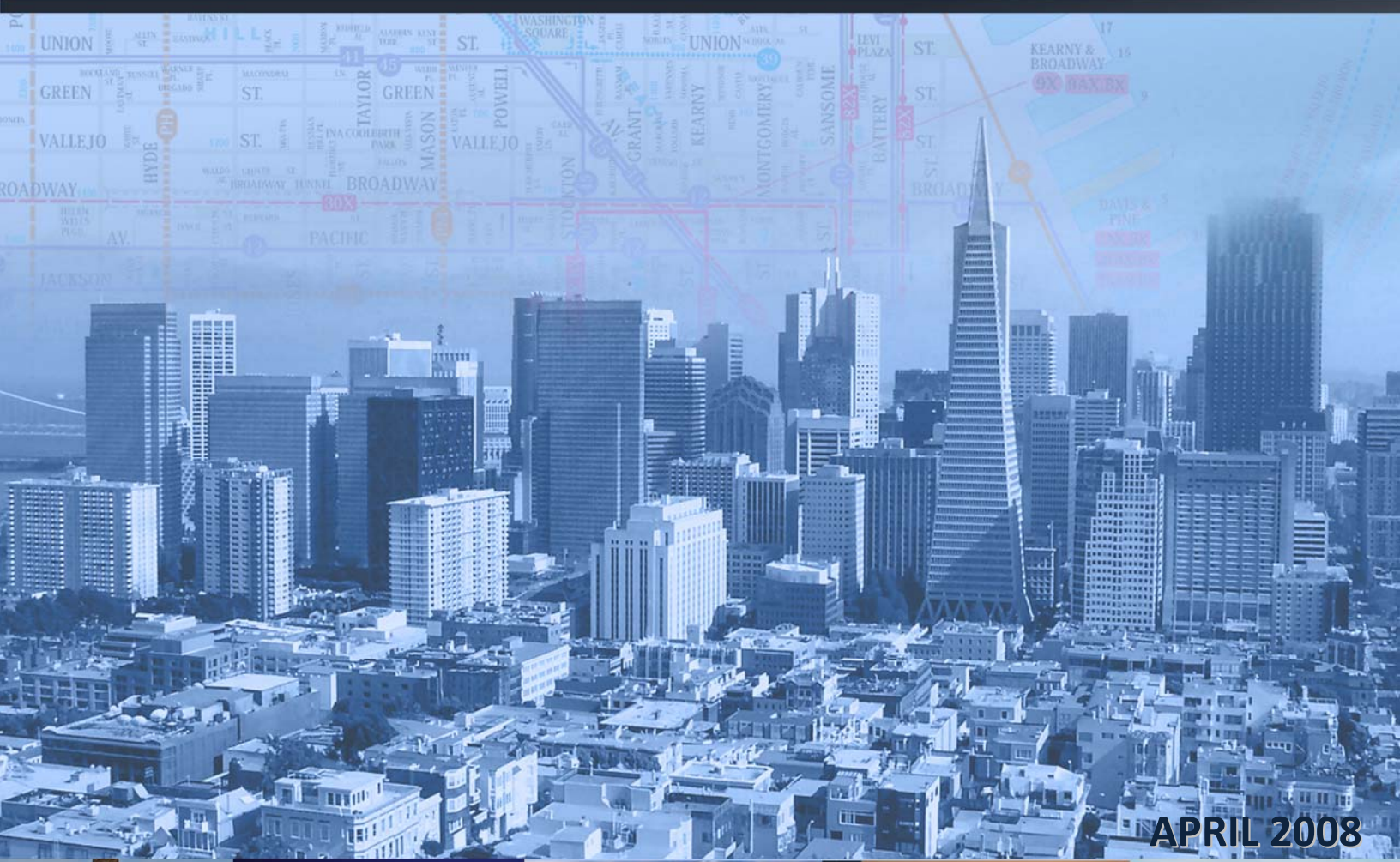




# City and County of San Francisco Emergency Response Plan

AN ELEMENT OF THE CCSF EMERGENCY MANAGEMENT PROGRAM



APRIL 2008







## Foreword

The City and County of San Francisco (CCSF) Department of Emergency Management (DEM) has initiated the process of updating the 2005 Citywide Emergency Operations Plan (EOP).

The primary focus of the revision process has been the departure from an all-encompassing EOP concept, which describes emergency management phases in brief, to the adoption of separate plans, which provide for more detailed actions and procedures. This will provide CCSF with a more comprehensive Emergency Management Program.

Under this new concept, the following plans align with the four phases of emergency management<sup>1</sup>:

- Administrative Plan
- Preparedness Plan
- Hazard Mitigation Plan
- **Emergency Response Plan**
- Recovery Plan

This collection of documents, when completed, will fully replace the 2005 EOP. While the remaining plans are in development, the 2005 EOP remains in effect, amended to reflect the changes enacted as each new plan is completed.

The following Emergency Response Plan (ERP) denotes the first step in the revision process by capturing the “response” element from the 2005 EOP, and addressing CCSF response activities in a single plan.

This ERP describes at a high level what the City’s actions will be during an emergency response. Forthcoming annexes and appendices to this plan will describe in more detail response actions and hazards specific to CCSF. While these additional plans are in development, existing departmental plans and hazard-specific annexes remain in effect. Further, this plan describes the role of the Emergency Operations Center (EOC) and the coordination that occurs between the EOC, City departments, and other response agencies. Finally, this plan describes how the EOC serves as the focal point between Federal, State, and local governments in times of disaster.

DEM led the ERP’s development, with support from City departments and agencies with responsibilities under the Emergency Management Program. This ERP is a living document, and DEM is responsible for updating it on a regular basis to reflect and address the changing needs of CCSF.

This plan complies with the National Incident Management System (NIMS), in accordance with the National Response Framework (NRF) (previously known as the National Response Plan [NRP]), the California Standardized Emergency Management System (SEMS), the Incident Command System (ICS), and the California State Emergency Plan.

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<sup>1</sup> Prevention, preparedness, response, and recovery, NIMS 2007

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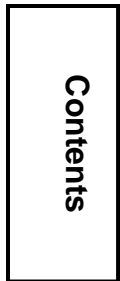


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## Section I: Introduction

### 1.1 Overview

#### 1.1.1 CCSF Emergency Management Program

The City and County of San Francisco (CCSF) Emergency Management Program is a jurisdiction-wide system that provides CCSF with emergency management actions for the prevention of, preparedness for, response to, and recovery from, any emergency or disaster. The system encompasses all CCSF organizations, agencies, departments, entities, and individuals responsible for emergency management activities. The program provides a common framework for which a variety of agencies may work together effectively. Additionally, the program provides standardized and coordinated emergency management procedures.

Under the Emergency Management Program, the Department of Emergency Management (DEM) has initiated the process of updating the 2005 Citywide Emergency Operations Plan (EOP). The primary focus of the revision process has been the departure from an all-encompassing EOP concept, which describes emergency management phases in brief, to the adoption of separate plans, which provide for more detailed actions and procedures. This will provide CCSF with a more comprehensive Emergency Management Program.

In accordance with the Emergency Management Program, the following plans align with the four phase phases of emergency management:

- Administrative Plan
- Preparedness Plan
- Hazard Mitigation Plan
- **Emergency Response Plan**
- Recovery Plan

When completed, this collection of documents will fully replace the 2005 EOP.

#### 1.1.2 Emergency Response Plan

This Emergency Response Plan (ERP) denotes the first step in the revision process, capturing the “response” element from the 2005 EOP, and addressing CCSF “response” activities in an individual plan.

The ERP describes and identifies the City’s actions during an emergency response, the role of the Emergency Operations Center (EOC), and the coordination that occurs between the EOC and City departments and agencies. Forthcoming annexes and appendices to this plan will describe in more detail response actions and hazards specific to CCSF. While these are in development, existing departmental plans and hazard-specific annexes remain in effect.



In addition to this plan, every department within CCSF maintains a departmental emergency plan, which shall be consistent with the provisions of the ERP.

In accordance with Homeland Security Presidential Directive (HSPD)-5 and the subsequent National Incident Management System (NIMS)<sup>1</sup>, this plan falls under the *Respond* element noted in the four domestic incident planning mission areas. These mission areas guide all CCSF programs and plans. See Table 1-1 below.

**Table 1-1: CCSF Emergency Management Program in Accordance with NIMS Mission Areas**

NIMS Mission Areas:	Prevent	Prepare	Respond	Recover
CCSF Programs and Plans Aligned under the Four NIMS Mission Areas:	<ul style="list-style-type: none"> <li>▪ Critical Infrastructure Protection Program</li> <li>▪ Community Safety Element</li> </ul>	<ul style="list-style-type: none"> <li>▪ Strategic Plan</li> <li>▪ Community Outreach Program</li> <li>▪ Training &amp; Exercise Plan</li> <li>▪ Mitigation Plan</li> </ul>	<ul style="list-style-type: none"> <li>▪ <b>ERP</b></li> <li>▪ Functional Annexes</li> <li>▪ Hazard-Specific Appendices</li> <li>▪ EOC SOP Manual</li> </ul>	<ul style="list-style-type: none"> <li>▪ Recovery Plan</li> <li>▪ Debris Management Plan</li> <li>▪ Community Redevelopment</li> </ul>

Source: CCSF DEM, 2007

Note: This plan complies with NIMS, in accordance with the National Response Framework (NRF)<sup>2</sup> (previously known as the National Response Plan [NRP]<sup>3</sup>), the California Standardized Emergency Management System (SEMS)<sup>4</sup>, the Incident Command System (ICS)<sup>5</sup>, and the California State Emergency Plan. CCSF uses the State Office of Emergency Services (OES) credentialing system for key SEMS/NIMS<sup>6</sup> emergency response positions, as outlined in the OES Emergency Responder Credentialing Program, March 2007, and applies this system to the appropriate departments that are directly involved with the coordination and management of CCSF emergency response activities.

## 1.2 Scope

The ERP uses management-by-objective protocols. Its role is to ensure that all emergency response activities are directed toward reaching an agreed upon goal. The

<sup>1</sup> NIMS is a nationwide emergency management approach designated under HSPD-5 for managing incidents when all levels of government, private sector, and non-governmental organizations are working together. The Federal directive was implemented to make adoption of NIMS by State and local organizations a requirement in order to obtain Federal preparedness assistance (through grants, contracts, and other activities).

<sup>2</sup> For further information regarding the National Response Framework, visit this website:

[www.fema.gov/emergency/nrf](http://www.fema.gov/emergency/nrf)

<sup>3</sup> For further information regarding the National Response Plan, visit this website: [www.dhs.gov/nrp](http://www.dhs.gov/nrp)

<sup>4</sup> SEMS is the emergency management system required by California Government Code Section 8607(a) for managing incidents involving multiple jurisdictions and agencies. For further NIMS/SEMS information, visit this website: <http://www.oes.ca.gov/Operational/OESHome.nsf/1?OpenForm>

<sup>5</sup> ICS is a management system used to organize emergency response. ICS offers a scalable response to an emergency incident of any magnitude, and provides a common framework within which people can work together. For further ICS information, visit this website: <http://training.fema.gov/EMIWeb/Is/is100.asp>

<sup>6</sup> All references to SEMS from this point forward additionally imply NIMS compliance.

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Introduction



scope of this plan is not tactical, nor does it focus on Incident Command at the field level. Rather, the ERP addresses overall support and coordination of CCSF response to an emergency, disaster or event.

This plan encompasses all hazards applicable to CCSF, which include both natural and man-made, and range from planned events to large-scale disasters. ERP procedures are scalable in order to address both incidents that develop over time and those that may occur without warning.

### 1.3 Document Organization

The following sections provide the policy framework that guides the organization of CCSF emergency operational procedures:

**Table 1-2: Document Organization**

<b>Section 1: Introduction</b>	Provides the objectives of the plan, its legal authorities, and document management procedures.
<b>Section 2: Concept of Operations</b>	Provides an overview of the sequence and scope of actions to be taken for a citywide response to an emergency event.
<b>Section 3: EOC General Staff</b>	Provides a detailed description of the responsibilities of and actions to be taken by each EOC Section, to include information to be used by each staff member with an assigned role and responsibility during an EOC activation.
<b>Section 4: Mutual Aid</b>	Provides an overview of the mutual aid system in California and discusses CCSF's role in that system.
<b>Attachments:</b> #1 – Local ESF Definitions #2 – ESF Department Representation #3 – Local ESF Coordinating and Supporting Department Matrix	Identifies and defines local ESFs. Depicts the relationship between CCSF departments and local ESFs.

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## 1.4 Authorities

The following provides emergency authorities for conducting and/or supporting emergency operations. These authorities form the basis for the organizational and planning principles presented in this ERP.

### Local

#### ***CCSF Charter Provisions***

- Continuity of Government in a Disaster: Article II, Section 2.107, Emergency Ordinances and Article III, Section 3.100(13) – Powers and Responsibilities
- Powers and Responsibilities of the Mayor in a Public Emergency: Article III, Section 3.100(13) – Powers and Responsibilities
- Special Powers of the Chief of Police in the event of a Riot or Public Disturbance: Article IV, Section 4.127

#### ***CCSF Administrative Code***

- Disaster Council: Chapter 7, Sections 7.3–7.4
- Emergency Repairs and Work: Chapter 6, Section 6.60
- Emergency Services of San Francisco: Organizational Provisions, Chapter 7, Section 7.9
- Powers to Combat Contaminating Agents: Chapter 7, Section 7.15
- Emergency Procurement of Supplies Procedures: Chapter 21, Section 21.15

#### ***Other CCSF Authorities***

- Adopting California Mutual Aid Agreement: Ordinances 40–72, dated February 25, 1972, (Resolution 11053, Series 1939, dated April 25, 1951)

### State

- Standardized Emergency Management System Regulations: California Code of Regulations, Title 19, Division 2, Chapter 1
- Disaster Assistance Act Regulations: California Code of Regulations, Title 19, Division 2, Chapter 6
- Local Emergency Prevention Measures for County Health Official: California Health and Safety Code § 101040
- Orders and Regulations that may be Selectively Promulgated by the Governor during a State of Emergency
- Orders and Regulations that may be Selectively Promulgated by the Governor during a State of War Emergency
- California Master Mutual Aid Agreement





## Federal

- Robert T. Stafford Emergency Disaster Relief and Emergency Assistance Act (42 USC § 5121 et seq.)
- Federal Disaster Relief Regulations: 44 CFR Part 206
- National Incident Management System, HSPD-5, Management of Domestic Incidents
- National Response Plan, U.S. Department of Homeland Security, December 2004
- National Response Framework, U.S. Department of Homeland Security, March 2008

## 1.5 Document Management and Distribution

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The CCSF ERP will be reviewed and revised, as necessary, on a bi-annual basis. DEM will initiate the process, which will engage the support of departments with relevant EOC responsibilities. Each revision of the plan will be authorized by identified approval and advisory authorities, as stated by current CCSF administrative codes. The plan may be modified as a result of post-incident analyses and/or post-exercise critiques. It may also be modified if responsibilities, procedures, laws, rules, or regulations pertaining to emergency management operations change. Records of revisions to the ERP will be maintained by DEM on the register at the beginning of this document.

