employees with frequent updates as well as the name of a resource person to call if they have questions. Remind employees not to release information and to refer questions to public affairs.
- Arrange for additional news availability via a news conference or interviews with the spokesperson. Public affairs representative to be with spokesperson during news conference or interviews in order to assist with media.
- Provide follow-up information and answers to questions that could not be answered during the first stage of the crisis (such as more comprehensive damage assessment, injuries, etc.)
- Report to media on further and unfolding developments as they develop, after appropriate review
- Monitor daily press coverage of crisis and make appropriate responses or corrections (formally or informally)
- Assess the crisis communication plan's effectiveness and make any necessary modifications after the emergency is over
 1. If a construction contractor consultant is involved in the emergency situation:
District staff or the supervisor can comment on the basic facts of the situation, but should not speculate, offer opinions, or answer rhetorical questions. District staff should advise the media that a public affairs representative will soon be there to work with them, or suggest they call the District's PIO directly.
 2. Media Rights: Recognize the media have a legal right to be at construction and/or work sites. The only time they can be barred from a site is when their

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- safety and/or the safety of workers is at risk. The media take their constitutional rights very seriously. They can sometimes be very insistent. Just remember that maintaining a firm but polite attitude is the best approach when safety is a concern.
3. Cooperation: Treat the media as people trying to do their jobs, just as you are. Ask them what they need. Advise them of your needs. Work together to accommodate each other. If necessary, work out other areas for them to park, an alternative place for them to stand, etc. This just takes a few seconds and will let everyone get back to the job at hand a lot quicker. While working with the media can be difficult sometimes, following these guidelines will help things go more smoothly. If you have any questions please call the District PIO at (951) 296-6900.

7.3.5 Safety Officer/Field Agency Liaison

Mission

Identify and take action to correct unsafe conditions and work practices. Guard against undue injury or damage to personnel and property. Act as the District's field liaison to police, fire, county, and city government, OES, Cal/OSHA, EPA and the JPIA.

Checklist

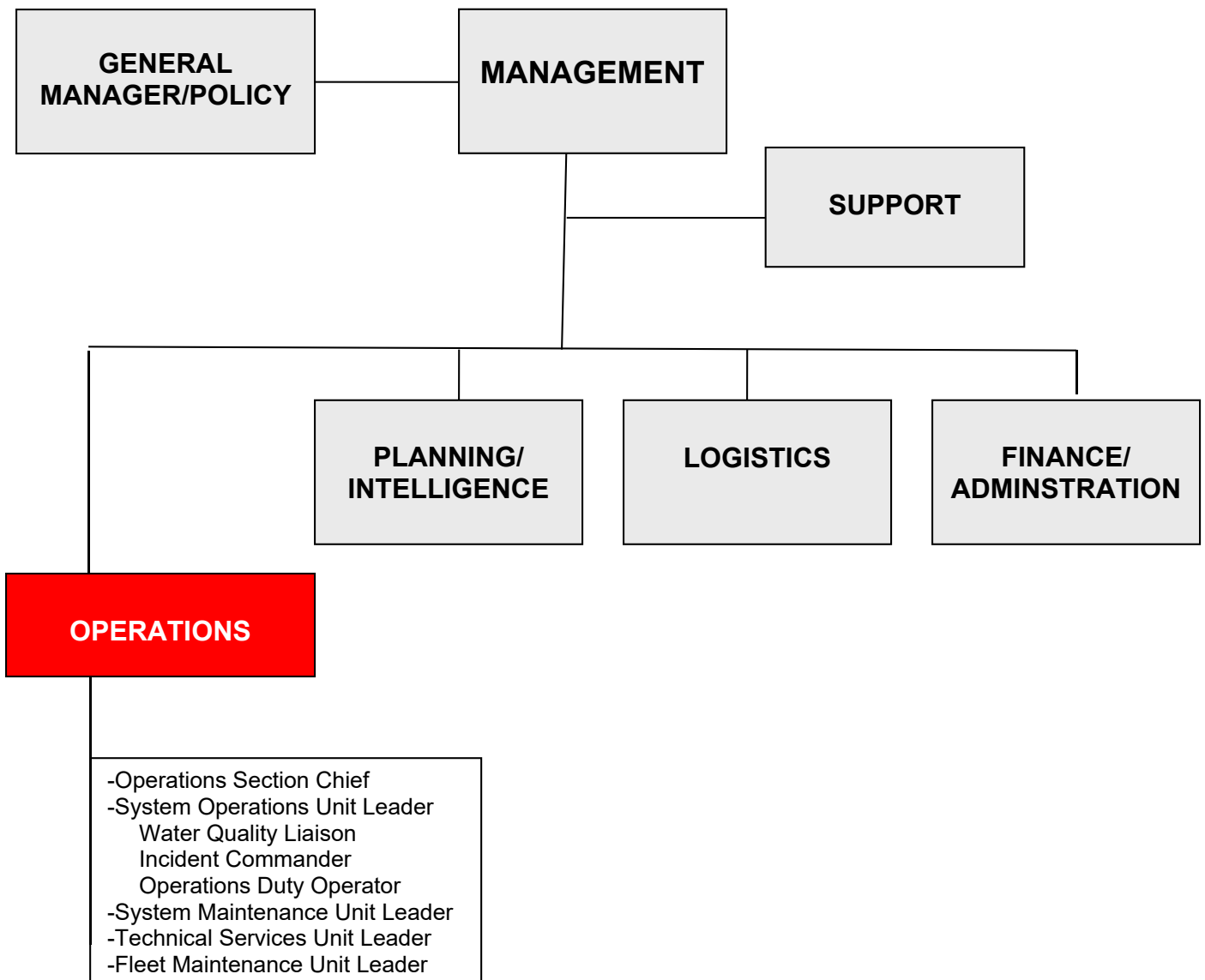
- Obtain briefing from IM
- Identify potential safety hazards and provide input regarding emergency response planning
- Enforce safety protocol
- Conduct investigation of accidents and safety-related impacts resulting from the emergency/incident
- Coordinate safety measures with outside agencies
- Provide direction and guidance to EOC staff regarding hazardous material/spill response
- Provide direction and guidance to EOC staff regarding safety and environmental regulatory compliance
- Patrol field work sites and construction sites
- Provide briefings and updates for the District's EOC staff and OA EOC or local government EOC
- Act as the District's field liaison for District crews that are assigned to work with police, fire, county and city government operations
- Act to resolve risk management, insurance, and claims issues

7.4 Operations Section

Operations Section Overview

The operations section is responsible for the immediate containment of hazards and the restoration of normal operations. The section consists of system operations, system maintenance, technical services, and fleet maintenance staff. Operations section staff coordinate the tactical response to emergency field operations, and in cooperation with planning/intelligence section staff, initiate the establishment, operation, and support of EOC operations.

EOP/EOC Staffing Structure Operations



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7.4.1 Operations Section Chief

Mission

The operations section chief coordinates tactical response in accordance with the directives of management or in support of the mission objectives as defined by management.

Checklist

- Obtain briefing from the IM, system operations unit leader, or IC. In turn, brief planning and intelligence section chief and other operations unit leaders on incident status and projected resource needs.
- Assign and manage operations section staff. In cooperation with the planning and intelligence section chief or damage assessment/situation status unit leader, assign and direct DASS team members.
- Determine the location and status of major incidents currently active
- Monitor repair and recovery operations
- Use EOC capabilities and resources (logistics, public affairs, planning and intelligence, Cal WARN, etc.) to support EOC operations
- Provide incident information to the planning/coordination unit in the planning/intelligence section
- Oversee the execution of the IAP which relates to operations
- Perform, or designate subordinates to perform operations section functions as conditions require:
 1. System operations unit leader and staff - use checklist on page 7-17
 2. System maintenance unit leader and staff - use checklist on page 7-21
 3. Technical services unit leader and staff - use checklist on page 7-22
 4. Fleet maintenance unit leader and staff - use checklist on page 7-23

7.4.2 Operations Section - EOP Overview

Objective

To provide general guidelines regarding the operation (or potential shutdown) of the distribution system during an emergency.

Operational Changes:

1. Under the direction and authority of the operations section chief, water will be routed by the operations duty operator or designee to maintain water service.
2. All valve position changes, valve closures, opening of normally closed valves, and flow changes are to be recorded.
3. Radio communications will be strictly controlled by the District operations center and telephone conversations will be kept as short as possible.

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Water Quality:

Under no circumstances should water quality be compromised. If water quality is questionable, the California Department of Public Health (CDPH) will be notified immediately: San Diego, 619.515.3525, or Sacramento, 916.449.5600.

Follow the procedures found in the District's CDPH Water Quality Emergency Notification Plan.

Public affairs will also be notified to initiate public notification and media awareness activities.

Emergency Notification

The District water and sewer service security measures include a 24-hour telephone number 951.296.6900, which is monitored by a staffed answering service during off-duty hours. The answering service has telephone, mobile phone, and radio communications at its disposal. A District operations employee is on duty at all times and available by telephone, vehicle radio, and pager.

Key District personnel (emergency call-out crew) have 24-hour responsibility and are available on short notice. The District's routine water/wastewater tests are performed by a state-certified laboratory that can also be utilized for emergency tests at any time.

All measures for isolating and eliminating the water quality problem will be carried out concurrently without any warning. Most of the community can be quickly notified by hand-delivered notices. It is estimated that, using all available operations personnel (approximately 60) and mobile units, the community could be covered within an estimated 24-hour period.

The context of the notices required shall be approved by the CDPH and shall be repeated at intervals as they direct.

The red-colored notice shall identify the contaminant, including information on possible effects of the contaminant on human health, and information on specific measures which should be taken by persons or populations who might be more acutely affected than the general population. This information will supplement the information as required in the notice form requirements section above.

The 24-hour telephone number for the District is listed in the telephone book. Communications by District radio keeps the headquarters, operations personnel, and field mobile units in contact at all times. A standby electric generator provides emergency power to the District building and operations department, when necessary.

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7.4.3 System Operations Unit Leader

Mission

Ensure the integrity of the distribution system and maintain water quality.

Checklist

- Obtain briefing from the operations section chief/IM (if after hours, obtain from operations duty operator)
- Assess the level of damage incurred and initiate staff mobilization procedures if required or requested to do so. Review: current duty roster for designated ERP
- Brief the operations section chief and operations unit leaders (i.e. technical services unit leader, system maintenance unit leader, etc.), and damage assessment/situation status unit leader regarding the emergency situation including: damages, service disruption, repair progress, and water quality
- In conjunction with the operations duty operator, immediately notify all affected member agencies of anticipated service disruptions or changes in water quality, including estimated time of repairs and return to service
- Perform, or designate subordinates to perform, system operations functions as incident conditions require

7.4.4 Water Quality Liaison

Mission

Perform incident related water quality duties.

Checklist

- Obtain briefing from the operations section chief
- Manage incident-related water quality issues
- Direct and coordinate the collection of water quality samples, related testing, and monitoring activities. Review: Water Quality Emergency Notification Plan
- Write “boil water” and other incident-related advisories as required by the CDPH; coordinate with the operations section chief, planning/intelligence section chief, system operations unit leader and District PIO
- Ensure adequate water quality staffing, equipment, and supply levels are met

7.4.5 Incident Commander

Mission

Manages the overall emergency response effort at the emergency site.

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Checklist

- Respond to and remain at the incident location site until relieved
- Brief operations section chief and planning/intelligence section chief regarding the emergency situation including: damages, service disruption, repair progress (if any), and changes in water quality. If an emergency occurs after normal working hours, the IC will first attempt to notify their immediate supervisor
- Ensure that an adequate organization is in place at the emergency site, and institute adequate safety, security, and damage control measures
- If requested by the operations section chief, assign District staff at the incident site to perform the primary functions of operations, planning/intelligence, logistics and finance/administration. Any of these primary functions not assigned to others remain the responsibility of the IC.

Review

1. Operations section chief - use checklist on page 7-10
2. Planning/intelligence section chief – use checklist on page 7-17
3. Logistics section chief – use checklist on page 7-28
4. Finance/administration – use checklist on page 7-31

* The first District staff member to arrive at an incident is designated the IC. The initial IC will relinquish command to a higher ranking or more qualified person as they arrive at the incident site.

