



South Napa Earthquake

AFTER ACTION REPORT

May 22, 2015



CITY of NAPA





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EXECUTIVE SUMMARY

On Sunday, August 24 at 3:20 a.m., a 6.0 Moment Magnitude Scale (MMS) earthquake hit South Napa, California, resulting in significant damage to homes and businesses across the City of Napa (City), especially in the Downtown and near the fault zone in the area of Browns Valley. One person was fatally injured and another 300 were taken to hospitals across the Region for earthquake-related injuries. The City immediately responded to the earthquake with emergency responders in the field and in the emergency operations center (EOC) working together to ensure the safety of the public; restore power, water and other utilities; and conduct building safety assessments.

The City initiated the effort to develop a South Napa Earthquake After Action Report (AAR) to identify strengths and areas for improvement observed during response and recovery efforts. As a first step in the development of this AAR, City staff participated in a “hotwash”, which is a discussion and evaluation of the City’s performance. Additionally, a consultant, Tetra Tech, was retained to interview key stakeholders involved in the response and recovery activities, review event records, and develop the AAR. Through research and review of written materials as well as extensive interviews with City employees who served in the EOC or supported the Local Assistance Center (LAC), the consultant was able to document identified strengths and areas for improvement. In assessing the areas for improvement, City staff, stakeholders, and the consultant worked collaboratively to develop the recommendations. This AAR is intended to be used by City staff and stakeholders to improve the City’s preparedness for future emergency events as well as serve as a basis for the City’s planning and resource allocation specific to the function of the EOC in future events.

The strengths and areas for improvement identified in this AAR directly affect the ability of the City as a whole to respond to and recover from a disaster and are not specific to any one City department or individual. As such, the responsibility for identifying and implementing the identified recommendations and solutions to ensure that strengths are sustained and areas for improvement are remedied rests in the hands of all City departments. This document is also intended to serve as a guide for the City’s communications with other government agencies, nonprofit organizations, and other private sector partners in order to build more effective interagency efforts during EOC events. The associated improvement plan serves as a detailed roadmap to enhance the outcome of emergency management efforts.

While this AAR is focused on the events surrounding the South Napa Earthquake, it is designed to strengthen the City’s capacity to effectively respond in a highly coordinated way to any emergency event, natural or human-caused.



First United Methodist Church, Old Town, City of Napa

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This AAR addresses the following issues:

- General
- EOC
- Command Section
- Operations Section
- Planning Section
- Logistics Section
- Finance and Administration Section
- Legal
- Liaison
- Public Information
- Safety
- Damage Assessment Process
- Debris Management
- Local Assistance Center (LAC)

The AAR is composed of the following sections:

- The **Timeline** section includes a timeline and important actions and milestones associated with the City's response to the earthquake.
- The **Summary of Response Actions** section includes an overview of the City's response to the event, an analysis of strengths and areas for improvement, and additional issues for consideration for each component.
- The **Summary of Recovery Actions** section includes an overview of the recovery related actions taken by the City, an analysis of strengths and areas for improvement, and additional issues for consideration for each component.
- The **Conclusion** section provides a summary of the overall AAR.
- Appendix A includes an **improvement plan** that can serve as a standalone document and provides a roadmap for City organizations to improve overall emergency response and recovery capabilities.
- Appendices B through E include **reference documents** that were used during the development of this AAR.

OVERARCHING STRENGTHS AND AREAS FOR IMPROVEMENT

Listed below are the overarching strengths and areas for improvement identified during the response and recovery from the South Napa Earthquake.

Overall Key Strengths

- **Initial Response:** City staff and stakeholders were able to quickly alert, mobilize, and coordinate personnel to respond to the event. Several City staff self-deployed to the EOC.
- **Cohesiveness:** City staff functioned as a cohesive team and adapted well to changing circumstances during response operations.
- **Situational Awareness:** Overall situational awareness was gained and maintained by the EOC throughout the event.

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- **Cooperation:** The City and the County of Napa coordinated well with each other during the recovery phase, especially on the activation and operation of the LAC, to include responsibilities, funding, location, and messaging.

Overall Key Areas for Improvement

- **EOC Access:** The ability of City staff and key stakeholders to access the EOC facility was problematic and created delays in staff being able to begin working.
- **EOC Section Boxes:** The contact information and other materials contained in EOC Section boxes and the Emergency Plan were outdated, making it difficult at the beginning of the response for staff to make appropriate notifications and communicate and coordinate with key stakeholders as appropriate.
- **Understanding of Roles and Responsibilities:** A better understanding of EOC positions and specific roles and responsibilities is needed for City staff assigned to support the EOC.
- **Staffing:** Staff assigned to support positions in the EOC were also addressing issues related to their regular job functions. The current EOC staffing plan should be reviewed to ensure City staff are assigned to the appropriate positions.

NEXT STEPS

Each incident response is an opportunity for City personnel to learn how to respond better the next time. By initiating this report, the City has demonstrated a deep commitment to learning lessons from response and recovery operations, developing solutions to identified issues, and following through on their implementation of identified recommendations and solutions in the interest of better serving the residents of the City of Napa.

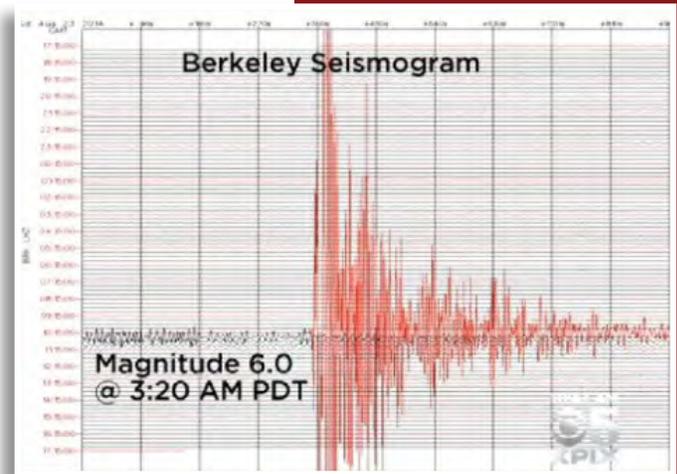


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EVENT OVERVIEW

The 2014 South Napa Earthquake occurred on Sunday, August 24 at 3:20 a.m. The earthquake measured 6.0 on the MMS. According to the United States Geological Survey (USGS), the epicenter of the earthquake was located approximately 4.2 miles northwest of American Canyon, 6 miles southwest of the City of Napa, and 9 miles southeast of Sonoma. The USGS estimated that 15,000 people experienced severe shaking, 106,000 people felt very strong shaking, 176,000 felt strong shaking, and 738,000 felt moderate shaking. Significant damage to homes and businesses occurred across the City, especially in the Downtown area, and in the Browns Valley area near the fault zone. The earthquake claimed one life and injured approximately 300 people.



The City of Napa Fire Department set up an Incident Command System (ICS) structure to respond to the large volume of calls coming into the dispatch center about the earthquake. City of Napa Police transitioned into the Incident Command Post (ICP) and operated from there until the EOC equipment arrived and personnel set up the EOC. The EOC became operational at 6:00 a.m. EOC briefings were held each morning to provide the opportunity for EOC staff to report out on activities and this information was used for press releases, social media updates, and daily press conferences. Staff developed incident action plans (IAPs) to help coordinate multi-agency operations and to maintain situational awareness. After five days, the EOC transitioned to recovery operations.

Due to the overwhelming number of calls being received for building damage and requests for inspection, City staff recognized the need to open a Call Center. The Call Center became operational within 48 hours of the EOC opening. Call Center staff focused on fielding calls requesting building safety inspections and other assistance and on returning the large backlog of calls that occurred prior to the Call Center opening. Throughout the period it was open, the Call Center fielded approximately 2,400 calls.

The earthquake resulted in wide-ranging response and recovery activities for the City of Napa as well as Napa County, the City of American Canyon, the Napa Valley Unified School District, and a host of other special districts and community organizations. More than 60 organizations and an estimated 1,500 individuals supported the response; many continue to support the recovery efforts.

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TIMELINE

The following timeline is intended to provide context of the response and recovery activities taken by the City, County, and State organizations and agencies in response to the South Napa Earthquake.

Additional information regarding the first 72 hours of the City of Napa's response to the earthquake can be found in Appendix B (Sequence of Events).

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Sunday, August 24, 2014

- South Napa Earthquake occurs at 3:20 a.m. local time and is initially identified as 6.0 on the MMS.
- Napa City EOC is set up and activated at Level 3 (Major Disaster) at 6:00 a.m.
- Napa City Manager declares a local emergency in accordance with Napa Municipal Code, Chapter 2.89 at 7:59 a.m.
- Napa County Board of Supervisors adopts local emergency resolution at 8:00 a.m.
- Napa County proclaims local emergency at 10:00 a.m.
- Governor Brown issues a State of California emergency proclamation.
- Napa County requests State aid from Governor Brown.
- Safety inspections of damaged buildings begin.
- Buildings in downtown Napa are identified as having suffered major damage:
 - » Historic Courthouse
 - » Goodman Library
 - » Two commercial buildings
- Coombs Street pedestrian bridge suffers damage to its anchorage; closed for repairs.
- American Red Cross opens an evacuation shelter at Crosswalk Community Church. Pets can be sheltered at the Napa County Animal Shelter on Hartle Court.
- Pacific Gas & Electric (PG&E) activates its EOC and dispatches emergency crews to Napa City and County.
- PG&E estimates 11,000–15,000 customers without electricity.
- State Water Resources Control Board’s Division of Drinking Water with City of Napa Public Works Department issues boil water notice to residents who lost water pressure.

Monday, August 25, 2014

- Napa Valley Unified School District declares all schools are closed:
- Several City streets are closed:
 - » First, Second, and Third Streets from Seminary Street to Soscol Avenue
 - » Main Street from Third to Clinton Street
- Napa City buildings are closed:
 - » Napa Senior Center
 - » Community Services Center
- The City establishes debris drop box locations:
 - » Napa High School
 - » Harvest Middle School
 - » Browns Valley
 - » El Centro
 - » Alta Heights
 - » Northwood
 - » West Park Elementary School
 - » Klamath Park
 - » Las Flores Center
 - » Century Oaks Park
 - » Fairview Park
- Approximately 50 building inspectors work to evaluate the safety of structures:
 - » 70 buildings – red-tagged
 - » 200 building – yellow-tagged

Tuesday, August 26, 2014

- Napa City Council ratifies its declaration by Resolution (R2014-146).
- California Highway Patrol closes southbound #1 lane of Highway 29 at the approach to Butler Bridge (Southern Crossing) for additional inspection and possible repairs.
- PG&E reports electricity and gas service is restored.
- Debris drop box locations clarified. Sites include:
 - » Southeast corner of Shoreline Drive and Stonehouse Drive
 - » Third Street between Soscol Avenue and railroad tracks
 - » Southwest corner of Patrick Road and Browns Valley Road
- Damage to streets is identified:
 - » Cracks in Buhman Avenue area under repair at Twin Oaks Drive, White Cliff Circle, Meadowbrook Drive, and Sandybrook Lane
- Napa Valley Unified School District schools re-open.

Wednesday, August 27, 2014

- City staff develop an interactive earthquake map showing red-tagged and yellow-tagged structures, debris drop-off locations, and known water leaks.
- Of the 83 known water line breaks; 49 have been repaired.
 - » Less than 500 customers remain without service.
 - » Water advisory notice issued.
 - » Water stations established:
 - Pearl Street one block west of Main Street
 - Las Flores Center on Linda Vista Avenue
- Inspectors complete the first round of building safety inspections (“windshield” surveys) and begin safety evaluations at a neighborhood by neighborhood level.
 - » 632 structures tagged
 - 116 – red-tagged
 - 516 – yellow-tagged
- American Red Cross shelter remains open.
- The Salvation Army has served 5,800 meals since Sunday at the shelter and from 5 canteen trucks.

Thursday, August 28, 2014

- An Initial Damage Estimate of impacts to privately owned structures (homes and commercial properties) in the City of Napa is set at \$300 million.
- EOC begins demobilization.

Friday, August 29, 2014

- EOC is deactivated.

Tuesday, September 2, 2014

- Governor Brown requests presidential disaster declaration.

Monday, September 8, 2014

- The joint Napa City/County Local Assistance Center (LAC) opens.

Tuesday, September 9, 2014

- LAC averages 180 residents per day.

Thursday, September 11, 2014

- Presidential major disaster declaration is declared for California.

Tuesday, September 16, 2014

- Resolution (R2014-151) continuing the Proclamation of Local Emergency approved by City Council. Through additional extensions, the resolution is still in effect as of the date of this report.

Thursday, September 18, 2014

- The City and County of Napa submit an Individual Assistance Supplemental Information package to California Office of Emergency Services (OES).

Monday, October 27, 2014

- Federal Individual Assistance is approved for private homeowners and small-businesses.

Monday, December 29, 2014

- LAC officially closed.

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1.0 SUMMARY OF RESPONSE ACTIONS

The information in this section provides an overview of the response-related actions by functional area. The information in each functional area is a representation of data and material provided to the consultant by City personnel and includes an overview, identified strengths, areas for improvement, and recommendations. In assessing the information in each area, City staff, stakeholders, and the consultant worked collaboratively to develop the recommendations for the identified areas for improvement.

1.1 GENERAL

1.1.1 Overview

The City of Napa is a lean organization with approximately 450 employees serving 79,000 residents. During an emergency, City employees are called upon to support emergency response and recovery efforts in keeping with their training and experience. Depending upon the type of hazard, department directors and their staff may be tasked with a role in the EOC and may also be needed to continue to serve in their capacity as supervisors and line staff. The challenge is even more evident in the recovery phase when many City departments have reopened but City employees are still assisting with recovery efforts, such as running the LAC or supporting Public Assistance and Individual Assistance Grant Program activities. As City staff are stretched to handle these new urgent tasks along with their regular responsibilities, difficult decisions have to be made in establishing priorities for allocating staff time and associated resources. Further complicating the situation, many City employees are also residents – they are often directly affected by the disaster themselves, requiring them to leave their homes and families in order to respond to the needs of the community. In those intense first few hours, the loss of electricity made it difficult to see what had been damaged and who needed assistance. First responders in the Police, Fire, and Public Works departments immediately mobilized and began to conduct emergency response operations by providing emergency medical services, fighting fires, securing danger scenes, evacuating hazardous areas, checking on the welfare of individual residents, conducting damage assessments, safeguarding property, securing broken water mains, closing dangerous roads, and supporting utility crews as they worked to shut off broken gas pipes and secure downed power lines. 911 calls poured into Central Dispatch as residents sought assistance or wanted to know what to do. Mutual aid fire, medical, and Search and Rescue resources from the San Francisco Bay region began to arrive to provide assistance.



