

# Emergency Operations Center

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## Late February 2019 Storm and Flood:

### Incident Summary

Following a series of winter storms 11-15 February, Sonoma County experienced a relatively short respite from precipitation, but an atmospheric river brought another round of winter storms and dumping in excess of 8" of rain on the valley floor over a 3 day period, with substantially higher amount in the hills and mountains of the Russian River basin. The Russian River began climbing during the rain incident and the California Nevada River Forecast Center (CNRFC) predicted that the Russian River would flood significantly. Ultimately, the river reached flood state on the 26<sup>th</sup> of February and crested at 45.38 feet on 2230 27 February 2019 at the Guerneville Bridge . For context, this is the 6<sup>th</sup> highest Russian River crest in history and the highest since 1995.

The EOC was activated at a partial level on February 26<sup>th</sup> for the day and as the situation developed staffing was increased commensurate with the threat as the CNRFC and NOAA updated and refined the threat assessment. By late afternoon the decision was made to begin the evacuation of areas that would be affected by a 46' flood, and the river reached flood stage that evening. The EOC began the process for opening evacuation shelters, activated the Incident Command post at Graton and issued evacuation advisories using SoCo Alert, the Wireless Emergency Alert system and the Sheriff's Nixle.

The EOC supported response operations through the cresting and began to transition to re-entry and recovery operations. The Incident Command Post transitioned the ICP commander from a fire chief to a Sheriff to oversee re-entry. The Recovery Operations Center was activated on 28 February and began planning for Local Assistance Center operations.

For more detailed information, please see:

Appendix 1: Incident Timeline

Appendix 2: Weather Data

Appendix 3: Flood graph

Appendix 4: Improvement plan

### **Emergency Operations Center (EOC)**

The following observations were made within the Emergency Operations Center:

#### Operations

- Care & Shelter: The County operated two shelters with one being focused on the homeless population.
  - Location of homeless shelter was not communicated to public.

- Shelter staff had insufficient communication systems and had to use personal cell phones.
- Salvation Army provided amazing assistance.
- Need to better identify and mobilize staff from County sources.
- Need to pull ARC out of Logistics and put in Operations with Care & Shelter Branch. Need to consider reducing ARC presence in EOC due to space/seating limitations.
- Having Public Health located next to Care & Shelter in the EOC worked very well. Sustain.
- Shelter managers appreciated the responsiveness of the EOC to needs. Sustain communications links.
- Debris Management.
  - Transportation and Public Works was seen as being extremely responsive to community needs and input as they developed and executed the debris collection plan.
  - Moving re-entry up from Saturday to Friday presented substantial challenges for staff and coordination with supporting agencies.
  - The Debris Plan needs to be implemented immediately following re-entry. Planning should start on activation of EOC. If a plan is not in place, locals will begin dumping debris at locations of their choosing, compounding the problem.
  - The Debris Plan needs to be solidified early to allow PIO time to properly communicate with public. Changing plans creates informational confusion to public.
  - CalFire inmate crews not as useful as expected due to limitations of using in populated areas and what materials they could touch (i.e. no sharp objects).
  - Policy questions such as when and if the County will collect and dispose of debris need to be addressed and confirmed via the formal adoption of a Disaster Debris Management Plan (DDMP).
- Operations room seating: Recommend the seating allocation in the operations room be re-evaluated. Need to make room for Care & Shelter and ARC. Consider compressing Plans Section slightly, move Finance to Logistics work area or other similar changes. Recommend a workshop to best consider the changes.
- Need Caltrans either embedded in the EOC or have established lines of communication with their operations center. As it was, communication was often accomplished indirectly through CHP.
- Road closure map should automate population of road closure on the closure map with CalTrans & city data.
- Need fire branch Chief to handle fire/rescue related requests and information. Also need to develop depth for sustained operations. With the dissolution of Fire & Emergency Services this is becoming a growing issue.
- Having the National Guard co-located with Law Branch provided excellent communication flow and should be sustained. National Guard was an excellent source of information and insight.
- CHP rep needs to be in the EOC. At one point, CHP had officers in the field at road blocks but did not have solid contact with the ICP or EOC. Need to better reflect CHP in IAP and communications plan.

- Need additional room for other state agency representatives s.