Those departments having assigned responsibilities under this plan are obligated to inform DEM when organizational or operational changes affecting this plan occur or are imminent. Changes will be published and distributed to relevant organizations.

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## Section 2: Concept of Operations

### 2.1 General Concepts

Emergency management during a citywide event will be a comprehensive effort that will require CCSF to work and coordinate effectively with many other governmental, non-governmental, and private organizations. CCSF departments must be prepared to promptly and effectively respond to any foreseeable emergency and to take all appropriate actions, including requesting and providing resources.

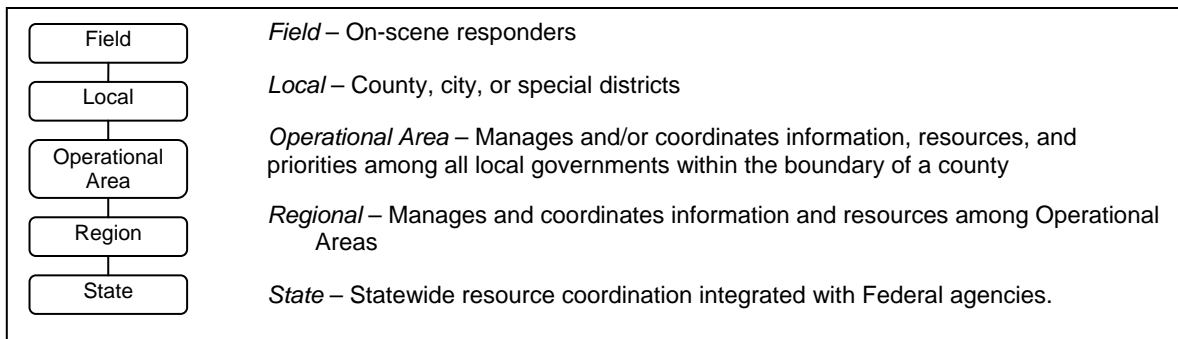
This Concept of Operations (ConOps) gives CCSF decision makers and plan users a representation of the sequence and scope of actions to be taken for a citywide response to an event. It describes all levels of San Francisco's emergency management organization and corresponding roles and responsibilities; the interaction between CCSF and the state of California emergency management organizations; CCSF operational procedures during an emergency; and the alignment of local emergency response operations with Federal systems, through the utilization of the NRF's Emergency Support Function (ESF)<sup>8</sup> system. The following general concepts also detail functions of the citywide Emergency Operations Center (EOC), Department Operations Centers (DOCs), and local ESFs, and demonstrate how information flows from the incident level to other disaster response entities.

#### 2.1.1 SEMS Organizational Levels

In accordance with SEMS, California's emergency response operations rely on a system in which government levels work together from the field level upward, in a single, integrated structure. Incidents are managed at the lowest possible level. Local government has primary responsibility for emergency response activities within its jurisdiction. Operational Areas, the region, and the State provide support to local jurisdictions.

SEMS also provides a standardized response structure for emergencies involving multiple jurisdictions or multiple agencies in California. It defines a standard management structure and a standard terminology for statewide use. SEMS is applicable to all organizational levels and functions in the emergency response system. There are five designated levels in the SEMS organization, which are identified in Figure 2-1.

<sup>8</sup> ESFs are outlined in the NRF (previously the NRP), which details the missions, policies, structures, and responsibilities of Federal agencies for coordinating resource and programmatic support to States, tribes, and other Federal agencies or jurisdictions and entities during Incidents of National Significance. Local ESFs will be organized in accordance with the Federal System.



Source: California State Emergency Plan, September 2005

**Figure 2-1: SEMS Organizational Levels**

## Field Response

The field response level is where 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. ICS, as defined in Section 1 of this document, is used to control and coordinate field-level response activities and provides a standard organizational structure to facilitate coordination of multiple organizations. During a field response operation, EOC may or may not be activated depending on the severity and type of event. Generally, if day-to-day response activities can resolve an emergency situation, response will remain at the field level. Further information regarding EOC and DOC responsibilities and activation procedures are described later in this section.

## Local Government

Local governments include cities, counties, and special districts (e.g., San Francisco Unified School District; University of California, San Francisco; Bay Area Rapid Transit). They are responsible for the management and coordination of the overall emergency response and recovery activities within their jurisdiction. Local governments must adopt SEMS and demonstrate use of SEMS protocols when activating their EOC or when a local emergency is declared eligible for State reimbursement of response-related personnel costs. As it is both a city and a county, CCSF has both local government and Operational Area status responsibilities under SEMS.

## Operational Area

The Operational Area (OA) is an intermediate level of the State's emergency services organization, which is defined by SEMS as the county and all political subdivisions located within the county, including special districts. The OA coordinates information, resources, and priorities among local governments within the area and serves as the communication link between the local government level and the regional level. Governing bodies of the county and the political subdivisions within the county make OA-level decisions. DEM serves in the capacity of the OA emergency management agency (referred to the Office of Emergency Services (OES) in other jurisdictions).

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Concept of Operations



## Region

The state of California Governor's OES provides administrative coordination and support through designated, discipline-specific mutual aid regions (to be further discussed in *Section 4: Mutual Aid*) and three administrative regional offices. These regional offices are geographically divided across California and are designated as Coastal, Inland, and Southern.

CCSF is part of the OES Coastal Region, which includes the 16 OAs in and around the San Francisco Bay Area. These OAs include: Alameda, Contra Costa, Del Norte, Humboldt, Lake, Marin, Mendocino, Monterey, Napa, San Benito, San Francisco, San Mateo, Santa Clara, Santa Cruz, Solano, and Sonoma.

The OES administrative regional level manages information and supports the coordination of resources among OAs within the region and between the OAs and the State level. Regional activities are generally carried out at a Regional Emergency Operations Center (REOC), which serves as a link between OAs and the State Operations Center (SOC).

## State

State OES manages State resources at the State level in response to the emergency needs of the other SEMS levels. State OES manages and coordinates mutual aid among the mutual aid regions and between the regional levels and State level, and serves as the coordination and communication link with the Federal disaster response system. In the event that OAs and the region require Federal assistance, requests are made from the local level through the appropriate SEMS channel to the SOC, where the request will be made to the Federal Government.

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Concept of Operations

## CCSF and SEMS

According to State law, CCSF is required to adopt and implement SEMS. As stated earlier, under SEMS and the California Emergency Services Act, CCSF has both local government and OA responsibilities. Given that DEM serves in this capacity, DEM is required to manage information and coordinate resources for all local government departments within CCSF and to serve as the link between CCSF and the Coastal Region.

### 2.1.2 Emergency Operations Center

The CCSF EOC is the central coordination point for multi-agency emergency management coordination. The purpose of a multi-agency coordination point is to provide a location to collect and disseminate information, provide a citywide common operating picture of CCSF's response activities, and facilitate actions necessary to protect residents and property of CCSF during a citywide event.

The EOC exchanges information with DOCs and other governmental and non-governmental agencies in order to maintain a comprehensive situational analysis. It also serves as CCSF's Multi-Agency Coordination Center (MACC), as described in NIMS, thereby ensuring that all response systems are interconnected and complementary rather than duplicative.



The EOC provides space and facilities for the centralized coordination of emergency functions (e.g., emergency operations, communications, damage assessment, public information). It is staffed with specially trained personnel and is equipped with a variety of systems and tools that aid in data collection and sharing, resource allocation, and other critical functions.

## EOC Primary Functions

The following are primary roles and responsibilities of the EOC:

- Serve as a central information sharing center
- Provide MACC functionality
- Collect, gather, and analyze data
- Maintain a citywide common operating picture of CCSF's response activities
- Prepare citywide Situation Report
- Coordinate/communicate Policy Group priorities
- Implement event management-by-objective
  - Reconcile competing objectives
  - Coordinate resource allocation priorities
- Maintain communication with DOCs
  - Ensure that departments are aware of current incident objectives and make collaborative decisions
  - Maintain a common level of situational awareness throughout CCSF
- Communicate and coordinate with the Mayor's Office, Policy Group, and the REOC
- Serve as a coordination and communication center for all city stakeholders, including the private sector and non-governmental organizations (NGOs), such as community hospitals, clinics, and ambulance providers
- Organize and activate local ESFs

## Decision Making in the EOC

The EOC is activated in order to develop and maintain awareness of the entire situation for decision makers and to coordinate support for emergency responders. This common operating picture is critical because it provides the basis for making decisions and facilitates the release of emergency public information. Situational awareness is also vital to the effective coordination of support for responders in the field.



## EOC Structure

The EOC is organized following SEMS and the ICS structure, providing EOC staff with a standardized operational structure and common terminology based on the five major functional areas—Management, Planning, Operations, Logistics, and Finance and Administration—and in accordance with local ESFs (see Section 2.1.3). Figure 2-2 depicts the standard ICS organizational structure. Further details of the ICS positions will be described in *Section 3: EOC General Staff*.

Collaboration and development of consensus within the EOC occur under ICS through use of a structured method for developing priorities and objectives called the EOC Action Planning process. All EOC sections provide input to the Planning Section, the Policy Group, and the EOC Management Team for the development of EOC priorities. These priorities serve as guidance for the allocation of resources, and enable the EOC to sufficiently coordinate requests for support from DOCs using the MACC concept. Figure 2-3 illustrates the citywide coordination/communication in accordance with the EOC, and Figure 2-4 depicts the EOC coordination structure and related local ESFs.

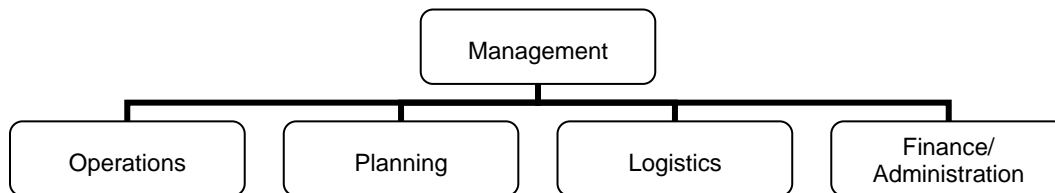
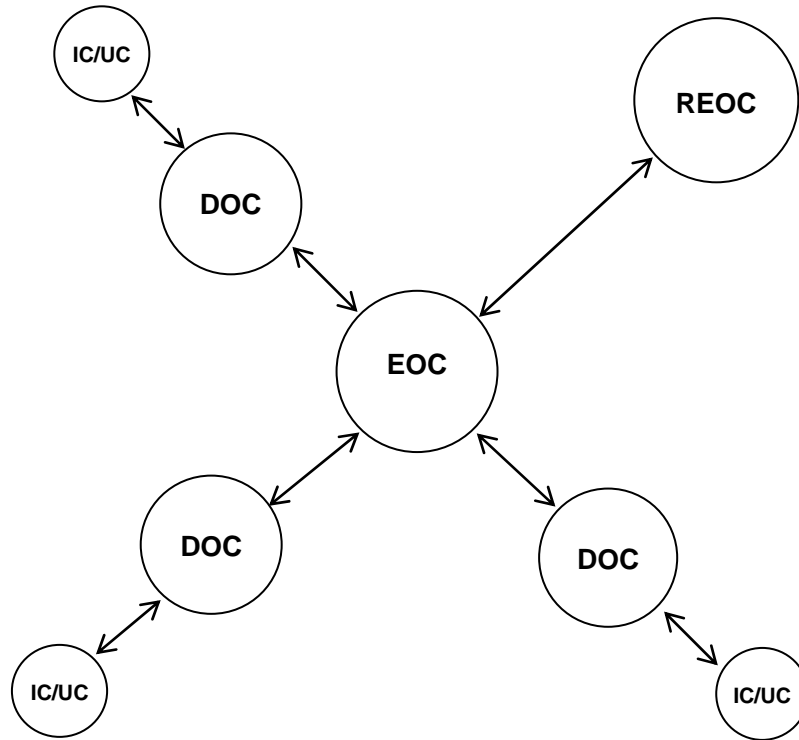


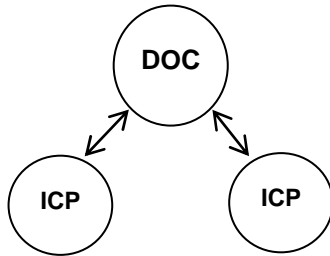
Figure 2-2: Standard ICS Organization Structure