Hwy 12/121 in Carneros
Photo by Peter Dasilva, EPA

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Some City staff were able to be contacted and told to report to the EOC. Others, understanding the severity of the event, reported to the EOC on their own. Working quickly, staff was able to overcome facility and logistics challenges and activate the EOC at a Level 3 (Major Disaster) within three hours of the earthquake.

The EOC began to coordinate with operations in the field, collecting status information, cataloging damage, coordinating with the County and State of California as well as mobilizing additional resources and communicating with residents and the media.

As dawn broke on the first day, the extent of the damage became clearer with significant impacts in downtown with some buildings losing parts of their structure, broken sprinkler systems, glass littering the ground and businesses trying to clean up and survey their losses. In the residential areas, homeowners got their first real look at toppled chimneys, homes shifted off foundations and broken water mains pouring up through damaged streets. Cell phone service, internet, electricity and water utilities were all significantly disrupted or unavailable.

In the days following the earthquake as safety assessments to City buildings were being evaluated, department directors identified and developed plans for reopening their offices and prioritizing the resumption of services. This task was complicated if the department director was also responsible for emergency response activities in the EOC or in the field.

In their desire for information, many residents called into the City's automated line. Not receiving a response to their calls, residents began placing administrative calls to the 911 Central Dispatch Center. This resulted in 911 lines being tied up and endangering delaying true emergency calls. In response, a Call Center was established to field the high volume of calls requesting general information and how to obtain a building inspection. Set up in the City's Community Services Building, the Call Center had up to 10 operators monitoring the lines initially. During the first two weeks, the Call Center was staffed with City staff and volunteers - always ensuring at least one bilingual operator. Temporary staff was then brought in to allow City staff to assist with other response and recovery efforts and/or transition to regular business. The Call Center Manager/Supervisor oversaw staff and acted as the liaison with the LAC, community partners providing relief assistance, Building Permits, Inspections,, and Planning .

A database was developed to log calls and inspection requests. The Call Center received hundreds of requests for inspections per day. These requests were sorted into neighborhoods and provided to the Building Inspection team. Once inspections were completed, the Call Center received a report from the Building Inspector and logged completed inspections into the database. The Call Center became the main method of communication from property owners to the Building Inspection team to report property damages.

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1.1.2 Strengths

1. City personnel demonstrated a high level of commitment to protect residents and businesses impacted by the earthquake. City employees felt a sense of duty and responsibility to serve the residents and businesses in the City. Many employees worked extensive shifts (12 to 18 hours) to support response and recovery operations.
 - a. The consultant found numerous examples of City employees without provocation taking the initiative to ensure that colleagues, residents, and businesses received the support they needed.
2. Many City employees performed in new roles completely outside their normal roles and responsibilities, yet adapted, learned quickly, and performed well.
3. City employees set a positive tone and maintained a high level of customer service throughout the operations.
4. City staff assisted in diligently addressing the backlog of phone calls on the City information line.

1.1.3 Areas for Improvement

1. Key City staff were faced with dual tasks: managing their departments as new and increased levels of service were needed as well as performing leadership roles in the EOC and in the field. This dual mission, combined with communications challenges, exceeded normal spans-of-control and challenged the ability of the City to maximize its available resources. Although successful in this instance, such challenges could be limiting in a larger or prolonged event.
2. Many City departments do not have emergency plans or procedures to address dual operations of response and recovery-related efforts and normal day-to-day business operations simultaneously..
3. Several staff members felt as if they were learning their roles during the incident and would benefit from additional training regarding their specific roles and responsibilities in EOC operations.
4. There were challenges communicating with off duty staff and requesting them to report to work, which resulted in some staff members not being notified immediately following the earthquake. There currently exists no stated policy on how City staff should respond when communications are disrupted in the event of a disaster.
5. When the dedicated “call for inspections” phone line was established, the system was inundated with over one thousand calls from residents requesting all types of information. Initially, the infrastructure and personnel staffing the line could not support.

1.1.4 Recommendations

1. Consider developing a continuity of operations plan (COOP) that describes the essential functions City departments should undertake in the first 30 days following a disaster. The COOP should also identify backup personnel who would undertake activities if the primary lead person is unable to fulfill

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these essential functions because they are supporting emergency response and recovery efforts or because they are otherwise unavailable (e.g., vacation, illness, etc.).

- a. Consider investigating if establishing post-disaster response and recovery contingency contracts to augment EOC personnel would be beneficial for the City.
 - b. Review and update the existing EOC staff roster and train two to three individuals to serve in each EOC position with a minimum of three for command and section chief level staff.
 - c. Consider whether department directors that are needed to lead the response and recovery efforts of their individual departments should be assigned to serve in an EOC position.
 - d. Each City department that has a role or responsibility to support an emergency response operation, either in the EOC or the field operation, should consider developing a department-specific emergency plan that supports the general priorities and objectives outlined in the City emergency operations plan (EOP).
2. Examine each EOC section and the personnel assigned to them and ensure proper training for inexperienced personnel is received.
 3. Consider conducting regular training and exercises in emergency preparedness to validate and improve existing plans and to ensure staff understand their roles and responsibilities and feel comfortable to perform their duties in the EOC.
 4. Consider establishing a protocol for EOC staff to report to the EOC following an incident.
 - a. Consider establishing a City Employee Emergency Hotline in another jurisdiction that would not be expected to be impacted by the same event. This could be used to provide recorded information to employees or relay information for employees and their families.
 5. Consider revising the City EOP to provide procedures on how sufficient personnel (either volunteers or City employees) could be obtained to staff multiple phone lines to avoid a large backlog of calls.

1.2 EMERGENCY OPERATIONS CENTER

1.2.1 Overview

Immediately after the earthquake struck, EOC Command Staff recognized that the City's EOC needed to be activated. They drove to the City's EOC location and began to activate it. Contact was made with the City Manager, who was out of town at the time, and the Fire Chief provided an update of the situation as the incident unfolded.

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The EOC trailer had to be located because it had been temporarily moved from Fire Station 1 while the facility was undergoing a retrofit. Once the trailer was located and arrived at the EOC, personnel started to move the EOC function boxes into the EOC. Initially there was some confusion and unfamiliarity regarding how the EOC should be set up because the site layout that was normally posted on the wall was missing. To overcome this, the Fire Chief provided guidance and direction on setting up the EOC. Setup concluded at approximately 6:00 a.m., and the EOC was activated at a Level 3 (Major Disaster).

The initial situation briefing to the Command Staff, the Section Chiefs, and the General Staff occurred at 6:30 a.m. Many of the EOC staff were filling positions that they either had received limited training for and/or they had no prior experience performing. This became evident when the EOC staff tried to develop the initial Incident Action Plan (IAP). This was compounded by having no useful IAP templates in the function boxes and limited staff to fill EOC positions in the first hours.

Beginning on day 2 and throughout the remainder of the response, the EOC operated from 5:00 a.m. to 9:00 p.m. IAPs were written for a 24-hour operational period. Field operations, with the exception of inspections, continued throughout the night but did not require direct EOC support. Situational awareness was maintained through the daily staff briefings and information contained in the IAPs.

EOC operations started to ramp down on Thursday, August 28, with cleanup and deactivation occurring on Friday, August 29.

1.2.2 Strengths

1. The EOC successfully accomplished its mission of supporting City departments, resource coordination and public information in responding to the earthquake.
2. The EOC was set up quickly after the earthquake and activated by the initial situation briefing.
3. There was a great benefit with the EOC location, in the downtown area central to the City and within or nearby most City buildings (e.g., Police and Fire Administration, City Hall, Community Services Building, Human Resources, etc.).
4. Situational awareness was gained and maintained by the EOC throughout the incident.
5. Overall, the teamwork within the EOC was commendable, especially given that it was a no-notice incident with several new staff members having no prior natural disaster EOC experience with the City of Napa.

1.2.3 Areas for Improvement

1. Miscommunication between personnel caused the incorrect trailer to be brought to the EOC, delaying the setup of the EOC by approximately 30 minutes



City of Napa EOC
Police Department

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2. City staff reporting to the EOC experienced difficulty accessing the interior of the facility/building.
3. Initial startup and activation of the EOC could be improved so that personnel are familiar with how to set up the EOC and to ensure City staff are able to quickly begin performing their responsibilities at the highest level.
4. Some EOC personnel did not have a clear understanding of their specific section roles and responsibilities.
5. Many City employees serving in the EOC did not receive timely notice to respond and serve in the EOC.
6. The EOC workspace layout could be improved to better facilitate and support information sharing. Additionally, due to the large number of people in the EOC, the noise level became overwhelming at times. Efforts need to be made to streamline operations and provide for separate workspaces for Center functions.

1.2.4 Recommendations

1. Conduct regular training setting up the EOC to include a review and inventory of the function boxes. Identify the phone and computer hookup locations and where to locate key information such as maps, flip charts, and data collection tools.
2. Develop a protocol for EOC staff to access the building and provide training to staff so they are aware of the process.
3. EOC boxes should be maintained by departments that are generally responsible for staffing the sections to begin operations as efficiently and effectively as possible.
4. Develop an EOC manual that describes operational processes, capabilities, and technology of the EOC.
 - a. Develop additional detailed EOC position-specific job aids, such as sample IAPs, as well as process flow diagrams to accompany the position-specific checklists contained in the EOP.
 - b. Develop and conduct customized training and exercises for all EOC positions to ensure personnel are familiar with their specific roles and responsibilities.
 - c. Develop multiple copies of the EOC layout diagram for the section boxes and maintain the diagram on the wall of the EOC.
5. Establish a process for alerting and notifying all City employees of work status following an emergency. This process should be articulated in a City COOP, the City's general personnel/human resources employee orientation manual, as well as in the City's EOP.
 - a. Consider the use of an automated notification system to alert all EOC personnel that the EOC has been activated and to stand by for additional guidance and direction.

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- b. EOC personnel contact lists should be regularly updated to ensure that the correct contact information is provided for personnel needed to report to the EOC after an incident.
6. Assess the potential for conducting a formal assessment of the EOC facility to include workspace layout, workspace environment (lighting, noise, and HVAC), security, safety, communications systems, and equipment/supplies.

1.3 COMMAND

1.3.1 Overview

The City of Napa's Disaster and Emergency Management program falls under the responsibility of the Napa Fire Department. These responsibilities have been delegated to a Battalion Chief. During an incident requiring activation, the City Manager serves as the EOC Director of Emergency Services (DES). Because the City Manager was out of town at the time of the earthquake, the Fire Chief served as the DES until the City Manager arrived to assume command of the EOC. Immediately following the earthquake, all City departments began notifying key staff to begin activating the EOC and gathering information from the field in order to obtain situational awareness.

1.3.2 Strengths

1. The Command Staff effectively set up and ran the EOC.
2. The Command Staff effectively ran the EOC throughout the incident and provided key guidance and direction to EOC members.

1.3.3 Areas for Improvement

1. Each incident is different and requires various skill sets. While there are many common issues for each disaster, there are many differences as well. The issues during a flooding event differ from those experienced during an earthquake or a fire. For example, City staff felt it may be helpful to identify disaster-specific Command Staff that includes subject matter experts to fill key leadership positions in the EOC.
2. The City utilizes a non-standard Incident Command System (ICS) structure for the EOC, creating some confusion for outside agencies. Agencies requested to speak with the Incident Commander and looked for this on the assignment board, but the board does not include this title. The forms utilized by EOC staff have the appropriate ICS position titles, but the assignment board utilizes different titles that do not match the forms.
3. The City's Disaster and Emergency Management program is managed as a collateral duty for a shift Battalion Chief. Through discussions with City staff, it was identified that the ability to conduct regular trainings and exercises is a key component to preparing City staff to respond following an incident. Jurisdictions that engage in training and conduct exercises on a regular basis provide their staff with tools to effectively perform their duties following an incident.

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1.3.4 Recommendations

1. Evaluate current EOC Command Staff assignments to determine and ensure the appropriate individuals are staffing the appropriate sections.
 - a. Identify a pool of individuals to serve as part of the EOC Command Staff during specific incidents based on their subject matter expertise who can be activated as appropriate.
 - b. Update EOC Command Staff roster as changes are made.
2. Consider standardizing position titles on the assignment board and in other EOC products.
3. Assess the potential for conducting additional training and exercises on a regular basis that are specific and focused on different types of incidents, such as earthquakes, floods, and wildfires.

1.4 OPERATIONS

1.4.1 Overview

Operations Section personnel responded rapidly to help establish the EOC and to gain and maintain situational awareness. Until the EOC was fully activated and set up, the Operations Section functioned out of the back of the Battalion Chief's vehicle. The Operations Section in the EOC staffed the Fire, Law Enforcement, and Public Works branches. The field operations were set up into geographic areas, which were also called branches. Branch 1 was Lincoln Avenue to the north and Branch 2 was Lincoln Avenue to the south. Two Fire Captains were identified as field Branch Directors, and they maintained contact and coordinated with the EOC as appropriate. Identified priorities focused on life, property, and infrastructure.

1.4.2 Strengths

1. Many City employees reported to support emergency response operations, without having to be formally called back. Additionally, volunteers, both local citizens and visiting emergency response personnel, showed up to assist with emergency response operations.
2. The Police Department successfully implemented 12-hour shifts and did not need to utilize mutual aid support.
3. The Public Works Department activated previously established mutual aid agreements set up in advance of the event.
4. When power was lost, the emergency generator was utilized, ensuring power and allowing for 911 calls to continue to be answered.
5. Integrating a 911 dispatcher with the Operations Section on previous activations and training paid off with dispatchers integrating well with Operations Section during this incident because they were able to dispatch resources from the EOC, which alleviated some of the burden from the 911 Center.

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6. The 911 Center staff was trained to shift to manually recording calls and dispatching resources when the Computer Aided Dispatch (CAD) system locked up. Additionally, the 911 Supervisor took actions to open up the backup 911 Center when the CAD system locked up.
7. Having an American Medical Response (AMR) Supervisor located at the ICP to handle Emergency Medical Service (EMS) tracking and dispatching worked very well.
8. A PG&E representative arrived at the ICP within 60 minutes of the incident and within two hours began to take gas leak calls and manage PG&E resources.
9. Strike teams were requested and assembled to handle fire calls and urban search and rescue (USAR).
10. Fire, Law Enforcement, and Public Works staff in the EOC maintained close contact with their field operations personnel throughout the incident.
11. The close proximity between the ICP and EOC allowed for improved situational awareness and coordination between the two entities.