## Plans

- Initial Incident Action Plan (IAP) writing is difficult as staff makes transition from regular job to EOC job and usually in the busiest period. Recommend developing pre-written EAP templates for the four major threats (flood/landslide, earthquake, wildfire-urban interface, tsunami) as an attachment to the relevant hazard-specific annex. Place initial operational period IAPs on the EOC drive. This will allow minimal alteration before publication of the first operational period EAP.
- Need the Economic Development Board to better be integrated to provide data on economic impacts/losses - possibly even include them in the EOC/ROC structure.
- Satellite imagery is invaluable for damage assessment, but needs to be ordered ahead of time. Instead of hoping that there is imagery, we can request it. So 72 hours out from flood crest, the County should request imagery for the DTG of the crest and request immediately delivery. We can possibly get classified info but that is more difficult and may take longer. This should be incorporated in the Planning Section damage assessment checklist.
- Some staff/partner agencies were not receiving the Incident Action Plan (IAP) and did not know where to go to obtain copies. IAP needs to be distributed via email and placed where staff can find it. Consider a FTP site for external stakeholder access.
- Engagement with National Weather Service (NWS) to obtain latest weather information was invaluable, as was the ability for jurisdictions to interact with NWS staff to get detailed information and/or clarification. As a minimum, sustain this interaction on a daily basis, more frequently during periods of peak weather would be helpful. Also, explore increasing the capability for all jurisdictions to participate in the NWS calls.
- The immediate helicopter flyovers provided by CalFire worked very well to evaluate both debris and road status.

## Logistics

- Consider additional positions in EOC for specific roles (e.g. Food, CPOD).
- Need to develop more staff capable of functioning in the EOC to allow rotation during prolonged events to prevent fatigue and burn-out. Also consider shorter shifts.
- Need to consider pre-negotiating lease agreements for critical sites during disasters (e.g. debris transfer sites).
- Need to ensure the Personnel Unit takes part in the planning process for requesting staff for EOC/ICP/Field operations.
- Supply
  - EOC should have pre-established meal plans with multiple sources/vendors to facilitate rapid ordering. Need a dedicated EOC meals person, as this otherwise distracts Logistics staff from other critical missions.

- There is a broad lack of understanding about the resource ordering process both within the EOC and with our partner agencies. Need to establish a short SOP on ordering resources and what constitutes a legitimate request for resources from the EOC. Need to train everyone on 213RRs/Resource management system. Consider a TTX specifically for this function.
- Brick & mortar stores are going out of business in favor of shipped goods from central warehouses (i.e. Amazon). This presents a significant challenge to obtain large quantities of supplies on short notice due to shipping times and if the supply chain is disrupted.
- Need an integrated software package for tracking and ordering. Due to problems with the database during the fires, Logistics reverted to analog paper, but that is inefficient and insufficient in the event of a larger scale disaster.
- Logistics has insufficient work space. Need to re-allocate more space or expand into satellite work spaces. The current furniture is more than 30 years old and is insufficient ergonomically for 12 hour shifts.
- Logistics chronically understaffs at the start of the incident. Need to aggressively staff if the situation has a significant chance of escalating.
- There is confusion about ordering medical supplies. A clearly defined understanding of procedures for ordering medical supplies – and what constitutes a medical supply – is needed.
- Communications
  - Most of the computers in the EOC experience problems with Microsoft Outlook not launching. Need to routinely conduct full functions checks to ensure computers are fully functional on activation.
  - Need to save favorites and/or have a standard pack of ‘favorites’ on IE/Chrome. Staff need to be trained on the system

### Public Information

- Information generally went out in a timely manner.
- Information sent out in both English & Spanish
- The SoCo Emergency Website was a great improvement from October 2017.
- Coordination with GIS to provide timely mapping for public consumption was considered a notable success.
- LAC information (e.g. animal services) got lost going into the Public Information team. Need to develop a method for tracking information submission/action.
- The role of the Health Department PIO in EOC Public Information Section needs to be clarified – integrated, coordinating, supporting?
- Communication and information updates to County employees was done, but more updates need to be provided.
- Having a 30 minute overlap between PIO shifts helped immensely.

- The Public Information Section workspace was insufficient for the needs of this disaster. Need to increase number of workspaces in the PIO room by reconfiguring existing modular furniture or possibly breaking out select PIO elements to off-site locations.
- PIO Hotline
  - Calltakers were happy with new configuration of the room but asked that more shelving be provided.
  - Activation of the Public Information Hotline didn't occur until well into the operation. Consider activating early to allow staffing and just-in-time training to occur before call volume increases.
  - When PIO hotline shut down it did not forward to 2-1-1 as desired. Need to verify forwarding upon deactivation of the hotline.
- Need better message templates for various elements (ex. boil water notice, evacuation restrictions, LAC opening).
- Alert & Warning: During the incident alerts were sent using both WEA and SoCoAlert. These messages were sent without coordinating with REDCOM and resulted in some confusion as many of the public called 911 looking for information. REDCOM dispatchers were unprepared for the calls having not been informed the warning was going to happen. The Sheriff Office dispatchers were informed by the Law Branch coordinator, but as the Fire Branch was not staffed, there was a breakdown in communication.
  - Messages need to be closely coordinated among public agencies.
  - Due to technical issues, WEA messages should NOT be launched in the SoCo Alert interface. WEA should be launched separately in the WEA interface.
  - The Public Information Hotline number/211 should be included in messages to deflect information calls going to 911.
  - Text messages are preferred method for communicating in the Lower Russian River area due to poor cell coverage in many places.