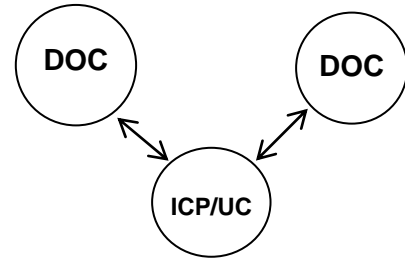
Section 2  
Concept of Operations



Citywide Emergency Operations Communication



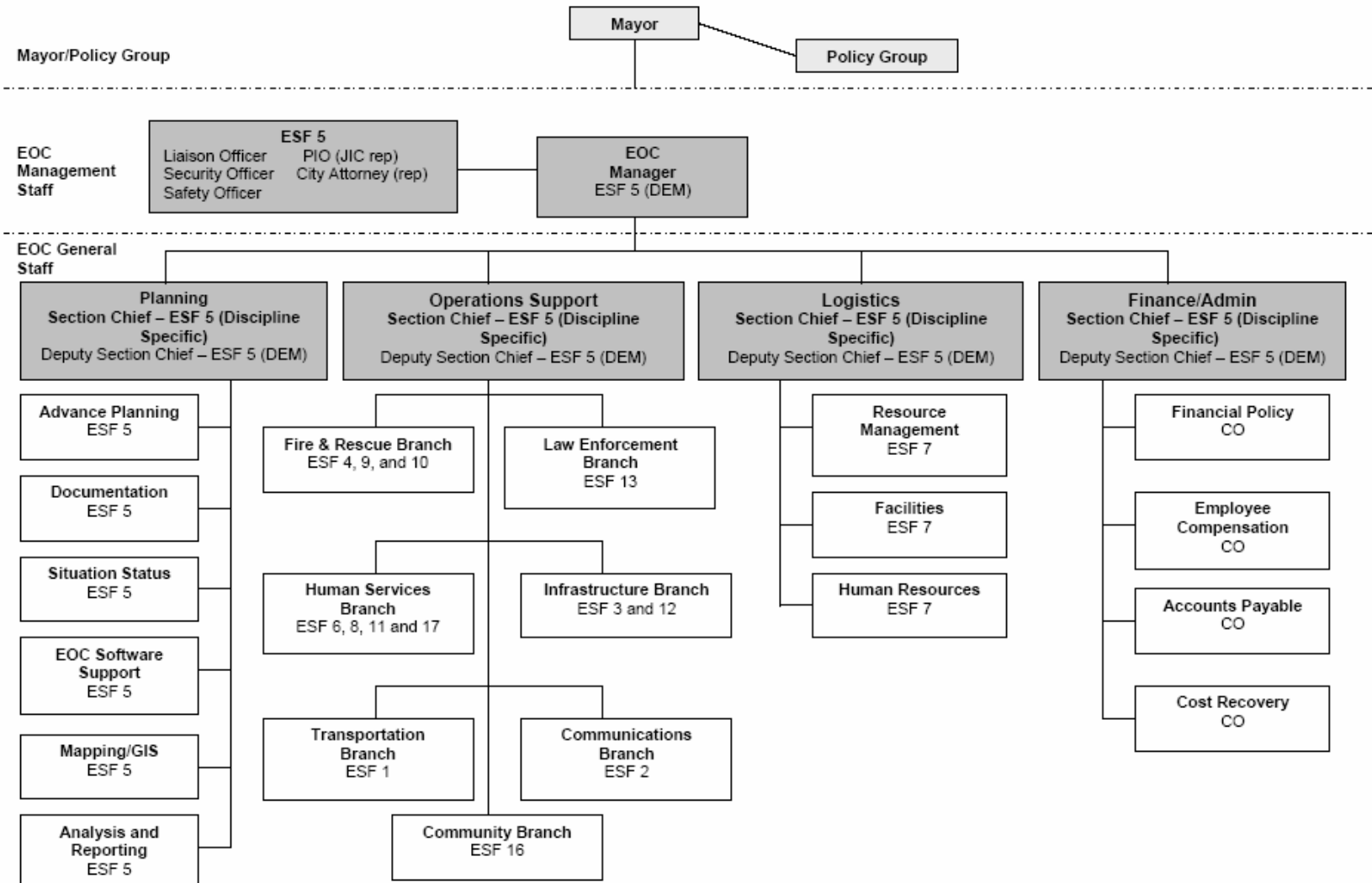
Two Incident Command Posts (ICP) to one DOC  
DOCs



One ICP/Unified Command (UC) to two  
DOCs

Figure 2-3: Emergency Operations Communications Scenarios





Source: CCSF DEM, 2007

Figure 2-4: EOC Coordination Structure



## Resource Requests

During the incident response phase, the real-time tracking of incidents and response resources is critical. Resources may be in short supply, and multiple requests for services can occur. Resource requirements for supplies, equipment, vehicles, facilities, or personnel will initially be filled from within CCSF departments. Once internal resources have been exhausted (to include inventories on hand and procurement from vendors) or when a shortfall is projected, a resource request based on a needed outcome is submitted by the DOC to its representative at the EOC. The request will then be filled, if possible, by other departments represented in the Operations Support Section of the EOC. When no internal source exists to fulfill the resource request, or a shortage is anticipated, the request will be forwarded to the Logistics Section via the appropriate EOC representative. The Logistics Section will attempt to fulfill the request by procuring the necessary services or supplies first from within existing CCSF resources, and then from the private sector or other non-governmental sources.

When CCSF resources have been exhausted, resource requests are then routed to the REOC following SEMS protocols or through the established mutual aid system, when appropriate. Discipline-specific mutual aid (e.g., fire service and rescue, law enforcement, and medical health) will be handled through assigned departments as outlined in *Section 4: Mutual Aid*.

## Resource Mission Tasking

Resource Mission Tasking is a necessary action identified by the Operations Support Section of the EOC to fulfill an operational objective. Resources may include personnel, teams, equipment, facilities, or other supplies necessary to achieve the identified task. Once needed resources are identified, it may be necessary to make a resource request to the EOC Logistics Section. For example, a mission task of the EOC Operations Support Section may be “clear debris from Market Street in two hours.” Therefore, the Operations Support Section may submit a resource request to the EOC Logistics Section for “three bulldozers with certified operators delivered to Market and Fourth.” The process for requesting resources can be found in the Citywide Logistics Annex.

## Location and Alternate Site

The EOC is located at a secure facility within the jurisdiction. If this EOC site is not operable, a secondary location will be designated as the alternate EOC site. Relocation to the alternate EOC site may be considered when any of (but not limited to) the following situations are encountered:

- Structural or non-structural damage that make the building unsafe or uninhabitable
- Loss of power, water, phone service, or other utilities
- Toxic or hazardous material releases in the building or neighborhood that would present a safety hazard to occupants
- Significant security threat
- EOC operations during a catastrophic disaster significantly exceed available space



The EOC Manager or DEM representative, in consultation with personnel commanding an event that may impact the EOC site, is responsible for determining if or when relocation of the EOC is necessary.

### 2.1.3 Department Operations Center

A DOC is an operational/logistical entity that is designed to serve as a departmental coordinating body in support of incident management. The role of the DOC encompasses two broad functions: to maintain internal departmental operations (continuity of operations) and, when necessary, to contribute to citywide response through communication and coordination with the EOC. Some DOCs function as the coordination point for local ESFs, which may necessitate interactions through non-city entities crucial to the activated ESF (e.g., NGOs).

#### DOC Primary Functions

The following are primary roles and responsibilities of the DOC:

- Directly supports incident(s) and the Incident Commander (IC)
- Receives resource requests from Incident Command
- Prioritizes and manages departmental resources
- Maintains departmental operations, including:
  - Staffing
  - Finance
  - Intra-department planning
  - Intra-department cooperation
  - Inter-departmental coordination (when EOC is not activated)
- Manages resources for incident level activities (e.g., providing resources to IC)
- Serves as a point of contact for the IC
- Serves as a point of contact for the EOC
  - Receives Policy Group objectives
  - May receive resource allocation priorities
  - Provides situation status reports

#### Established DOCs

Currently there are 17 CCSF departments that utilize DOCs. Three additional agencies utilize separate agency EOCs that, during a citywide EOC activation, would effectively function as DOCs when communicating with the EOC. (See Table 2-1.) To view a complete listing of DOC-ESF linkages, see the *DOC/EOC ESF Representation Chart*, Attachment 2.



Table 2-1: CCSF DOC Chart

CCSF Departmental Operations Centers	
Animal Care and Control (ACC)	Municipal Transportation Authority (MTA)
American Red Cross (ARC)	Medical Examiner (ME)
Controller's Office (CO)	Police Department (SFPD)
Department of Building Inspection (DBI)	Public Utilities Commission (PUC) – (has 5 DOCs)
Department of Human Resources (DHR)	Recreation and Parks Department (RPD)
Department of Public Health (DPH)	Sheriff's Office (SFSD)
Department of Public Works (DPW)	Unified School District (SFUSD)
Department of Telecommunications and Information Services (DTIS)	<b>Additional Agency EOCs:</b>
Fire Department (SFFD)	Port of San Francisco
General Services Agency (GSA)	San Francisco International Airport (SFO)
Human Services Agency (HSA)	Treasure Island

Source: CCSF DEM, 2007

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### 2.1.4 Local Emergency Support Functions

CCSF has adopted the concept of ESFs from the Federal NRP / NRF for the coordination and organization of EOC operations. As utilized by CCSF, an ESF represents a function-specific grouping of activities needed during local emergency response. Appropriate CCSF departments will be charged with the “coordinating” responsibility for each ESF function. Several other departments may support the coordinating department (Note: a single department may be involved in more than one ESF).

ESFs are organized by emergency functions (e.g., Firefighting, Transportation, Communication, Public Works and Engineering, Emergency Management)—see Table 2-2 for the Local ESF Chart). Some coordinating departments responsible for an ESF may have a statutory responsibility to perform that function. Other departments are assigned the “coordinating” responsibility based on subject matter expertise.

When the EOC is activated, the coordinating ESF departments will send a qualified representative to the EOC or appropriate DOC to coordinate that ESF, as needed.



Table 2-2: Local ESF Chart

Local Emergency Support Functions			
ESF #1	Transportation	ESF #10	Oil and Hazardous Materials Response
ESF #2	Communications	ESF #11	Animal Response
ESF #3	Public Works and Engineering	ESF #12	Water and Utilities
ESF #4	Firefighting	ESF #13	Law Enforcement
ESF #5	Emergency Management	ESF #14	Recovery and Mitigation
ESF #6	Mass Care, Housing, and Human Services	ESF #15	Joint Information System
ESF #7	Logistics	ESF #16	Community Support
ESF #8	Public Health and Medical Services	ESF #17	Mass Fatality
ESF #9	Urban Search and Rescue		

Sources: National Response Plan, Department of Homeland Security, December 2004 and CCSF DEM, 2007

Note: Individual ESF roles and responsibilities will be further detailed in ESF functional annexes.

### 2.1.5 Levels of Coordination

The following describes the flow of coordination and information communication between the various levels of emergency response, beginning at the Incident Command level and working up through the appropriate DOC(s) to the EOC (see Figure 2-5), as well as the coordination and dissemination of public information through the Joint Information Center (JIC) (see Figure 2-6). Refer to the EOC Standard Operating Procedures (SOP) Manual for specific position responsibilities. (Section 2.3 further describes the EOC SOP Manual).

#### Incident Command

- Requests resources via the chain-of-command, through one (or more) DOC
- Requests resources through the appropriate DOC
  - Incident Command Post will utilize the DOC through the IC.
  - Unified Command Post will route requests through the DOC affiliated with requesting Unified Command member (e.g., San Francisco Police Department [SFPD] DOC, San Francisco Fire Department [SFFD] DOC).
  - IC will support departments on scene; requests will be routed through Incident Command / Unified Command or will be sent to their own DOC with the approval of Incident Command / Unified Command
  - Requests for resources of departments not on scene will be routed through the DOC affiliated with the Incident Command / Unified Command and forwarded to the appropriate EOC branch.
- Receives, manages, and commands the ground-based resources upon arrival (e.g., fire engines, shelter tents, food supplies)

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## DOC

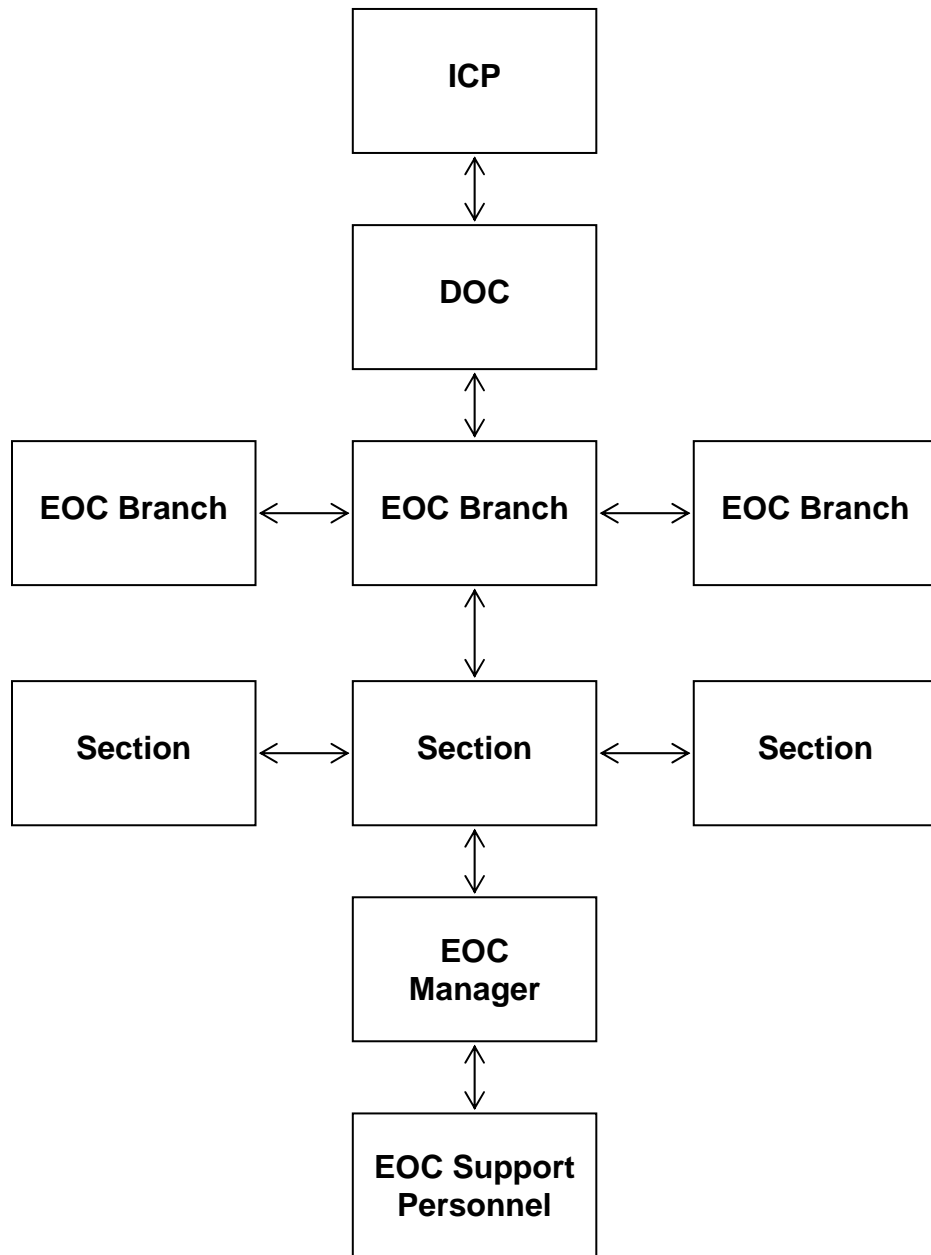
- Receives resource requests from the IC and fulfills the request from department resources or channels the resource requests to either a discipline-specific mutual aid system or the appropriate EOC branch
- Maintains communication and coordination between the IC and the EOC
- May assign and/or receive resource requests from the EOC