1.4.3 Areas for Improvement

1. Communications between EOC staff and field crews moved slowly, initially impacting the ability of Operations Section personnel to obtain situational awareness updates. While fire, law enforcement, and Public Works representatives in the EOC maintained constant contact with their counterparts in the field, due to the nature of the response and competing priorities, it was often challenging to get the needed updates in a timely manner.
2. The Emergency Medical Dispatch (EMD) system works fine for normal call volume. However, when incoming calls became three times the normal volume, the call-takers in the 911 Center could not keep up with the demand and still record all the information in the CAD.
 - a. The CAD system locked up during the incident, requiring dispatchers to manually record information and dispatch resources.
 - b. The CAD system did not have the ability to quickly add units that could be utilized for AMR, strike teams, task forces, and mutual aid, creating issues with resource tracking.
3. Staffing in the 911 Center experienced challenges when the Dispatch Supervisor attended the EOC briefings because they were then short staffed during that time frame and additional work was shifted to staff that were already overloaded.
4. If the AT&T hub goes down, there is no secondary location to redirect phone lines from the 911 Center to the backup 911 Center or another Public Safety Answering Point (PSAP).
5. Police Department personnel need additional guidance and clarification regarding authority on how and when to remove people from red-tagged locations.

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1.4.4 Recommendations

1. Develop a process for field personnel to provide situational awareness updates to their EOC counterparts in a timely manner.
 - a. Provide an EOC Liaison to the ICP to be able to gather information and communicate updates to EOC operations.
2. Assess the potential for creating a CAD database that can quickly accommodate the entry of mutual aid resources.
 - a. Identify and train on emergency procedures that allow dispatchers to track information and resources and relay to Operations Sections when there is exceptionally high call demand and not enough time to place in CAD or utilize EMD.
3. Assess the potential for training or obtaining additional staff that can be used in the 911 Center when staff is required to support EOC briefings.
4. Work with AT&T or alternative phone provider to ensure a backup plan for receipt of 911 calls is available and exercised.
 - a. Consider agreements with other Public Safety Answering Points (PSAPs) who can receive 911 calls in the event Napa Dispatch is unable to operate.
5. Consider developing a policy outlining the Police Department's ability to remove people from red-tagged structures.

1.5 PLANNING

1.5.1 Overview

The Planning Section Chief responded rapidly to the EOC arriving at approximately 5:15 a.m. Due to the nature of the event, while enroute to the EOC, the Planning Section Chief began making notifications and left telephone messages with key personnel to report to work as soon as possible, because of the likelihood of significant damage to buildings and occupant's safety. Making initial contacts to personnel to serve in the EOC was made difficult by several factors, including:

- Many staff live outside the City and were initially unaware of the earthquake or its severity.
- The early hour of the incident on a Sunday morning.
- A reasonable need for staff living locally to attend to the safety of family and loved ones and to address damage to their own property.
- The phone system was not connected upon arrival to the EOC and cell coverage was inconsistent.
- The power was out in some areas of the City so telephone messages could not be left or retrieved.

For the first several hours after the EOC became operational, the Planning Section contained just two staff members, one of which was pulled from another section to

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assist. Additionally, in the initial hours after the EOC became operational and throughout the first operational period before the section was fully staffed, a significant effort was placed on collecting information or press updates and for meetings with other sections in the EOC, making it difficult to communicate with key field staff and provide EOC direction. Ultimately, “runners” were sent to the Community Services Building (CSB) to communicate the direction being given from the EOC and to assist with the overall communication between the field operations and the EOC.

While the Planning Section was minimally staffed initially, the team began working to gather information, to develop the initial IAP, and to share information with other sections. As the process to develop the initial IAP began, it was determined that there were no helpful templates to guide in its preparation. Much of the initial information coming into the EOC was from media news reports on the television with reporters in the field, but as time went on, the Planning Section staff, working with others in the EOC and from the field, was able to obtain more information from other sources. Communications with field crews began improving with the help of staff with prior emergency experience who were familiar with those in the CSB and their roles and who had more experience in ICS.



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photos

1.5.2 Strengths

1. The Planning Section Chief reported to the EOC without having to be formally called in and contacted key personnel to report to service.
2. Adjustments were made to address staffing shortages and experience of personnel in the Planning Section. Staff used for the 2nd, 3rd and 4th Operational Periods had prior experience operating under the ICS structure during previous events so they understood their roles and worked efficiently to accomplish their assigned tasks and functions.
3. Once fully established, the Planning Section operated efficiently. This is largely attributable to the experience of the Planning Section staff and their extensive knowledge of City employees, operations, and processes.
4. Planning Section personnel were able to effectively and efficiently communicate with other sections in the EOC.

1.5.3 Areas for Improvement

1. The initial call out to EOC staff left several positions unstaffed, particularly impacting the Planning Section, which was not sufficiently staffed during the first operational period which affected the ability of staff to track initial resources.
2. Additional staff was needed to develop the IAPs. Initially, staffing and operational requirements outside the EOC degraded communications within the EOC, which affected information flow between the field operations and the

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Planning Section. Additional staff was called from off duty and from the field to lead and supervise in order to collect information needed for press releases and the development of the IAP.

3. Many City employees were affected by the earthquake and would have benefitted from rotating schedules so they could take care of their homes and families.

1.5.4 Recommendations

1. Provide Planning Section personnel with additional section-specific training to perform at the highest level possible.
2. Develop a process for Planning Section staff to communicate effectively with the field or second line supervisors in order to gather information needed to inform the EOC, prepare the IAPs. Include this process in the EOP.
3. Set up a system for employees to automatically check-in immediately after an emergency to provide information on their personal status as well as to be given guidance on their specific roles.

1.6 LOGISTICS

1.6.1 Overview

Following the earthquake, Logistics Section staff was notified and requested to report to the EOC. First staff arrived at the EOC at approximately 4:45 a.m., and assisted with getting the EOC activated and set up as best as possible based on the equipment that was available at the time.

Primary responsibilities included coordinating the pickup and deployment of donations, making sure personnel in the EOC and out in field were being fed, ensuring the logistical needs of the field crews were addressed and that appropriate resources were acquired.

1.6.2 Strengths

1. Relationships between building inspectors and the Emergency Volunteer Center (EVC) developed during the response helped expedite the supply of volunteers. This resulted in a supportive relationship that can be used for future response operations.
2. The relationships between Public Works and Parks and Facilities field crews enabled rapid procurement and deployment of needed resources.

1.6.3 Areas for Improvement

1. The Logistics Section experienced difficulty tracking time, resources, volunteers, and donations.
 - a. Logistics Section staff were not provided initial instructions on what tracking/compliance forms needed to be completed and what should be provided.

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- b. Central stores would benefit from a better tracking mechanism or system for the warehouses.
2. The resource list was not current and did not reflect all of the types of supplies and services that are typically needed during an incident.
3. The EVC Manager indicated that requests for volunteers came directly from City of Napa Fire instead of coming from the County OES to the EVC Manager. The Standardized Emergency Management System (SEMS) indicates that the request process should be from the City EOC to the County EOC, who then reaches out on behalf of the City for the required resource. In this instance, as the request did not adhere to this approach, this created some confusion for the EVC.
 - a. Volunteers were sent to the EVC without any corresponding assignments from the County EOC creating frustration for the EVC staff.
4. Clearer communications are needed between the Logistics and Finance and Administration Sections to support cost tracking and ordering of needed resources and supplies.
5. Human Resources personnel were not utilized during the initial response operations to assist with fulfilling staffing needs requested in the Logistics Section.
6. There were no pre-established agreements in place for restaurant and hotel vendors.

1.6.4 Recommendations

1. Develop a resource management process with supporting tools and templates to assist with tracking of resources. The resource management process should also describe the chain of command assigned to the EOC Logistics Section personnel by title and the authorities assigned to that position.
 - a. Once this process is developed, the Logistics Section personnel should be given hands-on, interactive training to ensure they understand the process and know how to use the tools. All other EOC personnel should also be given a general understanding of the process and how they should interact with the Logistics Section should they have a resource or logistics-related issue.
 - b. Assess the potential for developing a donations tracking system to ensure people, businesses, etc., are thanked for their assistance following the incident.
2. Develop a comprehensive list of potential resources that would typically be needed to respond to disasters.
3. Coordinate with County to clarify the process and protocol for requesting assistance from the EVC.
4. The Logistics and Finance Sections should work closely with each other to update the resource list annually.

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5. Update the list of staff assigned to the Logistics Section and clarify roles and responsibilities in order to ensure staff are used appropriately.
6. Assess the potential for establishing pre-positioned contracts/agreements for goods and services including hotels/lodging for mutual aid partners.

1.7 FINANCE AND ADMINISTRATION

1.7.1 Overview

At the time of the earthquake, two of the Finance and Administration Section Chiefs were out of the area. The first Finance and Administration Section Chief arrived at the EOC at approximately 6:00 a.m. One of the other Finance and Administration Section Chiefs arrived shortly thereafter. Having some experience with previous disasters, they immediately began working with the Operations Section and EOC personnel to identify the number of personnel and equipment that were working the incident and what additional resources had been ordered. By the end of the first day, they were able to provide the California Governor's Office of Emergency Services (Cal OES) with cost estimates for the first operational period.

Additionally, they provided personnel with job ledger codes and time-entry instructions, implemented emergency purchase orders, and increased Cal card limits for appropriate personnel. Prior to the incident, the Finance and Administration Section felt they were prepared with the correct forms and processes but soon realized they were not quite as prepared as originally thought. This resulted in some confusion, causing duplication of efforts and incomplete documentation.

Once the EOC was fully activated and the Finance and Administration Section was up and running, requests were made for all personnel to track their time on the designated green disaster time sheets.

1.7.2 Strengths

1. The Finance and Administration Section encouraged the use of Cal Cards to assist in tracking the costs of the response and recovery operations.
2. Finance and Administration Section staff worked well together and prioritized effectively.
3. Finance and Administration Section staff were able to assist other sections with their requests.
4. One staff member had previous Napa disaster experience and was able to quickly provide job ledgers.

1.7.3 Areas for Improvement

1. The Finance and Administration Section had difficulty performing the Finance and Administration Section roles and responsibilities during the incident including tracking financial transactions, gathering/reporting operational costs, processing mutual aid reimbursements, and tracking hours for exempt employees.

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2. The need for goods and services by City staff and mutual aid partners overwhelmed the Finance and Administration Section during response operations.
3. Procedures and priorities for staffing and hiring during emergencies needs to be documented and included in emergency operations training.
4. The Finance and Administration Section personnel did not have a procedure manual on recordkeeping and documentation necessary to support Federal Emergency Management Agency (FEMA) information needs. Staff was unsure of the policies and procedures related to time tracking, logistics ordering, equipment tracking, procurement, mutual aid requests, food ordering, donated services, and supplies tracking.
5. The Finance and Administration Section personnel should be better integrated into other sections to accurately capture costs.

1.7.4 Recommendations

1. Consider creating position-specific checklists, job aids, and procedure manuals to provide Finance and Administration Section personnel with the critical information they need to perform their roles.
2. Establish key section positions during the first operational period. These positions include the Finance and Administration Section Chief, Time Unit Leader, Equipment Time Recorder, Personnel Time Recorder, Procurement Unit Leader, Compensation/Claims Unit Leader, and Cost Unit Leader.
 - a. The Equipment Time Recorder should establish key time recorder functions within the first operational period and advise the Operations Sections/ Groups on the requirements of completing daily records for all equipment data (use and time per operational period). Per the FireScope Field Operations Guide (FOG), all equipment time tickets should be posted within 4 hours of the end of each operational period and a use and summary invoice should be prepared within 12 hours of the equipment arriving at the incident.
3. Establish a comprehensive disaster resource tracking mechanism. The tracking mechanism should include:
 - a. Central stores inventory/warehouse
 - b. Personnel hours and OT
 - c. Donations
 - d. Time and materials by location
4. Provide additional training for Finance and Administration Section staff including:
 - a. The California mutual aid process.
 - b. Cal OES resource request process and associated financial policies.

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- c. FEMA guidance and regulations on post-disaster processes, specifically the Public Assistance program reimbursement process.
 - d. Vendor contracts, leases, and fiscal agreements in a disaster situation.
5. Assess the potential for establishing emergency procurement process/procedures and contracts. This includes updating emergency proclamation/resolution(s) to include resolution for the use of emergency reserve funds to cover emergency response costs.
- a. Consider developing procedures including priorities for hiring staff during emergencies and include in future training and exercises.
 - b. Develop a procedures manual outlining recordkeeping and documentation processes to support FEMA reimbursement needs.

1.8 LEGAL

1.8.1 Overview

Following the earthquake, the City's Legal Advisor was notified by the City Manager and asked to report to the EOC. The City's Legal Advisor arrived between 6:30 a.m. and 6:45 a.m. During the immediate response phase of the incident, primary responsibilities of the Legal Advisor in the EOC were to prepare the emergency proclamation for the City Manager to sign to submit to the County, answer questions regarding mutual aid agreements (particularly those involving damage to water facilities), and provide overall legal advice. As the response phase continued, additional responsibilities included providing legal advice and guidance to EOC staff related to obtaining access to private property to assess damage, ordering property owners to make needed repairs, and blocking unsafe property from being accessed by the general public.

In addition to being part of the Command Staff in the EOC, the attorneys in the City Attorney's Office remained in City Hall working on other legal issues related to the response. One attorney was focused on litigation and advising staff on enforcement efforts, and the other attorney focused on assisting staff responding to public record requests.

1.8.2 Strengths

1. The use of previously developed templates enabled the Legal Advisor to quickly develop the emergency proclamation and submit to the City Manager for signature.
2. City IT staff were able to get EOC personnel up and running so they could perform their responsibilities in a timely manner, and this was particularly important for the legal staff.

1.8.3 Areas for Improvement

1. The building tagging processes and procedures do not currently document responsibilities of property owners in making needed repairs to make buildings safe.

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2. A process and protocol needs to be developed for responding to requests for public records under the Public Records Act. In the vast majority of situations, a requester is seeking information (as opposed to a record) or seeking a record that is finite and readily available. Therefore, it is in the best interests of the public and the City to provide the requested information as efficiently as possible to avoid a costly and time consuming search for additional records. However, it is also important to train City staff on procedures for funneling requests for records beyond those that are easily accessible.
3. For some EOC members (such as the Legal Advisor), information in the EOC box is outdated and unnecessary.

1.8.4 Recommendations

1. The Building Official should work with the City Attorney to update the building tags with information that outlines the overall responsibilities of the property owners in making appropriate repairs to their buildings. The tags/forms could be updated to include information on what the color of the tag means (green, yellow, red), City contact information, property owner's obligation to contact the City and make repairs, appropriate warnings regarding prohibited conduct, and appropriate citations to the relevant law that supports the particular tag.
 - a. The Building Official should work with the City Attorney to develop a policy or process that documents the criteria used to determine which type of tag (green, yellow, or red) is issued, along with a description of the type of information that should be documented as part of the project file regarding the date, time, and scope of each inspection, the initial tagging (and any amendments thereto), and any interactions with representatives of the property owner.
2. The Public Information Officer (PIO) should work with the City Clerk and the City Attorney to develop a protocol for addressing public record requests that are made following an incident in order to streamline responses to routine requests and to ensure that the requirements of the Public Records Act are followed (regarding the scope and timing of the response).
3. Instead of including office supplies and administrative information (such as phone numbers) in each EOC box, consider having a centralized location in the EOC for needed administrative supplies and information.

