

San Francisquito Creek
Multi-Agency Coordination
(SFC MAC)
Operational Plan for
Severe Storm and Flood Response



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1. Introduction

A. Stakeholders

The following entities are the primary members, or Stakeholders, in this Multi-Agency Coordination (MAC) Operational Plan, which outlines how to form a MAC Group focused on a common response to the San Francisquito Creek that historically has impacted each member. (Other agencies/entities may be involved and included in future revisions.)

- City of East Palo Alto
- City of Menlo Park
- City of Palo Alto
- County of San Mateo
- County of Santa Clara
- Menlo Park Fire Protection District
- Santa Clara Valley Water District (SCVWD)
- San Francisquito Creek Joint Powers Authority (SFCJPA)
- Stanford University

Note: In Santa Clara County, the SCVWD is the flood control agency. San Mateo County Public Works is the flood control agency for San Mateo County. As of the date of this revision, San Mateo County, Santa Clara County, and Stanford University have not signed the SFC MAC Agreement, but operate as "affiliate" members. Mountain View, Sunnyvale, and other local partners also participate through existing mechanisms (mutual aid, etc.)

B. Purpose of the San Francisquito Creek (SFC) MAC Operational Plan

This Plan is designed to establish a MAC Group to facilitate:

1. Pre-incident planning prior to a storm/flood event,
2. Coordinate the stakeholders' interagency response and recovery operations, and
3. Collaborate on public messaging.

C. Intention of the organization and protocols noted in the SFC MAC Operational Plan

This Plan provides guidance on how to staff and organize a MAC Group, and collaborate on response to potential, imminent, and actual flooding along the San Francisquito Creek. To accomplish this, the intent of the plan is to provide:

1. Overarching guidance on how and when to activate a MAC for coordination purposes,
2. Suggested levels of activation of the MAC Group,

3. Suggested participants in each level of MAC activation and their decision authority,
4. Means and methods of collaborative planning, preparedness, and response activities, and
5. A document that will change over time, from experience and updates post incident.

In the end this Operational Plan describes MAC mobilization procedures for maximum utilization of all available resources during a severe storm or flood that present a risk to public safety or where disruption of transportation, utilities or other services or infrastructure is anticipated or occurs.

"Severe weather" includes situations of extreme temperatures or atypical atmospheric phenomena (tornados, etc.).

D. Focus Area(s) of the SFC MAC Operational Plan

The geographical focus of this Plan is the San Francisquito Creek (SFC), due to repeated problems and challenges along its banks, but is generally applicable to all lands of all member jurisdictions.

The MAC will need to consider other risks and byproducts of such severe weather events that could include:

- Flooding: known flood zones; flash floods
- Transportation and Roads: blocked roads (trees down, wires down, water, debris)
- Traffic Control: signals out, flooded areas
- Mudslides/Landslides: especially in the Foothills
- Communications: loss of telephone, internet, and other systems
- Utilities: electrical, telephone, internet, others
- Public Health: mold, disease, etc., particularly after a storm/flood; failure/impairment of wastewater treatment (sewage) or drinking water supply systems
- Evacuation and Shelters: instructing community members on which routes to take and where to go for aid (Red Cross, etc.)
- Crime: opportunistic crime, looting, etc.
- Economy: support recovery of private sector, coordinate with regional and Federal resources
- Environment: damage to ecological and other resources

- Other Events: severe weather often can coincide with other events that already stretch local resources, such as a Stanford home football game or the holiday shopping season

According to the State of California Office of Emergency Services (Cal OES): "Floods are the second most frequent cause of disaster declarations in California (after wildfires) and account for the second highest combined losses (after earthquakes)."¹ The USGS describes a scenario known as ArkStorm that could cause catastrophic conditions.²

E. Limitation of this MAC Operational Plan

This Plan shall not constrain the freedom of an Incident Commander (IC) or others when dealing with some of the scenarios referenced herein.

This Operational Plan does NOT and will NOT replace or override the member jurisdictions':

- Emergency Operations Plan,
- Public Safety Authority,
- Public Information Officer role/responsibility,
- Flood Response Plan or Annex procedures,
- Purchasing Authority, nor
- Responsibility for documentation for any state or federal Declaration of Emergency.

This Plan will not provide detailed action lists of what to do during storm monitoring and response, as the individual jurisdictions have independent responsibility to accomplish their tasks, and those tasks will not be taken over by the MAC Group. **Instead this Plan will focus on how the multiple responsible agencies can improve coordination before, during and after a flood incident.**

F. Definition of a MAC Group

Per the *California Statewide Multi-Agency Coordination System Guide* (rev. Feb. 2013):

"A Multi-Agency Coordination Group may be convened by an EOC Director ... to establish priorities among multiple competing incidents, provide coordinated decision making for resource allocation among cooperating agencies, harmonize agency policies, and offer strategic guidance and

¹ California Catastrophic Incident Base Plan (Sept. 2008), available on: [www.oes.ca.gov/WebPage/oeswebsite.nsf/ClientOESFileLibrary/Plans%20and%20Publications/\\$file/Cat_Incident_Base_Plan.pdf](http://www.oes.ca.gov/WebPage/oeswebsite.nsf/ClientOESFileLibrary/Plans%20and%20Publications/$file/Cat_Incident_Base_Plan.pdf)

² pubs.usgs.gov/of/2010/1312/of2010-1312_text.pdf

direction to support incident management activities. MAC Groups convene to prioritize incidents for the allocation of scarce resources. Group members should consist of administrators or executives, or their designee, who are authorized to commit agency resources and funds."