## EOC Branch

- Receives resource requests from the DOC and manages those requests or forwards them to the appropriate EOC section (e.g., Logistics), branch/unit, and/or mutual aid system
- Receives resource requests from other branches within the EOC and manages those requests or forwards them to a DOC for action
- May establish resource allocation priorities and share them with DOCs
- Receives situation reports from the DOC and ensures data is made available to the EOC and captured by the EOC Planning Section, Situation Status Unit to be included in the common operating picture.
- Maintains communication and coordination between other EOC branches, subsequent groups and units, appropriate DOCs, NGOs, special districts, and private sector organizations

## EOC Management Team

- Composed of an EOC Manager, Section Chiefs, and Management Staff (Liaison Officer, Security Officer, Safety Officer, Public Information Officer [PIO], City Attorney)
- Maintains communication and coordination between the EOC branches, the REOC, CCSF, Federal partners who establish a direct relationship with CCSF, and/or other OA EOCs
- Receives citywide management policies and direction from the Policy Group; communicates them to relevant EOC branches
- Establishes EOC objectives and develops an EOC Action Plan based on the current situation and Policy Group instructions



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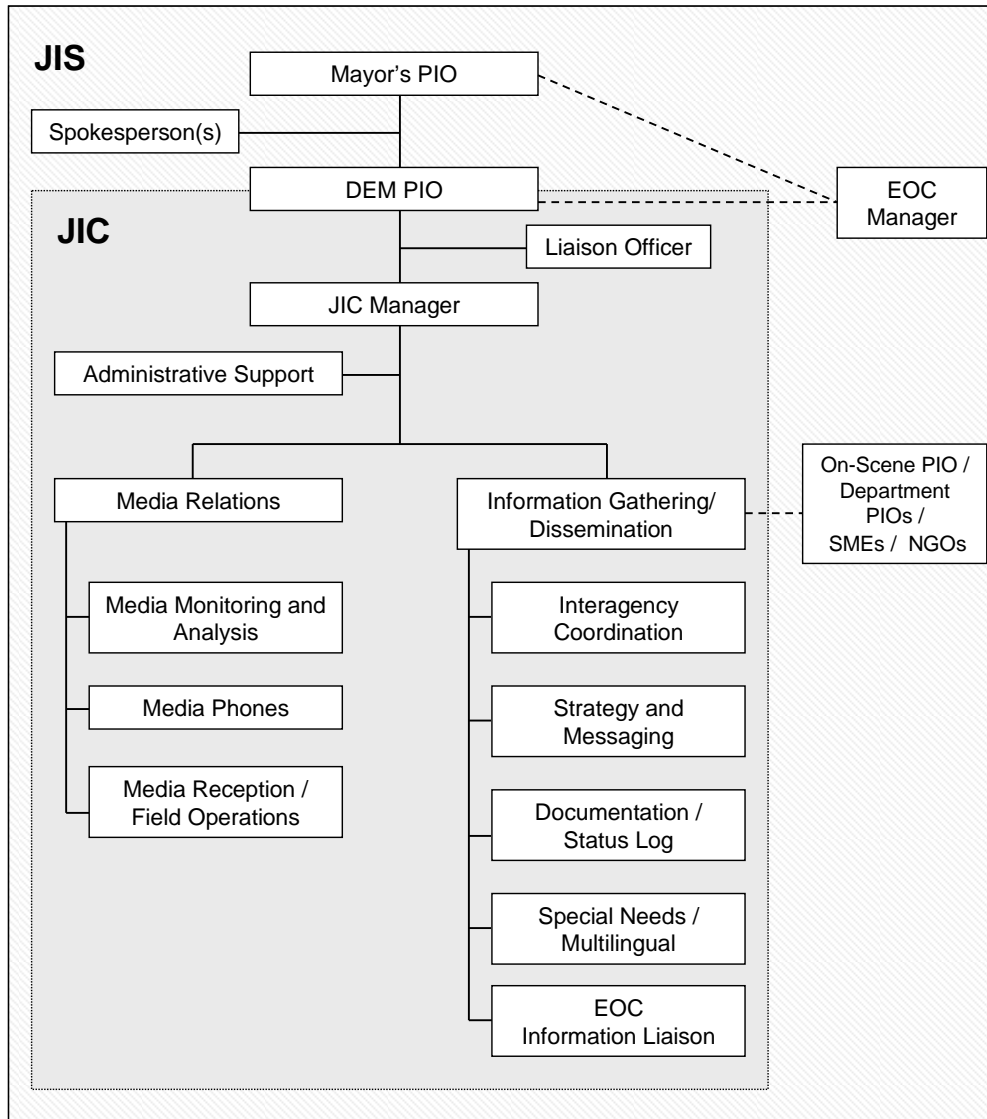
Source: CCSF DEM, 2007

Figure 2-5: ICP/DOC/EOC Coordination



## Joint Information Center

- Central location that facilitates the operation of a Joint Information System (JIS)<sup>9</sup> through the activation of ESF #15. Figure 2-6 depicts the JIS/JIC organizational structure.
- Provides a physical or virtual location where PIOs involved in an event may co-locate to gather, verify, coordinate, and disseminate event information



Source: CCSF DEM, 2008

**Figure 2-6: JIS/JIC Organizational Structure**

<sup>9</sup> The Joint Information System is the mechanism through which CCSF will develop and disseminate public information during an event.





## 2.1.6 EOC Coordination with Other Entities

### Community Disaster Response Hubs and Emergency District Coordination Centers

Community Disaster Response Hubs are an element of the response system and are considered one level below the Field response level. Hubs are designed to bring existing resources together at the community or neighborhood level in order to meet basic human service needs during the initial phase of a disaster response. Community Disaster Response Hubs will be staffed by CCSF Disaster Service Workers (DSW)<sup>10</sup>. Each Hub will provide services and be organized in the way best suited to meet local needs. Functional services that Hubs may coordinate at the community level include:

- Medical/Mental Health Support
- Shelter Support
- Food and Water Distribution
- Support for More Vulnerable Persons
- Information Dissemination to Community Residents

Emergency District Coordination Centers (EDCCs) are a response element within the SFFD's emergency plan. Following a catastrophic disaster that compromises the fire department's central dispatching function, the department has the option to switch to a decentralized mode of command. In a decentralized mode, each Battalion Chief controls all of the assets in his/her emergency district. The battalion station then becomes an EDCC. There are 10 emergency districts in San Francisco that correspond to the 10 SFFD fire battalion stations. If EDCCs are activated, the Department of Public Health (DPH) may also provide representation at each activated site. The following rules apply to EDCCs:

- SFFD has the authority to activate/deactivate an EDCC.
- When Fire Battalion Stations are used to house the EDCC, primary coordination and communication will be with the Fire DOC utilizing all available communication systems. Other departmental representatives at the EDCC will communicate and coordinate their departmental resources with the relevant DOC.
- When there is representation from other CCSF departments at the EDCC, these representatives will participate in a Unified Command at the EDCC.
- The EDCC will determine resource allocation priorities within the EDCCs; resource requests will be communicated to the EOC through the Community Branch.

### Special District and Private Sector Organization Involvement

The emergency response roles of special districts and private sector organizations are generally focused on their normal services or functional area of responsibility.

<sup>10</sup> All CCSF employees are designated by both State and City law as DSWs. In the event of an emergency, public employees may be assigned to serve as DSWs to perform activities that promote the protection of public health and safety or the preservation of lives and property.



Special districts and private sector organizations will establish their own response systems and coordinate with CCSF either by sending a representative to the EOC or appropriate DOC, or by establishing communications with the appropriate ESF Coordinator. Organizations with a pre-established role during a CCSF event will coordinate with the pre-designated ESF, EOC section/branch, or DOC. Those organizations without pre-established responsibilities during a CCSF event will coordinate with the EOC, DOC and/or ESF according to the requirements of the event.

Examples of special district and private sector organizations include, but are not limited to: the Public Utilities Commission, school districts, the American Red Cross, the Salvation Army, Pacific Gas and Electric, Bay Area Rapid Transit, the California Department of Transportation, Business Executives for National Security, and the Building Owner's Management Association.

## Volunteer Organizations

The CCSF EOC coordinates with non-governmental volunteer organizations that have response roles within CCSF. Depending on the EOC activation level, these organizations will communicate with the EOC through either DOCs or the EOC Community Branch, using the corresponding response procedures.

Some of the major volunteer organizations that may be involved in CCSF response activities include the following:

- **San Francisco Citizen Corps Council:** The San Francisco Citizen Corps Council trains citizens in emergency preparedness and provides a coordinated, multi-agency response to the community and special needs populations in times of disaster.
- **Neighborhood Emergency Response Team:** The Neighborhood Emergency Response Team (NERT) program trains citizens of CCSF to be self-sufficient in an earthquake by building teams of volunteers trained in basic emergency skills. NERT volunteers may conduct initial search and rescue and basic first aid. NERT volunteers are trained to communicate and participate in disaster response efforts and will self-deploy to established staging areas following earthquakes, reporting to SFFD.
- **Collaborating Agencies Responding to Disaster:** San Francisco Collaborating Agencies Responding to Disaster (CARD) works with human service organizations serving vulnerable populations to ensure the continuity of their services to clients after a disaster. CARD will also be operational following a disaster and will coordinate resources among its network of non-profit human service organizations to meet the recovery needs of those served through these community-based organizations. Organizations currently working in the coalition with CARD include the American Red Cross, Salvation Army, Helplink, San Francisco Lighthouse for the Blind, The Volunteer Center, San Francisco Senior Center, Food Bank, Independent Living Resource Center, Project Open Hand, Episcopal Community Services, St. Anthony Foundation, and the San Francisco Interfaith Council.



## Coastal Region – Regional Emergency Operations Center

The CCSF EOC will communicate and coordinate directly with the OES Coastal REOC. OES Coastal Region coordination with OAs is outlined in the Bay Area Regional Emergency Coordination Plan (RECP). The RECP provides a framework for the OES Coastal Region OAs to coordinate response activities at the regional level. Coordination between the CCSF EOC and the OES Coastal REOC will occur through the appropriate SEMS channels (Management, Planning/Intelligence, Operations, Logistics and Finance, and Administration).

## Federal and State Organizations

There are some instances in which a Federal or State agency will have a field response role, due to the jurisdictional responsibility of the event. For example, the California Department of Water Resources would have jurisdictional responsibility for a flood-fighting effort, while the Federal Aviation Administration would have jurisdictional responsibility for an aircraft accident within CCSF.

When a Federal or State agency is involved in field operations, coordination will be established with the CCSF EOC and any appropriate CCSF emergency response departments. Federal or State agencies operating in the field may be found in any ICS section, or as part of a Unified Command. The event type will determine their location and scope of involvement.

## 2.2 Management Structure

CCSF emergency management structure is organized according to NIMS, SEMS, and the ICS structure. The EOC has designated management levels that, depending on the severity of the event, may or may not be activated. These levels are defined as: Mayor, Policy Group, Management Staff, and General Staff and are described below.

### 2.2.1 Mayor

The Mayor is ultimately responsible for the efforts of the citywide Emergency Management Program. It is the Mayor's duty to exercise his/her powers in order to protect life and property within CCSF during an emergency and to provide leadership and direction in setting direction and priorities for CCSF through coordination with the Policy Group.

During an event, the Mayor and the Policy Group will assess the situation and determine the necessary course of action based upon operational requirements and CCSF capabilities. When conditions of extreme peril exist that threaten the safety of persons and property within CCSF, which are likely to be beyond the control of its services, personnel, equipment, and facilities, the Mayor will proclaim a local emergency. This proclamation does the following:

- Authorizes the undertaking of extraordinary police powers
- Provides limited immunity for emergency actions of public employees and governing bodies



- Authorizes the issuance of orders and regulations to protect life and property (e.g., curfews)
- Activates pre-established local emergency provisions such as special purchasing and contracting
- Allows for a request to be made for a Governor's Proclamation of a State of Emergency and/or a Presidential Declaration of an Emergency or Major Disaster

Should the situation necessitate Federal or State disaster assistance, a request is filed by the Mayor through the Governor's Office of Emergency Services. Four levels of disaster assistance are available, including Director's Concurrence, Governor's Proclamation, Presidential Declaration of an Emergency, and a Presidential Declaration of a Major Disaster. Each is used for unique circumstances and provides specific types of aid.

### **2.2.2 Policy Group**

The Policy Group is an advisory body comprised of CCSF officials that may convene during an emergency or as necessary in order to:

- 1) Advise and assist the Mayor on policy issues affecting CCSF, and
- 2) Respond to requests for policy direction from the EOC.

The roles and responsibilities of the Policy Group are as follows:

- Convene as needed to address policy issues (e.g., curfew, authorization of evacuation orders)
- Prepare and execute mayoral directives, orders, resolutions, and/or ordinances as necessary
- Support decisions and actions of the EOC and ensure adherence to policies and objectives
- Respond to requests from the JIC
- Interface with community leaders
- Act as a liaison to Federal and State elected officials
- Act as a liaison to local jurisdictions

The Mayor will assemble appropriate CCSF department representatives to form the Policy Group according to the requirements of the event. Due to the nature of the decisions made by the Policy Group, it is mandatory that all participating CCSF department representatives hold proper authority within their department to make authoritative policy decisions.



### 2.2.3 Management Staff

The EOC Management Staff will support overall activities put forth by the General Staff positions. Staff positions in the management section are detailed in Table 2-3 and will be further defined under the position checklists in the EOC SOP Manual.