1.9 LIAISON

1.9.1 Overview

Following the earthquake, the Liaison Officer self-deployed to the EOC and arrived between 5:15 and 5:30 a.m., and began performing outreach to partner agencies such as the American Red Cross, Napa County's liaison, and the EVC as well as the Napa Valley Unified School District's Superintendent to determine the condition and status of the schools. Additional outreach and contact was made with the Napa Downtown Association, Queen of the Valley Medical Center, PG&E, and Napa County Transportation & Planning Agency and other partners to determine needs and what could be provided.

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During the initial response, the County sent a representative to the City EOC to assist with communication and coordination. Other agencies that had representatives in the City EOC included the Salvation Army, PG&E, and Comcast, and eventually the American Red Cross.

1.9.2 Strengths

1. Comcast established Wi-Fi in the Red Cross Centers and businesses that were displaced.
2. Quick and decisive actions taken by City employees facilitated coordination and communication with external partners.
3. The Liaison Section assisted with establishing a dedicated phone line for residents and businesses wanting to schedule inspections, which took pressure off Central Dispatch during the first 24 hours of the incident. This transitioned to a Call Center at the CSB as that line became overwhelmed due to the large volume of calls.
4. The Liaison Section assisted with preparation of a written definition of “red tag” and “yellow tag” with instructions for occupants regarding what they should do if their building is tagged. This was utilized in numerous forms of communication, including on the inspection phone line recorded message, City website, etc.
5. Clear communications with City and County staff allowed Comcast to restore service to impacted customers (20,000-plus) within 36 hours of the incident.
6. The City provided valuable information to Comcast regarding red-tagged and yellow-tagged homes and businesses so that they could develop a plan with those customers regarding service cancellations, suspension, and billing issues.

1.9.3 Areas for Improvement

1. The Napa City liaison did not have an updated list of primary points of contact for key stakeholders and had to rebuild the list during the first 12 hours of the incident.
2. Volunteer contact information and requests to assist were sent to the EVC without any corresponding assignments and requests for assistance from the City were made directly to the EVC instead of coming through the County.
3. PG&E locate and mark crews encountered challenges as the City was not always able to delineate specific dig areas and crews were unsure of where to mark.
4. It took several hours for the Liaison Section to determine the primary point of contact for the American Red Cross, who did not have a representative in the EOC until day 3, creating communications issues over the initial coordination on the location of shelters and food trucks.
5. The information in the EOC box was outdated.

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1.9.4 Recommendations

1. The City should coordinate with Section Chiefs and EOC Officers to conduct periodic updates of primary contact lists and other information in their boxes. Conduct regular tests of contact lists by actively contacting each organization and the primary point of contact.
2. The City and County should develop an incident-specific protocol for assigning volunteers to assist with certain operations and coordinate with appropriate stakeholders. In some situations, it might be more logical for the City to be the primary point of contact for the EOC rather than the County.
 - a. In the future, a representative from the EVC should have a place in the EOC to support volunteer management.
3. Consider working with PG&E to develop a process to better track and delineate dig areas.
4. Consider working with American Red Cross to establish a protocol for sending a Red Cross liaison to the City EOC and report to the Liaison Section; this will allow the Red Cross to be aware of briefings so they can send a representative to report on sheltering, meals and other important information.
5. Update information in the EOC box.

1.10 PUBLIC INFORMATION

1.10.1 Overview

The first PIO arrived at City Hall at approximately 3:50 a.m. with the assumption the EOC would be activated. Additional PIO staff were notified and asked to report to the EOC. During the initial hours of the response, one of the lead PIOs went into the field with a police officer to get a sense of the damage and situation of the earthquake. Upon returning to City Hall, the PIO primarily worked out of the EOC. Throughout the next several days, PIO staff was involved in various degrees of processing, collecting, verifying, and distributing information as well as monitoring sources. Information was primarily received from EOC briefings, agency updates, citizen-provided information, Call Center data, e-mails, social media posts, and media reports. Press conferences were conducted twice daily for the first two days, and then once per day after that.

Individuals staffed the PIO function 16 hours on day 1, 14 hours on day 2, 12 hours on day 3, and 8-10 hours for the subsequent days. A primary Call Center was established officially on day 2 with six individuals staffing the phones and one supervisor. Responsibilities included responding to a backlog of calls, addressing and handling incoming phone calls, and logging information into the database. A secondary call center was later established to field requests for building inspections.

A Joint Information Center (JIC) was established with the County during the recovery phase of the incident.

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1.10.2 Strengths



1. The City of Napa PIO and public information staff have established relationships with key City leadership and EOC staff that contributed to a solid partnership and exchange of information during response and recovery operations. These relationships helped to create synergy between the Lead PIO and the EOC staff, which supported response operations by providing timely information on response and recovery efforts. During the recovery operations, the City and County public information staff worked well together to disseminate information to the public through the operation of a JIC.
2. City of Napa PIO manuals are kept on a USB drive and were used during the response and recovery efforts, enabling PIO staff to utilize critical public information procedures and information in the PIO manuals on the USBs. The use of USBs to access critical materials contributed to the success of the PIO functions and allowed PIO staff to quickly and efficiently craft messages and perform other job functions as appropriate.
3. City of Napa public information staff coordinated press conferences daily and established a schedule for press conferences by August 25, 2014. The press conferences went well, the agenda was prepared in a timely manner, and the message was consistent throughout the response operations. PG&E appreciated the communication and coordination with the City throughout the event, which assisted PG&E when providing updates and information for the press conferences. The public information staff set a consistent timeframe for press conferences after the first one was complete, which helped reduce questions and calls from the media.
4. Public information updates were issued frequently and were available in multilingual formats on the website and the phones. The public information staff created information updates from the EOC briefings and published them to the website in multilingual formats within 10 to 15 minutes of the briefing. By posting the most current information in a timely manner and in the same location (website), the public and the media were able to access the information quickly and effectively.
5. City of Napa EOC staff established a Call Center with a dedicated inspection phone line. In addition to the information flowing from City officials to the public, communications from the public to the City also increased in volume. Once the Call Center was established, the public information staff directed call-takers in responding to the calls, returning messages, and answering questions. Prior to transferring the Call Center to the LAC on September 11, 2014, it fielded over 2,400 calls for assistance.
6. The public information staff utilized key social media sites within the first 24 hours following the earthquake to communicate with members of the community. The social media posts included information on the most current status reports and where members of the community could find resources. The messages posted on the social media sites were factual and provided a great

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deal of information for the community. The public information staff posted messages at least once a day for the first several days after the earthquake and continue to provide updates and information through the social media sites.

1.10.3 Areas for Improvement

1. The public information staff was unable to perform some of the PIO functions at the highest level possible and needs additional training on roles, responsibilities, and functions.
2. The initial surge of media impacted response operations and caused a challenge for law enforcement. News media trucks and cameras many times were located in areas that were not deemed safe, creating additional hazards and slowing down assessments.
3. The primary Call Center needs to be staffed and functioning immediately after an incident to address general questions and concerns. A secondary call center should also be staffed and functioning as soon as possible to address specific areas such as building inspections.
4. Designated public information staff workspaces and equipment should be robust enough to provide a comfortable environment for EOC staff.
5. Public information was not coordinated with the County of Napa and other partners (PG&E, Comcast, ARC, etc.) during the initial operational period.
6. The PIO Manual does not go into detail on how to notify and share information with the whole community (ensures accessibility to all, including those with disabilities, persons who are deaf or blind and those with limited English proficiency).
7. At times throughout the incident, field staff were providing media with messaging that was inconsistent with what the PIO section was providing the media.
8. The press conference schedule was not made clear on the first day to external partners to allow time for them to provide updates as needed.
9. The PIO section of the Emergency Plan is out-of-date and needs to be updated.

1.10.4 Recommendations

1. All PIOs should consider taking the FEMA PIO Courses (G290, G291, E388, and E389).
 - a. Public information staff should consider taking refresher ICS courses, specifically ICS 100–400, 702, and 800.
2. Inform and invite media to preparedness/awareness campaigns within the City.
3. Establish/activate a Call Center immediately after an incident with a clear message of the purpose of the center and the information provided to the public who call in.

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- a. Expand the capacity of call-taking during emergencies. Consider separate call centers/functions for dispatch, 311, and building inspections and consider utilizing existing data bases such as the Citizen Relationship Management (CRM) system.
 - b. Implement a redundant call routing solution to ensure continuity of call-taking.
 - c. Establish an alternate “warm or hot” location for call-takers in case the primary facility is damaged. This facility should include hardened phone lines and office supplies.
 - d. Create Call Center guidelines, standard operating procedures, and message templates.
 - e. Train Call Center staff/volunteers prior to an incident.
4. Assess the potential for designing dedicated workspace for public information staff and a JIC.
 5. Provide training to public information staff on the function of a JIC and the roles and responsibilities of each position in the JIC.
 6. Update the PIO Manual to include standard operating procedures in the plan or annex for creating and distributing messages to those individuals with disabilities, individuals with access and functional needs, or non-English speaking populations.
 - a. Consider standardizing City communications by creating a template for flyers, adaptable logos, standard language, and translations to facilitate faster communications and to ensure that City programs are clearly identified.
 - b. Assess the potential for establishing contracts/memoranda of understanding, which can assist with public information operations. Examples include translation services, printing companies, telephone companies, etc.
 7. Field staff should be instructed to direct all media communications to the PIO and provide them with cards containing pertinent contact information.
 8. Clearly identify press conference schedule to external partners.
 9. Update the PIO Manual and include instructions on developing and disseminating coordinated and consistent public messages such as writing the facts on a white board and displaying in a central location in the JIC or public information work space.
 - a. Review and update all contact lists (media, PIO, external agencies, contractors/vendors that provide services) every six months.

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1.11 SAFETY AND SECURITY

1.11.1 Overview

A general safety analysis was conducted and reviewed daily during EOC operations but the Safety Officer (SOFR) was not assigned to the EOC during the first three days of the incident. Once the SOFR position in the EOC was established on Wednesday, August 27, a more detailed safety analysis was completed and safety directions addressing the full range of compliance issues were provided to EOC staff for communication to field operations.

1.11.2 Strengths

1. Once the SOFR position was staffed, safety information was relayed to EOC staff in a timely manner. The response efforts after the earthquake were a remarkably safe operation. More than 1,500 personnel responded after the earthquake with no significant injuries to responders.

1.11.3 Areas for Improvement

1. The City's plan specific to the SOFR and EOC security/support positions was not followed, resulting in deficiencies in both positions.
2. The setup of the security function was not done in accordance with the EOC plan or in an effective manner. This is largely because the EOC layout was not present and the person assigned to the security function had no prior knowledge of the role.

1.11.4 Recommendations

1. Consider evaluating funding and staffing levels to ensure the availability and timely implementation of an incident SOFR and the Security/Support positions in the EOC in accordance with the EOC plan.
 - a. City supervisors should consider reviewing safety information and procedures on an annual basis.
 - b. SOFRs should receive additional training on SEMS/ICS/NIMS principals and position responsibilities, Specifically the ICS 206, ICS 208, ICS 214, ICS 215a, ICS 237 forms.
 - c. Consider creating safety and health briefing templates.
2. SOFRs should receive additional training on safety briefings, procedures, and protocols.
 - a. Ensure a Site Safety and Health Plan (ICS 208) is created and monitored for compliance for each incident.
 - b. In coordination with the PIO, consider translating safety and health information and briefings into multilingual formats as part of preparedness efforts.

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2.0 SUMMARY OF RECOVERY ACTIONS

The information contained in this section provides an overview of the recovery-related actions taken by the City of Napa. The information is a representation of data and material provided by City personnel involved in performing recovery-related actions and includes an overview, identified strengths, areas for improvement, and associated recommendations. In assessing the information in each area, City staff, stakeholders, and the consultant worked collaboratively to develop the recommendations for the identified areas for improvement.

2.1 DAMAGE ASSESSMENT PROCESS

2.1.1 Overview

The Chief Building Official was notified of the earthquake event by the Community Development Director at 5:00 a.m. Prior to arriving at the CSB, the Chief Building Official contacted the Building Division staff and informed them of the event and advised that they report to work. On his arrival, the CSB was inspected for possible damage and to ensure it was safe to occupy. Given the amount of damage to certain areas of the building, the CSB was posted with a yellow tag (restricted use, not open to the public) noting the damage. City staff was allowed to operate from the space for rapid safety assessment operations. The necessary forms and placards needed to perform safety assessments of buildings were copied in preparation for this effort. Additionally, there were occasions where inspections in the immediate downtown area were conducted.



Old Town, City of Napa
LA Times photo

During the initial operational period, the City had just a few inspectors to conduct safety assessments; however, in the following days during operational periods 2 to 5, the Building Official and his Senior Inspector developed a plan for a rapid safety assessment of the City utilizing several dozen inspectors. The City was divided into areas and the inspectors began their safety assessments with the understanding to report back with damage reports at specified times (9:00 a.m. for the first check-in). Structures were posted yellow (restricted use) or red (unsafe to occupy), depending on the severity of damage. However, buildings with no visible damage were not posted green (inspected, no visible damage) during the initial rapid assessment period. As more Safety Assessment Program (SAP)-certified inspectors and engineers arrived from other jurisdictions, they were paired with City staff and volunteers when available and given an area to assess. As information came in on structure postings, it was recorded into a database and sent over to the EOC. After the rapid assessments were completed in the last operational period, the inspectors and engineers performed a detailed safety assessment of all areas over the next

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seven weeks and reposted the structures as needed, including green-tagging structures as well.

Regular business (permitting and inspections) was resumed the week following the earthquake with City inspectors predominantly dedicated to inspecting existing permits and safety assessment inspectors dedicated to the structures damaged by the earthquake. Safety assessment inspectors ranged from approximately 20 to 50 on any given day over the seven weeks following the earthquake.

2.1.2 Strengths

1. Staff arrived to work with a good understanding of what their role was as safety assessment inspectors through their training in the SAP.
2. The overall damage assessment process was a valuable learning experience for City staff and many lessons learned were identified and captured for future reference.
3. Dividing the City into manageable areas allowed the safety assessment inspectors to assess structures in an efficient and well-maintained manner.
4. The Chief Building Official managed the Building Division operations during the incident, remaining in contact with the EOC, while the Senior Inspector managed the inspectors in the field.