#### Public Information statistics

#### [SoCoEmergency.org](http://SoCoEmergency.org)

- Received 197,221 page views (from February 25th - March 8th).
- We served 74,599 users, including 70,633 new users.

#### Community Information

- Facebook
  - County posted 128 times from February 25th - March 8th, with information on the flood and recovery.

- Facebook posts reached 119,591 people (from February 8th - March 7th), with 45,230 people on February 26th.
- County received 50,619 views on Facebook videos (from February 8th - March 7th).
- Twitter
  - 341,300 impressions (from February 24 - March 8th)
  - Top two posts were information on the Local Assistance Center and the evacuation warnings.
- Nextdoor
  - Posted 12 updates with information on flood safety and response.
- 211 received 946 calls, while the public information hotline fielded 1,458 calls from February 25 - March 8.

#### Media

- Staff responded to 266 calls on the Media hotline from February 25 - March 8
- Developed and distribution 12 Press Releases from February 25th - March 8th
- Held 3 Press Conferences on February 26th, 27th, and 28th

#### Finance

- No issues raised.

#### Management

- EOC Activation Timing. The activation of the EOC and ICP needs to occur earlier in the flood cycle. Despite a good prediction from the River Forecast Center that set the pacing for an activation, the bulk of 911 calls impacted the system well before flood stage was reached. Part of the issue is that the management focused on this incident as a flood. In reality, it was two separate but interlinked incidents...a severe winter storm followed by flooding. The recommended fix is to stand up both the EOC and ICP prior to major storms that may result in flooding, staff fully and adjust staffing as needed as the incident develops.
- Communication internal to the EOC of critical information was sometimes difficult as the flow of events necessitated updates more often than at shift change. Need to develop a method/culture of identifying and broadcasting critical information.
- Need to have a defined plan for transition from EOC to ROC.
- ORR role in the emergency cycle needs to be clearly defined. Activation for their recovery role did not happen in a timely fashion. Written guidance is needed (i.e. staffing the Recovery Unit in Planning).
- CalOES does not have a designated workspace in the EOC so they ended up being given the main conference room which impacted the larger EOC function. Recommend allocating the small conference room to them rather than the large conference room.

## Miscellaneous

- Sharepoint: Sharepoint is theoretically the repository for documentation in the EOC. It is not used. Eliminate and use new software.
- The ICS 214 has become less of a position duty log and more of a payroll document. The purpose of the 214 is to record events and activity, but now it appears to be a way to show how many hours of each time category have been logged. Consider creating a different form for the payroll purpose and not require 214s to be filled out by every worker in the EOC.
- Often it is difficult to know when phones are ringing due to background noise. Recommend changing ringtones on phones so that they have a distinctive ringtone per section or look at potential for visual indicators

## Incident Command Post (ICP)

The following observations were made by EOC staff:

### Operations

- If we have a slide situation, we should not rely solely on TPW, although obviously they should be the lead agency. They simply do not have the resources for 24 hour operations. Recommend we have a contractor on call (pre-written contract) to augment. In this incident, TPW crews worked all night clearing landslides, but were spent by daylight. Slides continued to occur, increasing the risk to the public.
- There needs to be a Fire Branch Chief in the Op Area EOC. The Operations Chief, while capable, will usually be law-based. A Fire representative is needed to ensure full connection with fire agencies and represent their interests.
- Tactical dispatch at the ICP had difficulties setting up due to internet problems and their functionality significantly impacts the operation. Recommend doing practice set up as well during the pre-flood meeting, and proactively establishing tactical dispatch 24 hours prior to the river reaching the 38' level.
- ICP was insufficiently staffed to plan re-entry and planning was done by EOC, however the plan was not coordinated with ICP. Need to develop a way of coordinating the planning effort so that the ICP is better involved in re-entry planning.