**Table 2-3: EOC Management Positions**

<b>EOC Manager</b>	Responsible for overall <i>management of the EOC</i> , coordinating with the REOC, and other outside assisting organizations. Does not have a command role in any event. Serves as a facilitator to help maintain workflow in the EOC and ensure information is shared horizontally and vertically. Assigns support positions as needed for management of EOC facility, information technology (IT), and other related services.
<b>Public Information Officer (JIC Representative)</b>	Serves as the point of contact for the JIC, which coordinates and disseminates event information to the public, the media, and other relevant stakeholders.
<b>Liaison Officer</b>	Maintains and provides coordination with all outside agency representatives that have been assigned to the EOC.
<b>Safety Officer</b>	Monitors all aspects of the EOC to ensure the safety of all CCSF personnel involved with response activities.
<b>Security Officer</b>	Responsible for controlling personnel access to and from the EOC and other facilities, as determined and in accordance with policies established by the EOC Manager.
<b>City Attorney (Representative)</b>	Represents the City Attorney and supports EOC administration.

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### 2.2.4 General Staff

The General Staff is responsible for coordinating each EOC section: Operations Support, Planning, Logistics, and Finance/Administration. Each section is led by a Section Chief and a Deputy Section Chief, who jointly carry out ESF #5: Emergency Management.

Each Section Chief is determined either according to the department that has primary jurisdiction over the event (e.g., Terrorist Bombing → Law Enforcement Lead; Major Earthquake → Firefighting Lead) or according to section-specific responsibilities (e.g., Finance/Administration → Controller's Office). Deputy Section Chiefs are provided by DEM. Further details regarding the individual positions are discussed in *Section 3: EOC General Staff*.



## 2.3 EOC Standard Operating Procedures

The Standard Operating Procedures for the EOC encompass activation and deactivation procedures; EOC position roles and responsibilities; the EOC Action Planning process; and the methods and systems used for incident information management and communication. All components of the EOC Standard Operating Procedures will be detailed in the EOC SOP Manual. This manual will include the following elements:

- EOC Start-Up Instructions
- EOC Deactivation Instructions
- EOC Position Checklists
- EOC Action Planning Procedures (e.g., “the Planning P”)
- EOC Management Software
- EOC Communications Systems

### 2.3.1 EOC Activation and Deactivation Procedures

#### EOC Activation Levels

EOC activation levels and procedures are scalable based on the changing needs of an event. An activation level is defined as *an organization’s readiness to carry out its mission during an emergency*. The CCSF EOC may be activated to Level 1 (Full Activation) or Level 2 (Partial Activation) according to the needs of the event. Table 2-4 on the following page identifies the two EOC activation levels and provides examples of potential events for each.



Table 2-4: Activation Levels

Level	Operational Status	Description	Examples include, but are not limited to:
Level 1	Full Activation	Full activation of the EOC. All staff positions are activated.	All items listed under 'Partial Activation,' as well as: <ul style="list-style-type: none"> <li>• Catastrophic Earthquake</li> <li>• Mass Casualty Incident</li> </ul>
Level 2	Partial Activation	Activate Core EOC positions <sup>11</sup> , or those identified as necessary to the management of the specific event as needed. These positions may be filled at the physical location of the EOC or remotely, via conference call, etc.	<ul style="list-style-type: none"> <li>• Multiple DOCs Activated</li> <li>• Planned Events</li> <li>• Monitoring Potential Incidents                             <ul style="list-style-type: none"> <li>– Storms</li> <li>– Protests</li> <li>– Public Health Concerns</li> </ul> </li> <li>• Notification to All OAs</li> <li>• Any of the 15 National Scenarios</li> <li>• Displaced People</li> </ul>

Source: CCSF DEM, 2007

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## EOC Deactivation Overview

The EOC will be deactivated or the activation level will be lowered as required by event needs. Deactivation or change in activation level may also occur as a result of a transition of the EOC mission from response to recovery. EOC activation status may be changed when determined appropriate by the following authorities:

- Mayor,
- Policy Group,
- EOC Management Team, and
- Lead Responding Departments.

Prior to EOC deactivation or a change in activation level, all demobilization responsibilities and remaining activities will be completed or transferred to the appropriate CCSF EOC branch(es) or DOC(s).

## Activation Authorities

The EOC may be activated by the Mayor or the Director of DEM during any situation where the need for EOC-level coordination is evident. Activation authority may also extend to the following:

<sup>11</sup> Core EOC positions: EOC Manager, Operations Support Section Chief (discipline specific), Deputy Operations Support Section Chief, Appropriate Operations Support Branch Chiefs, Planning Section Chief, and Planning Section Situation Status Unit.



- The Division of Emergency Services may activate the EOC when an event is of such magnitude that the need for activation of the EOC is self-evident; immediately following a terrorist attack in the Bay Area; or in any circumstance when CCSF interdepartmental coordination is necessary and the Director of DEM is unavailable for consultation. The Division of Emergency Services may also activate the EOC whenever facilitation of CCSF interdepartmental coordination is necessary for the successful management of an event.
- The DEM Duty Officer may independently activate the EOC when an event is of such magnitude that the need for activation of the EOC is self-evident; immediately following a terrorist attack in the Bay Area; or when DEM management representatives are unavailable, and it has been determined by the personnel commanding an emergency event that CCSF interdepartmental coordination is required.
- Any senior city official or department head may request that the EOC be activated by contacting the DEM Duty Officer. Such requests should be related to the facilitation of CCSF interdepartmental coordination for the purposes of managing an emergency. If the EOC mission is unclear or if such a response is not clearly evident, the matter will be referred to the Director of DEM who may request Policy Group input prior to authorizing an EOC activation.
- DEM may also activate the EOC in preparation for planned events in which EOC-level coordination is needed. If a department recognizes a need for EOC activation during pre-event planning, a request may be submitted to the DEM Duty Officer for activation. Examples of planned events may include, but are not limited to: protests and/or demonstrations, political events, parades, and holiday events.

### 2.3.2 EOC Action Planning

EOC Action Plans provide designated EOC personnel with knowledge of the objectives to be achieved and the steps required for their achievement. EOC Action Plans also provide a basis for measuring achievement of objectives and overall system performance. Action planning is an important management tool that involves:

- 1) Identification of emergency response priorities and objectives based on situational awareness.
- 2) Documentation of established priorities and objectives as well as the associated tasks and personnel assignments.

The Planning Section is responsible for developing the EOC Action Plan and facilitating action planning meetings. EOC 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 establishing an initial set of priority actions to be performed. A reasonable timeframe is then determined for the accomplishment of those actions. EOC Action Plans should be sufficiently detailed to guide EOC elements in implementing the priority actions, but do not need to be complex.





Essential elements of the planning process include: EOC sequence of activities, EOC action planning processes, and planning meeting procedures. See the EOC SOP Manual for a detailed description of the action planning process.

### After Action Report Process

DEM is responsible for conducting the After Action Report process. The purpose of an After Action Report is to analyze response efforts, identify strengths to be maintained and built upon, identify potential areas for further improvement, and to support the development of corrective actions.

### 2.3.3 EOC Management Software System

The EOC utilizes web-based EOC management software as a tool to assist in the management and coordination of emergency response activities. The web-based interface provides a single collection and collaboration point for information during emergencies. The service enables the EOC to achieve a common operating picture through utilization of its features such as incident logging and tracking, integrated alerts and responses, staff and resource allocation, task tracking, and mapping capabilities.

The Planning Section of the EOC and activated DOCs are responsible for entering data into the system. While other positions in command posts, DOCs, and the EOC are authorized to view the web-based information and utilize its instant messaging, tasking, and resource request tools, the authority to create and edit entries is limited to the Planning Section, Situation Status Unit.

### 2.3.4 Communications Systems

The EOC is equipped with a wide variety of communications systems in addition to the public dial network (phone and Internet access). The systems provide alternate modes of communications to CCSF departments and support agencies and to a broad range of State and other agencies. In addition to radio-based communications, the EOC has several satellite communication systems that allow connection back into the phone system if local circuits are busy or disrupted. Currently, CCSF maintains alternate systems for emergency communications. Further details regarding CCSF Emergency Communications Systems, including EOC communications, can be found in the ESF #2 Communications Annex.

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## Section 3: EOC General Staff

### 3.1 Introduction

#### 3.1.1 Overview

The EOC's General Staff positions are organized into *Four Functional Sections*: Planning, Operations Support, Logistics, and Finance and Administration. Each section has positions designated for a Section Chief and Deputy Section Chief, and if activated, Branch Coordinator(s), Group Coordinator(s) and Unit Leader(s). All EOC positions will be further defined in the EOC SOP Manual.

Sections 3.2 – 3.5 details the following for each of the *Four Functional Sections*:

- A brief section overview
- Identification of the coordinating department
- Identification of the supporting department(s)
- An outline of the section's roles and responsibilities
- The identification of section/branch positions

#### 3.1.2 Coordinating / Supporting Department Model

As described in Section 2.2.3 of this document, EOC operations will be organized according to local ESF's. Each section and subsequent branch will be coordinated and supported by specific CCSF departments representing an associated ESF. Each ESF represented in the EOC will be headed by a single CCSF department acting as the coordinating department and supported by any number of CCSF departments as depicted in Attachment #3. The overall role of personnel at the EOC is to represent their respective department/ESF and to coordinate with other members of the emergency management community. Most, if not all, of the work necessary to execute the mission of the department/ESF will take place in the field or in the DOC.

#### 3.1.3 Credentialing

It is mandatory that all individuals filling CCSF EOC and DOC positions hold the appropriate credentials pertaining to the EOC position they are to assume. According to NIMS, credentialing involves maintaining the proper documentation that can authenticate and verify that a particular individual has the certification necessary to fill a specific role. This ensures that all personnel hold a minimum common level of training, experience, and capability for the particular EOC position they are to fill. Credentialing requirements for all CCSF EOC positions are displayed in Table 3-1.



Table 3-1: SEMS/NIMS Training Guidance for EOC Positions – 2007

SEMS/NIMS Training Guidance Matrix	SEMS Introduction	SEMS EOC	SEMS Executive	ICS 100 (IS 100)	ICS 200 (IS 200)	ICS 300	ICS 400	ICS 402	NIMS (IS 700)	NRF (IS 800)
Personnel who supervise a branch, division, group, or unit in the field or EOC.	X	X		X	X	X			X	X
Personnel in the Command/Management or General Staff at an Incident or Area Command or in an EOC.	X	X		X	X	X	X		X	X
Executives, administrators, and policy makers within agencies that are required to support a SEMS emergency response or recovery organization.			X					X	X	X

Source: State of California, Office of Emergency Services, *Emergency Responder Credentialing Program*, 3/1/07



## 3.2 Planning Section

### 3.2.1 Planning Section Overview

#### Coordination

The Planning Section will be led by a Section Chief drawn from the same lead discipline as the Operations Support Section Chief. The Planning Section Chief is responsible for carrying out ESF #5: Emergency Management. The Planning Section Chief is supported by the Deputy Section Chief, who is also responsible for carrying out ESF #5. The Deputy Section Chief will be provided by DEM. The coordinating and supporting departments for this section follow:

<b>Coordinating Department</b>	Event-Specific
<b>Supporting Department(s)</b>	DEC, DEM, DHR, DPH, DPW, DTIS, SFFD, SFPD

#### Role

The Planning Section is responsible for the collection, analysis, and display of information related to emergency management operations. The Planning Section will conduct EOC planning meetings, prepare EOC Action Plans, disseminate situation briefings, and support the overall EOC planning process.

#### Responsibilities

- Collect, analyze, verify, display, and disseminate event information
  - Include impact information, response activities, details regarding the field operating environment, and the status of available resources
- Provide support for response decision making to the overall emergency organization, including preparing situation briefings, map displays, and anticipatory appraisals, and developing plans necessary to cope with changing field events
- Provide situational advice to help guide operational decision making
- Disseminate situation briefings to provide for current status on response activities
- Facilitate the action planning process and the development of the EOC Action Plan, recovery plans, and the After Action Report
- Ensure that safety/damage assessment information is compiled, assembled, and reported in an expeditious manner
- Make a record of entire response effort details; preserve these records during and following the disaster
- Implement the Regional Information Management System (RIMS) and EOC information systems



## **Planning Section Positions**

- Planning Section Chief
- Deputy Planning Section Chief
  - Advanced Planning Unit Leader
  - Documentation Unit Leader
  - Situation Status Unit Leader
  - Mapping / Geographic Information System (GIS) Unit Leader
  - EOC Software Support Unit Leader
  - Analysis and Reporting Unit Leader

Note: Planning Section positions will be detailed in the EOC SOP Manual.



## 3.3 Operations Support Section

### 3.3.1 Operations Support Section Overview

#### Coordination

The Operations Support Section is led by the Section Chief, who is responsible for carrying out ESF #5: Emergency Management. The department assigned to fulfill the role of Section Chief will vary according to the primary department responding to the event. The Operations Support Section Chief is supported by the Deputy Section Chief, who is also responsible for carrying out ESF #5. The Deputy Section Chief will be provided by DEM. The coordinating and supporting departments for this section follow:

<b>Coordinating Department</b>	Event-Specific
<b>Supporting Department(s)</b>	ARC, DBI, DEC, DEM, DHR, DPH, DPW, HSA, ME, MTA, PUC, RPD, SFFD, SFPD, SFSD, SFUSD

#### Role

The Operations Support Section is responsible for coordinating all response operations applied to the event. The Operations Support Section carries out the objectives of the EOC Action Plan and requests additional resources as needed.

In a full activation, the Operations Support Section will be organized into the following seven branches:

- Fire and Rescue Branch
- Law Enforcement Branch
- Human Services Branch
- Infrastructure Branch
- Transportation Branch
- Community Branch
- Communications Branch

#### Responsibilities

- Coordinate support for field operations
- Establish response priorities in conjunction with the Policy Group and Management Staff
- Ensure cross-functional communications and coordination
- Ensure effective resource sharing between responding departments
- Establish and coordinate EOC situation management activities
- Supervise implementation of the EOC Action Plan
- Coordinate response activities with Federal and State agencies

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## **Operations Support Section Positions**

- Operation Support Section Chief
- Operations Support Deputy Section Chief

Note: Operations Support Section positions will be detailed in the EOC SOP Manual.





### 3.3.2 Fire and Rescue Branch

#### Mission

The Fire and Rescue Branch in the Operations Support Section will provide coordination among all firefighting, urban search and rescue, and hazardous material response to an event.