7.4.6 Operations Duty Operator

Mission

Responsible for providing preliminary damage assessment to the EOC or SCADA control center, telemetry communication lines, distribution system, and communication capabilities.

Checklist

- Conduct a check of the telemetry control equipment and a telemeter check of lows, pressures, power, and phone line outages. If it is determined that the pipelines should be checked immediately, contact immediate supervisor or the system operations unit leader who will inspect, or direct staff to inspect, damaged facilities. If damage is sustained, the immediate supervisor or the system operations unit leader will begin immediate staff notification. If outside contact is impossible, and no other department managers are available, the operations duty operator assumes the role of IC and will begin to contact and mobilize staff to begin damage assessment.
- Monitor the system by performing or coordinating necessary water flow changes in the system during initial assessment and inspection. Approval must first be

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obtained from the operations section chief before any water flow changes are initiated.

- If necessary, establish communication links with local water districts operational staff. Coordinate communication with key field staff such as DASS.
- Maintain a telephone log of incoming and outgoing telephone calls
- Proceed to and remain in SCADA control room at all times until relieved

7.4.7 System Maintenance Unit Leader

Mission

Perform maintenance and repair activities as required after an emergency/incident.

Checklist

- Obtain briefing from operations section chief
- Obtain completed copies of DASS reports from the DASS unit leader
- Upon approval from the operations section chief, dispatch field repair units to perform in-depth inspections, to determine the level and type of repair work required and to prioritize repair assignments
- Identify resources required to complete necessary repair tasks. In cooperation with logistics section staff, coordinate the purchase or activation of mutual aid agreements to obtain required resources (Cal WARN, etc.).
- Perform aqueduct system repairs as needed
- Brief operations section staff, DASS, and design unit leader regarding the extent of actual damages incurred, repair progress, and changes in water quality
- Request additional personnel, as necessary
- Maintain accurate and complete records, including time log
- Locate and determine if there is adequate heavy equipment and tools to meet anticipated field needs
- Coordinate the procurement and distribution of heavy equipment and tools
- Participate in the preparation of the after-action report

7.4.8 Technical Services Unit Leader

Mission

Perform maintenance and repair on all electronic, electrical, and communication systems and equipment damaged after an emergency/incident. Repair and re-establish electrical, electronic, and communication equipment.

Checklist

- Obtain briefing from operations section chief
- Obtain completed copies of DASS reports from the DASS unit leader

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- Insure communications and power generation equipment are functioning properly, particularly at the EOC
- Restore equipment as required, and coordinate with the IT coordinator in regards to communication system and equipment repairs
- Upon approval from the operations section chief, dispatch field repair units to perform required repairs and/or prioritize repair assignments
- Identify resources required to complete all necessary repair tasks. If necessary, in cooperation with logistics section staff, coordinate the purchase of additional supplies/contracted assistance or the activation of mutual aid agreements to obtain required resources.
- Perform electronic, electrical, and communication systems repairs as needed. If necessary, with the assistance of logistics section staff, procure the services of an outside contractor(s) if the repair work is of a critical or timely nature.
- Repair and re-calibrate flow metering instruments, as required
- Brief operations section staff and DASS unit leader regarding the extent of actual damages incurred and repair progress
- Determine status of available back-up systems for emergency communications/power generation
- Monitor and maintain adequate generator fuel levels
- Provide plan for back-up emergency communications and power generation, as requested
- Maintain accurate and complete records, including time log

7.4.9 Fleet Maintenance Unit Leader

Mission

Provide maintenance and repair activities for District motorized vehicles and equipment.

Checklist

- Obtain briefing from operations section chief
- Obtain completed copies of DASS reports from the DASS unit leader
- Prioritize vehicle and equipment repair. If necessary, with the assistance of logistics section staff, procure the services of an outside contractor(s) if the repair work is of a critical or timely nature.
- Identify resources required to complete necessary repair tasks. If necessary, in cooperation with logistics section staff, coordinate the activation of mutual aid agreements to obtain required resources.
- Brief operations section staff regarding vehicle and equipment performance, repair progress, and availability
- Maintain emergency equipment and vehicles in proper working order at all times
- Determine transportation needs and maintain inventory of all water utility vehicles that could be used for transportation
- Process incoming vehicle requests

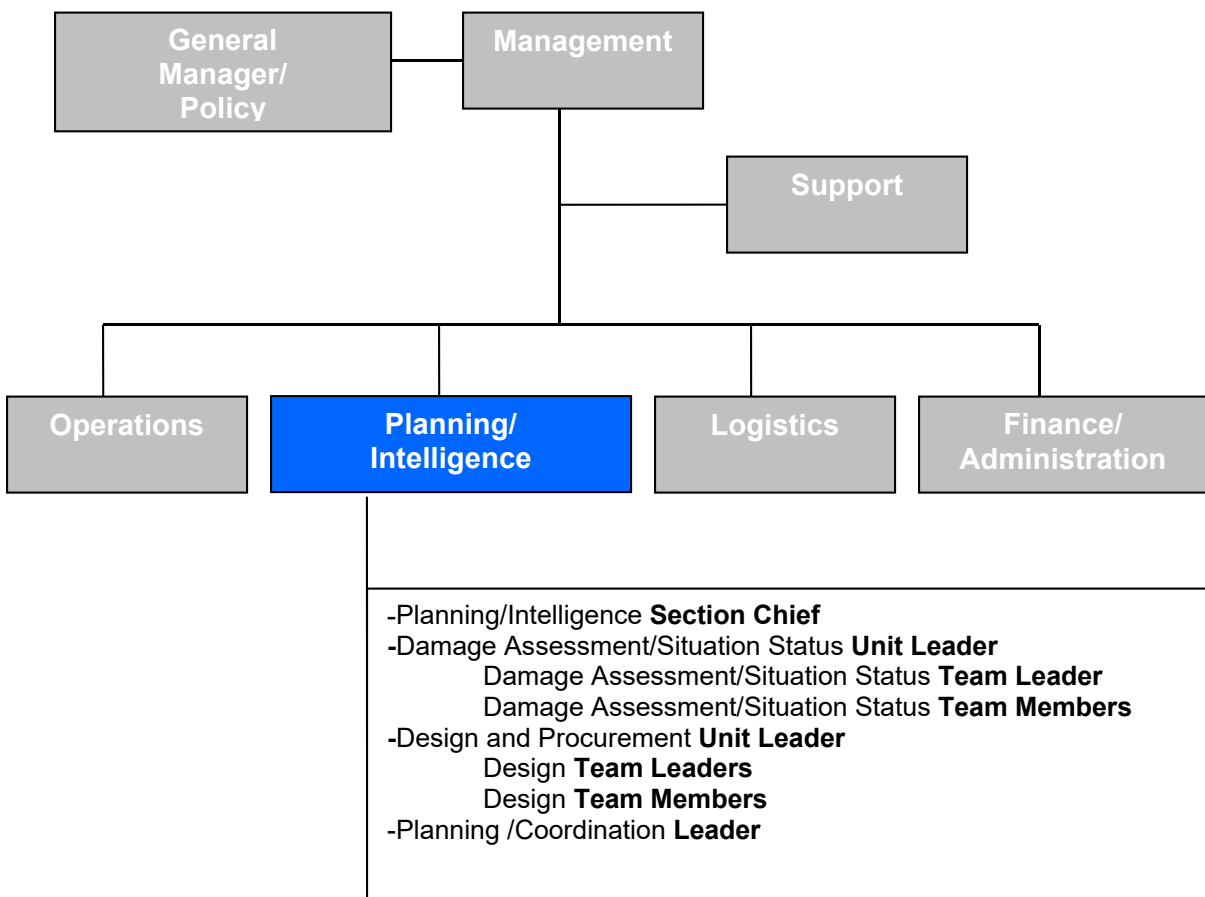
- Maintain accurate and complete records, including time log

7.5 Planning/Intelligence

Planning/Intelligence Section Overview

The planning/intelligence section is responsible for gathering, analyzing, documenting, and disseminating technical information and making recommendations to EOC management. The planning/intelligence section is also responsible for the development of the IAP. While operations is concerned with the immediate strategic response to the disaster, planning/intelligence is planning and plotting future actions.

ERP/EOC Staffing Structure



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7.5.1 Planning/Intelligence Section Chief

Mission

Manage emergency related information, prepare the IAP, and maintain documentation relating to the emergency/incident.

Checklist

- Obtain briefing from the IM
- If necessary, ensure that units within the section have been activated and are adequately staffed
- Interact with each unit in the section to obtain information, assist in coordination between other EOC sections, and ensure that the proper flow of information is taking place
- Receive assessment reports from the IC, system operations unit leader, or damage assessment team members on the following items:
 1. Condition and estimation of damage to the water distribution system related structures, and District offices.
 2. Communication capabilities.
 3. Power sources.
 4. Repair status and schedules.
- Organize and direct action plan meetings, as necessary
- Provide processed information and reports to EOC staff
- Ensure each unit in the section maintains a log of events
- Perform or designate subordinates to perform the following planning and intelligence functions as incident conditions require: DASS unit leader and team members - use checklist on page 7-19

Situation Status

- Gather situation status and damage assessment information from:
 - Operations section and damage assessment unit staff
 - Local government
 - Government agencies, media, etc.
- Oversee the collection, processing, and display of intelligence and development of the IAP
- Brief EOC staff, cooperating agencies, and media (in conjunction with PIO)
- Planning/coordination unit leader and staff - use checklist on page 7-23

Planning/Coordination

- Determine likely duration of emergency/incident
- Identify resource needs based on estimated emergency/incident duration
- If water shortage or interruption to normal deliveries occur, develop delivery response plan

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- Develop IAP with information furnished by operations section and damage assessment unit staff

7.5.2 DASS Unit Leader

Mission

Direct and manage on-site DASS unit team members. Oversee the collection, processing, dissemination, and display of incident information. Develop and complete appropriate report forms. Display processed information on the status boards.

Checklist

- Obtain briefing from planning and intelligence section chief
- Review three standing orders, page 7-21
- Review current incident status with planning/coordination leader
- Coordinate DASS team members and customer liaison damage inspectors' work schedules and activities with the operations section chief and customer liaison
- In cooperation with customer liaison damage inspectors, map major travel routes, if applicable, through affected areas
- Coordinate with DASS team leaders regarding team members' availability, priority field assignments, status of designated inspection routes, and completion of preliminary inspection and DAR
- Ensure each team member maintains a time log of events
- Provide completed damage assessment forms to EOC staff
- Oversee the collection, processing, display, and dissemination of useful information
- Provide processed information and reports to EOC staff
- Determine status of communication systems
- As appropriate to the situation, determine and display extent of damage to:
 1. Water System - compile displays of outage areas.
 2. Major travel routes, including traffic flow through affected areas.
 3. Other utilities within the water utility service area.
- Maintain accurate and complete records, including time log
- Perform or designate subordinates to perform, the following damage assessment functions as incident conditions require: DASS team leaders and staff - use checklist on page 7-19
- Brief the planning/intelligence section chief regarding major situation developments as they become known, provide information to all EOC personnel
- Provide input to the after-action report

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7.5.3 DASS Team Leader

Mission

Coordinate incident field response and perform DASS activities.

Checklist

- Obtain briefing from DASS unit leader or planning/intelligence section chief
- Brief DASS team members
- Coordinate team members' work schedules and activities to avoid over or under-staffing, scheduling conflicts, and conducting duplicate damage assessments
- Confer with DASS unit leader regarding team members' availability, priority field assignments, status of designated inspection routes, status and completion of preliminary damage assessment reports.
- Perform or designate staff to perform, the following DASS functions as incident conditions require: DASS team members - use checklist below
- Review DASS reports for completeness and content
- Provide completed DASS reports to the DASS unit leader

7.5.4 DASS Team Members

Mission

Conduct initial onsite DASS functions.