### Planning

- Need a trained ICP Plans Chief to focus on ICP development and situation status, as well as maintaining documentation.
- Certain resources should be activated as a matter of course and pre-staged as flood levels are predicted and resources pre-staged. Specific examples include:
  - Short buses staged at the Graton ICP in any incident where evacuation is expected.
  - High Water Vehicles from the National Guard ordered at least 24 hours prior to flood stage and on station at least 6 hours prior to river reaching 36'.
  - An LS ambulance should be staged at Graton ICP when river reaches 38'.
  - Medical evacuation aviation should be ordered at least 24 hours prior to river reaching 38' and to be staged 4-6 hours prior to reaching that level.
  - Public evacuation aviation should be ordered at least 24 hours prior to river reaching 42' and to be staged 4-6 hours prior to reaching that level.

### Logistics

Supply:

- ICP staff looks to better forecast logistical needs. The field is focused on immediate operational activities. ICP staff need someone focused on basic needs (food, fuel, sundries) and either ordering them or contacting vendors so that when the field need



arises the wait time is as short as possible. While this can be done at the EOC level, having an embedded proactive ICP Logs Chief, we can expect faster and more accurate response.

- The copy machine at Graton FD isn't user friendly or large enough to handle large quantities of jobs. Should consider ordering friendly machine that can accommodate.
- A standard logistics package should be developed to be ordered upon activation of the ICP with needs for the field. This should include AA batteries, chemical light glow sticks and food/bottled water. A second package should be developed for higher flood levels to include fuel resupply as pumps are shut down.

#### Communications:

- Installed ICP phones were not working - need to do functions checks regularly before the incident. Recommend full functions check in October/November in conjunction with the annual Flood workshop.
- Computers were adequate but the new reality is agencies were bringing their own. Almost no one used the provided laptops. This did create a problem in that the sole printer wasn't Wi-Fi compatible. Recommend maintaining the laptops, but have provide another Wi-Fi enabled printer or have a selection of cables on hand to allow direct connections.
- Contact rosters didn't include EOC staff position contacts.
- An analog speakerphone would be helpful. Staff was able to use the one in the fire house, but this was outside the ICP workspace .
- Wi-Fi could certainly be improved. It might be better to use cables and plug them into the data ports as opposed to using the Wi-Fi.
- Radio coordination: The fire agencies want the loaner radios to be on fire channelsThe current radio cache is exclusively law, so those were quickly shelved and the fire community distributed their own fire radiosConsider obtaining a radio caches that can handle both law and fire frequencies.
- Cell communication in Graton is very poor. A cell tower closer to Graton FD would substantially improve communications. While landline was available, cell communication is now the norm and responders already have their cell contacts in place before reporting to the ICP.

#### Finance

- No issues

#### Management

- Need to identify staff ahead of time. Although things did come together with staff and they functioned well, it may have been smoother if the primary staff were fully briefed and trained on their mission, ICP SOP etc. ahead of time.
- Need to deploy a more senior/experienced Logistics/Plans personnel to take charge and make things happen in support of the mission. The fire/sheriffs know their job, ICP

needs the appropriate staff available to take care of the paperwork and management of supplies.

### Public Information

- Needs a PIO SOP to understand what their roles and responsibilities are.
- Need for a PIO to be deployed early and stay at the ICP. Early press activity was a distraction for the Incident Commander

# Appendix 1: Incident Timeline

## Monday February 25<sup>th</sup>, 2019

- Received authorization to partially activate Emergency Operations Center (EOC) starting Tuesday February 26<sup>th</sup>, 2019
- Activated a second Emergency Alert (EM) Staff Duty Officer (SDO)

## Tuesday February 26<sup>th</sup>, 2019

- Auxiliary Communication Service (ACS) Storm Patrols
- 08:00 – EOC Activation
- River Forecast Center (RFC) Forecast and National Weather Service (NWS) update
- Operational Area conference call
- Activated the Incident Command Post
- 14:00 Brief of Current Situation
  - Russian River is rising – Currently at 31.7 ft
  - Localized flooding is occurring through the County
  - School District closures: Alexander Valley Union School District, Geyserville Unified School District, Guerneville School District, Harmony School District,, Monte Rio School District, Montgomery Elementary School District
  - 907 without Power as of 14:00
  - 25 Evacuation areas
  - Shelters: Sebastopol Center for the Arts and Sonoma County Fairgrounds
  - The NWS has forecasted an atmospheric river with heavy rainfall expected in Marin, Sonoma, and Napa Counties starting at 1200 on Monday, through Tuesday night. The Atmospheric River will move south towards Santa Cruz County on Tuesday. It is expect that 4 to 6 inches of rain to fall in the valleys and 6 to 12 inches of rain in the higher elevations of the County. It is possible that rain rates may exceed flash flood levels in the burn scar areas.