Routinely, field first responders implement a version of a MAC, known as Unified Command: "First responders successfully utilize multi-agency coordination whenever multiple agencies respond to an incident, through Unified Command. Unified Command provides multi-agency support and coordination when an incident grows in complexity or multiple incidents occur in the same period."³

In cases where there are multiple incidents (as is common in storm/flood incidents), there may be multiple ICs, in which case an Area Command ICS structure may be implemented in addition to this prescribed MAC Group.

Figure 1: Coordination Links

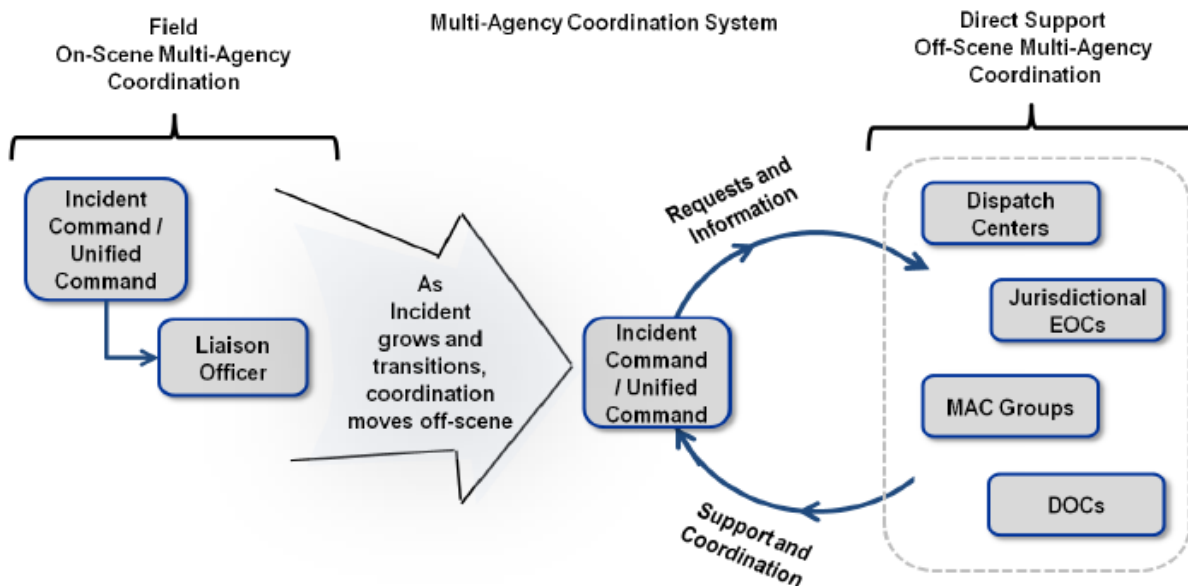


Figure 1 shows how a MAC can be established to support or facilitate coordination among Incident Commanders, Unified Command, Emergency Operations Centers, Dispatch Center and Department Operations Centers,. The preferred staffing and operational mode will be to physically co-locate

³ California Statewide Multi-Agency Coordination System Guide (Rev. Feb. 2013)

the Stakeholder personnel at a designated MAC facility or to use a Virtual MAC (vMAC). This will 1.) economize on staffing and 2.) improve efficiency.

The need for and use of a MAC is dynamic and depends on the potential and real impacts of a storm. In some cases, some jurisdictions will not activate their EOCs (for example, they are not yet affected, and are instead ready to support those jurisdictions that have activated an EOC). For incidents that have multiple operational periods (shifts), the MAC structure may provide additional personnel to staff other EOC/MAC positions for extended times.

G. Agency Responsibilities for this Plan

To plan, implement and maintain this Plan, requires the involvement of the Stakeholders at various activity levels. **Table 1, SFC MAC Progressive Levels and Sample Activities**, identifies the general types of activities expected at each activation level. These are illustrative activities, not all inclusive, and may change based on the situation and updates to the Plan.