#### Coordination

The Fire and Rescue Branch in the Operations Support Section carries out the following functions:

- ESF #4: Firefighting
- ESF #9: Urban Search and Rescue
- ESF #10: Oil and Hazardous Materials Response

The coordinating and supporting departments for each ESF are as follows:

#### *ESF #4: Firefighting*

<b>Coordinating Department</b>	SFFD
<b>Supporting Department(s)</b>	DEM, DPH, DPT, DPW, ME, MTA, SFPD, SFSD

#### *ESF #9 Urban Search and Rescue*

<b>Coordinating Department</b>	SFFD
<b>Supporting Department(s)</b>	DEM, DPH, DPT, DPW, ME, MTA, SFPD, SFSD

#### *ESF #10: Oil and Hazardous Materials Response*

<b>Coordinating Department</b>	SFFD
<b>Supporting Department(s)</b>	DEM, DPH, DPT, DPW, ME, MTA, SFPD, SFSD

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#### Role

The Fire and Rescue Branch will obtain situation reports and requests, coordinate requests for resource support (outside of the mutual aid system), and be the primary link between the EOC and fire operations. The branch will supply the fire department DOC with information and objectives developed in the EOC. Specifically, the Fire and Rescue Branch will link the EOC to the following:

- San Francisco Fire Department (SFFD) DOC
- Urban search and rescue resources (Federal, State, and local teams)
- Fire and Rescue Mutual Aid System



- Incident Command for incidents under the management of the fire services, as appropriate

### **Responsibilities**

- Coordinate fire, hazardous materials, and urban search and rescue operations in CCSF and assist neighboring communities through the Neighborhood Emergency Response Team (NERT) program, if called upon
- Assist the Operational Area Fire and Rescue Mutual Aid Coordinator in acquiring mutual aid resources, as necessary
- Complete and maintain status reports for major incidents requiring or potentially requiring OA, Federal, and/or State response, and maintain the status of unassigned fire and rescue resources
- Coordinate logistical support for mutual aid assets ordered through the Fire and Rescue Mutual Aid System
- Coordinate with the Law Enforcement Branch on search and rescue activities
- Support the Situation Status Unit of the Planning Section by proactively sharing response information and situation assessments received from field units and DOCs
- Implement the priorities of the EOC Action Plan assigned to the Fire and Rescue Branch

### **Fire and Rescue Branch Positions**

- Fire and Rescue Branch Coordinator
  - Urban Search and Rescue Unit Leader
  - Oil and Hazardous Material Response Unit Leader

Note: Fire and Rescue Branch positions will be detailed in the EOC SOP Manual.

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### 3.3.3 Law Enforcement Branch

#### Mission

The Law Enforcement Branch in the Operations Support Section will provide coordination among all law enforcement departments responding to an event.

#### Coordination

The Law Enforcement Branch in the Operations Support Section carries out the following function:

- ESF #13: Law Enforcement

The coordinating and supporting departments for this ESF follow:

#### *ESF #13: Law Enforcement*

<b>Coordinating Department</b>	SFPD
<b>Supporting Department(s)</b>	DEM, SFSD

#### Role

The Law Enforcement Branch will obtain situation reports, coordinate requests for resource support (outside of the mutual aid system), and be the primary link from the EOC to law enforcement operations. The branch will supply CCSF law enforcement agency DOCs and Incident Commanders, as appropriate, with information and objectives developed in the EOC. Specifically, the Law Enforcement Branch will link the EOC to the following:

- CCSF Law Enforcement Agency DOCs
- Dispatch Centers
- Law Enforcement Mutual Aid System
- Federal partners
- Incident Command Post at incidents under the management of CCSF law enforcement agencies, as appropriate

#### Responsibilities

- Coordinate law enforcement and evacuation operations during emergencies
- Coordinate with necessary Federal, State, and local public and private sector partners
- Coordinate site security at incidents
- Assist with shelter security
- Coordinate with the Fire and Rescue Branch on search and rescue activities
- Coordinate Law Enforcement Mutual Aid requests from emergency response agencies through the Law Enforcement Mutual Aid Coordinator



- Coordinate logistical support for mutual aid assets ordered through the Law Enforcement Mutual Aid System

### **Law Enforcement Branch Positions**

- Law Enforcement Branch Coordinator
  - Evacuation Operations Unit Leader
  - Facility Security Unit Leader

Note: Law Enforcement Branch positions will be detailed in the EOC SOP Manual.



### 3.3.4 Human Services Branch

#### Mission

The Human Services Branch in the Operations Support Section provides coordination among all mass care, housing, human services, public health, medical services, animal response, and mass fatality departments responding to an event.

#### Coordination

The Human Services Branch in the Operations Support Sections carries out the following functions:

- ESF #6: Mass Care, Housing, and Human Services
- ESF #8: Public Health and Medical Services
- ESF #11: Animal Response
- ESF #17: Mass Fatality

Each ESF is led and supported by those departments best qualified to fulfill all corresponding roles and responsibilities. The overall coordinating department for the Human Services Branch is initially established by the first arriving branch member, then transferred to the most appropriate Human Services Branch representative according to the nature and specific needs of the event. The coordinating and supporting departments for each ESF are as follows:

#### ***ESF #6: Mass Care, Housing, and Human Services***

<b>Coordinating Department</b>	HSA
<b>Supporting Department(s)</b>	ACC, ARC, DEM, DHR, DPH, RPD, SFUSD

#### ***ESF #8: Public Health and Medical Services***

<b>Coordinating Department</b>	DPH
<b>Supporting Department(s)</b>	ARC, DEM, EMS, ME, SFFD (EMS)

#### ***ESF #11: Animal Response***

<b>Coordinating Department</b>	DPH
<b>Supporting Department(s)</b>	DEM, DOE, RPD

#### ***ESF #17: Mass Fatality***

<b>Coordinating Department</b>	ME
<b>Supporting Department(s)</b>	DEM, DPH

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## Role

The Human Services Branch is responsible for the following CCSF health and basic human services:

- Provision of basic necessities to persons impacted by a disaster such as food, potable water, clothing, shelter, and emotional support
- Medical, mental, and public health care
- Maintenance of animal and environmental welfare
- Mass fatality management

The Human Services Branch includes liaisons from voluntary agencies, such as the American Red Cross and the Salvation Army, to ensure close coordination and support for their mass care activities. The Human Services Branch also serves as the CCSF point of contact for the CCSF Medical Examiner and provides mutual aid assistance for dealing with human remains and the provision of additional resources, as needed.

## Responsibilities

### ***ESF # 6: Mass Care, Housing, and Human Services***

- Coordinate the provision of shelters, feeding, distribution of water, ice, and other relief supplies for emergency workers
- Coordinate the provision of shelters, feeding, distribution of water, ice, and other relief supplies, and respond to disaster welfare inquiries for CCSF residents impacted by the event, to include special needs populations
- Assist the American Red Cross with family welfare inquiries and registration services to reunite families or respond to inquiries from other relatives

### ***ESF #8: Public Health and Medical Services***

- Minimize loss of life, subsequent disability, and human suffering by ensuring timely and coordinated medical and public health assistance
- Coordinate and prioritize requests for health services support from local responders and obtain medical/health personnel, supplies, and equipment through mutual aid or requests for Federal or State support
- Provide a system for receipt and dissemination of health-related information required for effective response and recovery from a major disaster
- Coordinate with the JIC or appropriate PIO to inform the public of health precautions or provide health-related safety instructions for the general public
- Provide ambulance-based care and transport and coordination of medical and health mutual aid
- Coordinate logistical support for mutual aid assets ordered through the Medical/Health Mutual Aid System



- Coordinate inspections of shelters, feeding, and distribution sites (food, water, etc.) to ensure environmental health regulations are being observed and that no unsafe conditions are present

***ESF #11: Animal Response***

- Coordinate animal response and recovery activities, to include pet sheltering and pet reunification
- Coordinate zoo response and recovery activities

***ESF #17: Mass Fatality***

- Coordinate resources for the recovery, identification, and disposition of deceased persons and human tissue
- Coordinate fatality information and notification with local law enforcement, public health, and other related departments
- Designate an adequate number of persons to perform the duties of Medical Examiner Investigators:
  - Protect the personal property and effects of the deceased
  - Notification of next-of-kin
- Establish and maintain a comprehensive record-keeping system for updating and recording fatality-related data
- Prepare and coordinate requests for mass fatality-related mutual aid
- Prepare and establish locations for temporary morgues, worksites, etc.

**Human Services Branch Positions**

- Human Services Branch Coordinator
  - Mass Care, Housing, and Human Services Unit Leader
  - Public Health and Medical Services Unit Leader
  - Animal Response Unit Leader
  - Mass Fatality Unit Leader

Note: Human Services Branch positions will be detailed in the EOC SOP Manual.

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### 3.3.5 Infrastructure Branch

#### Mission

The Infrastructure Branch in the Operations Support Section is designated to provide coordination among all departments responding to an event carrying out public works, engineering, water, and utilities functions.

#### Coordination

The Infrastructure Branch in the Operations Support Section carries out the following functions:

- ESF #3: Public Works and Engineering
- ESF #12: Water and Utilities

Each ESF is led and supported by those departments best qualified to fulfill all corresponding roles and responsibilities. The overall coordinating department for the Infrastructure Branch is initially established by the first-arriving branch member, then transferred to the most appropriate Infrastructure Branch representative according to the nature and specific needs of the event. The coordinating and supporting departments for each ESF are as follows:

#### *ESF #3: Public Works and Engineering*

<b>Coordinating Department</b>	DPW
<b>Supporting Department(s)</b>	DBI, DEM, DOE, DPT, DTIS, MTA, PUC, RPD

#### *ESF #12: Water and Utilities*

<b>Coordinating Department</b>	PUC
<b>Supporting Department(s)</b>	DBI, DEM, DPT, DPW, DTIS

#### Role

The Infrastructure Branch will provide the following:

- Citywide damage assessment (structures and infrastructure)
- Route recovery
- Debris removal
- Building safety inspections and demolitions
- Restoration of public utility services
- Support of information technology (IT) and communication infrastructure restoration
- Support to other EOC branches, as needed

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## Responsibilities

### ***ESF #3: Public Works and Engineering***

- Coordinate the assessment of all damaged public and private facilities
- Coordinate the assessment of damaged public infrastructure (bridges, roads, tunnels, retaining walls, radio systems, and network systems)
- Coordinate the repair and restoration of damaged public facilities and public infrastructure
- Clear streets and support route recovery activities
- Manage the collection and disposal of disaster debris

### ***ESF #12: Water and Utilities***

- Coordinate status reporting of all utility systems
- Coordinate the restoration and repair of disrupted municipal services with utility services, such as the CCSF fiber network, radio system, water, wastewater, and power
- Coordinate with utility service providers for the repair and restoration of disrupted non-municipal services, such as cable, Internet, landline phone, cell phone, gas, and electric

## Infrastructure Branch Positions

- Infrastructure Branch Coordinator
  - Construction and Engineering Group Coordinator
    - Street Clearance Unit Leader
    - Building Assessment Unit Leader
    - Infrastructure Assessment Unit Leader
    - Debris Management Unit Leader
  - Water and Utilities Group Coordinator
    - Municipal Unit Leader
    - Non-Municipal Unit Leader

Note: Infrastructure Branch positions will be detailed in the EOC SOP Manual.



### 3.3.6 Transportation Branch

#### Mission

The Transportation Branch in the Operations Support Section will provide coordination among all transportation departments responding to an event.

#### Coordination

The Transportation Branch in the Operations Support Section carries out the following function:

- ESF #1: Transportation

The coordinating and supporting departments for this ESF follow:

#### *ESF #1: Transportation*

<b>Coordinating Department</b>	MTA
<b>Supporting Department(s)</b>	BART, DEM, DPT, DPW, Muni, Port, SFO

#### Role

The Transportation Branch will provide the following:

- Route recovery
- Traffic management
- Coordination of response and recovery support activities of public and private mass transportation systems
- Support to other branches, as needed

#### Responsibilities

- Support route clearance and recovery activities
- Designate ingress/egress routes for emergency response vehicles and personnel
- Coordinate general traffic and access control
- Coordinate the response operations targeted at restoring and maintaining normal operations of CCSF public transportation systems
- Designate evacuation routes and provide appropriate evacuation information to emergency responders and the JIC
- Assist with the transportation of individuals unable to evacuate themselves



- Assist with transportation of the ill and injured under ESF #8: Public Health and Medical Services, and those in custody under ESF #13: Law Enforcement
- Provide transportation for emergency workers during recall operations, to include busing employees from outside the city

### **Transportation Branch Positions**

- Traffic and Transportation Branch Coordinator
  - Route Recovery Unit Leader
  - Traffic Control Unit Leader
  - Mass Transit Unit Leader
  - Water Unit Leader
  - Land Unit Leader
  - Air Unit Leader

Note: Transportation Branch positions will be detailed in the EOC SOP Manual.



### 3.3.7 Communications Branch

#### Mission

The Communications Branch in the Operations Support Section is designated to provide coordination among all communications departments responding to an event.

#### Coordination

The Communications Branch in the Operations Support Section carries out the following function:

- ESF #2: Communications

The coordinating and supporting departments for this ESF follow:

#### *ESF #2 Communications*

<b>Coordinating Department</b>	DEM
<b>Supporting Department(s)</b>	211, 311, ACS, DEC, DTIS, GSA

#### Role

The Communications Branch will operate all of the following:

- Emergency systems used to communicate with and among the various response departments
- Emergency systems used to communicate disaster information to the general public

#### Responsibilities

- Coordinate activation of CCSF public warning systems when a threat to the health or safety of residents is identified
- Send messages over various networks as directed by the JIC, Operations Support Section Chief, or EOC Manager
- Ensure radio, telephone, and computer resources and services are provided to EOC staff, as required
- Oversee the installation and maintenance of communications resources within the EOC
- Determine specific computer requirements for all EOC positions
- Implement EOC information systems
- Ensure that the EOC Communications Center has adequate communications operators available for 24-hour coverage
- Develop and distribute a Communications Plan that identifies all systems in use, ensures enough frequencies are allocated to facilitate operations, and lists specific frequencies allotted for the emergency

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## **Communications Branch Positions**

- Communications Branch Coordinator
  - Emergency Communications / Dispatch Unit Leader
  - Non-Emergency Communications Unit Leader
  - Public Warning System Unit Leader
  - Alternate Communications Unit Leader

Note: Communication Branch positions will be detailed in the EOC SOP Manual.