Checklist

- After a major disaster or emergency, remain on standby. If requested to report in, proceed where directed as quickly as possible. If unable to reach designated destination, call back and report status
- Conduct initial damage assessments and prepare preliminary DASS reports
- While at the damage site, take pictures of the damage and surrounding area(s)
- Brief DASS team leaders on initial findings
- Prepare and submit DASS reports, which will include, at a minimum, the following information:
 1. Extent of damage incurred.
 2. Emergency repairs required.
 3. Recommended repairs.
 4. Required crews and equipment.
 5. Estimated time of completion.
- Assist in the preparation of documentation and reports required for local, state, and federal assistance agencies

7.5.5 DASS Unit Overview

Objective

To conduct initial DASS functions immediately following a major emergency or disaster.

Travel and Communication

- If there is a serious question as to the integrity of the water systems, or travel is very difficult or impossible, a check of all pipelines and roads may be made by air craft. A vehicular on-site inspection will still be made when possible.
- During field damage assessments, DASS team members will report conditions posing immediate danger to life or the safety of the system. Where such danger is evident, on-site personnel will initiate immediate corrective action where possible, or recommend corrective action by others. DASS teams with no damage or only minor damage to report will report to the operations duty operator, but limit communication to no damage to report.

The Process

- Team leaders, in conjunction with the DASS unit leader, will assess the emergency situation in conjunction with other members of the emergency team members
- DASS teams will immediately proceed to their designated routes as directed and begin to assess the type and amount of damage incurred
- After reporting their findings to the operations duty operator via the use of preliminary DASS reports, DASS teams may be directed to report to another disaster site or to return to the EOC
- DASS team leaders will gather the completed preliminary DASS reports, and in conjunction with the DASS unit leader, begin to prioritize and coordinate repair schedules with the planning/intelligence and operations section chiefs
- DASS unit leader will obtain the completed DASS reports from the team leaders and submit the forms to relevant EOC staff
- DASS unit leader disseminates information to the planning/coordination unit leader

7.5.6 Three Standing Orders for Personnel Assigned to Collect Data

1. Capture Good Information

Potential Sources:

- Operations Section: Direct staff to communicate with operations section staff on a continuous basis to receive up-to-the minute status reports.

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- TV and Radio: In cooperation with the PIO, monitor TV and radio coverage. Note any interesting or useful information.
- EOC: Obtain information from EOC staff and determine if the information is relevant, up-to-date, and correct.
- DASS Team Members: Establish a communication link with DASS unit leader and team leaders.
- Liaisons: Determine who is in communication with outside agency liaisons and obtain information from these sources.

2. Prepare Written Information

Use the raw information to:

- Complete established forms
- Update status boards
- Prepare DASS and special reports (state date and time on all written reports, correspondence, etc.)

3. Get the Information to Who Needs It

- Key EOC functions - command, operations, logistics, safety, public affairs, or Riverside County liaison
- Cooperating agencies and member agencies (work with liaisons)
- Public and media (work with public affairs)

7.5.7 Design Unit Leader

Mission

Direct and manage design to rehabilitate damaged facilities and specify special equipment and materials for procurement.

Checklist

- Obtain briefing from planning and intelligence section chief
- Review current incident status with DASS unit leader and planning/coordination unit leader
- Coordinate design team members' work schedules and activities with the planning and intelligence section chief
- Coordinate with design team leaders regarding team members' availability and priority of assignments
- Coordinate with local and out of state contractors and suppliers regarding availability of materials, fabricators, and schedules
- Coordinate with logistics section chief, the planning and intelligence section chief, and design team leaders regarding procurement of materials and schedules
- Review designs
- Provide designs to the planning/coordination unit leader

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- Ensure each unit member maintains a time log of events
- Be prepared to provide input to the after-action report

7.5.8 Design Team Leaders

Mission

Coordinate activities, procure equipment and materials, and perform designs to rehabilitate damaged facilities.

Checklist

- Obtain briefing from design unit leader and planning/coordination unit leader
- Brief design team members
- Confer with the design unit leader regarding team member availability and assign team members accordingly
- Coordinate with design unit leader and planning/coordination unit leader regarding design schedule and availability of materials and supplies
- Perform and assist with designs and procurement
- Provide designs to design unit leader
- Provide input to the after-action report

7.5.9 Design Team Members

Mission

Perform design to rehabilitate damaged facilities.

Checklist

- Perform designs and provide documentation
- Estimate materials, supplies, and labor
- Coordinate materials, supplies, and labor required with design team leaders
- Assist as necessary with procurement of materials and supplies
- Assist in the preparation of documentation and reports required for local, state, and federal assistance agencies
- Provide input to the after-action report

7.5.10 Design Overview

Objective

To provide designs to repair damaged facilities and procure replacement parts and appurtenances in a timely fashion.

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The Process

- Team leaders, in conjunction with the design unit leader, establish teams to perform the necessary design
- After receiving information from the damage assessment teams, begin researching record drawings to determine pre-disaster conditions
- Perform necessary calculations and prepare drawings/sketches
- Contact contractors and suppliers to procure materials
- Design team members provide designs and report procurement of materials status to team leaders and unit leader
- Design unit leader reports information to the planning/coordination unit leader

7.5.11 Planning/Coordination Unit Leader

Mission

Prepare the IAP.

Checklist

- Obtain briefing from planning and intelligence section leader
- Review planning/coordination overview on page 7-24
- Review current incident status with the DASS unit leader
- Obtain operational period length, objectives, and priorities from the operations section chief or planning/intelligence section chief
- Using the blank IAP form on pages 6-5 to 6-7 or similar format, create the IAP
- Obtain a listing of the current policies and priorities from the planning/intelligence section chief and/or IM
- Develop estimates of the likely situation in 36 to 72 hours, given current direction and policy
- Recommend top priorities for actions and resources
- If water shortage or interruption to normal deliveries occurs, lead development of delivery plan
- Identify special resources or communication needs for future use
- Develop information displays, maps, etc., as required
- Maintain accurate and complete records, including time log
- Periodically evaluate the operational situation and assist planning/intelligence section staff in making recommendations on priority response and recovery actions
- Provide input to after-action report

7.5.12 Delivery Response Planner

Mission

Perform modeling of supply/delivery response.

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Checklist

- Obtain briefing from the planning/coordination unit leader and planning/intelligence section chief
- Manage incident-related water supply and delivery issues
- Provide water supply and delivery projections to planning/coordination unit leader and to planning/intelligence, DASS and operations section leaders when requested or necessary to complete mission
- Maintain accurate and complete records, including time log
- Provide input to after-action report

7.5.13 Planning/Coordination Overview

Objective

To create a plan that can be used for organization and coordination purposes. Listed below are the key elements of the IAP.

Length of the Operational Period:

The period of time in which EOC staff must achieve the objective of the operational period (see below). Typically, in the first day of a major incident, change is rapid. Therefore, management may set the operational period to last only a few hours. As time passes and change is less rapid, the operational period may expand to cover a number of days.

Objective of the Operational Period:

The objective(s) the EOC staff will accomplish within the operational period.

Examples for the first few hours after an earthquake might be:

- Protect against threats to life and property
- Take measures to contain or minimize the effects of the incident
- Complete a preliminary DAR

Examples for an operational period one week after the earthquake might be:

- Restore water service to service connections A, B, C
- Restore service road A,B,C to operational condition
- Return distribution system to pre-earthquake condition

Operational Priorities:

- List incident sites by numbered priority
- Plan of repair, by site

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- Prepare a brief description of the response plan strategy for the incident site(s), keep the description to one paragraph

Resources Needed:

- Create a schedule that outlines what types of resources are required, how much, where and when. Complete one schedule per incident site.
- Incorporate personnel, equipment, supplies, facilities and human needs. Logistics will order resources, and operations will apply resources based on the IAP.

Example IAP Incident Name:

Simulated earthquake date/time prepared: 08 August 2010, 1600 hrs.

Operational period: This plan covers the one (1) week operational period beginning August 9, 2010 through August 16, 2010.

Objective of the operational period: The main objective during this operational period is to restore critical water service to the District and to transition from an emergency response mode into a recovery and repair mode.

Operational Priorities:

- The first operational priority is to restore water service to connections
- The second priority is to repair any water main leaks
- The third priority is to complete detailed a damage assessment investigation and plan for any problems discovered

Plan of Repair, by Site:

Flow Pump Facility X: Investigation into the problem is continuing. The valve apparently is damaged and needs replacement. The plan is to remove the valve butterfly after dewatering and to transport to maintenance for reconditioning or replacement. After the work has been completed, reinstall, inspect, and put back into service.

Transmission:

Excavation, shoring, and field engineering will continue as the pipeline is dewatered. Workers will saw, cut, and remove the damaged section. When design is complete, a rolled steel plate pipeline section will replace the damaged section. The excavation will be backfilled while the pipeline is inspected and tested; pipeline will then be put back into service attachments/support information (list attachments by title and number of pages).

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Service Connection

Personnel Needed

Supervision

1 system maintenance supervisor - 0600 Aug 09 - 1800 Aug 09
1 system maintenance supervisor - 1900 Aug 10 - 0600 Aug 11

Engineering

1 engineer (PE) - 0600 Aug 09 - 1800 Aug 09
1 engineer (PE) - 1900 Aug 10 - 0600 Aug 11

Remove Damaged Valve

4 maintenance technicians - 0600 Aug 09 - 1500 Aug 09
4 maintenance workers - 0600 Aug 09 - 1500 Aug 09
1 equipment operator for 20 ton crane - 0900 Aug 09 - 1500 Aug 09

Transport Valve to Temecula

1 maintenance worker - 1500 Aug 09 - 1800 Aug 09

Repair or Replace at Temecula Operations Center

Crew to be determined when received - 1800 Aug 09 - 1800 Aug 10
Transport valve to site, 1 maintenance worker - 1800 Aug 10 - 2100 Aug 10

Replace Valve

1 equipment operator for 16 ton crane - 2100 Aug 10 - 0300 Aug 11
4 maintenance technicians - 2100 Aug 10 - 0600 Aug 11
4 maintenance workers - 2100 Aug 10 - 0600 Aug 11

Equipment Needed

16-ton crane - 0900 Aug 09 - 0300 Aug 11
1 tractor w/low bed trailer - 1500 Aug 09 - 1800 Aug 09
1 tractor w/low bed trailer - 1800 Aug 10 - 2100 Aug 10
4 welding units' w/ generators - 1500 Aug 09 - 1700 Aug 11
1 pickup for errands - 0600 Aug 09 - 1700 Aug 11

Supplies and Support

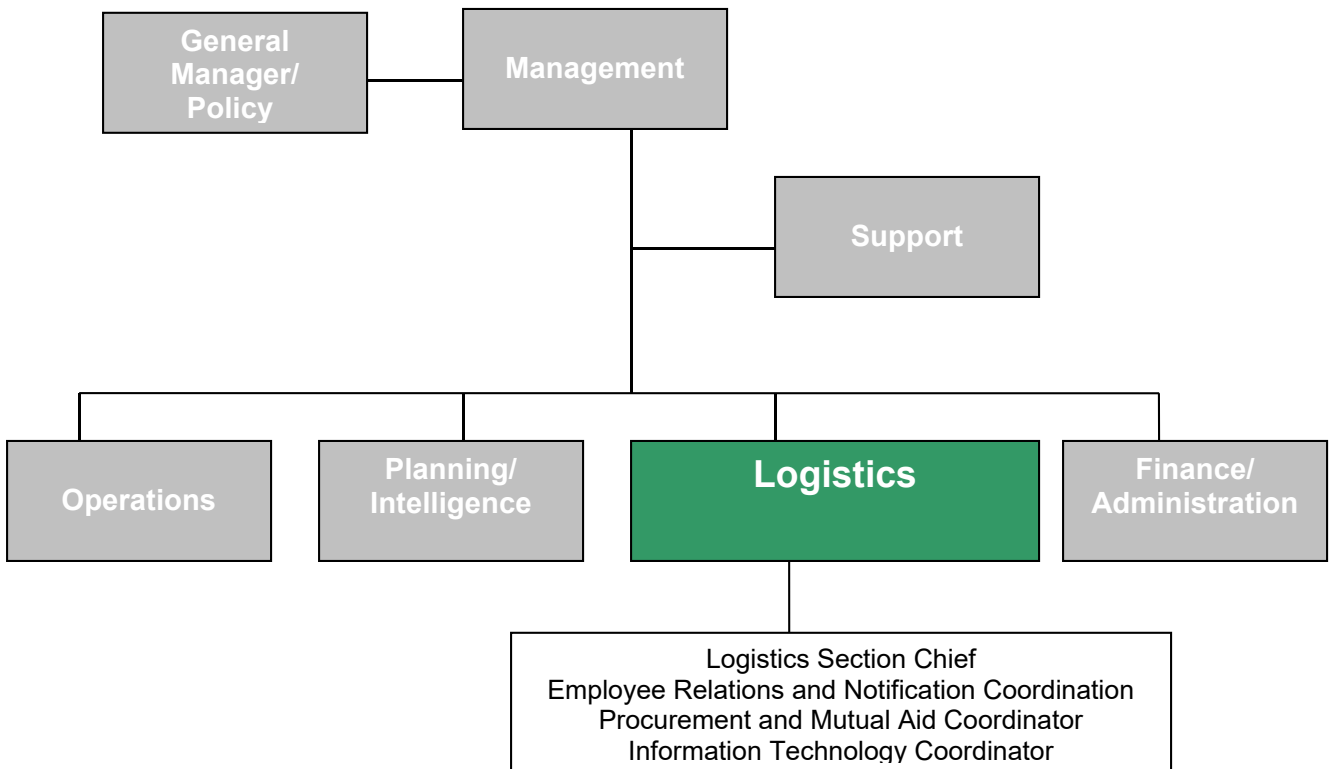
Breakfast for 20 - 0700 Aug 09
Breakfast for 20 - 0600 Aug 11
Lunch for 20 - 1100 Aug 09
1 portable toilet - 0600 Aug 09 - 1700 Aug 11