Table 1: SFC MAC Progressive Levels and Sample Activities

Progressive Levels	Sample Activity
<p>Preparedness</p> <p>Non-threatening conditions exist</p>	<ul style="list-style-type: none"> • Conduct mitigation work to prevent flooding • Review Plan and other procedures to ensure they are functional • Coordinate to collaborate on actions • Maintain equipment, telemetry, communications systems, etc. • Train and exercise to ensure awareness and improve response
<p>Monitoring</p> <p>Conditions exist from predicted storms that could cause flooding</p>	<ul style="list-style-type: none"> • Monitor weather reports and stream gages • Collect information to assess risk • Communicate risk • Stakeholder Coordination (report on conditions, assessments, actions, etc.)
<p>Watch</p> <p>Conditions exist from storms that indicate flooding may occur</p>	<ul style="list-style-type: none"> • Activate this MAC Operational Plan to “Watch” • Contact appropriate Stakeholder Staff • Provide information on available resources and conditions • Continue contact with cooperating agencies and activated EOCs • Provide Public Information coordination • Identify need to increase MAC support to Warning, as needed
<p>Warning</p> <p>Conditions exist that flooding is imminent or has occurred</p>	<ul style="list-style-type: none"> • Contribute to coordination efforts as noted in the SFC MAC Operational Plan • Maintain contact with respective EOC if activated • Coordinate resource needs and sharing to assist as available • Activate the Joint Information System as needed

Based on the Progressive Levels and the type of activities required, the following is a Responsibility Matrix that identifies which agencies have a role to play as actions progress. **Table 2, SFC MAC Stakeholder Responsibilities**, identifies the expected commitment each Stakeholder has in carrying out the MAC Plan.

Table 2: SFC MAC Stakeholder Responsibilities

Responsibility	Member Agency	City of East Palo Alto	City of Menlo Park	City of Palo Alto	Menlo Park Fire Protection Dist	San Francisco Creek JPA	San Mateo County	Santa Clara County	Santa Clara Co. Valley Water Dist.	Stanford University
Preparedness										
Mitigation in SFC, such as culvert clean out, tree and brush removal		S	S	S		P	P		P	
SFC MAC Plan review		P	P	P	P	P	P	P	P	P
Maintain MAC Facility and equipment				P	P					
Maintain sensors, hydraulic modeling, and web info				P		P			P	
Train and Exercise		P	P	P	P	P	P	P	P	P
Monitoring										
Monitor weather and stream gauges				P		P			P	
Collect information to assess risk		S	S	P	S	P	S	S	P	S
Notify Stakeholder staff of activity level				P	S	P	S	P	P	
Communicate risk		S	S	P	S	P	S	P	P	S
Watch										
Activate the SFC MAC Operational Plan for "Watch"				P						
Notify Stakeholder staff of activation level				P	P		P	P		
Public Safety agencies issue Public Warning, as needed				P	P		P	P		
Provide Public Information regarding flood conditions		S	S	P	P	S	S	S	S	S
Provide information on impact		P	P	P	P	P	P	P	P	P

Responsibility	Member Agency	City of East Palo Alto	City of Menlo Park	City of Palo Alto	Menlo Park Fire Protection Dist	San Francisco Creek JPA	San Mateo County	Santa Clara County	Santa Clara Co. Valley Water Dist.	Stanford University
and available resources										
Provide information to and from respective EOCs		P	P	P	P	P	P	P	P	P
Facilitate Coordination		S	S	P	S	S	S	S	S	S
Warning										
Activate the SFC MAC Operational Plan for "Warning"				P						
Provide Public Warning				P	P		P	P		
Provide ongoing Public Information		S	S	P	P	S	S	S	S	S
Coordinate resources through respective EOCs		P	P	P	P	P	P	P	P	P
P= Primary Responsibility	Have key or lead responsibility at home agency and to MAC									
S= Support Responsibility	Provide support and input									

H. Relationship to other Plans

This Plan does not supersede existing agreements or internal plans (except to introduce a preference regarding the relationship between a jurisdictional EOC and staffing a MAC Group at a facility). Terms of art, such as the definition of "disaster" and certain legal and procedural activities are found in the Stakeholders' EOPs. Therefore, they are not repeated in this Plan. Flood maps and other such background material are posted in the Local Hazard Mitigation Plan (LHMP) for the involved jurisdictions.⁴

Stakeholders are encouraged to regularly review their internal plans, discuss them with the MAC Group, and review other guidance such as the State of California Guidelines for Coordinating Flood Emergency Operations.⁵

⁴ www.sccgov.org/sites/oes/LHMP/Pages/Local-Hazard-Mitigation.aspx

⁵ www.water.ca.gov/floodmgmt/docs/guidecoordfloodemergops.pdf

For example, the Santa Clara Valley Water District (SCVWD) has developed Emergency Action Plans (EAPs) for a number of their watersheds, systems, and scenarios. Such plans are internal, operating similarly to a city public works operations plan.

I. Maintenance of the MAC Operational Plan

This Plan is maintained by the Palo Alto Office of Emergency Services (OES), serving as the chair of the MAC. Prior to every winter season, OES will review this Plan with the Stakeholders and others, as needed. Following an exercise or an incident the City of Palo Alto will conduct an After -Action Review of the Plan with the Stakeholders.