There is a Flood Warning in effect for Sonoma County. The Russian River is expected to reach flood stage on February 26 at 1800. The river will crest at 46.1 feet on February 27 at 2200. The river is forecasted to fall below flood stage on February 28 at 2300.

## Wednesday February 27<sup>th</sup>, 2019

- 04:00 Brief of Current Situation
  - Russian River at Guerneville is rising and was at 38.8 ft at 0400 February 26, 2019
  - Localized flooding is occurring throughout the County
  - 10s to 100s of landslides impacting roadways to varying degrees
  - 5472 without power as of 26 February 23:30
  - 25 Evacuation areas
  - Shelters: Sebastopol Center for the Arts, Sonoma County Fairgrounds, Cloverdale Citrus Fair Building.
  - TPW road yard and County Jail near airport lost power. Power was restored.
  - Intense precipitation associated with an atmospheric river has created hazardous conditions throughout Sonoma and adjoining counties, and severe flooding is

forecasted for the Guerneville area. Rainfall totals over the last 48 hours have totaled over 6 inches in valley areas, and upwards of 12 inches in the higher elevations of the County. Widespread flooding of low lying areas was reported through Tuesday and Wednesday morning.

The Guerneville gauge entered flood stage (32 feet) at 1600 on February 26<sup>th</sup>, and is forecasted to crest at 46.1 feet 2200 on February 27. The river is forecasted to fall below flood stage on February 28 at 2300.

- 16:00 Brief of Current Situation
  - Russian River at Guerneville is rising –44.8 ft at 1600 27 February 2019
  - Localized flooding is occurring throughout the County
  - 100s of landslides impacting roadways to varying degrees
  - Mirabel levy slide gates opened, flooding infiltration ponds, to protect levies from failing
  - Access to Wohler/Mirabel water supply facilities cut off due to flooding. Currently coordinating with the sheriff's office to obtain a boat to transport staff to Wohler facilities
  - 44 public water systems serving over 40,000 may be impacted by the 46-foot flood elevation and are being monitored
  - 93 outages; 7,225 without power as of 1558
    - 3,485 customers in Rohnert Park/Cotati lost power for unknown reason currently under investigation
    - 250 will have gas service shut off at 1800 due to the river rising in the area of Forestville (Mirabel Rd. and River Rd. intersection area); the outage will last through the evening until tomorrow
  - 25 Evacuation areas
  - Shelters: Sebastopol Center for the Arts, Sonoma County Fairgrounds, Cloverdale Citrus Fair Building
  - Intense precipitation associate with an atmospheric river has created hazardous conditions throughout Sonoma and adjoining counties, and severe flooding is forecasted for the Guerneville area. Widespread flooding of low lying areas was reported through Tuesday and Wednesday. Rainfall over the last 24 hours has decreased from the previous 24 hours, ranging from 2.6 inches in Santa Rosa to 8.5 inches in Venado.

The Guerneville gauge entered flood stage (32 feet) at 1600 on 26 February, and is forecasted to crest at 45.6 ft at 2100 on 27 February. The river is forecasted to fall below flood stage on 28 February at 2000.

### **Thursday February 28<sup>th</sup>, 2019**

- 05:00 Brief of Current Situation
  - Russian River at Guerneville crested at 45.38 ft at 2230 27 February 2019
  - Localized flooding is occurring throughout the County
  - 100s of landslides impacting roadways to varying degrees
  - Mirabel levy slide gates opened, flooding infiltration ponds, to protect levies from failing
  - Access to Wohler/Mirabel water supply facilities cut off due to flooding. Currently coordinating with the sheriff's office to obtain a boat to transport staff to Wohler facilities