### 3.3.8 Community Branch

#### Mission

The Community Branch in the Operations Support Section is designated to provide EOC coordination among community requests during an event.

#### Coordination

The Community Branch in the Operations Support Section carries out the following function:

- ESF #16: Community Support

The coordinating and supporting departments for this ESF follow:

#### *ESF #16 Community Support*

<b>Coordinating Department</b>	DEM
<b>Supporting Department(s)</b>	ARC, CO, Consulates, DHR, Hotel Council, NGOs, Private Sector, SFUSD

#### Role

The Community Branch is the primary coordination center for information and requests originating from within the community. The branch will maintain communications between community-based organizations and the EOC, and distribute resource requests and relevant information to the appropriate branches or sections within the EOC.

The Community Branch will link the following organizations to the EOC:

- Community Disaster Response Hubs
- Non-Governmental Organizations (NGOs)
- Private Sector

#### Responsibilities

- Interact with Community Disaster Response Hubs and the private sector at the EOC level
- Ensure effective communication of Community Disaster Response Hubs and private sector requests with relevant branches
- Act as the EOC point of contact for city departments not represented at the EOC

#### Community Branch Positions

- Community Branch Coordinator

Note: Community Branch positions will be detailed in the EOC SOP Manual.

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EOC General Staff

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## 3.4 Logistics Section

### 3.4.1 Logistics Section Overview

#### Coordination

The Logistics Section is led by the Section Chief, who is responsible for carrying out ESF #5: Emergency Management. The Logistics Section Chief is supported by the Deputy Section Chief, who is also responsible for carrying out ESF #5. The Deputy Section Chief will be provided by DEM. The coordinating and supporting departments for this section follow:

<b>Coordinating Department</b>	GSA / City Administrator
<b>Supporting Department(s)</b>	DEM, DHR, GSA / OCA, Real Estate

#### Role

The Logistics Section is responsible for the coordination and management of citywide resources during an event. Specific functions of the EOC Logistics Section and its associated branches may be found in the Logistics Annex. The Logistics Section encompasses the following three functional branches:

- Resource Management Branch
- Facilities Branch
- Human Resources Branch

#### Responsibilities

- Acquire and deliver resources requested by the EOC Operations Section
- Allocate scarce resources consistent with the EOC Action Plan
- Request resources from the Regional Emergency Operations Center (REOC)
- Record and track the status of resource requests processed through the EOC Logistics Section
- Coordinate with the EOC Planning Section regarding resource status and requirements for next operational period pursuant to the ICS “Planning P”
- Establish bases and camps as necessary to maintain sufficient inventories of uncommitted resources
- Coordinate with the Planning Section and the Finance and Administration Section to ensure resource acquisition and issuance are documented for reimbursement
- Support recovery activities including demobilization, restoration of services, and continuity of government, as directed



## **Logistics Section Positions**

- Logistics Section Chief
- Logistics Section Deputy Chief

Note: Logistics Section positions will be detailed in the EOC SOP Manual.



### 3.4.2 Resource Management Branch

#### Mission

The Resource Management Branch in the Logistics Section coordinates the acquisition of needed resources during an event.

#### Coordination

The Resource Management Branch in the Logistics Section carries out the following function:

- ESF #7: Logistics

The coordinating and supporting departments for this branch follow:

#### *ESF #7 Logistics – Resource Management Branch*

<b>Coordinating Department</b>	GSA / OCA-Purchasing
<b>Supporting Department(s)</b>	DEM, GSA / Central Shops

#### Role

The Resource Management Branch of the Logistics Section will procure the following resources needed during an event:

- Materials and supplies
- Professional and personal services
- Rental equipment
- Vehicles (including refueling and repair)

It is assumed that all requests to the Logistics Section are for resources that either have been depleted or are unavailable from within CCSF departments, as described in the general concepts above.

The Logistics Section responds to resource requests by:

- 1) Purchasing or renting from local vendors for immediate delivery, or
- 2) Requesting resources through State and Federal agencies.

#### Responsibilities

- Coordinate the procurement of resources
- Oversee the procurement and allocation of supplies and materials not normally provided through discipline-specific mutual aid channels
- Expedite delivery of supplies and material as required
- Maintain a system to collect, track, and provide shipment information for resource requests received by the Logistics Section



- Work with other sections and branches to forecast and identify material and equipment shortfalls and pre-identify vendors and other sources
- Coordinate with the Finance and Administration Section Chief to manage the collection and maintenance of cost and other procurement data

### **Resource Management Branch Positions**

- Resource Management Branch Coordinator
  - Supplies and Equipment Unit Leader
  - Request Tracking Unit Leader
  - Procurement Unit Leader

Note: Resource Management Branch positions will be detailed in the EOC SOP Manual.



### 3.4.3 Facilities Branch

#### Mission

The Facilities Branch in the Logistics Section is designated to coordinate and facilitate requests for facilities during an event.

#### Coordination

The Facilities Branch in the Logistics Section carries out the following function:

- ESF #7: Logistics

The coordinating and supporting departments for this branch follow:

#### *ESF #7 Logistics – Facilities Branch*

<b>Coordinating Department</b>	GSA / Real Estate
<b>Supporting Department(s)</b>	DEM, GSA / Convention Facilities

#### Role

The Facilities Branch is responsible for the following:

- Locating, leasing, and supporting facilities or staging areas required to support the disaster response
- Coordinating the relocation of work space for essential CCSF staff dislocated by the disaster, including relocating or leasing office furniture or equipment and configuring the workspace, as appropriate

#### Responsibilities

- Support requests to locate and rent or lease alternate locations for the EOC/DOCs in the event that they are forced to relocate due to damage or space limitations; support environmental and safety standards for those facilities
- Coordinate the set-up and support for material or personnel staging areas
- Coordinate pre-occupancy environmental inspections with the Safety Officer and the Human Services Branch
- Support feeding and housing requirements, as requested
- Coordinate provision of adequate essential facilities for the response effort, as requested
- Ensure acquired buildings are returned to their original state when no longer needed

#### Facilities Branch Positions

- Facilities Branch Coordinator

Note: Facilities Branch positions will be detailed in the EOC SOP Manual.

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### 3.4.4 Human Resources Branch

#### Mission

The Human Resources Branch in the Logistics Section is designated to coordinate requests for personnel support during an event.

#### Coordination

The Human Resources Branch in the Logistics Section carries out the following function:

- ESF #7: Logistics

The coordinating and supporting departments for this branch follow:

#### *ESF #7 Logistics – Human Resources Branch*

<b>Coordinating Department</b>	DHR
<b>Supporting Department(s)</b>	All departments with on-site personnel officers

#### Role

The Human Resources Branch will coordinate the acquisition, tracking, orientation/training, and support of additional CCSF response personnel, to include CCSF staff, community volunteers, temporary staff agencies, and Disaster Service Workers.

#### Responsibilities

- Provide personnel resources in support of EOC and field operations
- Identify, recruit, and register volunteers
- Establish a personnel pool to collect and register available staff and volunteers to work in the EOC
- Receive requests and assign available staff; provide rosters of available staff
- Coordinate with appropriate CCSF department directors or supervisors to re-assign staff to the EOC or other response activities, as needed
- Assist with the maintenance of staff morale
- Provide guidance to the EOC Management Staff, Policy Group, and the Board of Supervisors regarding any current or potential Union issues that may arise from the reassignment of staff to “out-of-class” tasks during the emergency
- Ensure that CCSF personnel are provided food and shelter while in the jurisdiction on assignment and other personal support through coordination with the Human Services Agency (HSA) and the Department of Human Resources (DHR)
- Document any injuries, accidents or other personnel-related incidents reported



## **Human Resources Branch Positions**

- Human Resources Branch Coordinator
  - Disaster Service Worker Unit Leader
  - Volunteer Management Unit Leader

Note: Human Resources Branch positions will be detailed in the EOC SOP Manual.





## 3.5 Finance and Administration Section

### 3.5.1 Finance and Administration Section Overview

#### Coordination

The Finance and Administration Section is led by the Section Chief, who is responsible for carrying out ESF #5: Emergency Management. The Finance and Administration Section Chief is supported by the Deputy Section Chief, who is also responsible for carrying out ESF #5. The Deputy Section Chief will be provided by the DEM. The coordinating and supporting departments for this section follow:

<b>Coordinating Department</b>	CO
<b>Supporting Department(s)</b>	DEM

#### Role

The Finance and Administration Section encompasses four functional branches that will be housed at the off-site Controller's Office DOC, while the Section Chief will be located at the EOC and will act as a liaison to those branches. Although off-site, each branch will still maintain the following EOC branch functions:

- Policy Branch
  - Provide policy guidance and establish procedures to authorize the commitment and payment of funds
  - Provide recommendations and guidance to and receive direction from the Mayor's Policy Group on citywide financial matters
- Employee Compensation Branch
  - Account for personnel time during the emergency response and recovery efforts
  - Ensure that employees continue to receive pay, health insurance, and retirement benefits
- Accounts Payable Branch
  - Track and process payments of vendor purchase orders, contracts, claims, and other payments during the emergency
- Cost Recovery Branch
  - Ensure that an accurate accounting of the cost of responding to the emergency (including both response and recovery) is maintained



## Responsibilities

### *Policy Branch*

- Coordinate policies regarding finance and administration functions during disaster preparedness, response, and recovery phases
- Prepare emergency declarations and other official documentation necessary to facilitate cost recovery
- Ensure that all departments have accurate records to document the cost of disaster recovery, including timesheets, accounting codes, reimbursement forms, and other backup documentation
- Ensure internal controls and approval paths for the procurement functions are carried out in the Logistics Section
- Establish policies for and use of credit and/or debit cards
- Recommend employee compensation and leave guidelines to the Policy Group, in consultation with DHR
- Acquire financial and accounting staff from other departments to fulfill functions for the Finance and Administration Section

### *Employee Compensation Branch*

- Ensure a continuation of employee compensation processes including payroll, health service, and retirement payments
- Ensure that all on-duty time is tracked and quantified for all emergency response personnel

### *Accounts Payable Branch*

- In conjunction with the Treasurer, ensure that financial institutions honor city warrants and have adequate cash available during the emergency period.
- Process payments for purchase orders, contracts, and claims resulting from the emergency and its response within a reasonable time

### *Cost Recovery Branch*

- Coordinate the data collection and analysis of all financial information related to disaster response and recovery
- Ensure that all response and recovery financial records are maintained throughout the emergency either on paper and/or within CCSF financial systems
- Ensure that all equipment used and supplies procured are tracked and quantified for all CCSF and contract emergency personnel
- Ensure that all financial recovery documentation is accurately maintained during the response and submitted to the Federal Emergency Management Agency (FEMA) and/or the Governor's Office of Emergency Services / Homeland Security



## Finance and Administration Section Positions

- Finance and Administration Section Chief
- Finance and Administration Deputy Section Chief

Note: Finance and Administration Section positions will be detailed in the EOC SOP Manual.

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## Section 4: Mutual Aid

Under the terms of California's Disaster and Civil Defense Master Mutual Aid Agreement, statewide emergency assistance is provided on a voluntary basis from one jurisdiction to another at no cost to the receiving jurisdiction. Mutual aid is intended to ensure that adequate resources, facilities, and other emergency support are provided to jurisdictions whenever their own resources prove to be inadequate to cope with a given situation.

To facilitate coordination and flow of mutual aid, state OES oversees six mutual aid regions among the three administrative regions, as shown in Figure 4-1. The CCSF is located in Mutual Aid Region II within the OES Coastal Region.

### 4.1 Mutual Aid Systems

The California Mutual Aid System operates within the framework of the Master Mutual Aid Agreement and under the authority of the California Emergency Services Act. The system is a formal process designed to mobilize resources to and from emergency response agencies, local governments, OAs, regions, and the State with the intent to provide requesting agencies with sufficient resources.

#### California Master Mutual Aid Systems

California master mutual aid systems are discipline-specific mutual aid systems, to include Fire Service and Rescue, Law Enforcement, Emergency Services, and Medical and Health Services as shown in Table 4-1.



Figure 4-1: California Mutual Aid and Administrative Regions



Table 4-1: California Master Mutual Aid Systems

Coordinated by State OES			Coordinated by EMSA <sup>12</sup>
Fire Service and Rescue	Law Enforcement	Emergency Services <sup>13</sup>	Medical/Health
Fire Service and Rescue Mutual Aid	Law Enforcement Mutual Aid	All other emergency services mutual aid not included in other systems	Disaster Medical/Health Mutual Aid
Urban Search and Rescue Mutual Aid	Coroner/Medical Examiner Mutual Aid	Emergency Managers Mutual Aid	Mental Health Mutual Aid
Hazardous Materials Mutual Aid	Search and Rescue Mutual Aid	Public Works Mutual Aid	Mass Care and Shelter Mutual Aid

Source: California State Emergency Plan, September 2005

## Fire Service and Rescue Mutual Aid System

The Fire Service and Rescue Mutual Aid System is designed to coordinate the mobilization, organization, and operation of necessary fire and rescue resources on a local, OA, regional, and statewide basis in order to mitigate the effects of disasters. The day-to-day operations of the Fire Service and Rescue Mutual Aid System are managed by the OES Fire and Rescue Branch. For additional information regarding this system's organization, responsibilities, and procedures, refer to the *California Fire Service and Rescue Emergency Mutual Aid System, Mutual Aid Plan*.

## Law Enforcement Mutual Aid System

Maintained by the OES Law Enforcement Branch, the Law Enforcement Mutual Aid System is an ongoing cooperative effort among law enforcement agencies to coordinate State resources in support of local law enforcement during a wide range of emergencies. Law enforcement mutual aid is coordinated through seven mutual aid regions in California. Additional information on procedures, concepts, and state agency roles and resources within the system is available in the *California Law Enforcement Mutual Aid Plan*.

## Emergency Services Mutual Aid System

The Emergency Services Mutual Aid System encompasses all other emergency services mutual aid that is not included in other systems (e.g., Public Works, Safety Assessment Program), which is also known as non-discipline specific mutual aid. Requests are coordinated and met through utilization of the Standardized Emergency Management System (SEMS). Emergency Managers Mutual Aid (EMMA) is a sub-system with the purpose of providing emergency management personnel from unaffected areas to support disaster operations in affected jurisdictions. Further information on EMMA can be found in the *Emergency Managers Mutual Aid Plan*.