J. Training on the MAC Operational Plan

To test the concepts and mobilization activities described in the Plan, the City of Palo Alto will annually engage all Stakeholders through the use of discussion based exercises such as Workshops, Seminars or Tabletop Exercises. Operational exercises such as Drills can be conducted to test communications or notification systems. Functional Exercises can be conducted to test the relationship between activated Emergency Operations Centers and the MAC Group. Each Stakeholder is encouraged to test their participation in the MAC when they conduct exercises.

K. Use of the MAC Operational Plan

This document is unrestricted, but does make reference to rosters and other documents that are not for publication.

2. Concept of Operations

Based on the CalOES Guidance, a MAC includes these elements:

- Facilities
- Equipment and Tools
- Personnel
- Personnel Notification Information
- Procedures
- Communications

A. Facilities

When convening the MAC, the following systems and facilities can be considered to provide a meeting location for the MAC Group. A decision on which facility or system to implement will be dependent on, but not limited to, the impact of the incident(s), location of the incidents and the resource needs.

- Virtual MAC (vMAC): Since storm/flood events tend to happen during times when staffing may be low (after-hours, vacation/holiday periods) and since flooding can occur without adequate warning, the Stakeholders will set up an e-mail group, a conference call, and other means to get in touch electronically. In some cases, the vMAC may need to transition to a physical location. When multiple EOCs (and DOCs) are activated at different locations, some virtual communications systems will continue, determined at that time.
- Palo Alto Emergency Operations Center (PA EOC): Located in the Palo Alto Police Department building (a.k.a. Public Safety Building (PSB)), the EOC can support 30 people and is fully equipped with backup power, radio communications, data systems, etc. The Palo Alto EOC is supplemented by various Department Operations Center (DOC) locations, including those for Public Works, City Utilities, Community Services (Parks/Rec.), etc.
- Palo Alto Mobile Emergency Operations Center (PA MEOC): The MEOC is a Type 1 command vehicle that can accommodate 12 staff (and 30 more, when used in conjunction with a Western Shelter command tent and Incident Command Trailer (ICT) with prodigious radio, data, and other communications systems. In the case of the MAC being located at the USAR building, bringing the MEOC to that site (or remotely linking to it) could provide supplemental resources.

B. Equipment and Tools

Since the above facilities are in regular use, the equipment therein should be adequate for MAC use. Whichever SFC MAC facility is opened, it will be equipped with internet access, radios, telephones, and hard copy EOC forms.

All representatives responding to the SFC MAC need to bring their own:

- Identification
- Computer
- Data on a USB drive such as contact lists
- Copies of their respective Emergency Operations Plan and relevant annexes (hardcopy or electronic)

C. Personnel

The effectiveness of the MAC Group relies on the designated level of authority provided to each Stakeholder representative and the level of the MAC Group activation. Based on the condition of the San Francisquito Creek and related potential for flooding, the personnel who staff the MAC may evolve, due to the knowledge and authority required.

Table 3, SFC MAC Personnel and Authority, presents the level of needed staffing according to the level of activity, and the authority required of their associated tasks.

Table 3: SFC MAC Personnel and Authority

Progression Level	Role	Authority	Suggested Personnel
Preparedness Non-threatening conditions exist	Agency Coordinators	Represent Agency in discussion of plans and procedures;	Technical Specialists
		Ability to affect Agency operations to support mitigation, preparedness and planning	Emergency Management Managers of Departments with Incident Command Responsibility Public Information Officers (PIO)

Progression Level	Role	Authority	Suggested Personnel
Monitoring Conditions exist from predicted storms that could cause flooding	Subject Matter Experts	Represent Agency on technical matters; Confer with Agency Coordinators regarding activation of next level	Technical Specialists in: Geology, Hydrology, Flood Monitoring, Engineering, Utility or Public Works operations
	Public Information Officers	Represent Agency to produce and distribute public notices regarding potential flood	Designated personnel assigned the role of Public Information Officer for the Agency
Watch Conditions exist from storms that indicate flooding may occur	Agency Coordinators (AC)	Ability to affect Agency operations to coordinate with other designated MAC Group members; Represent Agency in MAC Group decision making; Request activation of next level	Emergency Manager Watch Commander Battalion Chief Supervisor from Departments with Incident Command Responsibility
	PIO	Same as above	Same as above
Warning Conditions exist that flooding is imminent or has occurred	Agency Representative* (AR)	Ability to commit or redirect Agency resources to common MAC Group issues	City Manager Assistant City Manager Department Directors
	PIO	Same as above	Same as above

* This is an official title in the nationally recognized MAC Group concept. This person has authority to commit the agency and its resources to support other agencies.

Elected Officials: Stakeholders' municipal codes and other such regulations specify a role for elected officials, such as, to ratify the jurisdiction's proclamation of a local emergency, and other ministerial functions. The MAC should be treated the same as an EOC with respect to Elected Officials. Through the PIO or other assigned liaison officers (LNOs), the MAC can support the need to keep elected officials informed.