- 44 public water systems serving over 40,000 may be impacted by the 46-foot flood elevation and are being monitored
- 75 outages; 3996 without power as of 2130 27 February 2019
- 25 Evacuation areas
- Shelters:
  - Sebastopol Center for the Arts – 31 people
  - Sonoma County Fairgrounds - 78 people
  - Cloverdale Citrus Fair Building - unknown
- Intense precipitation associated with an atmospheric river has created hazardous conditions throughout Sonoma and adjoining counties, and severe flooding is forecasted for the Guerneville area. Widespread flooding of low lying areas was reported through Tuesday and Wednesday. Rainfall over the last 24 hours has decreased from the previous 24 hours, ranging from 0.6 inches in Santa Rosa to 1.5 inches in Vernado.
- The Guerneville gauge entered flood stage (32 feet) at 1600 on 26 February, and crested at 45.38 ft at 2230 on 27 February, and is forecasted to fall below flood stage on 28 February at 2000.
- 17:00 Brief of Current Situation
  - The Governor declared a state of emergency in Sonoma County, along with four other counties — Amador, Glenn, Lake and Mendocino.
  - Russian River at Guerneville at 41.47 ft at 1600 28 February 2019
  - Floodwaters are receding, however, localized flooding still occurring throughout the County
  - 100s of landslides impacting roadways to varying degrees
  - Road closures can be found at <http://roadconditions.sonoma-county.org/>
  - Mirabel levy slide gates opened, flooding infiltration ponds, to protect levies from failing
  - Access to Wohler/Mirabel water supply facilities cut off due to flooding. Currently coordinating with the sheriff's office to obtain a boat to transport staff to Wohler facilities.
  - 79 outages; 3001 without power as of 1100 28 February 2019; 250 without gas service in the Forestville area
  - 25 Evacuation areas
  - 44 public water systems serving over 40,000 were within the 46-foot flood elevation and are being monitored
    - 331 people affected by boil water notices:
      - Alexander Valley – 16 connections/ 28 individuals
      - Cazadero - 33 connections/ 70 individuals
      - Forestville - 114 connections/ 198 individuals
      - Healdsburg - 1 connection/ 35 individuals
  - Shelters:
    - Sebastopol Center for the Arts – 31 people
    - Sonoma County Fairgrounds - 78 people
    - Cloverdale Citrus Fair Building – 0 people
  - School district closures for 28 February were widespread in west Sonoma County. Four districts will be closed 1 March:
    - Guerneville School District
    - Monte Rio School District

- Montgomery School District
- West Sonoma County Union High School District

### **Friday March 1, 2019**

- 08:00 Brief of Current Situation
- 12:00 Re-entry of the Lower Russian River (TCP released without restrictions)
- 13:30 Establish ROC operations
- 13:00 Fire Departments began distribution of drinking water to local residents within the Cazadero and Monte Rio area
- 13:30 County leadership briefed CalOES and Federal Leaders
- 14:00 CalOES hosted a Press Conference (Mike Thomson, BOS, FEMA, CalOES, County Leadership, CANG, CHP Commissioner, SO Sheriff).
- 13:30 Established CPOD operations
- Submitted IED to CalOES via WebEOC
- ICP demobilizes
- EOC demobilizes

### **Saturday March 2, 2019**

- 08:00 ROC operations begin
- 08:00 Brief of Current Situation
- 09:00 CalOES began PA inspections with TPW & SCWA
- 10:00 OA Conference Call
- 12:00 Demobilization of Santa Rosa fairgrounds emergency shelter (all shelters deactivated)
- PIO released four (4) press releases (LAC info, community meeting info, debris management information/community guidance, damage assessment)

### **Sunday March 3, 2019**

- 08:00 Brief of Current Situation
- 09:00 CalOES conducted PA inspection of Sebastopol and Healdsburg public facilities (PA)
- 12:00 Established LAC operation at (Location needed) (172 front reception count, 262 daily services provide count)
- 14:00 Public outreach meeting conducted at (Guernville)
- 17:00 Demobilization of CPOD Operations
- 18:00 Conducted shift change brief

### **Monday March 4, 2019**

- 08:00 Brief of Current Situation
- 10:00 Day 2 of LAC Operations (Day 2: 166 front reception count, 311 daily services provide count)
- 09:00 CalOES continued PA inspections (Regional Parks, City of Cloverdale, City of Sonoma, Valley of the Moon Water District).
- 10:00 OA Coordination Conference Call
- 13:30NWS Conference Call

## **Tuesday March 5, 2019**

- 07:00 Conducted IA PDA Team Briefing
- 08:00 IA PDA Teams depart to conduct inspections
- 08:00 Brief Current Situation
- 09:00 Debris Strategy/Policy Meeting
- 11:00 Debris Strategy/Policy Meeting with elected leaders
- 11:30 NWS Coordination conference call
- 12:00 Sonoma County Proclaimed Local Health Emergency
- 17:15 IA PDA Teams conduct back brief to OA (Teams 1, 3, 4, & 6 completed their inspections. Teams 2 & 5 will continue inspecting Wednesday, March 6, 2019)

## **Wednesday March 6, 2019**

- 07:00 IA PDA Teams Arrive at ROC (EOC Location)
- 08:00 IA PDA teams depart for inspections
- 08:00 ROC briefed current situation
- 08:30 Debris management planning meeting
- 17:00 IA PDA teams completed initial inspections

## **Thursday March 7, 2019**

- 08:00 ROC briefed current situation
- 08:00 Emergency meeting of the Board of Supervisors
  - Closed season until 09:00
  - Board of Supervisors directed a curbside debris collection program
- General daily operations:
  - Debris container operations continued (no curbside/right of way)
  - Planning for closure of container debris sites
  - Planning for HHW collections & right of way/curbside debris collections
  - Support LAC operations