2.1.3 Areas for Improvement

1. Some buildings were tagged multiple times, creating confusion over the correct assessment and course of action to be taken for the particular location.
2. There is no consistent process for how damage assessment inspectors should be requested. The City ordered inspectors directly through the Cal OES Safety Assessment Program (SAP) instead of making the request through the County, which caused some confusion and duplication of efforts.
3. The Call Center database was not linked to the building inspection/tagging database, which created a labor-intensive process of manual data manipulation in order to get accurate inspection information.
4. It was reported that some property owners were not clear on what steps to take to make their locations safe and have disaster tags removed. Tags did not include City contact information. Staff did not document all communications with the property owners of red-tagged properties.
5. Some confusion exists on the part of the community regarding the level of what a City inspector can review and the responsibility of a property owner to contact a licensed contractor or engineer to review and develop a plan for repair in the event a structure is tagged.
6. There were occasions where a structure sustained damage that was not identified during the rapid safety assessment because the damage was not visible from the street.

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7. There was little communication with State inspectors for mobile homes. The Housing Authority staff would receive totals from the state but no specific information such as addresses. This made it difficult for City staff to determine if any affected homes were Section 8 clients. Staff had to resort to calling tenants, which was inefficient and ineffective.
8. Residents were often reluctant to request an inspection fearing that their home would be yellow or red-tagged. This resulted in an incomplete and irregular assessment effort.
9. There is no protocol for EOC access to information about damaged structures. Field crews do not have the ability to communicate well with the CSB, which in turn makes obtaining information difficult in the EOC. Regular check-ins remove inspectors from the field.
10. PG&E protocols require them to pull the electricity and natural gas for all buildings that are red-tagged. It would be helpful for the City to coordinate with PG&E during the damage assessment process to ensure PG&E has a clear understanding of the tagging process.

2.1.4 Recommendations

1. Establish an effective approach and tool for tracking damage assessment information in order to lessen confusion and duplication of efforts.
 - a. Consider when buildings are tagged whether it is appropriate to take pictures of the location and to include this information in the database to support response and recovery efforts.
2. Consider developing a process and plan for ordering and deploying inspectors to conduct damage assessments.
 - a. Develop a consistent standard process to conduct damage assessments, to include coordinating with the Logistics Section to develop better deployment strategies for obtaining certified SAP inspectors to perform safety assessments.
 - b. Assess the potential for developing a damage assessment protocol which would include dividing the City into a grid and send inspection teams into those grids to inspect every property in a uniform and deliberate manner.
 - c. Consider developing a consistent way to name streets (i.e., First vs. 1st, or East vs. E, etc.) in order to easily sort and find information.
 - d. Include a protocol for assigning City staff and qualified volunteers to assist the damage assessment teams to make the best use of resources.
 - e. Include maps of City neighborhoods in the EOC section boxes in order to more quickly assign damage assessment inspectors and avoid duplication of inspections. Indicate boundaries and which inspectors are assigned to that particular area.

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3. Assess the potential for developing a centralized database pre-set with information cells that are needed and provide to the Call Center staff so they are able to function efficiently.
4. Consider adding additional information on the placards (tags) to include safety assessment information so owners know the issues and why the particular posting had occurred. See also Section 1.8 (Legal) above.
 - a. Add information to placards such as the City logo and contact information.
 - b. Provide more clarity in the services provided by the inspectors in assessing damage.
5. Consider developing a slip sheet providing additional information and guidance regarding what is to be expected during the damage assessment process.
6. Consider processes and measures that provide for complete access to a structure's exterior in order to identify damage to structures.
 - a. Consider tagging all properties, not just red-tagged and yellow-tagged buildings, following the rapid safety assessment.
7. Consider developing a coordinated process for communicating with the County and the State regarding damage assessments for Section 8 clients.
8. Work with the PIO to develop messaging to encourage residents to request damage assessments.
9. Consider developing a protocol outlining the process whereby field crews conducting damage assessments can communicate information back to the EOC.
10. Work with PG&E to develop a process to coordinate and communicate during the damage assessment process to ensure electricity and natural gas service remains intact as appropriate.

2.2 DEBRIS MANAGEMENT

2.2.1 Overview

Following the earthquake, the Solid Waste Manager self-deployed to the EOC, arrived at approximately 4:30 a.m., and began contacting the School District to use the schools as debris collection sites. Notification to the hauling contractor was also made. This was later revised to address the need to open schools.

A total of 7,109 tons of disaster debris was transferred directly to the transfer station. Through December 2014, a total of 283 additional tons of earthquake debris was delivered by residents to the transfer station via City-issued "disposal coupons." Coupons continue to be valid through the end of February 2015, and staff estimates another 100–150 tons of disaster debris is likely to be disposed of by the time of coupon expiration. Additionally, a total of 187 tons of electronic waste was collected and recycled.

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2.2.2 Strengths

1. Most Public Works staff live in town which provided the ability for a rapid and timely response.
2. The City had pre-existing, pre-positioned contracts already in place so Public Works staff knew where debris was going to be taken and who was going to haul it at pre-established, Council-approved rates.
3. The City used a debris coupon and gave it to residents for direct delivery of earthquake-related debris. Residents had to self-certify that the debris being delivered was earthquake-specific. The coupons worked well in aiding residents in quickly dealing with debris.
4. Use of social media to provide information to residents regarding location of debris sites was very beneficial and provided a mechanism to quickly disseminate appropriate information.



Bay Area News Group
photo

2.2.3 Areas for Improvement

1. A formal disaster debris management plan needs to be developed with pre-selected and contingency alternate debris sites identified.
2. Additional guidance and training to understand eligible costs for debris would be helpful to ensure City personnel have a better overview of what is and is not earthquake-related debris.
3. If the earthquake had been more destructive, additional resources for debris management would have been needed.

2.2.4 Recommendations

1. Assess the potential for developing a City disaster debris management plan to include criteria for selecting processing sites during an event.
 - a. Identify and pre-stock resources (caution tape, signage, port-a-potties, etc.) to aid a more thorough and rapid response.
2. Conduct additional debris management-related training.
3. Assess the potential for developing additional mutual aid debris management agreements.

2.3 LOCAL ASSISTANCE CENTER

2.3.1 Overview

On Thursday, August 28, initial planning for the opening of an LAC began. The City and County conducted a joint meeting to determine the organizational structure and identify key leadership roles and a timeline for opening the LAC. An ICS structure, led under unified command by the City and County, was used for the

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overall team structure. Key leadership and operational roles were divided between the City and County agencies based on capacity and expertise. Once each role was assigned, the team developed a plan to open the LAC to the public on Monday, September 9.

Teams consisting of City and County personnel were deployed to look at and identify potential sites to be used for the LAC. Key criteria that was used for selection included large open floor space, working utilities, large parking, Americans with Disabilities Act (ADA) access, restroom facilities, network connectivity, H/VAC, site control, availability (immediate availability and ability to lease for 4-6 month lease), and cost. On Friday, August 29, the site at 301 First Street was selected. The site owner agreed to donate the use of the site for six months, with the City and County being responsible for utility costs and liability insurance, and staff immediately began drafting an agreement to execute the lease.

To allow the LAC to open as quickly as possible, the site owner agreed to allow the City and County to begin cleaning and performing minor repairs prior to the lease agreement being executed. Staff immediately began working with the owner to negotiate a lease agreement. On Friday, August 29, facilities and IT staff were brought in to assess the facility and determine what was needed to get the facility fully operational. The facility was cleaned, power and network access was provided, and the HVAC system and restrooms were inspected. After the assessment was completed, it was determined that the restroom facilities on-site were not ADA-compatible and would be cost prohibitive to repair; therefore, a temporary restroom lease was secured. The air conditioning unit was no longer functioning, so fans and a swamp cooler were brought on-site to provide air cooling and added circulation. The heater was in good condition and operational. Since the facility needed to be quickly operational, City and County IT staff worked together to acquire transmitters and appropriate resources to strengthen the signal and bandwidth to support the demand. A nearby hotel also agreed to allow an antenna on their building to further strengthen the internet signal strength.

Once the LAC was open, 60 partner agencies were represented providing services to City and County residents, including City Permitting, various County agencies such as the Health and Human Services Agency, many State partners, and a host of nonprofit organizations such as the Salvation Army, American Red Cross, etc. Within the first three days of opening, the LAC assisted an average of 180 people per day, many of whom were lined up at the front door prior to opening. During the first 10 days, the number of visitors ranged from 66 to 185 people with a total of 1,321 people within the first 10 days. After 10 days, many of the partner agencies were no longer in the facility; however, requests for information and assistance were still steady through the Call Center and in person. The LAC then transitioned into an educational center, hosting educational workshops throughout the day from partner agencies related to many of the frequently asked questions (i.e., building inspections and permits; fair housing and tenant rights; legal aid; and mental health counseling).

In October, Phase I of the Community Disaster Relief Fund began distributing from the LAC. During the four-week distribution period, the LAC averaged over 100 people per day, many of which arrived within the first hour of opening.

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On October 29, LAC staff began coordination with Cal OES, FEMA, and Small Business Administration (SBA) to begin distributing Federal Individual Assistance. By October 30, the LAC was reconfigured to accommodate the new agencies' (Cal OES, FEMA, and SBA) needs, and many additional State agencies were on-site and fully operational. The first week of Individual Assistance (IA), the LAC averaged 57–219 people representing 54–143 households per day. During the 60-day IA registration period (October 29–December 29), the LAC served 4,267 households. A copy of LAC visitor and partner funding information is attached.

2.3.2 Strengths

1. The City demonstrated its ability to act and make quick decisions to help set up the LAC. Within one week of deciding to open a LAC to assist Napa residents with recovering from the earthquake, the City and the County in partnership with nonprofit and private sector organizations opened a LAC. The City and the County were able to locate and retrofit a commercial location for the LAC, establish an ICS-based organizational structure, and identify partners to support the LAC. The LAC has served over 8,170 people.
2. The use of the ICS structure in operating the LAC worked very well. The ICS structure provided guidance with clearly defined roles and responsibilities for staff.
3. Unified Command between the City and County was very successful and effective. This allowed for fast and comprehensive deployment of services provided in the LAC. With staff from both agencies managing the LAC and serving as greeters, diverse knowledge of County and City programs was represented on the team, allowing the team to quickly assist those in need and connect them to the appropriate services.
4. LAC Staff developed strong working relationships with partner agencies, Cal OES, FEMA, and SBA. Regular communication with key individuals from agencies involved in the LAC helped the LAC quickly respond to community and partner needs. A strong relationship with the on-site Cal OES representative provided a wealth of information regarding individual assistance and the operations of FEMA and SBA. Once the Joint Field Office (JFO) is operational, the LAC Operations Chief needs to know and be familiar with the individuals staffing each section in the JFO.
5. LAC staff coordinated with FEMA's Disaster Services Assistance (DSA) teams. The DSA teams were deployed into the community to increase awareness that Federal IA is available and to provide assistance registration in the field. DSA visited 3,820 homes and registered 260 households and businesses.
6. Bilingual greeter and Call Center staff proved essential to serve the community's Spanish-speaking population.

2.3.3 Areas for Improvement

1. Clarification and coordination regarding the type of information that needs to be tracked in the LAC and provided to the State and Federal government should be provided in order to reduce confusion and duplication of efforts.

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2. Consistency of individuals staffing various positions within the LAC was challenging because they were often needed to support other recovery efforts or transition back to their regular duties.

2.3.4 Recommendations

1. Document the process and forms that were used in the LAC and Call Center for gathering and tracking information. The statistics gathered were valuable operational planning tools. Track both number of people and number of households from opening day; staff learned that different agencies require data represented in each format.
2. Reevaluate staff emergency positions and assign staff based on ability to commit to the duration of the activation in order to provide consistency and continuity of operations.
 - a. Consider the use of temporary employees, such as retired employees, or backfill regular staff to support positions within the LAC.

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3.0 CONCLUSION

This City of Napa South Napa Earthquake AAR is intended to provide a path forward for improving the City's emergency preparedness, response, and recovery capabilities. With leadership and direction from the City Manager, the action items and next steps listed in this report require the full support of all City departments. Some of the items listed are quick and easy fixes while others may require a major long-term investment of time and funding. However, emergencies do not wait for us to be ready. They can happen at any time, and interim solutions may need to be implemented as temporary measures until the issues can be fully resolved. As public servants, it is our duty to be as innovative as possible to address these challenges during difficult economic times. City departments working with the City Manager will determine the feasibility of the recommended actions identified in this AAR.



Old Sonoma Road
Napa Valley register photo

Many of the areas for improvement can be addressed through additional planning, training, and exercises. To ensure that these emergency preparedness activities are initiated in a cost and time efficient manner, the City may identify those areas that can be developed in coordination with the County or as a region. A sustainment program to ensure the plans are updated and personnel are given training on a regular basis may be included in each effort.

In reviewing all aspects of the City's preparations for, immediate response to, and initial recovery from the earthquake, Napa City staff has the opportunity to address the identified strengths and areas for improvement and recommendations contained within this document. The following key recommendations tie directly to the overall key areas for improvement identified in the Executive Summary:

- Develop a protocol for staff to access and establish the EOC during an emergency.
- Develop a mechanism to keep contact information and EOC kits updated and current.
- Conduct regular training and exercises to assist EOC staff with greater understanding of specific roles and responsibilities.
- Review current EOC staffing to ensure City personnel are assigned to correct positions and that staffing resources are deep enough both in the EOC and in the field to be as efficient as reasonably possible.

In recognition of the importance of the findings within the report, the City has already begun to address a number of the areas for improvement. Together with its whole community partners, the City is demonstrating its commitment to learning lessons from response and recovery operations as a result of the South Napa Earthquake and better serving the members of the community. For many of the victims, recovery will be measured in years. The City remains committed to working closely with them to meet their long-term needs and to achieve a full recovery.



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APPENDIX A: IMPROVEMENT PLAN

This improvement plan has been developed as a result of the actions taken during the South Napa Earthquake, which occurred on August 24, 2014.

Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
1.0 Summary of Response Actions					
1.1 General					
1. Key City staff were faced with dual tasks: managing their departments as new and increased levels of service were needed as well as performing leadership roles in the EOC and in the field. This dual mission, combined with communications challenges, exceeded normal spans-of-control and challenged the ability of the City to maximize its available resources. Although successful in this instance, such challenges could be limiting in a larger or prolonged event.	1. Consider developing a continuity of operations plan (COOP) that describes the essential functions City departments should undertake in the first 30 days following a disaster. The COOP should also identify backup personnel who would undertake activities if the primary lead person is unable to fulfill these essential functions because they are supporting emergency response and recovery efforts or because they are otherwise unavailable (e.g., vacation, illness, etc.).	Planning	City Manager	D. Brun	July 2016
	a. Consider investigating if establishing post-disaster response and recovery contingency contracts to augment EOC personnel would be beneficial for the City.	Planning	Public Works	H. Maloney	July 2016
	b. Review and update the existing EOC staff roster and train two to three individuals to serve in each EOC position with a minimum of three for command and section chief level staff.	Planning / Training	Fire	S. Brassfield	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
	c. Consider whether department directors that are needed to lead the response and recovery efforts of their individual departments should be assigned to serve in an EOC position.	Planning	Fire	S. Brassfield	Dec. 2015
	d. Each City department that has a role or responsibility to support an emergency response operation, either in the EOC or the field operation, should consider developing a department-specific emergency plan that supports the general priorities and objectives outlined in the City emergency operations plan (EOP).	Planning	Fire	S. Brassfield	Dec. 2016
2. Many City departments do not have emergency plans or procedures to address dual operations of response and recovery-related efforts and normal day-to-day business operations simultaneously. Identification and prioritization of essential tasks was conducted with incomplete information.	2. Examine each EOC section and the personnel assigned to them and ensure proper training for inexperienced personnel.	Planning	Fire	S. Brassfield	Ongoing
3. Several staff members felt as if they were learning their roles during the incident and would benefit from additional training regarding their specific roles and responsibilities in EOC operations.	3. Consider conducting regular training and exercises in emergency preparedness to validate and improve existing plans and to ensure staff understand their roles and responsibilities and feel comfortable to perform their duties in the EOC.	Training / Exercises	Fire	S. Brassfield	Ongoing

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
4. There were challenges communicating with off duty staff and requesting them to report to work, which resulted in some staff members not being notified immediately following the earthquake. There currently exists no stated policy on how City staff should respond when communications are disrupted in the event of a disaster.	4. Consider establishing a protocol for EOC staff to report to the EOC following an incident.	Planning	Fire	S. Brassfield	July 2016
	a. Consider establishing a City Employee Emergency Hotline in another jurisdiction that would not be expected to be impacted by the same event. This could be used to provide recorded information to employees or relay information for employees and their families.	Planning	Finance	S. Nielson	July 2016
5. When the dedicated "call for inspections" phone line was established, the system was inundated with over one thousand calls from residents requesting all types of information. Initially, the infrastructure and personnel staffing the line could not support.	5. Consider revising the City EOP to provide procedures on how sufficient personnel (either volunteers or City employees) could be obtained to staff multiple phone lines to avoid a large backlog of calls.	Planning	Fire	S. Brassfield	Dec. 2016
1.2 Emergency Operations Center					
1. Miscommunication between personnel caused the incorrect trailer to be brought to the EOC, delaying the setup of the EOC.	1. Conduct regular training setting up the EOC to include a review and inventory of the function boxes. Identify the phone and computer hookup locations and where to locate key information such as maps, flip charts, and data collection tools.	Training / Planning	Fire	S. Brassfield	Ongoing

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
3. City staff reporting to the EOC experienced difficulty accessing the interior of the facility/ building.	2. Develop a protocol for EOC staff to access the building and provide training to staff so they are aware of the process.	Planning / Training	Police	J. Troendly	Dec. 2015
3. Initial startup and activation of the EOC could be improved so that personnel are familiar with how to set up the EOC and to ensure City staff are able to quickly begin performing their responsibilities at the highest level.	3. EOC boxes should be maintained by departments that are generally responsible for staffing the sections to begin operations as efficiently and effectively as possible.	Planning / Training	All Departments	Dept. Heads	August 2015
4. Some EOC personnel did not have a clear understanding of their specific section roles and responsibilities.	4. Develop an EOC manual that describes operational processes, capabilities, and technology of the EOC.	Planning	Fire	S. Brassfield	July 2016
	a. Develop additional detailed EOC position-specific job aids, such as sample IAPs, as well as process flow diagrams to accompany the position-specific checklists contained in the EOP.	Planning	Fire	S. Brassfield	July 2016
	b. Develop and conduct customized training and exercises for all EOC positions to ensure personnel are familiar with their specific roles and responsibilities.	Training / Exercises	Fire	S. Brassfield	Ongoing
	c. Develop multiple copies of the EOC layout diagram for the section boxes and maintain the diagram on the wall of the EOC.	Planning	Public Works	S. Crego	Sept. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
5. Many City employees serving in the EOC did not receive timely notice to respond and serve in the EOC.	5. Establish a process for alerting and notifying all City employees of work status following an emergency. This process should be articulated in a City COOP, the City's general personnel/ human resources employee orientation manual, as well as in the City's EOP.	Planning	HR	D. Colaso	July 2016
	a. Consider the use of an automated notification system to alert all EOC personnel that the EOC has been activated and to stand by for additional guidance and direction.	Equipment / Systems	Finance	S. Nielson	Consider options based on available funding
	b. EOC personnel contact lists should be regularly updated to ensure that the correct contact information is provided for personnel needed to report to the EOC after an incident.	Planning	Fire	S. Brassfield	Ongoing
6. The EOC workspace layout could be improved to better facilitate and support information sharing. Additionally, due to the large number of people in the EOC, the noise level became overwhelming at times. Efforts need to be made to streamline operations and provide for separate workspaces for Center functions.	6. Assess the potential for conducting a formal assessment of the EOC facility to include workspace layout, workspace environment (lighting, noise, and HVAC), security, safety, communications systems, and equipment/supplies.	Planning	Parks and Rec	D. Perazzo	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
1.3 Command					
<p>1. Each incident is different and requires various skill sets. While there are many common issues for each disaster, there are many differences as well. The issues during a flooding event differ from those experienced during an earthquake or a fire. For example, City staff felt it may be helpful to identify disaster-specific Command Staff that includes subject matter experts to fill key leadership positions in the EOC.</p>	<p>1. Evaluate current EOC Command Staff assignments to determine and ensure the appropriate individuals are staffing the appropriate sections.</p>	Planning	Fire	S. Brassfield	Dec. 2015
	<p>a. Identify a pool of individuals to serve as part of the EOC Command Staff during specific incidents based on their subject matter expertise who can be activated as appropriate.</p>	Planning	Fire	S. Brassfield	Dec. 2015
	<p>b. Update EOC Command Staff roster as changes are made.</p>	Planning	Fire	S. Brassfield	Dec. 2015
<p>2. The City utilizes a non-standard Incident Command System (ICS) structure for the EOC, creating some confusion for outside agencies. Agencies requested to speak with the Incident Commander and looked for this on the assignment board, but the board does not include this title. The forms utilized by EOC staff have the appropriate ICS position titles, but the assignment board utilizes different titles that do not match the forms.</p>	<p>2. Consider standardizing position titles on the assignment board and in other EOC products.</p>	Planning	Fire	S. Brassfield	July 2016

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
<p>3.The City's Disaster and Emergency Management program is managed as a collateral duty for a shift Battalion Chief. Through discussions with City staff, it was identified that the ability to conduct regular trainings and exercises is a key component to preparing City staff to respond following an incident. Jurisdictions that engage in training and conduct exercises on a regular basis provide their staff with tools to effectively perform their duties following an incident.</p>	<p>3.5 Assess the potential for conducting additional training and exercises on a regular basis that are specific and focused on different types of incidents, such as earthquakes, floods, and wildfires.</p>	<p>Training / Exercises</p>	<p>Fire</p>	<p>S. Brassfield</p>	<p>Ongoing</p>
1.4 Operations					
<p>1.Communications between EOC staff and field crews moved slowly, initially impacting the ability of Operations Section personnel to obtain situational awareness updates. While fire, law enforcement, and Public Works representatives in the EOC maintained constant contact with their counterparts in the field, due to the nature of the response and competing priorities, it was often challenging to get the needed updates in a timely manner.</p>	<p>1.Develop a process for field personnel to provide situational awareness updates to their EOC counterparts in a timely manner.</p>	<p>Planning</p>	<p>Fire</p>	<p>S. Brassfield</p>	<p>July 2016</p>
<p></p>	<p>a.Provide an EOC Liaison to the ICP to be able to gather information and communicate updates to EOC operations.</p>	<p>Planning / Staffing</p>	<p>Fire</p>	<p>S. Brassfield</p>	<p>July 2016</p>

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
<p>2.The Emergency Medical Dispatch (EMD) system works fine for normal call volume. However, when incoming calls became three times the normal volume, the call-takers in the 911 Center could not keep up with the demand and still record all the information in the CAD.</p> <p>a.The CAD system locked up during the incident, requiring dispatchers to manually record information and dispatch resources.</p> <p>b.The CAD system did not have the ability to quickly add units that could be utilized for AMR, strike teams, task forces, and mutual aid, creating issues with resource tracking.</p>	<p>2.Assess the potential for creating a CAD database that can quickly accommodate the entry of mutual aid resources.</p>	Systems	Finance	S. Nielson	Dec. 2016
	<p>a.Identify and train on emergency procedures that allow dispatchers to track information and resources and relay to Operations Sections when there is exceptionally high call demand and not enough time to place in CAD or utilize EMD.</p>	Training	Police	J. Troendly	July 2016
<p>3.Staffing in the 911 Center experienced challenges when the Dispatch Supervisor attended the EOC briefings because they were then short staffed during that time frame and additional work was shifted to staff that were already overloaded.</p>	<p>3.Assess the potential for training or obtaining additional staff that can be used in the 911 Center when staff is required to support EOC briefings.</p>	Training / Resources	Police	J. Troendly	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
4.If the AT&T hub goes down, there is no secondary location to redirect phone lines from the 911 Center to the backup 911 Center or another Public Safety Answering Point (PSAP).	4.Work with AT&T or alternative phone provider to ensure a backup plan for receipt of 911 calls is available and exercised.	Systems	Finance	S. Nielson	Dec. 2015
	a.Consider agreements with other Public Safety Answering Points (PSAPs) who can receive 911 calls in the event Napa Dispatch is unable to operate.	Planning	Police	J. Troendly	July 2016
5.Police Department personnel need additional guidance and clarification regarding authority on how and when to remove people from red-tagged locations.	5.Consider developing a policy outlining the Police Department's ability to remove people from red-tagged structures.	Planning	Police	J. Troendly	Dec. 2015
1.5 Planning					
1.The initial call out to EOC staff left several positions unstaffed, particularly impacting the Planning Section, which was not sufficiently staffed during the first operational period which affected the ability of staff to track initial resources.	1.Provide Planning Section personnel with additional section-specific training to perform at the highest level possible.	Training	Fire	S. Brassfield	Ongoing

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
2.Additional staff was needed to develop the IAPs. Initially, staffing and operational requirements outside the EOC degraded communications within the EOC, which affected information flow between the field operations and the Planning Section. Additional staff was called from off duty and from the field to lead and supervise in order to collect information needed for press releases and the development of the IAP.	2.Develop a process for Planning Section staff to communicate effectively with the field or second line supervisors in order to gather information needed to inform the EOC, prepare the IAPs. Include this process in the EOP.	Planning	Fire	S. Brassfield	July 2016
3.Many City employees were affected by the earthquake and would have benefitted from rotating schedules so they could take care of their homes and families.	3.Set up a system for employees to automatically check-in immediately after an emergency to provide information on their personal status as well as to be given guidance on their specific roles.	Planning / Systems	All Departments	Dept. Head	July 2016
1.6 Logistics					
1.The Logistics Section experienced difficulty tracking time, resources, volunteers, and donations. a.Logistics Section staff were not provided initial instructions on what tracking/compliance forms needed to be completed and what should be provided. b.Central stores would benefit from a better tracking mechanism or system for the warehouses.	1.Develop a resource management process with supporting tools and templates to assist with tracking of resources. The resource management process should also describe the chain of command assigned to the EOC Logistics Section personnel by title and the authorities assigned to that position.	Planning	Parks and Rec	J. Coates	July 2016

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	a.Once this process is developed, the Logistics Section personnel should be given hands-on, interactive training to ensure they understand the process and know how to use the tools. All other EOC personnel should also be given a general understanding of the process and how they should interact with the Logistics Section should they have a resource or logistics-related issue.	Training	Parks and Rec	J. Coates	July 2016
	b.Assess the potential for developing a donations tracking system to ensure people, businesses, etc., are thanked for their assistance following the incident.	Equipment / Systems	HR	D. Colaso	July 2016
2.The resource list was not current and did not reflect all of the types of supplies and services that are typically needed during an incident.	2.Develop a comprehensive list of potential resources that would be typically needed to respond to disasters.	Planning	Parks and Rec	J. Coates	Dec. 2015
3.The EVC Manager indicated that requests for volunteers came directly from the City of Napa Fire instead of coming from the County OES to the EVC Manager. The Standardized Emergency Management System (SEMS) indicates that the request process should be from the City EOC to the County EOC, who then reaches out on behalf of the City for the required resource. In this instance, as the request did not adhere to this approach, this created some confusion for the EVC.	3.Coordinate with County to clarify the process and protocol for requesting assistance from the EVC.	Planning / Training	Fire	S. Brassfield	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
a.Volunteers were sent to the EVC without any corresponding assignments from the County EOC creating frustration for the EVC staff.					
4.Clearer communications are needed between the Logistics and Finance and Administration Sections to support cost tracking and ordering of needed resources and supplies.	4.The Logistics and Finance Sections should work closely with each other to update the resource list annually.	Planning	Parks and Rec	J. Coates	Dec. 2015
5.Human Resources personnel were not utilized during the initial response operations to assist with fulfilling staffing needs requested in the Logistics Section.	5.Update the list of staff assigned to the Logistics Section and clarify roles and responsibilities in order to ensure staff are used appropriately.	Planning	Fire	S. Brassfield	Dec. 2015
6.There were no pre-established agreements in place for restaurant and hotel vendors.	6.Assess the potential for establishing pre-positioned contracts/agreements for goods and services including hotels/lodging for mutual aid partners.	Planning	Parks and Rec	J. Coates	July 2016
1.7 Finance and Administration					
1.The Finance and Administration Section had difficulty performing the Finance and Administration Section roles and responsibilities during the incident including tracking financial transactions, gathering/reporting operational costs, processing mutual aid reimbursements, and tracking hours for exempt employees.	1.Consider creating position-specific checklists, job aids, and procedure manuals to provide Finance and Administration Section personnel with the critical information they need to perform their roles.	Planning	Finance	R. Raper	July 2016