D. Personnel Contact Information

To meet the staffing needs at each level of activation, the Stakeholders will designate staff for the following roles:

1. Primary Contact to facilitate staffing, planning and operations of the MAC Group pre-emergency
2. Agency Coordinator (AC) to help with preparedness prior to incident
3. Subject Matter Expert (SME) who can evaluate risk that considers storm forecasts, tide levels, ground saturation, creek level trending, and other factors
4. Public Information Officer (PIO) to manage information provided to the public
5. Agency Representative (AR) to commit Agency resources

For some Stakeholders one person may fulfill all these roles, or any combination of the roles. For example, the Primary Contact and Agency Coordinator representative may be the same person(s). Designation of personnel for each role should consider alternate persons to account for vacation, sick leave, etc.

Contact information for personnel who fill the previously noted roles need to be provided to City of Palo Alto Office of Emergency Services, which includes office and mobile phone numbers, e-mail, and other pertinent data. In addition, the following contact numbers are requested to complete a contact roster for each Stakeholder.

6. 24-hour Contact: Public Safety Answering Point (PSAP) 9-1-1 Center, Duty Officer
7. EOC Contact: phone and e-mail

E. Procedures

The Stakeholders, if needed, may develop additional procedures, beyond what is provided herein.

For example, the SCVWD may choose to co-locate or assign a liaison to the MAC for the Operations DOC. This will facilitate better tracking of their personnel operating in the SFC area (Palo Alto PD/OES now has SCVWD radio channels in the (M) EOC and other command vehicles).

F. Communications

An emergency radio plan shall be developed, along with the above-mentioned vMAC options.

The Palo Alto MEOC and certain other command vehicles have radio interoperability systems that can 1) communicate on just about any radio system and 2) can "patch" (link) disparate systems together.

3. Mobilization of the SFC MAC

A. Progressive Triggers

Because of the need to maintain the pre-flood preventative activities and conditions of the San Francisquito Creek to prevent flooding, the need to collaborate on response before an event, the need to respond in a coordinated way during potential and actual flooding, and the effort to recover post incident, this SFC MAC Operational Plan is eternally active. The progression of prescribed activities noted in Section 1.G, Agency Responsibility demonstrate the progressive activities of the SFC MAC.

Historically, the creek conditions can change at a moment's notice, and either require immediate action, or suggest a "watch and see" approach to what is occurring. For example on December 23, 2012 the creek demonstrated flash flood tendencies; meaning the water levels changed rapidly as capacity levels went from 50% to past 70% in about 90 minutes. Yet, in other cases, creek monitor levels can exceed 70%, and yet present no need to notify the public or take other action.

Therefore, the level of MAC activity will be guided by dynamic decision or educated judgment based on best information available to the MAC Subject Matter Experts (SME) and Agency Coordinators (AC). The level of MAC activity may mirror those activities of the individual jurisdictional Emergency Operations Centers (EOCs).

As weather conditions merit and monitoring takes place, the SMEs and AC may be in their home offices or jurisdiction's EOC, if activated. The call to action may be a series of phone calls or other communications among the SME and ACs to determine the best approach to coordination.

The general progression of MAC activities are provided in **Table 4, SFC MAC Progression Triggers**.

Table 4: SFC MAC Progression Triggers

#	Progression Level	Potential Trigger	Notify	Authority and Activity	Location
0	Preparedness Non-threatening conditions exist	Non-emergency	Agency Coordinators (AC)	Information monitoring and information exchange; training	Remotely in meetings or with virtual tools
1	Monitoring Conditions exist from predicted storms that could cause flooding	Weather forecast and gauge readings	Subject Matter Experts (SME)	SMEs conduct formal monitoring, based on conditions and/or guidance SMEs confer with ACs to determine need to activate Watch Level	Remotely in meetings or with virtual tools
			Public Information Officers (PIO)	Provide public information as needed	Remotely with virtual tools
2	Watch Conditions exist from storms that indicate flooding may occur	Determined by Palo Alto AC; while consulting the SMEs	Agency Coordinators (AC)	ACs confer with each other to determine response coordination needs and resource requests; ACs confer need to activate Warning Level	Remotely with virtual tools
			PIO	Provide information to the public; consider use of a Joint Information System or Center (JIS or JIC)	Remotely with virtual tools
3	Warning Conditions exist that flooding is imminent or has occurred	Determined by Palo Alto AC, especially if the creek is nearing capacity at known flood points	Agency Representative * (AR)	ARs meet and confer. Among issues listed on page 2 of this plan and the requirements of their jurisdictions' EOC, ARs discuss common priorities and actions, address limited or scarce resources, and collaborate on addressing public safety.	Prefer at a MAC Facility; if needed, remotely with virtual tools
			PIO	Provide information to the public; consider use of a JIS or JIC; coordinate w.r.t. NWS messaging	Prefer at a MAC Facility; if needed, remotely with virtual tools

B. Stakeholder Notification

The City of Palo Alto will initiate contact to the appropriate Stakeholder contacts, based on the prevailing weather conditions. This would include those who have a role to perform in the SFC MAC, dispatch and open Emergency Operations Centers. City of Palo Alto Dispatch and/or Office of Emergency Services will initiate the contact and provide:

- Level of MAC Activation
- Situation Status
- Requested Action
- Reporting Requirements

The prevailing conditions will identify whether additional notification or actions will need to take place outside of the designated Stakeholder contacts.