## **Friday March 8, 2019**

- 08:00 ROC briefed current situation
- 12:00 Receive verbal confirmation from CalOES that CDAA has been authorized
  - Officials waiting for written CDAA authorization document
- General daily operations:
  - Debris container operations continued (no curbside/right of way)
  - Planning for closure of container debris sites
  - Planning for HHW collections & right of way/curbside debris collections
  - Support LAC operations

## **Saturday March 9, 2019**

- 08:00 ROC briefed current situation
- 08:00 Begin Household Hazardous Waste (HHW) collection point at Sunset Park

- 15:00 debris container collection points closed
- 17:00 LAC operations close
- General daily operations:
  - Execute closure of container debris sites
  - Execute HHW collections
  - Demobilize LAC operations
  - Planning and resourcing of curbside/right of way debris collection & HHW

**Sunday March 10, 2019**

- 08:00 ROC coordination WebEx/Conference Call

**Monday March 11, 2019**

- 08:00 ROC briefed current situation
- 08:00 Curbside/right of way debris collection begins (1<sup>st</sup> sweep Mar 11 – 15, 2<sup>nd</sup> sweep Mar 18 – Mar 22)
- 08:00 Logs recovers LAC site and returns it to Health Services by 17:00

**Tuesday March 12, 2019**

- 08:00 ROC briefed current situation
- 08:00 Curbside/right of way debris continues (1<sup>st</sup> sweep Mar 11 – 15, 2<sup>nd</sup> sweep Mar 18 – Mar 22)
- 08:00 ROC admin recovery commences in preparation for demobilization of ROC on March 13
- 08:00 CalOES PA PDA team continue PA PDA inspections

**Care & Shelter Snap Shot:**

Shelter Name	Shelter Address	Date/Time Opened	Date/Time Closed	Peak Population
Sebastopol Center for the Arts	282 So. High St. Sebastopol, CA	2/26/19 @ 15:00	3/1/19 @ 17:45	95
Sonoma County Fair and Event Center – Grace Pavilion	1350 Bennett Valley Rd. Santa Rosa, CA	2/26/19 @ 17:00	3/1/19 @ 17:00	65
Sonoma County Fair and Event Center – Garrett Hall	1350 Bennett Valley Rd. Santa Rosa, CA	3/1/19 @ 17:00	3/2/19 @ 09:00	11
<b>Totals</b>				<b>171</b>