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
2.The need for goods and services by City staff and mutual aid partners overwhelmed the Finance and Administration Section during response operations.	2.Establish key section positions during the first operational period. These positions include the Finance and Administration Section Chief, Time Unit Leader, Equipment Time Recorder, Personnel Time Recorder, Procurement Unit Leader, Compensation/Claims Unit Leader, and Cost Unit Leader.	Planning	Fire	S. Brassfield	Dec. 2015
	c.The Equipment Time Recorder should establish key time recorder functions within the first operational period and advise the Operations Sections/Groups on the requirements of completing daily records for all equipment data (use and time per operational period). Per the FireScope Field Operations Guide (FOG), all equipment time tickets should be posted within 4 hours of the end of each operational period and a use and summary invoice should be prepared within 12 hours of the equipment arriving at the incident.	Training	Finance	R. Raper	July 2016
3.Procedures and priorities for staffing and hiring during emergencies needs to be documented and included in emergency operations training.	3.Establish a comprehensive disaster resource tracking mechanism. The tracking mechanism should include: a.Central stores inventory/warehouse b.Personnel hours and OT c.Donations d.Time and materials by location	Planning	Finance	R. Raper	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
4.The Finance and Administration Section personnel did not have a procedure manual on recordkeeping and documentation necessary to support Federal Emergency Management Agency (FEMA) information needs. Staff was unsure of the policies and procedures related to time tracking, logistics ordering, equipment tracking, procurement, mutual aid requests, food ordering, donated services, and supplies tracking.	4.Provide additional training for Finance and Administration Section staff including: a.The California mutual aid process. b.CA OES resource request process and associated financial policies. c.FEMA guidance and regulations on post-disaster processes, specifically the Public Assistance program reimbursement process. d.Vendor contracts, leases, and fiscal agreements in a disaster situation	Training	Fire	S. Brassfield	Ongoing
5.The Finance and Administration Section personnel should be better integrated into other sections to accurately capture costs.	5.Assess the potential for establishing emergency procurement process/ procedures and contracts. This includes updating emergency proclamation/ resolution(s) to include resolution for the use of emergency reserve funds to cover emergency response costs.	Planning	Finance	R. Raper	Dec. 2015
	a.Consider developing procedures including priorities for hiring staff during emergencies and include in future training and exercises.	Planning	HR	D. Colaso	July 2016
	b.Develop a procedures manual outlining recordkeeping and documentation processes to support FEMA reimbursement needs.	Planning	City Manager	D. Brun	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
1.8 Legal					
<p>1.The building tagging processes and procedures do not currently document responsibilities of property owners in making needed repairs to make buildings safe.</p>	<p>1.The Building Official should work with the City Attorney to update the building tags with information that outlines the overall responsibilities of the property owners in making appropriate repairs to their buildings. The tags/forms could be updated to include information on what the color of the tag means (green, yellow, red), City contact information, property owner's obligation to contact the City and make repairs, appropriate warnings regarding prohibited conduct, and appropriate citations to the relevant law that supports the particular tag.</p>	<p>Planning</p>	<p>CDD</p>	<p>D. Kavarian</p>	<p>Dec. 2015</p>
	<p>a.The Building Official should work with the City Attorney to develop a policy or process that documents the criteria used to determine which type of tag (green, yellow, or red) is issued, along with a description of the type of information that should be documented as part of the project file regarding the date, time, and scope of each inspection, the initial tagging (and any amendments thereto), and any interactions with representatives of the property owner.</p>	<p>Planning</p>	<p>CDD</p>	<p>D. Kavarian</p>	<p>Dec. 2015</p>

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
2.A process and protocol needs to be developed for responding to requests for public records under the Public Records Act. In the vast majority of situations, a requester is seeking information (as opposed to a record) or seeking a record that is finite and readily available. Therefore, it is in the best interests of the public and the City to provide the requested information as efficiently as possible to avoid a costly and time consuming search for additional records. However, it is also important to train City staff on procedures for funneling requests for records beyond those that are easily accessible.	2.The Public Information Officer (PIO) should work with the City Clerk and the City Attorney to develop a protocol for addressing public record requests that are made following an incident in order to streamline responses to routine requests and to ensure that the requirements of the Public Records Act are followed (regarding the scope and timing of the response).	Planning	Clerk	D. Roberts	Dec. 2015
3.For some EOC members (such as the Legal Advisor), information in the EOC box is outdated and unnecessary.	3.Instead of including office supplies and administrative information (such as phone numbers) in each EOC box, consider having a centralized location in the EOC for needed administrative supplies and information.	Planning	Fire	S. Brassfield	Dec. 2015
1.9 Liaison					
1.The Napa City liaison did not have an updated list of primary points of contact for key stakeholders and had to rebuild the list during the first 12 hours of the incident.	1.The City should coordinate with Section Chiefs and EOC Officers to conduct periodic updates of primary contact lists and other information in their boxes. Conduct regular tests of contact lists by actively contacting each organization and the primary point of contact.	Planning	Fire	S. Brassfield	Dec. 2015

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
2.Volunteer contact information and requests to assist were sent to the EVC without any corresponding assignments and requests for assistance from the City were made directly to the EVC instead of coming through the County.	2.The City and County should develop an incident-specific protocol for assigning volunteers to assist with certain operations and coordinate with appropriate stakeholders. In some situations, it might be more logical for the City to be the primary point of contact for the EOC rather than the County.	Planning	Fire	S. Brassfield	July 2016
	a.In the future, a representative from the EVC should have a place in the EOC to support volunteer management.	Planning	CDD	J. La Liberte'	Dec. 2015
3.PG&E locate and mark crews encountered challenges as the City was not always able to delineate specific dig areas and crews were unsure of where to mark.	3.Consider working with PG&E to develop a process to better track and delineate dig areas.	Planning	Public Works	S. Crego	July 2016
4.It took several hours for the Liaison Section to determine the primary point of contact for the American Red Cross, who did not have a representative in the EOC until day 3, creating communications issues over the initial coordination on the location of shelters and food trucks.	4.Consider working with American Red Cross to establish a protocol for sending a Red Cross liaison to the City EOC and report to the Liaison Section; this will allow the Red Cross to be aware of briefings so they can send a representative to report on sheltering, meals and other important information.	Planning	CDD	J. La Liberte'	Dec. 2015
5.The information in the EOC box was outdated.	5.Update information in the EOC box.	Planning	All Departments	Dept. Head	Dec. 2015
1.10 Public Information					
1.The public information staff was unable to perform some of the PIO functions at the highest level possible and needs additional training on roles, responsibilities, and functions.	1.All PIOs should consider taking the FEMA PIO Courses (G290, G291, E388, and E389).	Training	City Manager	N. Weiss	Dec. 2016

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
	a.Public information staff should consider taking refresher ICS courses, specifically ICS 100–400, 702, and 800.	Training	City Manager	N. Weiss	July 2016
2.The initial surge of media impacted response operations and caused a challenge for law enforcement. News media trucks and cameras many times were located in areas that were not deemed safe, creating additional hazards and slowing down assessments.	2.Inform and invite media to preparedness / awareness campaigns within the City.	Training	Fire	S. Brassfield	Ongoing
3.The primary Call Center needs to be staffed and functioning immediately after an incident to address general questions and concerns. A secondary call center should also be staffed and functioning as soon as possible to address specific areas such as building inspections.	3.Establish/activate a Call Center immediately after an incident with a clear message of the purpose of the center and the information provided to the public who call in.	Planning / Training	Police	G. Pitkin	July 2016
	a.Expand the capacity of call-taking during emergencies. Consider separate call centers/functions for dispatch and building inspections and consider utilizing existing data bases such as the Citizen Relationship Management (CRM) system.	Systems / Equipment	City Manager	B. Martin	July 2016
	b.Implement a redundant call routing solution to ensure continuity of call-taking.	Planning / Systems	Finance	S. Nielson	July 2016

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	c.Establish an alternate "warm or hot" location for call-takers in case the primary facility is damaged. This facility should include hardened phone lines and office supplies.	Planning	Finance	S. Nielson	Dec. 2016
	d.Create Call Center guidelines, standard operating procedures, and message templates.	Planning	Clerk	D. Roberts	Dec. 2015
	e.Train Call Center staff/volunteers prior to an incident.	Training	Clerk	D. Roberts	Dec. 2015
4.Designated public information staff workspaces and equipment should be robust enough to provide a comfortable environment for EOC staff.	4.Assess the potential for designing dedicated workspace for public information staff and a JIC.	Planning	Finance	S. Nielson	Dec. 2015
5.Public information was not coordinated with the County of Napa and other partners (PG&E, Comcast, ARC, etc.) during the initial operational period.	5.Provide training to public information staff on the function of a JIC and the roles and responsibilities of each position in the JIC.	Training	City Manager	B. Martin	July 2016
6.The PIO Manual does not go into detail on how to notify and share information with the whole community (ensures accessibility to all, including those with disabilities, persons who are deaf or blind and those with limited English proficiency).	6.Update the PIO Manual to include standard operating procedures in the plan or annex for creating and distributing messages to those individuals with disabilities, individuals with access and functional needs, or non-English speaking populations.	Planning	City Manager	B. Martin	July 2016

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Issue/Area for Improvement	Corrective Action	Capability Element	Primary Responsible Department	Department Point of Contact	Timeframe
	a.Consider standardizing City communications by creating a template for flyers, adaptable logos, standard language, and translations to facilitate faster communications and to ensure that City programs are clearly identified.	Planning	City Manager	B. Martin	July 2016
	b.Assess the potential for establishing contracts/memoranda of understanding, which can assist with public information operations. Examples include translation services, printing companies, telephone companies, etc.	Planning	Clerk	D. Roberts	Dec. 2015
7.At times throughout the incident, field staff were providing media with messaging that was inconsistent with what the PIO section was providing the media.	8.Field staff should be instructed to direct all media communications to the PIO and provide them with cards containing pertinent contact information.	Training	City Manager	B. Martin	Dec. 2016
8.The press conference schedule was not made clear on the first day to external partners to allow time for them to provide updates as needed.	8.Clearly identify press conference schedule to external partners.	Planning	City Manager	B. Martin	Ongoing
9.The PIO section of the Emergency Plan is out-of-date and needs to be updated.	9.Update the PIO Manual and include instructions on developing and disseminating coordinated and consistent public messages such as writing the facts on a white board and displaying in a central location in the JIC or public information work space.	Planning	City Manager	B. Martin	July 2016

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	a. Review and update all contact lists (media, PIO, external agencies, contractors/vendors that provide services) every six months.	Planning	City Manager	B. Martin	Ongoing
1.11 Safety and Security					
1. The City's plan specific to the SOFR and EOC security/support positions was not followed, resulting in deficiencies in both positions.	1. Consider evaluating funding and staffing levels to ensure the availability and timely implementation of an incident SOFR and the Security/Support positions in the EOC in accordance with the EOC plan.	Planning	Fire	S. Brassfield	Dec. 2015
	a. City supervisors should consider reviewing safety information and procedures on an annual basis.	Training	HR	C. Piper	Ongoing
	b. SOFRs should receive additional training on SEMS/ICS/NIMS principals and position responsibilities, Specifically the ICS 206, ICS 208, ICS 214, ICS 215a, ICS 237 forms.	Training	HR	C. Piper	July 2016
	c. Consider creating safety and health briefing templates.	Planning / Training	HR	C. Piper	July 2016
2. The setup of the security function was not done in accordance with the EOC plan or in an effective manner. This is largely because the EOC layout was not present and the person assigned to the security function had no prior knowledge of the role.	2. SOFRs should receive additional training on safety briefings, procedures, and protocols.	Training	HR	C. Piper	July 2016
	a. Ensure a Site Safety and Health Plan (ICS 208) is created and monitored for compliance for each incident.	Planning	HR	C. Piper	Ongoing

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	b.In coordination with the PIO, consider translating safety and health information and briefings into multilingual formats as part of preparedness efforts.	Planning	HR	C. Piper	Ongoing
2.0 Summary of Recovery Actions					
2.1 Damage Assessment Process					
1.Some buildings were tagged multiple times, creating confusion over the correct assessment and course of action to be taken for the particular location.	1.Establish an effective approach and tool for tracking damage assessment information in order to lessen confusion and duplication of efforts.	Planning	CDD	R. Tooker	Dec. 2015
	a.Consider when buildings are tagged whether it is appropriate to take pictures of the location and to include this information in the database to support response and recovery efforts.	Planning	CDD	D. Kavarian	Dec. 2016
2.There is no consistent process for how damage assessment inspectors should be requested. The City ordered inspectors directly through the Cal OES Safety Assessment Program (SAP) instead of making the request through the County, which caused some confusion and duplication of efforts.	2.Consider developing a process and plan for ordering and deploying inspectors to conduct damage assessments.	Planning	CDD	D. Kavarian	July 2016
	a.Develop a consistent standard process to conduct damage assessments, to include coordinating with the Logistics Section to develop better deployment strategies for obtaining certified SAP inspectors to perform safety assessments	Planning	CDD	D. Kavarian	July 2016

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	b.Assess the potential for developing a damage assessment protocol which would include dividing the City into a grid and send inspection teams into those grids to inspect every property in a uniform and deliberate manner.	Planning	CDD	D. Kavarian	Dec. 2015
	c.Consider developing a consistent way to name streets (i.e., First vs. 1st, or East vs. E, etc.) in order to easily sort and find information.	Planning / Training	CDD	L. Ferrell	July 2016
	d.Include a protocol for assigning City staff and qualified volunteers to assist the damage assessment teams to make the best use of resources.	Planning	CDD	D. Kavarian	July 2016
	e.Include maps of City neighborhoods in the EOC section boxes in order to more quickly assign damage assessment inspectors and avoid duplication of inspections. Indicate boundaries and which inspectors are assigned to that particular area.	Planning	CDD	R. Tooker	Dec. 2015
3.The Call Center database was not linked to the building inspection/tagging database, which created a labor-intensive process of manual data manipulation in order to get accurate inspection information.	3.Assess the potential for developing a centralized database pre-set with information cells that are needed and provide to the Call Center staff so they are able to function efficiently.	Planning	CDD	L. Ferrell	July 2016

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4.It was reported that some property owners were not clear on what steps to take to make their locations safe and have disaster tags removed. Tags did not include City contact information. Staff did not document all communications with the property owners of red-tagged properties.	4.Consider adding additional information on the placards (tags) to include safety assessment information so owners know the issues and why the particular posting had occurred. See also Section 1.8 (Legal) above.	Planning	CDD	D. Kavarian	Dec. 2015
	a.Add information to placards such as the City logo and contact information.	Planning	CDD	D. Kavarian	Dec. 2015
	b.Provide more clarity in the services provided by the inspectors in assessing damage.	Training	CDD	D. Kavarian	Dec. 2015
5.Some confusion exists on the part of the community regarding the level of what a City inspector can review and the responsibility of a property owner to contact a licensed contractor or engineer to review and develop a plan for repair in the event a structure is tagged.	5.Consider developing a slip sheet providing additional information and guidance regarding what is to be expected during the damage assessment process.	Planning	CDD	D. Kavarian	Dec. 2015
6.There were occasions where a structure sustained damage that was not identified during the conduct of the rapid safety assessment because the damage was not visible from the street.	6.Consider processes and measures that provide for complete access to a structure's exterior in order to identify damage to structures.	Planning	CDD	D. Kavarian	Dec. 2015
	a.Consider tagging all properties, not just red-tagged and yellow-tagged buildings, following the rapid safety assessment.	Planning	CDD	D. Kavarian	Dec. 2015