C. Reciprocal Notification

Regardless of MAC activation status, if any SFC MAC member opens its EOC, the jurisdiction is encouraged to notify the other Stakeholders that they have activated their EOC. Notification can occur via Web EOC, phone or e-mail.

D. Public Warning

The established Public Safety Answering Points (PSAP) remain in control of the local jurisdiction's responsibility, and may take lead on any public warning for their community that is required. The warnings may include recommendations by the SFC MAC and respective PIOs supporting the SFC MAC. The warnings may consider the actions and recommendations of a Joint Information System or Joint Information Center.

4. SFC MAC Objectives and Functions

As the SFC MAC forms with Stakeholder representatives, the MAC will focus on the following Objectives, Capabilities, and Functions. The following is consistent with the MAC Group concepts espoused by the National Incident Management System (NIMS) from the Federal Emergency Management Agency (FEMA) and the Standardized Emergency Management System (SEMS) from the State of California Office of Emergency Services (CalOES).

A. Objectives

The following objectives are in alignment of the purpose of a MAC Group and this plan to coordinate the stakeholders' interagency response, resource management and recovery operations; and collaborate on public messaging.

- **Objective 1: Identify Conditions, Actions, and Needs**
 - Core Capability: Situational Awareness
- **Objective 2: Notification of Involved Agencies**
 - Core Capability: Activation; Coordination
- **Objective 3: Emergency Public Information**
 - Core Capability: Public Information Officer (PIO) Collaboration in (JIC/JIS)
- **Objective 4: Public Warning**
 - Core Capability: Public Warning by Public Safety Officials
- **Objective 5: Coordination of Field Operations; Resource Sharing**
 - Core Capability: Personnel Accountability; Mutual Aid and Assistance; Resource Tracking; Finance Issues

B. Functions

In keeping with the concepts of SEMS and NIMS, a MAC establishes functions to maintain the orderly flow of information and responsibility from one group to the next. Consistency in utilizing the SEMS Functions in a MAC Group, similar to those in an EOC, improves the organization and communication flow within the MAC and between the MAC and the multiple Stakeholder EOCs that could be open and operating.

Multiple SEMS and NIMS concepts could benefit the MAC operation. They are listed in order of when they would be called up during the progression of the MAC occurs:

- Planning and Intelligence
- Public Information
- Logistics and Resource Management
- Management

While the SFC MAC may initiate in a virtual environment, these functions are most useful when a MAC Group convenes at a common single facility.

Planning/Intelligence

As with any emergency, it can take some time for the MAC Group to 1) ascertain what has happened, 2) what is likely to happen, and 3) what areas and/or systems are affected. The SEMS and NIMS function of Planning/Intelligence helps gather and shape the information needs.

DOCUMENTATION

All activity at a MAC will be documented as best as possible through the use of the Unit Log form, as a minimum, and other forms available at the MAC Facility. The use of status boards is encouraged and will be adapted from available resources.

SITUATION STATUS

The Subject Matter Experts (SME) consolidate all intelligence and create Situational Awareness (SA) regarding weather forecasts, damage assessments, flooding reports, traffic conditions, etc.

AGENCY AND RESOURCE STATUS

Amalgamating what agencies have accomplished and what they may need includes identifying what personnel and resources have been deployed, the prevailing condition, the need for mutual aid, and tracking other resource demands or similar requests.

NOTIFICATION

The Planning/Intelligence activities accomplished by the SMEs lead to the appropriate notification of Stakeholders as described in **Section 3, Mobilization of SFC MAC Group**, and is accomplished by the lead MAC Group agency, City of Palo Alto.

Emergency Public Information

As the event unfolds there is a constant need of notifying the public of conditions and what to do. The Public Information Officers (PIO) are responsible for identifying with whom to communicate, creating the message, and specifying the format and method of communication to deliver the message public and stakeholders.

The PIO from each Stakeholder will follow the checklists and responsibilities identified in the jurisdiction's Emergency Operations Plan. The MAC Group does not change that responsibility or override the tasks outlined in the plan. The MAC Group's purpose is to coordinate the Public Affairs and/or designated Public Information Officers (PIO) from each Stakeholder to create a common message in order to avoid confusing the public which can occur when each of the Stakeholders sends out disparate messages. To enhance the coordination effort a Joint Information System and/or Joint Information Center may be activated, which would follow the organization and plan of the lead PIO or the agency most affected by the storm conditions.