7.6 Logistics

Logistics Section Overview

The logistics section consists of those departments with responsibilities for the procurement and payment of personnel and equipment during an emergency situation. The logistics section coordinates the procurement and provision of emergency resources for emergency field response and recovery operations, as well as, EOC operation and support. This may include providing resources such as equipment, personnel, supplies, food, medical services, shelter, and facilities.

ERP/EOC Staffing Structure



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7.6.1 Logistics Section Chief

Mission

Manage all aspects of locating, securing, and transporting required equipment, supplies, services, and human resources, as requested; and preparing all necessary documentation relating to these activities. If required resources are unavailable through in-house sources, resources will be secured from outside sources through mutual aid, lease, or purchase. Oversee the establishment of communication links.

Checklist

- Obtain briefing from the IM
- Check the status of personnel and assist with employee mobilization as requested
- Employee notification can be coordinated with operations section and damage assessment unit staff
- If requested, establish EOC communication links with relevant parties such as: District personnel, government agencies, contractors, and vendors
- Identify and confirm what resources are available. Obtain resources for all EOC sections, including the preparation of emergency purchase orders and vendor agreements, as requested.
- Perform, or designate subordinates to perform, logistic functions as incident conditions require

Employee Relations and Notification Coordinator

- Initiate employee notification and mobilization activities
- Use checklist on section 7-29
- Procurement and mutual aid coordinator
- Coordinate mutual aid requests Cal WARN
- Information technology coordinator establish communication links within the District and with outside agencies
- Participate in action planning and identify and obtain resources as required by the IAP
- Ensure that all appropriate units within the section have been activated to the appropriate level, are adequately staffed, and functioning
- Assist in the coordination between other EOC sections and ensure that the proper flow of information is taking place

7.6.2 Employee Relations and Notification Coordinator

Mission

Perform and coordinate employee notification and mobilization activities, and maintain up-to-date employee records and notification lists.

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Checklist

- Obtain briefing from logistics section chief
- Initiate employee mobilization procedures, if requested to do so. If employee mobilization activities have occurred prior to arrival (i.e. initial deployment of damage assessment team members by operations section staff, etc.), ascertain current employee staffing levels and document accordingly.
- Assume future employee notification responsibilities
- Maintain records of personnel assignments and hours worked attributed specifically to the emergency/incident
- Assist with the hiring of temporary, emergency workers and maintain employment records
- Contact families of employees to inform them of an employee's status, relay messages, or to inquire about the status of an employee's family at the employee's own request
- Arrange employee/family contacts and provide staff to respond to employee family members emergency information calls
- Arrange for shelter and feeding of water utility employees and mutual aid emergency workers, as necessary
- Assist Red Cross in locating displaced employee family members
- Arrange for stress debriefing for employees, as necessary
- Ensure that current records are maintained for personnel assigned to the EOC
- Obtain and process requests for additional personnel, as required
- Determine if personnel needs require requesting mutual aid
- Anticipate personnel needs for future operational periods
- Maintain accurate and complete records, including time log
- Participate in the preparation of the after-action report

7.6.3 Procurement and Mutual Aid Coordinator

Mission

Perform tasks relating to the procurement and purchase of materials, supplies, and services required by the IAP and on an as-needed basis.

Checklist

- Obtain briefing from logistics section chief
- Streamline or modify existing purchasing procedures to ensure the rapid acquisition and delivery of required materials, supplies, and services
- Prepare and process emergency purchase orders and vendor/service agreements, as requested
- Obtain and maintain up-to-date vendor and service provider lists to ensure the timely procurement of required resources and services
- Coordinate the activation of mutual aid agreements to obtain required resources
- Ensure proper accounting practices are in place

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- Advise on the availability of emergency funds and coordinate processing, as required
- Maintain accurate and complete records, including time log
- Participate in the preparation of the after-action report

7.6.4 Information Technology Coordinator

Mission

Provide emergency/incident-related information/IT assistance to EOC staff.

Checklist

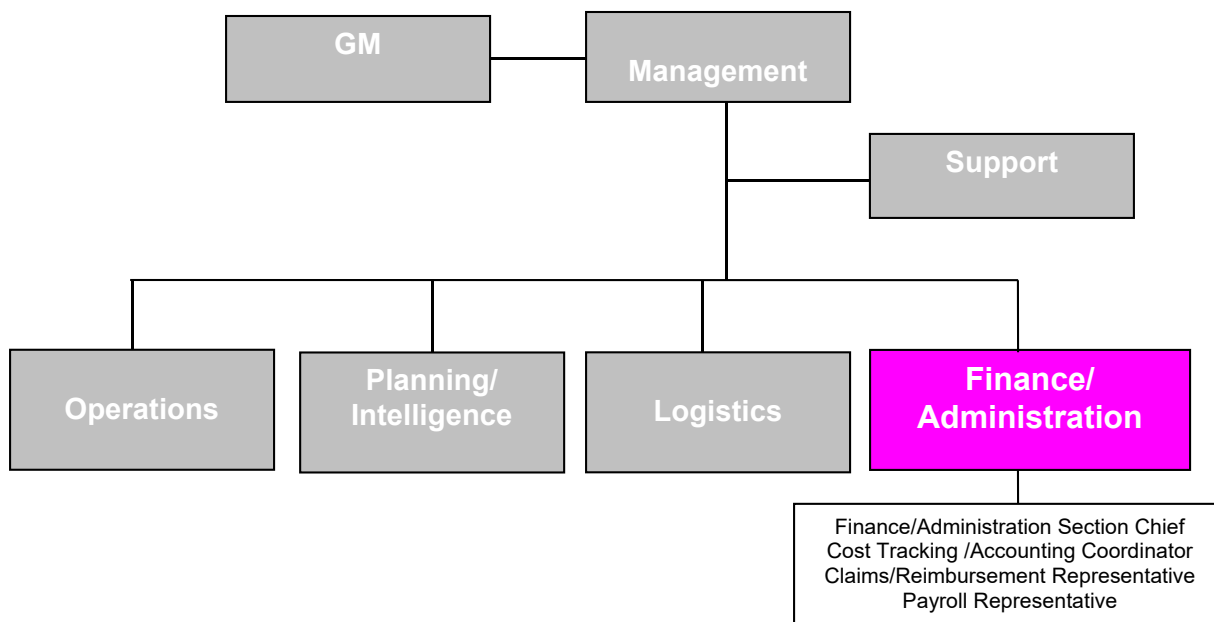
- Obtain briefing from logistics section chief
- Expedite and respond to requests for IT assistance as needed
- Test all information systems equipment for proper operation and availability
- Determine status of any available back-up systems for emergency use
- As requested, provide plan for back-up emergency systems
- Maintain accurate and complete records, including time log
- Participate in after-action report

7.7 Finance/Administration

Finance/Administration Section Overview

The finance/administration section is responsible for providing financial resources to support emergency needs, track costs, and process claims arising from the emergency.

ERP/EOC Staffing Structure



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7.7.1 Finance/Administration Section Chief

Mission

Responsible for all tasks relating to the monetary support of emergency/incident activities; manage administrative functions associated with finance, audit, accounting, and claims/reimbursement.

Checklist

- Obtain briefing from the IM or operations section chief
- In cooperation with logistics section staff, develop a cost tracking system
- Manage an incident claims process
- In conjunction with logistics section staff, review and monitor spending limits on draft accounts, credit accounts, purchase order amounts, etc.
- Increase available petty cash for expenses requiring cash
- Manage accounting and audit functions for emergency operations
- Perform, or designate subordinates to perform, finance/administration functions as emergency/incident conditions require
- Cost tracking and accounting coordinator - use checklist in section 7.7.2
- Claims reimbursement representative - use checklist on page 7-32
- Payroll representative - use checklist on page 7-32
- Provide summary reports on financial status, as requested
- Collect and process damage and casualty information
- Compile required state and federal reports on emergency response costs resulting from emergency activation

7.7.2 Cost Tracking and Accounting Coordinator

Mission

Develop emergency/incident related cost tracking, auditing, and accounting procedures.

Checklist

- Obtain briefing from finance/administration section chief
- Establish an auditing and accounting system for emergency operations in compliance with Cal EMA and federal FEMA requirements
- Coordinate with IM on cost reporting procedures to be used and develop a cost tracking system
- Audit and document request for funds
- Ensure the availability of funds to meet payroll and approved purchase obligations

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- Create and maintain financial records of all emergency-related expenditures. This includes copies of purchase orders, contracts, and other related documentation.
- Collect and process damage information
- Develop emergency related cost/loss summaries
- Advise on alternative cost strategies, as appropriate
- Compile report on costs resulting from the emergency activation to ensure state and federal reimbursement
- Monitor documentation of costs related to damages
- As appropriate, provide support in the development of short and long-term financial strategies
- Assist in the preparation and analysis of the cost related aspects of emergency contracts for personnel services, supplies, and equipment
- Track extraordinary expenditures and accumulate cost related information
- Advise on the availability of emergency funds and coordinate processing, as required
- Maintain accurate and complete records, including time log

7.7.3 Claims/Reimbursement Representative

Mission

Provide emergency/incident related claims and reimbursement assistance to EOC staff.

Checklist

- Obtain briefing from finance/administration section chief
- Establish an incident claims process
- Determine what costs are eligible for government reimbursement
- Establish reimbursable work order numbers for each emergency/incident site (if applicable) and maintain site specific records and documentation to support federal and state program assistance requirements
- Maintain and prepare documentation and reports required for state and federal financial assistance/reimbursement programs (i.e. Cal EMA, FEMA, etc.)

7.7.4 Payroll Representative

Mission

Provide emergency/incident related payroll services to District staff.

Checklist

- Obtain briefing from finance/administration section chief
- Process checks to meet payroll and approved purchase obligations

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- Prepare and distribute written requirements regarding the collection and maintenance of time records associated with the emergency
- Determine process and schedule for collecting daily time reports from all EOC and field unit staff
- Ensure that contractor personnel labor is being properly recorded and maintained
- Monitor the time recording function and ensure that daily personnel time recording is being performed in accordance with Cal EMA and federal FEMA requirements to ensure reimbursement
- Ensure that all time records are current and complete prior to demobilization

SECTION 8: RECOVERY PHASE OPERATIONS

8.1 Recovery Phase Operations Overview

Recovery activities involve the restoration of services to the public and returning the affected area(s) to pre-emergency conditions. A disaster may strike quickly, leaving the need for recovery operations in its wake, or it can be a prolonged event requiring recovery activities to begin while the response phase is still in full activation. Severe windstorms, fires, and floods are examples of disasters that can be ongoing, presenting recovery challenges during and after an event. A major earthquake is an example of a disaster event that strikes and is over quickly, leaving severe damage in its wake.