<sup>12</sup> Emergency Medical Services Authority

<sup>13</sup> For the purposes of this plan, the term *Emergency Services Mutual Aid* also refers to non-discipline-specific mutual aid.

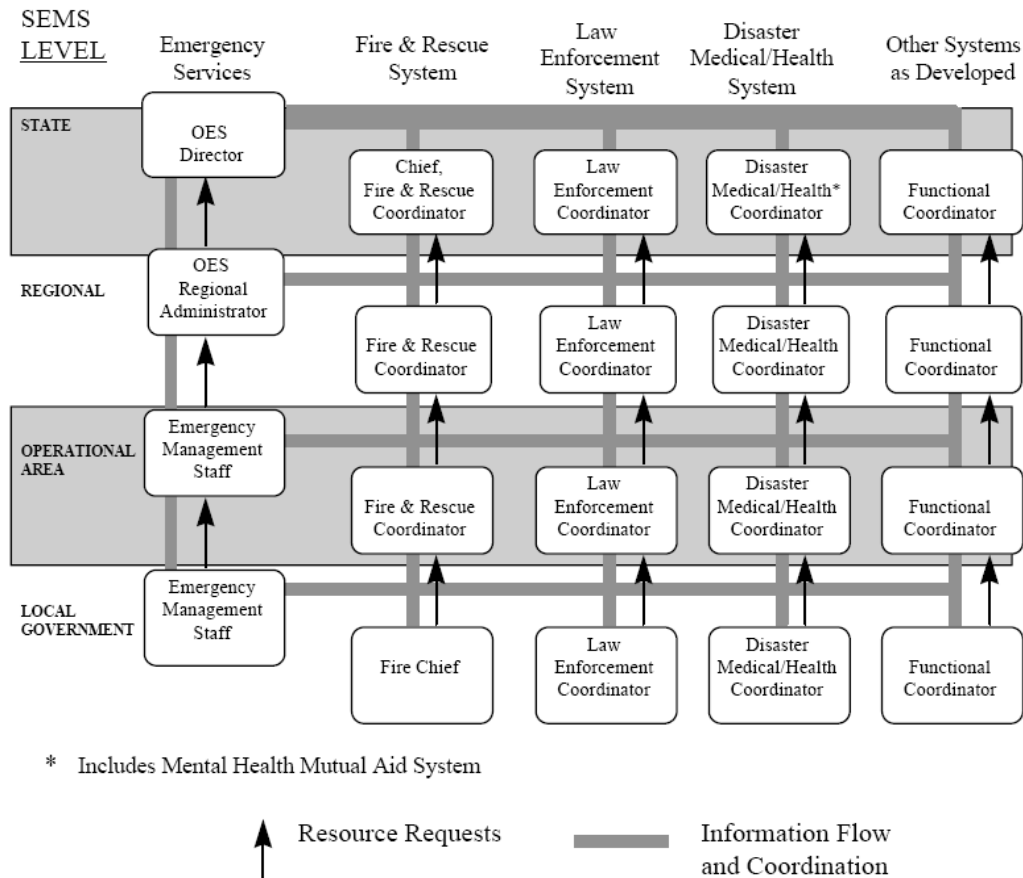


## Medical Health Mutual Aid System

The California Emergency Medical Services Authority (EMSA) administers the Medical/Health Mutual Aid System. The purpose of the system is to identify, attain, and mobilize medical supplies and personnel from unaffected regions of the State to meet the needs of disaster victims. The coordination and acquisition of Medical/Health Mutual Aid resources involves Federal, State, and local agencies as well as the private sector (hospitals, medical supply vendors, ambulance companies, etc).

Figure 4-2 illustrates the flow of the four mutual aid channels and how they are coordinated at each SEMS level.

### MUTUAL AID CHANNELS: Discipline Specific Mutual Aid Systems



**Section 4**  
Mutual Aid

Source: California State Emergency Plan, September 2005

**Figure 4-2: Discipline-Specific Mutual Aid Systems**



## 4.2 Mutual Aid Coordination

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

CCSF OA mutual aid coordinators (e.g., Law Enforcement, Fire Service and Rescue, Medical Health personnel) will be assigned to their appropriate CCSF DOCs. If mutual aid requests do not fall into one of the discipline-specific mutual aid systems, then the requests are handled through the emergency services mutual aid system, managed by emergency management staff at the CCSF EOC.

## 4.3 Non-Governmental Organizations, Special Districts, and Private Sector Organizations Mutual Aid

The involvement of NGOs, special districts, and private sector organizations with CCSF mutual aid will vary according to the resources that may be made available and the types of resources needed. Some organizations may use internally established mutual aid systems/arrangements in order to acquire needed resources. For example, the American Red Cross will utilize the American Red Cross Disaster Services Human Resources System (DSHR) when a disaster response requires greater resourcing than can be provided from the local chapter.

Resource needs that cannot be met through internal means will be requested through the California Mutual Aid System at the appropriate SEMS level. Organizations with extensive involvement in emergency response, such as the American Red Cross and Salvation Army, may be represented in the CCSF EOC or at an appropriate DOC. Other organizations may be asked to provide a representative to the EOC or a DOC if further collaboration is needed.





## Appendix: List of Abbreviations and Acronyms

The following abbreviations and acronyms are used in this Emergency Response Plan:

211	Information and Referral for Social Services
311	Information and Referral for City and County of San Francisco Services
ACC	Animal Care and Control
ACS	Auxiliary Communications Service
ARC	American Red Cross
BART	Bay Area Rapid Transit
CARD	Collaborating Agencies Responding to Disaster
CCSF	City and County of San Francisco
CO	Controller's Office
ConOps	Concept of Operations
DBI	Department of Building Inspection
DEC	Division of Emergency Communications
DEM	Department of Emergency Management
DHR	Department of Human Resources
DOC	Department Operations Center
DOE	Department of the Environment
DPH	Department of Public Health
DPT	Department of Parking and Traffic
DPW	Department of Public Works
DSW	Disaster Service Worker
DTIS	Department of Telecommunications and Information Services
EDCC	Emergency District Coordination Center
EMMA	Emergency Managers Mutual Aid
EMS	Emergency Medical Services
EMSA	California Emergency Medical Services Authority
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
ERP	Emergency Response Plan
ESF	Emergency Support Function
FEMA	Federal Emergency Management Agency
GSA	General Services Agency
HSA	Human Services Agency
HSPD-5	Homeland Security Presidential Directive-5
IC	Incident Commander
ICS	Incident Command System



IT	Information Technology
JIC	Joint Information Center
JIS	Joint Information System
MACC	Multi-Agency Coordination Center
ME	Medical Examiner
MTA	Municipal Transportation Agency
Muni	Municipal Railway
NERT	Neighborhood Emergency Response Team
NGO	Non-Governmental Organization
NIMS	National Incident Management System
NRF	National Response Framework
NRP	National Response Plan
OA	Operational Area
OCA	Office of Contract Administration/Purchasing
OES	Office of Emergency Services
Port	Port of San Francisco
PUC	Public Utilities Commission
RECP	Regional Emergency Coordination Plan
REOC	Regional Emergency Operations Center
RIMS	Regional Information Management System
RPD	Recreation and Parks Department
SEMS	State Emergency Management System
SFFD	San Francisco Fire Department
SFO	San Francisco International Airport
SFPD	San Francisco Police Department
SFSD	San Francisco Sheriff's Department
SFUSD	San Francisco Unified School District
SOC	State Operations Center
SOP	Standard Operating Procedure



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## Attachment #I: Local ESF Definitions

Local ESFs are based on the National Response Framework, dated 2008	
<b>ESF #1: Transportation</b>	<ul style="list-style-type: none"> <li>• Traffic restrictions</li> <li>• Civilian transportation support</li> <li>• Transportation safety</li> <li>• Coordination with the transportation industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #2: Communications</b>	<ul style="list-style-type: none"> <li>• Restoration/repair of telecommunications infrastructure</li> <li>• Coordination with the communications industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #3: Public Works and Engineering</b>	<ul style="list-style-type: none"> <li>• Infrastructure protection and emergency repair</li> <li>• Infrastructure restoration</li> <li>• Engineering services, construction management, damage assessment</li> <li>• Coordination with the public works and engineering industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #4: Firefighting</b>	<ul style="list-style-type: none"> <li>• Firefighting activities</li> <li>• Coordination with the firefighting industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #5: Emergency Management</b>	<ul style="list-style-type: none"> <li>• Coordination of event management activities</li> <li>• Issuance of mission assignments</li> <li>• Coordination with the emergency management industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #6: Mass Care, Housing, and Human Services</b>	<ul style="list-style-type: none"> <li>• Mass Care</li> <li>• Disaster housing</li> <li>• Human Services</li> </ul>
<b>ESF #7: Logistics</b>	<ul style="list-style-type: none"> <li>• General resource support (facility space, office equipment and supplies, contracting services, etc.)</li> <li>• Volunteer Management / Donations</li> </ul>

Attachment #1



<b>ESF #8: Public Health and Medical Services</b>	<ul style="list-style-type: none"> <li>• Public Health</li> <li>• Medical Services</li> <li>• Mental Health</li> <li>• Food Safety and Security</li> </ul>
<b>ESF #9: Urban Search and Rescue</b>	<ul style="list-style-type: none"> <li>• Urban search and rescue activities to include, but not limited to: heavy rescue, collapsed structure rescue, confined space rescue, and high- and low-angle rescue.</li> </ul>
<b>ESF #10: Oil and Hazardous Materials Response</b>	<ul style="list-style-type: none"> <li>• Oil and hazardous materials (chemical, biological, radiological, etc.) response</li> </ul>
<b>ESF #11: Animal Response</b>	<ul style="list-style-type: none"> <li>• Response and recovery during emergencies involving animals and/or the zoo</li> </ul>
<b>ESF #12: Water and Utilities</b>	<ul style="list-style-type: none"> <li>• Infrastructure assessment, repair, and restoration</li> <li>• Coordination with the energy industry (Federal, State, and local, including private and public)</li> <li>• Tagging/approval of electrical and gas industry connection</li> </ul>
<b>ESF #13: Law Enforcement</b>	<ul style="list-style-type: none"> <li>• Public safety/security support</li> <li>• Support for access, traffic, and crowd control issues</li> <li>• Coordination with the law enforcement industry (Federal, State, and local, including private and public)</li> </ul>
<b>ESF #14: Recovery and Mitigation</b>	<ul style="list-style-type: none"> <li>• All departments / agencies involved with long-term recovery assistance (such as restoration of infrastructure, housing, local economy)</li> <li>• Natural and cultural resources and historic properties protection and restoration</li> </ul>
<b>ESF #15: Joint Information System</b>	<ul style="list-style-type: none"> <li>• Establish the Joint Information Center</li> <li>• Conduct media relations</li> <li>• Gather and disseminate public information</li> </ul>
<b>ESF #16: Community Support</b>	<ul style="list-style-type: none"> <li>• Private Sector</li> <li>• Community Disaster Response Hubs</li> <li>• Schools, Universities, Colleges</li> </ul>
<b>ESF #17: Mass Fatality</b>	<ul style="list-style-type: none"> <li>• Manage and coordinate mass fatalities</li> </ul>



## Attachment #2: ESF Department Representation

DOC	Local ESFs
Animal Care and Control (ACC)	ESF #6
American Red Cross (ARC)	ESF #5, 6, 7, 8, 16
Controller's Office (CO)	ESF #5, 16
Department of Building Inspection (DBI)	ESF #3, 5, 12
Department of Emergency Management (DEM)	ESF #1, 2, 3, 4, 5, 6, 7, 8, 9, 10, 11, 12, 13, 14, 15, 16, 17
Department of Human Resources (DHR)	ESF #5, 6, 7, 13, 16
Department of Parking and Traffic (DPT)	ESF #1, 3, 4, 9, 10, 12
Department of Public Health (DPH)	ESF #4, 5, 6, 8, 9, 10, 11, 17
Department of Public Works (DPW)	ESF #1, 3, 4, 5, 9, 10, 12
Department of Telecommunications and Information Services (DTIS)	ESF #2, 3, 5, 12
Fire Department (SFFD)	ESF #4, 5, 8, 9, 10
General Services Agency (GSA)	ESF #2, 5, 7
Human Services Agency (HSA)	ESF #6
Municipal Railway (Muni)	ESF #1, 3
Medical Examiner (ME)	ESF #4, 5, 8, 9, 10, 17
Police Department (SFPD)	ESF #4, 5, 9, 10, 13
Public Utilities Commission (PUC) – (has 5 DOCs)	ESF #3, 5, 12
Recreation and Parks Department (RPD)	ESF #3, 5, 6, 11
Sheriff's Office (SFSD)	ESF #4, 5, 9, 10, 13
Unified School District (SFUSD)	ESF #5, 6, 16
Port of San Francisco	ESF #1, 3, 10, 14, 15
San Francisco International Airport (SFO)	ESF #1
Treasure Island	n/a

Attachment #2

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## Attachment #3: Local ESF Coordinating and Supporting Department Matrix

	211	311	ACC	ACS	ARC	CO	DBI	DEC	DEM	DHR	DOE	DPH	DPT	DPW	DTIS	EMS	GSA	HSA	ME	MO	MTA	Muni	Port	PUC	RPD	SFFD	SFPD	SFSD	SFUSD
ESF #1									S				S	S							C	S	S						
ESF #2	S	S		S				S	C						S		S												
ESF #3							S		S		S		S	C	S							S		S	S				
ESF #4									S			S	S	S					S		S					C	S	S	
ESF #5					S	S	S	S	C	S		S		S	S		S		S		S			S	S	S	S	S	S
ESF #6			S		S				S	S		S						C							S				S
ESF #7					S				S	S/C								C											
ESF #8					S				S			C				S			S							S			
ESF #9									S			S	S	S					S		S					C	S	S	
ESF #10									S			S	S	S					S		S					C	S	S	
ESF #11									S		S	C													S				
ESF #12							S		S				S	S	S									C					
ESF #13									S	S																	C	S	
ESF #14									S											C									
ESF #15									C																				
ESF #16					S	S			C	S																			S
ESF #17									S			S							C										

Legend: C = Coordinating Departments S = Supporting Departments

Attachment #3