WARNING

As part of the Public Warning Core Capability comes the need to let the public know to prepare for the expected impacts of imminent flooding. This is accomplished through the existing Public Safety Answering Points (PSAPs or better known as Dispatch Centers).

Logistics and Resource Management

As the incident unfolds and resources respond to the prevailing conditions, skilled or scarce resources will be tapped out and require backfill, replacement or additional support. The support can come in the form of mutual and assistance, contractors, vendors, or other sources. Resource requests will be noted, coordinated as much as possible through the MAC members, and processed through a Stakeholder's Emergency Operations Center or Department Operations Center. The method of request, including form, will be coordinated with the Stakeholder fulfilling the need.

REIMBURSEMENT

As resources from one Stakeholder are shared with another Stakeholder, reimbursement for the use of equipment, personnel or other resources may be reimbursable, based upon agreement.

Management

As conditions warrant or progress, the MAC will bring together leaders who have authority (delegation of authority from their agency) to make other

policy decisions, including matters of cost and/or liability. The MAC Members confer on:

- Critical conditions
- Agency priority responses
- Common resource needs
- Resource request processing
- Managing any conflicting policy issues

C. Progression

Table 5, SFC MAC Functions and Task demonstrates how the organization grows from Pre-Incident, Preparedness to Monitoring, Watch, and Warning. The overall MAC Group can change in level of participation, number of Stakeholder participants, and staffing needs. It is incident specific, because not all potential or actual incidents are the same.

Table 5: SFC MAC Functions and Tasks

#	Progression Level	Function	Designated MAC Staff	Tasks	Staffing Support
0	Preparedness Non-threatening conditions exist	Planning/Intelligence	Agency Coordinators (AC)	<ul style="list-style-type: none"> Conduct mitigation work to prevent flooding Maintain equipment, telemetry, communications systems, etc. 	All Stakeholders
			Subject Matter Experts (SME)	<ul style="list-style-type: none"> Information monitoring and information exchange Review Plan and other procedures to ensure they are functional 	
			Public Information Officers (PIO)	<ul style="list-style-type: none"> Coordinate to collaborate on Public Information Train and exercise to ensure awareness and improve response 	
1	Monitoring Conditions exist from predicted storms that could cause flooding	Planning/Intelligence	SME	<ul style="list-style-type: none"> SMEs conduct formal weather and stream gage monitoring, based on conditions and/or guidance Collect information to assess risk Communicate risk SMEs confer with ACs to determine need to activate Watch Level 	SFCJPA; Palo Alto; Menlo Park; SCVWD
			ACs	<ul style="list-style-type: none"> Stakeholder Coordination (report on conditions, assessments, actions, etc.,) 	All affected Stakeholders
			Emg Public Information	PIO	<ul style="list-style-type: none"> Provide public information as needed Activate JIC/JIS as needed
2	Watch Conditions exist from storms that indicate flooding may occur	Planning/Intelligence	SMEs	<ul style="list-style-type: none"> Continue to monitor, assess risk, and communicate with ACs 	SFCJPA; Palo Alto; Menlo Park; SCVWD
			ACs	<ul style="list-style-type: none"> Confer on need to activate Warning Level, carried out by lead MAC agency, City of Palo Alto Facilitate Status Reports and Briefings among MAC members to document plans of action Confer with each other to determine response coordination needs and resource requests 	All affected Stakeholders
		Logistics	ACs	<ul style="list-style-type: none"> Coordinate through appropriate jurisdiction EOC, access to mutual aid, vendor, contractor, or other assets 	All affected Stakeholders
		Emg Public	PIO	<ul style="list-style-type: none"> Provide public information as needed 	All affected Stakeholders

#	Progression Level	Function	Designated MAC Staff	Tasks	Staffing Support
3	Warning Conditions exist that flooding is imminent or has occurred	Information Management	Agency Representative * (AR)	<ul style="list-style-type: none"> • Activate JIC/JIS as needed • ARs meet and confer • Evaluate potential issues listed on page 2 of this plan • Address issues related to common: <ul style="list-style-type: none"> ○ priorities and actions ○ logistic support and scarce or limited resources ○ public safety policies 	All affected Stakeholders
		Emg Public Information	PIO	<ul style="list-style-type: none"> • Provide public information as needed • Activate JIC/JIS as needed. 	All affected Stakeholders
		Planning/Intelligence	SMEs	<ul style="list-style-type: none"> • Continue to monitor, assess risk, and communicate with ACs • Facilitate Status Reports and Briefings among MAC members to document plans of action 	All affected Stakeholders
			ACs	<ul style="list-style-type: none"> • Confer on need to activate Warning Level, carried out by lead MAC agency, City of Palo Alto • Confer with each other to determine response coordination needs and resource requests • Continue contact with cooperating agencies and activated EOCs 	All affected Stakeholders
		Logistics	ACs	<ul style="list-style-type: none"> • Coordinate through jurisdiction EOC, access to mutual aid, vendor, contractor, or other assets 	All affected Stakeholders