Recovery actions occur in three (3) general phases. The actions in each phase and the timing vary according to the nature and the severity of the disaster. The first phase overlaps with emergency response and consists of immediate actions taken to reduce life safety hazards and make short-term repairs to critical lifelines. The second phase provides for ongoing social needs before permanent rebuilding is complete. This phase may continue for weeks or perhaps months. The third phase includes planning for and implementing the rebuilding of damaged buildings, the rebuilding of other facilities and infrastructure, and the resumption of normal social and economic life in the community. It may include a reconsideration of pre-disaster conditions (“hazard mitigation”). This third phase continues for several years.

The following summarizes recovery phase objectives by timeframe from the incident.

Initial Response 1-7 days	<ul style="list-style-type: none">• Debris removal and clean-up• Emergency, short –term repair of lifeline utilities• Emergency , short-term repair of facilities and systems• Coordination with federal, state and local agency damage assessments• Re-occupancy of facilities
Mid-Term Planning 7-30 days	<ul style="list-style-type: none">• Provision of interim housing and facilities• Restoration of lifeline utilities (power, water, sewers)• Restoration of social and health services• Restoration of normal District services• Economic recovery measures, including interim sites for business restoration
Long-Term Reconstruction Several Years	<ul style="list-style-type: none">• Rebuilding• Restoration of water systems• Hazard mitigation• Reconstruction of permanent housing• Reconstruction of commercial facilities• Development and implementation of long-term economic recovery targeting impacted and critical facilities

8.2 Recovery Phase Management Approach

The first phase, and likely much of the second, occurs while the emergency command organization is in place. Many second and third phase activities fall within the ongoing responsibilities of individual District departments. For example, departments have primary responsibility for planning and implementing the recovery of their own functions and facilities.

Many long-term recovery tasks require the cooperation of many public and private agencies. They extend beyond the time that IC is employed and require activities beyond the scope of this EOP. Therefore, the District will institute a long-term planning and implementation management structure to coordinate these activities to ensure the necessary coordination between city, county, state, and federal agencies. This structure is referred to as the recovery management organization and will be managed by a recovery management task force.

The recovery management task force is responsible for long-term recovery operations for the District. Recovery issues involving other jurisdictions and/or special districts will be coordinated and managed between the District and their designated representatives. The recovery management task force will be composed of individuals/departments as appointed by the disaster director.

All District departments may need to take responsibility for certain functions throughout the recovery process. Recognizing that it is important to assess and take steps to reduce the impact of future events, every member of a recovery operations organization should be responsible for documenting and reporting possible mitigation actions.

8.3 Roles of Other Agencies

8.3.1 Federal Government

The FEMA regional director is responsible for hazard recovery and mitigation actions under the terms of the federal/state agreement. The regional director shall:

- Provide for a joint federal, state, and local hazard mitigation team to survey the disaster affected area as soon as possible; following a major disaster or emergency declaration by the president, and to accomplish hazard mitigation planning in accordance with federal/state agreement
- Appoint a HMC
- Serve on the federal/state hazard mitigation team
- Confer with local, state, and federal officials concerning these hazards and hazard mitigation measures
- Ensure that the ultimate benefits to be gained through effective hazard mitigation programs are not diminished
- Provide technical advice and assistance

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- Encourage state and local governments to adopt safe land use practices and construction standards
- Ensure that FEMA and other federal efforts are supplemental to local and state efforts
- Encourage initiative by state and local governments
- Take actions required by FEMA Floodplain Management Regulations (as applicable for flood disasters)
- Depending on the type of emergency, other federal agencies may be involved in the recovery operations

8.4 Cal EMA/OES

A representative of Cal EMA/OES will be appointed by the governor to act in the capacity of the GAR, who will be responsible for state performance of hazard mitigation activities under the federal/state agreement. The GAR, in coordination with the FEMA regional director, shall:

- Appoint a SHMC to serve on the federal/state hazard mitigation team
- Arrange for state and local participation in federal/state survey and hazard mitigation planning in disaster affected areas

8.5 Damage Assessment

Under the Riverside County EOC's Standard Operating Procedures, an initial damage estimate is developed during the emergency response phase to support a request from local government for gubernatorial proclamation and for the state to request a presidential declaration.

This is followed by a detailed assessment of damage during the recovery phase. This detailed assessment provides the basis for determining the type and amount of state and/or federal financial assistance available for recovery.

Documentation is key to recovering emergency response and recovery costs. Damage assessment documentation will be critical in establishing the basis for eligibility of disaster assistance programs.

Under the state Natural Disaster Assistance Act (NDAA), documentation is required for damage sustained to public buildings, levees, flood control works, irrigation works, county roads, city/town streets, bridges, and other public works.

8.6 Federal Documentation Requirements

Under federal disaster assistance programs, documentation must be obtained regarding damage sustained to:

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- Roads
- Water control facilities
- Public buildings and related equipment
- Public utilities
- Facilities under construction
- Recreational and park facilities
- Educational institutions
- Certain private non-profit facilities

The documented information should include the location and extent of damage and estimates of costs for debris removal, emergency work, and repairing or replacing damaged facilities to pre-disaster condition.

The cost of compliance with building codes for new construction, repair, and restoration will also be documented. The cost of improving facilities may be included under federal mitigation programs.

As noted previously, documentation is key to recovering expenditures related to emergency response and recovery operations. Documentation must begin at the field response level and continue throughout the operation of the EOC as the disaster unfolds.

SECTION 9: MITIGATION PHASE OPERATIONS

9.1 Mitigation Phase Operations Overview

As noted in section five (5) of this EOP, the cities of Temecula and Murrieta participated as a submitting jurisdiction in the Riverside County Multi-Jurisdictional LHMP that was approved by FEMA and state OES in May 2005. The county's LHMP provides a detailed identification and analysis of the hazards faced by Riverside County. Section four (4) of this EOP provides a summary of information specific to the City of Temecula and the District that is contained in the LHMP.

Hazard mitigation is defined as any action taken to reduce or eliminate the long-term risk to human life and property from natural or man-made hazards. Section 409 of Public Law 93 288 requires that the state or local government recipients of federal aid evaluate the natural hazards of the area in which the aid is to be used and take action to mitigate them, including safe land use and construction practices.

To be effective, hazard mitigation actions must be taken in advance of a disaster. After disaster strikes, mitigation opportunities exist only during recovery and even those opportunities can be limited by the absence of advanced planning. Nevertheless, the immediate post disaster period does present special opportunities for mitigation. Section 409 deals with the opportunities presented in a current disaster to mitigate potential hardship and loss resulting from future disasters. Thus, hazard mitigation is a continuing year round effort and activity in which all local communities and state agencies are encouraged to prepare hazard mitigation plans that identify ways to reduce damage caused by disasters. Hazard mitigation activities can be divided into the following categories:

- Prevention
- Property protection
- Public education and awareness
- Natural resource protection
- Emergency services
- Structural projects

9.2 Mitigation Phase Management Approach

Mitigation activities in the District are coordinated by the District's Engineering Department and are implemented under the normal District management structure.

9.3 Short-Term Mitigation

The objectives of short-term mitigation activities are the identification of hazards following an emergency or major disaster, and accomplishment of appropriate

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hazard mitigation measures. The FEMA regional director and Cal EMA shall ensure compliance with these objectives as a condition for federal loans or grants.

9.4 Surveys

The Engineering Department preliminary damage assessments may identify major hazards and opportunities for hazard mitigation activities prior to a declaration of an emergency. Damage Reports (DR) shall include identification of hazards and shall recommend mitigation measures to be incorporated into the repair work.

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APPENDIX A- ABBREVIATIONS AND ACRONYMS

Cal EMA/OES	California Emergency Management Agency
CDPH	California Department of Public Health
DAR	Damage Assessment Report
DASS	Damage Assessment Situation Status
DHS	Department of Homeland Security
DR	Damage Report
DISTRICT	Santa Rosa Regional Resources Authority
EDIS	Emergency Digital Information System
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERP	Emergency Response Plan
ESDF	Emergency Storage Delivery Forecast
ESDS	Emergency Storage Delivery Schedule
FEMA	Federal Emergency Management Agency
GAR	Governor's Authorized Representative
HMC	Hazard Mitigation Coordinator
IAP	Incident Action Plan
IC	Incident Commander
ICS	Incident Command System
IDE	Initial Damage Estimate
IM	Incident Manager
IS	Information System
JPIA	Joint Powers Insurance Agency
LHMP	Local Hazard Mitigation Plan
NDAA	Natural Disaster Assistance Act
NEPA	National Environmental Policy Act
NIMS	National Incident Management System
NIPC	National Infrastructure Protection Center
OA	Operational Area
OASIS	Operational Area Satellite Information System
OES	Office of Emergency Services
PIO	Public Information Officer
PPE	Personal System Administrator
DISTRICT	Rancho California Water District
ROCA	Riverside County Operational Area
REOC	Region Emergency Operations Center
SEMS	Standardized Emergency Management System
SHMC	State Hazard Mitigation Coordinator
SOC	State Operations Center
SOP	Standard Operating Procedures
Cal WARN	Water Agency Response Network
WMD	Weapons of Mass Destruction

Appendix B – Earthquake and Emergency Levels

This appendix provides some clarification and guidance information regarding levels of earthquake alert to assist the IC and administrator-on-call to determine the alert level.

B.1 Level of Alert One (1) - Normal Daily Operations

No earthquake scenarios are postulated for level of alert one (1). Events that may occur periodically, with no injuries or environmental impact may be classified as a level of alert one (1) event. District personnel are equipped to immediately respond to such events and take proper corrective actions.

B.2 Level of Alert Two (2) - Moderate Emergency

A level of alert two (2) events is a moderate incident wherein local resources are adequate and available.

Level of alert two (2) examples includes:

- Local flooding
- Short-term power failure over a large portion of District's service area
- Minor earthquakes

Earthquakes at this level are those that:

- Are felt by sensitive people
- Feel like the vibrations due to a passing truck
- Are felt by some people while walking
- Wake some sleepers
- Cause trees to sway and most suspended objects to swing

Such earthquakes generally have Richter magnitudes less than 5.0 and Mercalli Intensities of I to VI (see Table B-3). However, when evaluating the potential impact of an earthquake, an earthquake's epicenter location must also be considered. For example, an earthquake of this level with an epicenter located near one of the District's major facilities could conceivably have the same effect as a higher level earthquake with an epicenter located outside of District's service area. The 1989 Malibu, 1989 Newport Beach and 1988 Pasadena earthquakes are examples of earthquakes at level alert two (2). Depending on the extent of the localized damage, the EOC may be activated to monitor the progress of isolated incidents.

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B.3 Level of Alert Three (3) - Significant Emergency

A significant emergency is one wherein local resources are not adequate and mutual aid may be required on a regional or statewide basis.

Level of alert three (3) examples includes:

- Regional flooding
- Dam failure
- Strong to very strong earthquakes

Earthquakes at this level are those that:

- Are felt by moving people and drivers of cars
- Wake most sleepers
- Cause major power outages
- Cause major cracks in walls and destroy some weak buildings
- Cause some telephone outages
- Vibrate some structures off their support

Such earthquakes generally have Richter magnitudes of 5.5 to 6.1 and Mercalli Intensity levels of VI to VIII. The 1987 Westmoreland (Palm Springs) and the 1987 Whittier earthquakes have been classified in this category.

B.4 Level of Alert Four (4) - Catastrophic Emergency

In a major disaster wherein resources in or near the impacted area are overwhelmed and extensive state and/or federal resources are required.

Levels of alert four (4) examples include:

- Catastrophic earthquakes
- Major hurricanes
- Long-term power outage

Earthquakes at this level are those that:

- Cause regional power outages
- Destroy and damage many buildings
- Sever pipelines in many areas
- Cause widespread telephone outages
- Create various fires and chemical explosions
- Damage dams

The Richter magnitude for such earthquakes ranges from 6.1 to greater than 8.0 and on the Mercalli Intensity Scale from VIII to XII (see Table B-2). The 1985 Mexico City, the 1988 Armenia, and the 1989 San Francisco/Loma Prieta earthquakes have

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been classified in this category. The infrequent occurrence of this level earthquake makes it difficult to identify the amount of damage, which could be caused locally and regionally. However, an earthquake at this level is expected to result in widespread and extensive damage within District's service area.