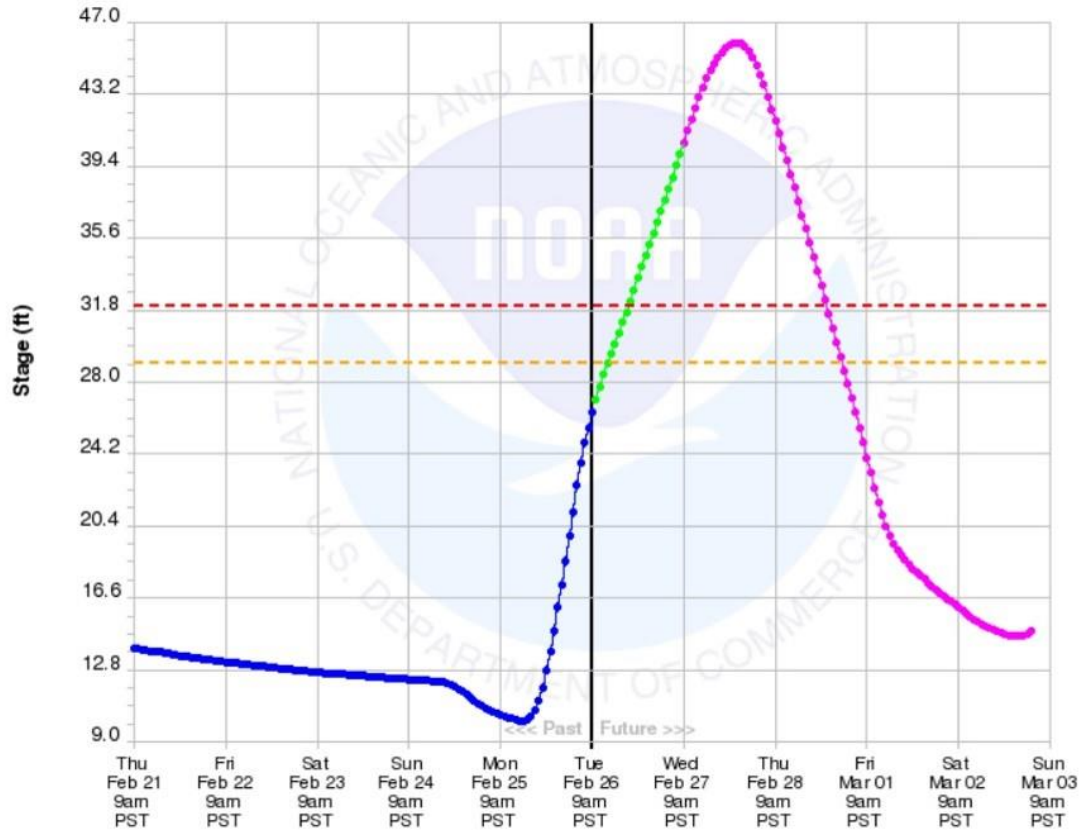
**LAC Snap Shot:**

AGENCY NAME	3/3/2019	3/4/2019	3/5/2019	3/6/2019	3/7/2019	3/8/2019	3/9/2019	Total LAC
LAC	172	165	152	155				644



**Appendix 2: Weather Data  
(Omitted from General Distribution)**

### Appendix 3: Flood graph



## Appendix 4: Improvement plan

Area of Improvement	Corrective Action/ Recommendation	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Emergency Operations Center</b>					
Reconfigure seating in EOC	EOC Leadership Team to assess and TTX reconfiguration	DEM			
Improve coordination with CalTrans	Integrate CalTrans with EOC	TPW			
Improve EOC/ICP/Public road condition SA	Integrate city, county, state road closure maps into one site.	TPW/GIS			
Fire/Rescue Branch Chief	Identify staff for Fire/Rescue Branch	DEM			
Initial EAP/IAP production	Develop pre-written templates for first operational period and have on file for all primary threat situations	DEM/Plans			
Economic Development Board involvement	Identify mechanism for better integration of EDB with EOC	PRMD			
Satellite Imagery	Include requests for satellite imagery in Damage Assessment and EOC Activation checklists	Plans/DEM			
Meal planning	Develop pre-set meal plans, menus & providers	LOG			
Resource requesting	Classes on the 213RR process, written SOP	LOG/DEM			
Integrated resource/information management	Obtain and train staff on a computer-based integrated EOC resource/information management system	DEM			

Area of Improvement	Corrective Action/ Recommendation	Primary Responsible Organization	Organization POC	Start Date	Completion Date
Insufficient space and work conditions	Develop expansion plan to include workspace improvement, annex space, get better chairs, ergonomic furniture. Include space allocation for regular cooperators (CalOES, ARC etc.)	DEM			
Unprepared telecommunications (EOC)	Develop EOC ISD maintenance schedule to routinely update software and ensure systems are functional. Implement.	ISD/DEM			
Web browser favorite package	Have standard package of high-value web sites pre-loaded on web browsers	ISD/DEM			
Public Information Hotline Room configuration	Add additional shelving	DEM			
Public Information Messaging	Develop pre-written message package for rapid edit & distribution.	PIO			
Alert & Warning	Desynchronized messages need to be synchronized through SOP/Cross talk	PIO/DEM			
ROC Activation	Need clearly defined SOP of the ROC functions, sources of staffing and activation procedures	DEM/ORR			
ICS 214	Define the ICS 214 role. Create alternate form for payroll tracking process	DEM/Finance			

Area of Improvement	Corrective Action/ Recommendation	Primary Responsible Organization	Organization POC	Start Date	Completion Date
<b>Incident Command Post</b>					
Insufficient Road Clearing Assets	Have pre-established contracts for road clearing to augment TPW as well as clear SOP for activation and limits.	DEM/LOG/TPW			
Poor communications	Telecommunications needs to be tested early in flood season including tactical dispatch. Establish ICP as early in flood cycle as possible.	DEM			
ICP Staffing	Identify staffing at start of flood season. Train.	DEM/ICP Commander			
ICP special resources	Develop a special tactical resource acquisition plan for high water vehicles, buses, aviation etc.	DEM/ICP Commander			
Insufficient copier capability	Deploy copier to ICP as part of plan	DEM/LOG			
Insufficient sundries	Develop a sundry package for immediate procurement/deployment at start of incident.	DEM/ICP Commander/LOG			
Phone rosters	Ensure copies of phone rosters are in the ICP package. Ensure ICP Prints out EAP with copies of the updated phone roster	DEM			
Handheld Radio Coordination	ID handheld requirements, identify appropriate existing DHS funded radio caches.	DEM/ICP Commander			
Insufficient PIO support	Ensure PIO is a member of the team throughout the ICP activation.	PIO			