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Attachment One:

SFC MAC Roster

Each Stakeholder will submit the contact information for the following SFC MAC Roster⁶:

1. Primary Contact: Staff who can facilitate staffing, planning and operations of the MAC Group pre-emergency
2. Agency Coordinator (AC): Staff who help with preparedness prior to incident
3. Subject Matter Expert (SME): Staff who can evaluate risk that considers storm forecasts, tide levels, ground saturation, creek level trending, and other factors
4. Public Information Officer (PIO): Staff who can manage information provided to the public
5. Agency Representative (AR): Staff with authority to commit Agency resources
6. 24-hour Contact: 9-1-1 Center, Duty Officer
7. EOC Contact: phone and e-mail

The City of Palo Alto will maintain the list electronically, and request annual updates from the Stakeholders.

Stakeholders who maintain a hard copy of this plan, can insert a print out of the SFC MAC Roster here.

⁶ The Roster is a confidential document.

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Attachment Two:

Common Messages

A. Considerations

Nothing in this SFC MAC Operational Guide removes the responsibility of the Stakeholder's Public Information Officer to reach out to its citizens or customers. It is the objective of the SFC MAC to coordinate the messages to reduce the level of confusion the public can perceive from multiple messages. One of the key common responsibilities among the agencies who respond to the conditions of the San Francisquito Creek is to provide consistent public information messages. The following information provides ideas on tools and content for common messages that can be broadcast according to Watch and Warning notices published by the National Weather Service, and consistent with the levels of activity described in this SFC MAC Operational Plan.

The use of a Joint Information System and establishing a Joint Information Center is critical.

B: Tools

The tools available to inform the public include:

- Web based portals (websites, blogs, social media)
- Autodialing phone systems
- Print Media
- Mass-Notification (such as AlertSCC.com and SMCalert.info)

C: Message Themes

The following are suggested themes for public notification. Specific information needs to be vetted among PIOs and the agencies responsible for dissemination prior to broadcast.

- Please do NOT call 9-1-1 unless there is an imminent threat to life or another serious emergency;
- Further information can be gathered from each Stakeholders website;
- All messages and other data are provided only for information purposes;
- Downed trees, drainage issues, and other storm-related problems can be reported via the appropriate phone numbers as listed on your jurisdiction's flood/storm information page; and

- If you perceive an unsafe condition, you should not wait to be told to take action (including evacuation). Heed any posted signs of flooded streets.
- During the response stage, warning information will be emphasized providing status of creeks, reported storm related impacts, and public safety messages such as voluntary or mandatory evacuations.
- During the recovery stage, safety messaging will include when and how to return home, how to start recovering and planning for future mitigation.

D. Message Graphics

When presenting graphical information remember:

- Consider people who are color blind; and
- Identify areas of interest such as watch or warning areas: use shading or cross hatching or other tools.

Example Message to draw public to web based tools:

- **WATCH:** Areas of this map that are [indicated] may experience flooding in the next 90 minutes. Please stay alert to conditions around you. Please go to your jurisdiction's flood/storm information page for more information and how to report downed tree branches and other issues. If you feel unsafe, do not wait to be told to leave, but instead evacuate while it is safe to do so. If it's unsafe to evacuate, shelter at your current location.
- **WARNING:** Areas of this map that are [indicated] may experience imminent flooding. Please stay alert to conditions around you. Please go to your jurisdiction's flood/storm information page for more information and how to report downed tree branches and other issues. If you feel unsafe, do not wait to be told to leave, but instead evacuate while it is safe to do so. If it's unsafe to evacuate, shelter at your current location.

E. Text Messaging

The text messages going out via SMS and e-mail (presuming they are the same, so very short) should be:

- **WATCH:** This is an automated alert from _____. Do NOT call 9-1-1. Flooding is possible on areas near the San Francisquito Creek in the next 90 minutes. Please go here for more information and what to do: [insert web URL for "landing page"]

- WARNING: This is an automated alert from _____. Do NOT call 9-1-1. Flooding may be imminent on areas near the San Francisquito Creek. Please go here for more information and what to do: [insert web URL for "landing page"]

Consider a contact phone number at the end of each Text.

F. Pre-Incident Messages

During the Preparedness or Pre-Incident level of activity, member agencies need to educate the public on:

- How to receive notifications via Community Rating System or other registration and notification tools;
- How to register for Alert SCC;
- Local web portals to monitor and collect information to remain knowledgeable; and
- The radio stations that provide emergency broadcast information.

Note: The City of Palo Alto uses the following standard URLs for public affairs during storm-type events:

- www.cityofpaloalto.org/storms
- www.cityofpaloalto.org/stormmap

[END]