**Table of Modified Mercalli (MM) Scale of Earthquake Intensities
With Corresponding Richter Scale Magnitudes**

Mercalli Intensity	Description	Richter Scale Magnitude
I Instrumental	Detected only by a seismograph	
II Feeble	Noticed by sensitive people	
III Slight	Like the vibrations due to a passing truck	0.1 to 3.4
IV Moderate	Felt by people while walking, loose objects begin to rock	3.5 to 4.2
V Rather Strong	Felt generally, sleepers are awakened	4.3 to 4.8
VI Strong	Trees sway and all suspended objects swing	4.9 to 5.4
VII Very Strong	General alarm, walls crack	5.5 to 6.1
VIII Destructive	Car operation is affected, poorly constructed masonry buildings are damaged	5.5 to 6.1
IX Ruinous	Some houses collapse where ground begins to crack	6.2 to 6.9
X Disastrous	Ground cracks badly, many buildings destroyed and railway lines bent; some landslides	7.0 to 7.3
XI Very Disastrous	Few buildings remain standing, all utilities damaged	7.4 to 8.1
XII Catastrophic	Total destruction, objects thrown in the air, ground rises and falls in waves	8.2 +

Appendix C – Terrorism

C.1 Introduction

Water treatment facilities are considered to be key infrastructure terrorist targets.

This plan annex was created to deal specifically with these situations. This terrorism plan annex will offer guidelines and standard operating procedures that will guide the District's preparedness and response to an act of terrorism. Additionally, it will provide guidance to transition and integrate the local response to the governmental multi agency response, if and when it is needed.

Terrorism is defined as a violent act or an act dangerous to human life, in violation of the criminal laws of the United States, to intimidate or coerce a government, civilian population, or an segment thereof, in furtherance of political or social objectives.

Examples of terrorism may include arson, environmental crime, industrial sabotage, bombings, Weapons of Mass Destruction (WMD) and B-NICE (Biological, Nuclear, Incendiary, Chemical and Explosive) terrorism. There may or may not be any warning before the incident occurs. Additionally, recent incidents have documented the occasional use of secondary devices, which are intended to harm or kill emergency responders. Recognizing suspicious events may be difficult, but being extremely alert to surroundings and events may help to establish clues that may determine if an incident is terrorism.

Terrorist incidents may occur at any time. If and when they do occur, clean potable water becomes an even more important necessity, as there may be an increase demand for clean potable water, both for drinking and for response-related support, such as fire-fighting.

C.2 General Response Components

C.2.1 Overt vs. Covert Terrorist Attacks

In the past, most planning for emergency response to terrorism has been concerned with overt attacks (e.g., bombings). Chemical terrorism acts are likely to be overt because the effects of chemical agents absorbed through inhalation or by absorption through the skin or mucous membranes are usually immediate and obvious. Such attacks elicit immediate response from police, fire, and EMS personnel. In contrast, attacks with biological agents are more likely to be covert. They present different challenges and require an additional dimension of emergency planning that involves the public health infrastructure. Covert dissemination of a biological agent in a water treatment system will not have an immediate impact because of the delay between exposure and the onset of illness (i.e., the incubation period). Physicians or other primary health care providers probably will be able to identify the first casualties of a covert attack.

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For example, in the event of a covert release of a biological agent, patients appear in doctors' offices, clinics, and emergency rooms during the first or second week with complaints of symptoms such as fever, back pain, headache, nausea, and others that initially appear to be an ordinary viral infection. As the disease progresses, these persons will develop symptoms characteristic of early-stage diseases. By the time the symptoms become definitive the patients will begin to die, the terrorists would be far away and the biological agent disseminated through the population by the water treatment system will have had its intended effect. Only a short window of opportunity will exist between the time the first cases are identified and the rest of the population becomes ill. During that brief period, public health officials will need to determine that an attack has occurred, identify the organism, and prevent more casualties through prevention strategies (e.g., mass vaccination or prophylactic treatment).

C.2.2 District Activation Levels for Terrorist Threats/Events

Activation of the District's EOP will be made based on the information surrounding the threat/event. Three (3) levels have been designated for notifications. Each threat level provides an escalating range of actions that will be implemented concurrently for crisis and consequence management. The District EOC will notify and coordinate with the state, county, or city EOC, as necessary. The threat levels are described below:

Level 1 - Minimal Threat - The District has received threats that do not warrant actions beyond normal supervisory notifications or a slightly heightened level of alertness (the District will operate under normal day-to-day conditions).

Level 2 - Potential Threat - The District has received available intelligence information or an articulated threat indicating that a potential for a terrorist incident exists. However, this threat has not yet been assessed as credible.

Level 3 - Credible Threat - Information indicates that the potential threat is credible, and confirms the involvement of WMD in the developing terrorist incident. Police and the FBI should be notified immediately. At this threat level, the situation requires activation of the District's EOP in order to anticipate, prevent, and/or resolve the crisis. The threat increases in significance when the presence of an explosive device or WMD capable of causing a significant destructive event, prior to actual injury or loss, is confirmed or when intelligence and circumstances indicate a high probability that such a device exists.

Level 4 - WMD Incident - A WMD terrorism incident has occurred which requires an immediate implementation of the District's EOP. Police and the FBI should be notified immediately.

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C.3 Incident Notification Process

The existence of any of the previously mentioned indicators should be considered cause enough to trigger the EOP and activate a response commensurate to the possible event. A terrorism incident makes the early establishment of the EOP imperative. The EOC will be established as per the District level EOP upon detection of any significant threat or any terrorist type incident requiring an emergency response. The establishment of the EOC assures that we will have an efficient management system in place to manage the event.

The safety of the responding personnel depends on the actions of those managing the incident. Early implementation of the EOC will assure that the scene is managed properly and that all agencies receive notification in a timely fashion. The response and activation actions for a suspected or actual terrorist event are as follows:

Incident Notification/Activation Chart

LEVEL	SITUATION	NOTIFICATION/RESPONSE
Level 1 Minimum Threat	Receipt of a bomb threat at the XYZ facility.	Notify XYZ facility supervisor, District safety officer, management
Level 2 Potential Threat	Receipt of a bomb threat at the XYZ facility after being notified by the local police department; a bombing may be possible.	Notify XYZ facility supervisor, District safety officer, GM, local police, department heads, initiate a security check of all facilities
Level 3 Credible Threat	Receipt of a bomb threat at the XYZ facility and finding a suspicious package.	Call 911 and report incident, evacuate the building, district safety officer, GM, department heads, supervisors, initiate a security check of all facilities, consider activating the EOC.
Level 4 WMD Incident	Receipt of a suspicious package that appears to be leaking a substance and is making people sick.	Call 911 and report incident, evacuate the building, activate EOP, activate the District EOC, notify the city/county EOC

All personnel responding to a threat or an incident must be vigilant that the event may be an actual terrorist act. In any incident involving an explosion, suspected gas release, or a massed crowd of people, responders should always be cognitive of a potential secondary device. The first supervisor to arrive will establish ICS and request additional resources as needed. Once the response team is on the scene and has confirmed there is an actual emergency in progress, the GM, AGM, safety officer, Director of Operations and Maintenance, local police, and fire will be notified.

C.4 Primary Objectives in Response to a Terrorist Act

The following points are the main objectives for the first responders in response to a terrorist incident:

- Protect the lives and safety of personnel and the community

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- Contain and/or limit the spread of any nuclear, biological, chemical agent or explosive
- Appropriately identify the type of agent used
- Identify and establish an appropriate and safe perimeter for the suspected agent used
- Ensure that all employees responding to the incident follow the proper protocols and have appropriate protective gear
- Identify the most appropriate method to deal with the incident
- Notify emergency personnel, including medical facilities, of dangers and proper measures to be followed
- Notify appropriate state and federal agencies (FBI)
- Preserve as much evidence as possible to aid in the investigation process

C.4.1 Chemical/Biological Response

Without advance warning, it is not always evident when a chemical incident has occurred; as a result, responding personnel may initially become part of the victims in such an incident.

Some clues may be present that could be indicators that an incident involving chemical agents has taken place. These include:

- Unusual numbers of dying animals are present. For example, all the birds that are usually present at outside trash bins are dead, there are no insect sounds, etc., not just an occasional road-kill, but numerous dead animals.
- Lack of insect life. If normal insect activity (ground, air, and/or water) is missing, then check the ground, water surface, or shoreline for dead insects.
- Numerous individuals are experiencing unexplained water-like blisters, welts (like bee stings), and/or rashes
- Numerous individuals are exhibiting serious health problems ranging from nausea, to disorientation, to difficulty breathing, to convulsions, and to death. It is apparent that a mass casualty incident exists.
- There is a definite pattern of casualties (i.e., the casualties are aligned with the wind direction outdoors)
- Casualties are distributed in a pattern that may be associated with possible agent dissemination methods (i.e., a lower number of ill people working indoors versus outdoors or outdoors versus indoors)
- Unusual liquid droplets are present. Numerous surfaces exhibit oily droplets/film, and numerous water surfaces have an oily film.

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Threat Potential of Biological Toxins

AGENT	WEAPON-IZED	WATER THREAT	STABLE IN WATER	ESTIMATED EFFECTIVE DOSE	CHLORINE TOLERANCE
Botulinum Toxin	Yes	Yes	Stable	0.07mg	Inactivated, 6ppm
T-2	Probable	Yes	Stable	None given	Resistant
Aflatoxin	Yes	Yes	Probably Stable	2m	Probably Tolerant
Ricin	Yes	Yes	Unknown	None given	Resistant at 10 ppm
Staph			Probably		
Enterotoxins	Probable	Yes	Stable	4pg	Unknown
Microcystins	Possible	Yes	Probably	1mg	Resistant at 100 ppm
Anatoxin A In days	Unknown None given	Probable Unknown	Inactivated		
Tetrodotoxin	Possible	Yes	Unknown	1mg	Inactivated, 50 ppm

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Summary of Chemicals Effective in Drinking Water

Chemical Agents (milligrams/liter(mg/l) unless otherwise noted	Acute Concentration	Recommended	Guidelines₂
Chemical Warfare Agents	0.5L -	5 L%Day	15 LIDay
Hydrogen Cyanide	15	6.0	2.0
Tabtm (GA, (ltg/1)	50	70.0	22.5
Satin (GA, (pg/1)	50	13.8	4.6
Soman (GA, (gg/l)	50	6.0	2.0
VX 01g/1)	50	7.5	2.5
Lewsite (Arsenic fraction)	100-300	80.0	27.0
Sulfur Mustard (lig/1)		140.0	47.0
3-quinuclidinyl benzilate (BZ, ltg/1)		7.0	2.3
Lysergic acid diethaylamide (LSD)	0.050		
Industrial Chemical Poisons			
Cyanides	25	6.0	2.0
Arsenic	100-130	80.0	27.0
Fluoride	3000		
Cadmium -	15		
Mercury	75-300		
Dieldrin	5000		
Sodium Fluoroacetate ₃			
Parathion ₃			
Sources:			
Major John Garland, Water Vulnerability Assessments, (Armstrong Laboratory, ALTR 1991-0049), April 1991, and 9. The author assumes acute effects (death or debilitation) after consumption of 0.5 L.			
National Research Council, Committee on Toxicology, Cneidelines for Chemical Warfare Agents in Military Field Drinking Water, 1995, 10. Listed doses are "safe."			
W. Dickinson Burrows, J. A. Valcik and Alan Seitzinger, "Natural and Terrorist Threats to Drinking Water Systems," presented at the American Defense Preparedness Association 23rd Environmental Symposium and Exhibition, 7-10 April 1997, New Orleans, LA, 2. The authors consider the organophospate nerve agent VX, the two hallucinogens BZ and LSD, sodium cyanide, fluoroacetate and parathion as potential threat agents.			

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Threat Potential of Pathogens

Agents	Type ¹	Weapon-ized	Water Threat	Stable In Water	Infectious Dose ²	Chlorine, Tolerance ³
Anthrax	B	Yes	Yes	2 Years (spores)	6,000	Shores Resistant
Brucellosis	B	Yes	Probable	20 to 72 days	10,000	Unknown
Perfringens	B	Probable	Probable	Common in Sewage	500,000	Resistant, Inactivated
Tularemia	B	Yes	Yes	Up to 90 Days	25	1 ppm, 5 minutes Inactivated,
Shigellosis	B	Unknown	Yes	2-3 days	10,000	0.05 ppm, 10 minutes
Cholera	B	Unknown	Yes	Survives Well	1,000	Easily Killed
Salmonella	B	Unknown	Yes	8 days in fresh water	10,000	Inactivated
Plague	B	Probable	Yes	16 days	500	Unknown
Q Fever	R	Yes	Possible	Unknown	25	Unknown
Variola	V	Possible	Possible	Unknown	10	Unknown, Inactivated
Hepatitis A	V	Unknown	Yes	Unknown	30	0.4ppm, 30 min.
Crypto-sporidium	P	Unknown	Yes	Stable days or more	130	Oocysts resistant

Source:

Jerry A. Valcik, P.E., Medical Issues Information Paper No. *IP-31-017, Biological Warfare Agents as Potable Water Threats, 2* and Appendices A -T.

Notes:

- B- bacteria, R- Rickettsia, V -virus, and P-protozoan
- Infectious dose based on number of organisms or spores for bacteria, number of Oocysts for Cryptosporiosis and viral units for virus
- Chlorine resistance at FAC concentration of 2.0 parts per million (ppm)

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C.5 Employee First Responders Guidelines

C.5.1 First Arriving District Personnel

District personnel may be the initial first responders arriving on the scene of a possible terrorist incident. All personnel should take additional precautions and actions to protect life and limit the impact and spread of the incident. The following recommendations are general guidelines to better cope with a terrorist incident.

Whenever possible, approach an incident scene up-wind (with the wind pushing against your back so that if there are any atmospheric contaminants, you will be less likely to be overcome by a gust or cloud of contaminants). If driving to the scene, park your vehicle a safe distance away.

Stage additional responding personnel a safe distance away from the scene. Anticipate and position your vehicles and/or equipment at an advantageous position for both an easy deployment and a quick tactical retreat.

Initiate early command:

- Do a visual assessment of the scene and report this information back to the incident command post
- Assess on-scene indicators and request additional resources if needed (as with any incident, the District endorses the principle of "over responding" and encourages IC to engage whatever resources they may feel are necessary to effectively mitigate the emergency)
- Error on the side of safety and request additional resources as they can easily be canceled later
- In the case of suspected casualties, always call for police and fire rescue immediately

C.5.2 Scene Control and ICS

- It is highly likely that many people, including responders, will want to rush into a scene to rescue people or take quick remedial actions. Personal safety must be considered, once an incident has occurred, additional casualties and victims must be avoided.
- It is paramount that emergency responders work together to establish a perimeter control, set up field command centers, as well as triage and decontamination areas. Direct any victims to appropriate sites/facilities, determine evacuation and/or shelter in place zones, and follow strict personal safety protocols.
- Witnesses and people close to the incident may be wandering about or are inside buildings waiting for direction from emergency personnel. The presence of these individuals on the scene needs to be controlled, either by sheltering in place or by extraction.

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- Emergency responders should perform a sweep of the area to locate/assist possible disoriented victims. Victims that are able to walk may wander away from the initial scene.

C.5.3 Establish and Secure Communications

It is important to identify the phone numbers, channels, or frequencies which responders to this incident will use to monitor and transmit. In the case of multi-agency responses, it will be paramount to establish a location where personnel with a variety of equipment can be staged to assist with the communication between agencies.

C.5.4 Identify the "Kill Zone" or "Hot Zone"

With every incident there will be an area that will be hazardous to any personnel or civilians within the area. When possible, first responders should determine where the most hazardous location is and stay outside of that area. Initial boundaries estimated by the first responders may be re-assessed and changed when HazMat professionals respond to the scene and determine the exact agent. In the event of a HazMat material event, only properly protected personnel from the District's HazMat team should enter the "kill zone" or "hot zone".

C.5.5 Establish an Inner Perimeter

An inner perimeter must be established so emergency personnel have a safe and controlled area to work in and assemble. The establishment and demarcation of the inner perimeter will automatically designate the inside boundary of the "Outside Incident Perimeter". The inner perimeter will include additional operational and/or functional perimeters to be determined by first responding personnel. These additional perimeters will include hot, warm, and cold zones and small staging or operational areas, such as decontamination corridors, triage, and transport areas.

C.5.6 Establish and Adjust the Outer Incident Perimeter

The establishment of the outer incident perimeter will be a product of the establishment of the "Inner Incident Perimeter", as the inside demarcation line of the outer perimeter is also the outside demarcation line of the inner perimeter. The intent of the outer perimeter is to secure a buffer area between the working units and the general community.

Outside perimeter control will be maintained by local law enforcement agencies and should be set up as early as possible. Clearly marked and designated entry and exit points must be identified and communicated to all responding units.

The effects of possible chemical plumes should be taken into consideration when determining the outer perimeter. The outer perimeter must also provide for traffic

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control and allow for entry and egress corridors for emergency vehicles. When designating perimeters, natural barriers such as roads, canals, fences, etc. should be considered.

Once the perimeters are established, the evacuation of all non-emergency and unauthorized personnel "trapped" inside of the designated perimeter must be carried out. The police or fire department's hazmat sector officer must determine whether or not any of these individuals will need to be decontaminated and/or if contact information needs to be documented for future follow-up.

C.5.7 Establish Scene Command Post

Personnel will establish a command post. Portable shelters should be brought in when there are no suitable buildings in the area. The command post must be located uphill and upwind of the incident. Area traffic should be monitored and controlled to protect against the placement of secondary explosive devices, such as car bombs.

C.5.8 Select Staging Area

An area should be selected where resources and equipment can be delivered, stockpiled and utilized. The staging area should be selected so that it is far enough away from the actual scene that safety is guaranteed, while at the same time being close enough for instantaneous deployment of staged resources.

Prior to it becoming operational, the area to be used should be swept for secondary devices. Law enforcement should set up perimeter security and maintain a high level of security until the conclusion of the incident. Security should be designed to prevent the placement of secondary devices and intrusion by unknowns.

Provisions must be made for the hydration and alimentation of staged staffing resources. The pre-identified logistics group must be contacted so that they can set up a refueling schedule for operational and staged apparatus.

C.5.9 Preservation of Crime Scene

If the event is determined to be a possible terrorist act, evidence collection will be essential. All health and human safety issues will take precedence over evidence collection. First responders should try to minimize the amount of disruption to the scene. If the event is suspected to be an act of terrorism, the FBI will respond. FBI, police, fire, and the county health department should conduct sample collection. In a major emergency law enforcement may not have the resources to collect samples. In this case, District laboratory technicians can collect samples under the direction of local law enforcement.

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C.5.10 Sample Collection, Identification and Chain-of-Custody

Whether from an epidemiological or evidentiary standpoint, it is important that samples taken in response to an intentional act against a water system be taken in a systematic manner. Each sample collected should have a separate identifying number (Sample ID #) and the transfer of each sample should be documented. The sample collection, identification and chain-of-custody form provide a standardized format for annotating this information.

- Each sample should have a separate identification number. A uniform system should be established for assigning sample identification numbers.
- Note the date and time that the sample was taken
- Describe the type of sample taken (water, sludge, sediment basin, etc.)
- Annotate as specifically as possible where the sample was taken so that later samples can be taken (if necessary) from the exact same location (consider GPS)
- Provide any additional comments that may assist in sample analysis (water temperature, humidity, how sample was taken, or materials used to take sample, etc.)
- The person taking the sample should sign his/her name with the date/time, print the sampler's name, and annotate the sample ID number
- The person witnessing the taking of the sample should sign his/her name with the date/time. Print the sampler's name and the location from which the sample was taken.

C.5.11 Chain-of-Custody (Evidence) Tracking

A record of control for all samples must be maintained. Each person who releases control of the sample should maintain a copy of information showing to whom the sample was released. Persons who receive samples should verify the sample identification number of the sample before signing for receipt of the sample. The original copy of the form, with original signatures, should remain with each sample until final disposition.

- The person releasing the sample should sign his/her name, date/time of release, print the releaser's name, and the sample ID number
- The person receiving the sample must sign his/her name on the form with the date/time of receipt and print the receiver's name and location where the sample was received
- If possible, photograph the sample, clearly showing the tag, and photograph the location from where the sample was collected

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C. 6 Specific Scenario Responses

C.6.1 Fire/Explosion

If a fire, smoke, or an explosion is discovered, follow the basic steps listed below:

- Rescue - move persons in immediate danger to safety and notify others in the area
- Alarm - activate the alarm by pulling the nearest fire alarm pull station and dialing 911 - advise the fire department of your location, including the room number/name, your name, telephone number, and the nature of the emergency
- Confine - confine the fire by closing doors and, if possible, turning off the air conditioning/ventilation system
- Evacuate - proceed to nearest exit and be prepared to direct the fire department to the scene of the emergency
- Extinguish - take steps to extinguish the fire only if you can do so without endangering yourself or others

C.6.2 “Anthrax Letter” Response

The most common type of response situation in recent years has been the "Anthrax Letter" response. Typically a letter is received at an office. Once office personnel open the letter, a message is discovered that may say something similar to "you have just been exposed to Anthrax". Sometimes there is a powder inside of the envelope or letter and the powder may fall or fly out of the letter. Sometime the warning is simply written on the outside of the letter or package.

Never assume that the information provided in the letter or message is not true!

Any substance found in a package or letter containing and/or associated with a threat **must always be considered as an unknown and dangerous substance** until such time that qualified lab or field-testing determines otherwise. These unidentified substances must always be treated with the appropriate hazardous material precautions commensurate with the situation.

In most cases, Anthrax is difficult to acquire and difficult to weaponize and disperse. Consequently, a chance the encountered substance is indeed Anthrax is quite remote; however, it should still be considered as a possible scenario.

There are numerous other substances that are much easier to acquire, weaponize and disperse; therefore, all these unknown substances must be handled carefully with the proper protective equipment.

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C.6.2.1 What to Do

When facing one of these "Anthrax Letter" situations, the following recommendations may be considered:

1. Establish communication with the employee receiving the letter or package. While on the phone with them:
 - a. Advise employee not to handle or disturb the letter, package, or substance
 - b. Advise employee to just leave it in place and as they found it instead.
 - c. Ascertain whether or not the substance was handled and if there is anyone reporting that they are not feeling well as a result of handling the letter, package, or substance.
 - d. Ascertain if rescue is needed.
 - e. Advise employee(s) to leave the immediate area where the substance was found and to shut, but not lock, the door behind them.
 - f. Advise employee to deny access to all parties until such time that first responders arrive.
 - g. Advise employee not to disturb the scene.
 - h. Advise employee to shut down the ventilation system that ventilates the affected area, if possible, immediately after leaving the area.
 - i. In most cases there is no need to evacuate an entire building if the substance is contained within a room in which the doors have been closed and the ventilation system disabled.
2. Dispatch the appropriate response team.
 - a. In most cases the appropriate response will be the fire and/or police department having jurisdiction.
3. Once the first responders arrive on scene.
 - a. IC will be initiated and the situation evaluated.
 - b. If there is a possibility that the threat is real, then the terrorism response system should be activated.
 - c. All appropriate agencies must be contacted.
 - d. If appropriate, adequate hot, warm, and cold zones must be clearly identified and protected.
 - e. Access to the scene must be restricted and controlled.
4. If a substance is found it should be collected for evaluation and analysis.
 - a. When possible, the substance and immediate area should be photographed.
 - b. Properly attired hazardous material personnel should collect the substance and letter/package.
 - c. The evidence must be "bagged", decontaminated, and then "bagged" again.
 - d. Chain of custody must be maintained to facilitate prosecution if and once a perpetrator is apprehended.
5. The substance should then be transported to the closest appropriate laboratory for testing. In most cases, FBI personnel will be on the scene and they will be the ones taking possession of the "bagged" sample for transportation to the laboratory.
6. Once at the lab, the substance will be analyzed and classified.

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- a. The lab will provide a detailed report to the FBI officer in charge.
 - b. The same detailed report will then be provided to the IC.
7. The FBI officer in charge will de-brief the appropriate representatives of responding agencies.

C.7 Health Department Notification of Possible Water Contamination

C.7.1 Event Description

This event follows a public health notification that contamination of the water supply system is suspected. This is generally based on epidemiological information derived from patients in the community.

C.7.2 Initial Notifications

Ask notifying official who else has been notified and request information on symptoms, potential contaminants, and potential area(s) affected.

- Notify local law enforcement, they will notify the local FBI field office
- Notify the CDPH
- Notify the EOC
- Notify other associated system authorities (wastewater, water)
- Notify critical care facilities
- Notify employees
- Consider when to notify customers and what notification to issue

C.7.3 Response Actions

- Increase sampling at or near system intakes
- Preserve latest full battery background test result as baseline
- Increase sampling efforts
- Consider whether to continue normal operations (if determination is to reduce or stop water treatment - provide notification to customers/issue alerts)
- Coordinate alternative water supply (if needed)
- Increase sampling in the area potentially affected and at locations where the contaminant could have migrated. It is important to consider the time between exposure and onset of symptoms to select sampling sites
- Consider whether to isolate
- Consider whether to increase residual disinfectant levels
- Increase sampling at pump stations and specifically in the area potentially affected
- Assess what to do with potentially contaminated water within the system based on contaminant, contaminant concentration, potential for system contamination, and ability to by-pass treatment plant

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- If by-passed, notify local and appropriate state authorities, downstream users (especially drinking water treatment facilities) and increase monitoring of receiving stream

C.7.4 Recovery Actions

Recovery actions should begin once the contaminant is through the system.

C.7.5 Recovery Notifications

Assist health department with notifications to customers, media, downstream users, and other organizations.

C.7.6 Appropriate Utility Actions

- Sample appropriate system elements (storage tanks, filters, sediment basins, solids handling) to determine if residual contamination exists
- Flush system based on results of sampling
- Monitor health of employees
- Plan for appropriate level of PPE and other equipment

C.7.7 Remediation Actions

- Based on sampling results - assess need to remediate storage tanks, filters, sediment basins, solids handling, and drinking water distribution system
- Plan for appropriate level of PPE and other equipment
- If wastewater treatment plant was by-passed, sample and establish monitoring regime for receiving stream and potential remediation based on sampling results

C.8 HazMat Incident (Chemical, Radiological or Biological)

A hazardous materials incident refers to the release (spill or aerosol) of a toxic chemical or biological agent or radioactive substance. If a hazardous materials incident occurs in the immediate vicinity of, or at a District facility, do the following:

- District level first responders will be notified, and may respond
- Alert personnel in the immediate vicinity of the area. Move visitors, and staff away from the contaminated site.
- Remove contaminated clothing and shoes
- Summon help from the fire department by dialing 911
- If safe, shut down utilities and equipment in the area, place absorbents on floor spills to contain the contamination
- Leave the area and always close the door
- Wash the parts of the body that came in contact with the material with copious amounts of water

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- Follow the instructions given by the fire department concerning contaminated clothing or other surfaces
- Use an emergency shower or eyewash for heavily contaminated body parts or face, respectively
- Meet the fire department when they arrive, and advise them of the details of the incident

C.9 Air Disaster

Although the District is not located near a large airport, a large percentage of catastrophic air disasters occur away from airports. In the event that the District should witness an air disaster, call 911 immediately.

- If the air disaster damages the building, evacuate the building as quickly as possible and assemble in primary assembly area
- If the incident occurs near the building, but does not damage the building, do not go near the site of the incident

C.10 Significant Facility Damage

C.10.1 Event Description

This event is based on any intentional structural damage to any water system components that threatens or actually disrupts normal system operations.

C.10.2 Initial Notifications

- Dial 911
- Implement the ERP

C.10.3 Response Actions

- Deploy damage assessment teams. If damage appears to be intentional, then treat it as a crime scene. Consult local/state law enforcement and FBI on evidence preservation.
- Inform law enforcement and FBI of potential hazardous materials
- Coordinate alternative water supply, as needed
- Consider increasing security measures
- Based on extent of damage, consider alternate (interim) treatment methods to maintain at least some level of treatment

C.10.4 Recovery Actions

Recovery actions should begin as soon as practical after damaged facility is isolated from the rest of the utility facilities.

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C.10.5 Recovery Notifications

- EOC
- Employee
- Law enforcement notify local FBI office

C.10.6 Appropriate Utility Elements

Dependent on the feedback from damage assessment teams, implement damage recovery plan.

C.10.7 Remediation Actions

- Repair damage
- Assess need for additional protection/security measures for damaged facility, and other critical facilities within the utility

C.11 Water System Contamination

C.11.1 Event Description

This event is based on a credible threat of an intentional contamination of the water system without any specific information regarding the perpetrator(s), the time, place, or substance used as the contaminant.

C.11.2 Initial Notifications

- Notify local law enforcement; they will notify the local FBI field office
- Notify local/state emergency management organization
- Notify local government official
- Notify local health and/or environmental department
- Notify employees
- Consider when to notify customers and what notification to issue

C.11.3 Response Actions

- Increase rate of sampling at or near system intakes
- Consider whether to isolate the water source, if possible
- Preserve latest full battery of background test(s) as baseline for comparison
- Consider whether to continue normal operations, re-evaluate in light of the threat
- Coordinate alternative water supply
- Consider whether to isolate the water in the affected area, if possible
- Pre-plan what to do with potentially contaminated water within the system based on contaminant, contaminant concentration, potential for system contamination, and ability to by-pass treatment plant
- If by-passed, notify local and appropriate state authorities and downstream users

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- Increase monitoring of receiving stream

C.11.4 Recovery Actions

Recovery actions should begin once the contaminant is through the system.

C.11.5 Recovery Notifications

- Notify the EOC
- Notify customers
- Notify media or joint information center preferred

C.11.6 Appropriate Utility Elements

- Sample all appropriate system elements (storage tanks, filters, sediment basins, solids handling) to determine if residual contamination exists
- Flush system based on results of sampling
- Monitor health of employees
- Plan for appropriate level of PPE and other equipment

C.11.7 Remediation Actions

- Based on sampling results - assess need to remediate storage tanks, filters, sediment basins, solids handling
- Plan for appropriate disposition of PPE and other equipment
- If wastewater treatment plant was by-passed - sample and establish monitoring regime for receiving stream and potential remediation based on sampling results

C.12 SCADA Intrusion/Tampering

C.12.1 Event Description

This event is based on SCADA internal or external intrusion and/or tampering of the system to disrupt normal water system operations.

C.12.2 Initial Notifications

- Notify SCADA system administrator
- Notify the police department; they will notify the local FBI field office
- Consider notifying the National Infrastructure Protection Center (NIPC)
- Notify other associated system authorities (wastewater, water)
- Notify employees
- If the water is assessed to be unfit for consumption, consider when to notify customers and what notification to issue

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C.12.3 Response Actions

- Increase sampling at or near system intakes
- Consider whether to isolate
- Increase sampling efforts preserving the latest full battery of tests as baseline
- Temporarily shut down SCADA system and go to manual operation using established protocol
- Consider whether to shut down system and provide alternate water
- Monitor unmanned components (storage tanks and pumping stations)
- If SCADA intrusion caused release of improperly treated water, consider whether to resume normal operations
- If determination is made to reduce or stop water treatment - provide notification to customers/issue alerts

C.12.4 Recovery Actions

Recovery actions should begin once the intrusion has been eliminated and the contaminant/unsafe water (if this occurs) is through the system.

C.12.5 Recovery Notifications

- Employees
- Local law enforcement
- Notify customers
- Notify media or joint information center, preferred

C.12.6 Appropriate Utility Elements

- With FBI assistance, make an image copy of all system logs to preserve evidence
- With FBI assistance, check for implanted back doors and other malicious code and eliminate them before re-starting SCADA system
- Install safeguards before re-starting SCADA
- Bring SCADA system up and monitor system

C.12.7 Remediation Actions

- Assess/implement additional protections for SCADA system
- Check for an NIPC water sector warning based on the intrusion that may contain additional protective actions to be considered (NIPC warnings can be found at: www.NIPC.gov)

Never touch a suspected bomb. If a suspected bomb is in the immediate area, turn off all types of radios and transceiver equipment, evacuate the building, and call the police immediately. Because circumstances surrounding bomb threats vary widely, it is difficult to establish a routine procedure for their management. All bomb

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threats that are received are serious matters and must be reported immediately to the police by dialing 911.

Should an employee at the District receive a bomb threat, please do the following:

- Remain calm
- Keep the caller on the telephone for as long as possible
- Have someone else listen on the speakerphone and record the conversation, if possible, or take notes
- Do you recognize the voice of the caller?
- Is the caller very familiar with the operations/procedures of the building?
- If the caller does not offer information on the bomb's location, ask for this information
- Tell the caller that the building is occupied and that serious injury or death to innocent people could result if this information is not obtained
- Listen for strange or unusual noises in the background that might be helpful in providing clues leading to the caller - this might include music, running water, traffic sounds, or other noises
- Determine whether the voice is male or female, familiar or unfamiliar, and listen for accents, impairments, nervousness, or other potential clues as to identification of the caller

If the location of a suspected bomb is not known: the police or fire department may search the building. They may ask for assistance from employees in threatened areas. Employees can aid in the search by checking for suspicious objects. Because the police will want to keep a log of the areas covered in the search, please inform the police of District actions.

If a bomb is known and confirmed to be present: evacuate the threatened area. Once the police or fire department arrives, they may order the evacuation of the entire building. When the threat is over and the building is deemed secure, employees will be advised when they may return to their work area.

C.13 Civil Disturbance/Demonstration

If a civil disturbance or demonstration occurs in the vicinity of the District work area/site, do not attempt to manage the crowd. In general:

- Remain calm
- Call the police by dialing 911, give the police officer your name, workplace, phone number, and the nature of the incident
- If it is necessary for you to leave the premises/area in order to avoid injury, do so in a calm manner
- Do not take any unnecessary chances; protect yourself first

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C.13.1 Violent or Criminal Behavior

Crime prevention is a shared responsibility. Everyone is asked to assist in making the District a safe place by being alert to suspicious activity or persons, and by reporting them as outlined below. If you are the victim or are involved in any work-related violation of the law such as assault, robbery theft, sexual assault, etc. while at work:

- Notify emergency assistance by dialing 911 as soon as safely possible
- Notify your immediate supervisor and safety officer
- If you witness a criminal act or whenever you notice a person(s) acting suspiciously in or about the building, facility or parking location, immediately notify your immediate supervisor and, if necessary, call police by dialing 911
- Assist the police when they arrive by supplying any and all additional information and ask others to do the same

C.13.2 Workplace Violence, Terrorism

This section of the plan should be implemented in the event any type of workplace violence or act of terrorism. Employees could become aware of a violent act by the sounds of an explosion, gunfire, scuffling, or by observation of events that could only be intentional acts of violence. The person(s) who observe these life-threatening acts should immediately call 911 and his/her immediate supervisor. Supervisory personnel or other designee should attempt to communicate to everyone in the building to the extent possible, as personal safety, time, and capabilities permit, that a perpetrator of workplace violence is in the building. This may be done via any safe way possible, such as by word of mouth, email and/or telephone.

C.13.3 Different types of workplace violence require different actions.

Gunfire

If you become aware of gunfire occurring in the building, take refuge in a room that can be locked. The room should also provide limited visibility to anyone that is outside of it. Secure the door and hide under a desk, in a closet, or in the corner. Do not leave the room for any reason until police have searched the building and given you permission to leave the room.

- Consider exiting the building discretely via a window
- Consider signaling for help from a window

Physical Threat

If someone's actions pose a physical threat to you or others, evacuate the area.

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Toxic or Irritant Gas

Immediately evacuate the building using the same evacuation plan and procedures as if there was a fire in the building.

Hostage Situation

Immediately vacate the area; take no chances to endanger the life of the hostage. Contact police at 911.