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7. There was little communication with State inspectors for mobile homes. The Housing Authority staff would receive totals from the state but no specific information such as addresses. This made it difficult for City staff to determine if any affected homes were Section 8 clients. Staff had to resort to calling tenants, which was inefficient and ineffective.	7. Consider developing a coordinated process for communicating with the County and the State regarding damage assessments for Section 8 clients.	Planning	CDD	L. Ferrell	July 2016
8. Residents were often reluctant to request an inspection fearing that their home would be yellow or red-tagged. This resulted in an incomplete and irregular assessment effort.	8. Work with the PIO to develop messaging to encourage residents to request damage assessments.	Planning	CDD	R. Tooker	Dec. 2015
9. There is no protocol for EOC access to information about damaged structures. Field crews do not have the ability to communicate well with the CSB, which in turn makes obtaining information difficult in the EOC. Regular check-ins remove inspectors from the field.	9. Consider developing a protocol outlining the process whereby field crews conducting damage assessments can communicate information back to the EOC.	Planning	CDD	R. Tooker	Dec. 2015
10. PG&E protocols require them to pull the electricity and natural gas for all buildings that are red-tagged. It would be helpful for the City to coordinate with PG&E during the damage assessment process to ensure PG&E has a clear understanding of the tagging process.	10. Work with PG&E to develop a process to coordinate and communicate during the damage assessment process to ensure electricity and natural gas service remains intact as appropriate.	Planning	CDD	D. Kavarian	Dec. 2015

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2.2 Debris Management					
1.A formal disaster debris management plans needs to be developed with pre-selected and contingency alternate debris sites identified.	1.Assess the potential for developing a City disaster debris management plan to include criteria for selecting processing sites during an event.	Planning	Public Works	K. Miller	July 2016
	a.Identify and pre-stock resources (caution tape, signage, port-a-potties, etc.) to aid a more thorough and rapid response.	Planning	Public Works	K. Miller	July 2016
2.Additional guidance and training to understand eligible costs for debris would be helpful to ensure City personnel have a better overview of what is and is not earthquake-related debris.	2.Conduct additional debris management-related training.	Training	Public Works	K. Miller	July 2016
3.If the earthquake had been more destructive, additional resources for debris management would have been needed.	3.Assess the potential for developing additional mutual aid debris management agreements.	Planning	Public Works	K. Miller	July 2016
2.3 Local Assistance Center					
1.Clarification and coordination regarding the type of information that needs to be tracked in the LAC and provided to the State and Federal government should be provided in order to reduce confusion and duplication of efforts.	1.Document the process and forms that were used in the LAC and Call Center for gathering and tracking information. The statistics gathered were valuable operational planning tools. Track both number of people and number of households from opening day; staff learned that different agencies require data represented in each format.	Planning	City Manager	N. Weiss	Dec. 2015

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2.Consistency of individuals staffing various positions within the LAC was challenging because they were often needed to support other recovery efforts or transition back to their regular duties.	2.Reevaluate staff emergency positions and assign staff based on ability to commit to the duration of the activation in order to provide consistency and continuity of operations.	Planning	City Manager	N. Weiss	Dec. 2015
	a.Consider the use of temporary employees, such as retired employees, or backfill regular staff to support positions within the LAC.	Planning	HR	D. Colaso	Dec. 2015

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APPENDIX B: SEQUENCE OF EVENTS

The following sequence of events provides an overview of the actions taken by the City of Napa in response to the South Napa Earthquake, which occurred on Sunday, August 24, 2014. All times are local (Pacific Standard Time [PST]).

Sunday, August 24

3:20 a.m. – An earthquake is reported by the USGS as 6.1 on the Richter Scale hit the North Bay.

3:23 a.m. – City of Napa 911 Center is overloaded with incoming calls of reports of an earthquake and requests for service.

4:15 a.m. – PG&E representative from Marin County arrives at ICP to ask how they can help.

5:43 a.m. – Initial earthquake status report as of 5:43 a.m.

Area	Report
Damage Report	“Damage widespread in Napa from quake. Damage reports are coming in from many areas in Napa following this morning’s earthquake. Unreinforced masonry buildings in downtown Napa suffered major damage including the historic courthouse and Goodman library. There are fires reported in north Napa, water line breaks in a variety of locations, and many broken windows and buildings with interior damage. There is no specific information on injuries at this time.”

6:00 a.m. – EOC is set up and activated at Level 3 – Major Disaster.

6:30 a.m. – Initial situation briefing occurs in EOC.

7:08 a.m. – Earthquake status report as of 6:30 a.m.

Area	Report
Earthquake Status Report	“A reported 6.1 earthquake hit the North Bay around 3:20 a.m. today. It was centered between Napa and American Canyon.”
Injuries	87 patients have been treated or are being treated at Queen of the Valley Hospital. There are three major injury cases known at this time. There are a dozen ambulances running with 10 more coming into service.
Fires	Four mobile homes destroyed and two on fire on Orchard Avenue in North Napa.
Gas Lines	Crews are responding to approximately 50 reported gas line breaks.

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Area	Report
Water Mains	There are approximately 30 water main leaks. Both water treatment plants running, no damage. Some areas have no water due to main breaks and some areas no or low pressure. Water remains safe to drink.
Infrastructure Damage	City crews are assessing infrastructure damage and damage to homes and other buildings. At least two commercial buildings in the downtown area are severely damaged.
Historical Buildings Damaged	Sam Kee Laundry (Pfeiffer Building)
Goodman Library	
Napa County Courthouse	
Shelters	The Red Cross evacuation center has been set up in the Napa High School Gym.
Debris Disposal	Drop boxes for debris will be placed at all public schools.

7:59 a.m. – The City of Napa declares a local emergency in accordance with Napa Municipal Code, chapter 2.89.

After 8:00 a.m. – Governor of California declares a state of emergency.

9:49 a.m. – Earthquake status report as of 9:30 a.m.

Area	Report
Earthquake Status Report	“A reported 6.1 earthquake hit the North Bay around 3:20 a.m. today. It was centered between Napa and American Canyon.”
Injuries	87 patients have been treated or are being treated at Queen of the Valley Hospital. There are three major injury cases known at this time.
Fires	Four mobile homes destroyed and two on fire on Orchard Avenue in North Napa.
Street Closures	First, Second and Third Streets are closed from Jefferson to Soscol and Main Street is closed from Third to Pearl due to damaged structures. The public should stay out of these areas.
Gas Lines	PG&E crews are responding to approximately 50 reported gas leaks.
Water Supply	There are approximately 30 water main leaks. Both water treatment plants running, no damage. Some areas have no water due to main breaks and some areas no or low pressure. Water remains safe to drink.
Infrastructure Damage	City crews are assessing infrastructure damage and damage to homes and other buildings. Buildings in the downtown area appear to be severely damaged.
Historical Buildings Damaged	Sam Kee Laundry (Pfeiffer Building)
Goodman Library	
Napa County Courthouse	

South Napa Earthquake: After Action Report

Area	Report
Shelters	The Red Cross evacuation center has been moved to the Crosswalk Community Church, 2590 First Street.
Debris Disposal	Drop boxes for debris will be placed at all public schools.

11:00 a.m. – Earthquake status report as of 10:40 a.m.

Area	Report
Earthquake Status Report	“An earthquake reported by the USGS as 6.0 on the Richter Scale hit the North Bay at 3:20 a.m. today. The epicenter of the South Napa Quake was centered between Napa and American Canyon. The City of Napa declared a local emergency at 7:59 a.m. and the Governor declared a state of emergency as well.”
Injuries	87 patients have been treated or are being treated at Queen of the Valley Hospital. There are three major injury cases known at this time.
Fires	Four mobile homes were destroyed and two others are involved in an active fire on Orchard Avenue at the Napa Valley Mobile Home Park in north Napa. Two other fires in residential areas were extinguished by Napa fire crews.
Street Closures	First, Second and Third Streets are closed from Jefferson to Soscol and Main Street is closed from Third to Pearl due to damaged structures. The public should stay out of these areas. There are reports of buckled streets and sidewalks in the Browns Valley area and south towards Carneros. No streets are closed in these areas at this time.
Gas Lines	PG&E crews are responding to approximately 50 reported gas leaks.
Water Supply	There are approximately 60 water main leaks. Both water treatment plants running, no damage. Some areas have no water due to main breaks and some areas no or low pressure. Water remains safe to drink.
Infrastructure Damage	City crews are assessing infrastructure damage and damage to homes and other buildings. Buildings in the downtown area appear to be severely damaged.
Historical Buildings Damaged	Sam Kee Laundry (Pfeiffer Building) Goodman Library Napa County Courthouse
Shelters	The Red Cross evacuation center has been moved to the Crosswalk Community Church, 2590 First Street.
Debris Disposal	Drop boxes for debris will be placed at all public schools.

South Napa Earthquake: *After Action Report*

1:08 p.m. – Earthquake status report as of 1:00 p.m.

Area	Report
Earthquake Status Report	“An earthquake reported by the USGS as 6.1 on the Richter Scale hit the North Bay at 3:20 a.m. today. The epicenter of the South Napa Quake was centered between Napa and American Canyon. The City of Napa declared a local emergency at 7:59 a.m. and the Governor declared a state of emergency as well.”
Injuries	120 patients have been treated or are being treated at Queen of the Valley Hospital. Three patients suffered critical injuries – 2 adults and 1 child.
Fires	Four mobile homes were destroyed and two others are involved in an active fire on Orchard Avenue at the Napa Valley Mobile Home Park in north Napa. Two other fires in residential areas were extinguished by Napa fire crews.
Street Closures	First, Second and Third Streets are closed from Jefferson to Soscol and Main Street is closed from Third to Pearl due to damaged structures. The public should stay out of these areas. There are reports of buckled streets and sidewalks in the Browns Valley area and south towards Carneros. Old Sonoma Road is closed from Buhman Avenue to Congress Valley Road. No streets are closed in these areas at this time.
Structures Damaged	15 or 16 buildings in the City have been red-tagged as uninhabitable due to damage from the quake. One of these is the Napa Senior Center which will be closed until further notice. A list of these structures will be posted when available.
Gas Lines	PG&E crews are responding to approximately 100 reported gas leaks or odor of gas reports.
Water Supply	There are approximately 60 water main leaks. Both water treatment plants running, no damage. Some areas have no water due to main breaks and some areas no or low pressure. Water remains safe to drink. If needed the City will open water stations available to the public.
Shelters	The Red Cross evacuation center is open at the Crosswalk Community Church, 2590 First Street. Pets can be sheltered at the Napa County Animal Shelter on Hartle Court.
School Closures	All Napa Valley Unified School District campuses will be closed on Monday Aug. 25. Justin Siena High School will also be closed.
Debris Disposal	Drop boxes for debris will be placed at all public schools.

4:00 p.m. – IAP for the operational period 1800-0700 08/24/2014- 08/25/2014 prepared. Operational Period Objectives are:

1. Manage emergencies as needed on a priority basis.
2. Provide security and control measures in affected areas.

South Napa Earthquake: After Action Report

3. Provide current information to the community.
4. Provide care and shelter as needed.
5. Continue to assess the severity of the damage.

6:00 p.m. – Earthquake status report as of 6:00 p.m.

Area	Report
Earthquake Status Report	“A reported 6.1 earthquake hit the North Bay at 3:20 a.m. today. The USGS believes the quake was on the West Napa Fault. The “South Napa Quake” epicenter was between the City of Napa and the City of American Canyon. The City of Napa declared a local emergency at 7:59 a.m. and the Governor declared a state of emergency as well.”
Injuries	The City is aware of at least 125 patients that have been or are being treated at Queen of the Valley Hospital and eight that have been treated at St. Helena Hospital. There are three major injury cases known at this time – two adult and one pediatric.
Fires	Six mobile homes destroyed in fire at Napa Valley Mobile Home Park on Orchard Avenue in north Napa. Homes were damaged by two other structure fires which were extinguished by City of Napa Fire crews.
Gas Lines	PG&E crews have checked out approximately 100 reports of gas line leaks and all have been resolved. There are no known gas leaks at this time.
Electrical Service	PG&E reports that between 11,000 and 15,000 customers are without electrical service. Service will be returned to most of these customers sometime this evening, with all restored by early Monday afternoon. PG&E customers who need services restored should call 1-800-743-5002.
Street Closures	First, Second and Third Streets are closed from Jefferson to Soscol and Main Street is closed from Third to Pearl due to damaged structures. The public should stay out of these areas. There are reports of buckled streets and sidewalks in the Browns Valley area and south towards Carneros. Old Sonoma Road is closed from Buhman Avenue to Congress Valley Road. No streets are closed in these areas at this time.
Structures Damaged	33 buildings in the City have been red-tagged as uninhabitable due to damage from the quake. One of these is the Napa Senior Center which will be closed until further notice. A list of these structures is posted below. If you believe a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions. Beginning tomorrow, 20 to 30 OES building inspectors will be in Napa and at work.

South Napa Earthquake: *After Action Report*

Area	Report
Water Mains	Both water treatment plants running with no damage. There are approximately 60 known water line leaks. Some areas have no water due to main breaks and some areas no or low pressure. About 600 homes are affected at this time. For those in need of water, water dispensing stations are in operation at three locations: the parking lot of the stadium at Napa High School; Las Flores Community Center, and; the parking lot off the north side of Pearl Street west of Main. Residents should bring their own water containers. Water line repairs are set to begin tonight and will continue 24/7 for the next 3-4 days. 10 crews will work on water line repairs using regional mutual aid. All water line repairs can be completed by Wednesday or Thursday at the latest.
Bridges	All City bridges have been inspected and are safe and remain in use.
Shelters	The Red Cross evacuation center is in operation at the Crosswalk Community Church on First Street west of Highway 29.
School Closures	All Napa Valley Unified School District campuses will be closed on Monday Aug. 25. Justin Siena High School will also be closed. Napa Valley College will remain open for classes and activities.
Debris Disposal	Drop boxes for debris have been placed at Napa High School, Harvest Middle School, Silverado Middle School, El Centro, Northwood, Alta Heights and Browns Valley Elementary schools for residents and business doing cleanup.

South Napa Earthquake: After Action Report

Red-Tagged Structures		
Number	Street Address	Condition
1	Second Street (Post Office)	Unsafe building
2,3,4,5	810-822 Brown Street	Unsafe buildings (4)
6	Old Courthouse (Brown Street)	East side unsafe
7	1002 Second Street (Alexandria Square)	Unsafe building
8	888 Brown Street (Wells Fargo Mrtg/ Alexandria Square)	Adjacent to unsafe building
9	First Street (Goodman Library)	Unsafe building
10	1202 First (Register Building/Sushi Mambo)	Unsafe building
11	First Street (Bounty Hunter)	Unsafe building
12	Randolph Street (Methodist Church)	Unsafe building
13	First Street (Andaz Hotel)	Falling materials
14	Main Street (Kyser-Lui Building)	Parapet damage
15	2132 West Park Drive	Garage collapse
16	2629 First Street	SFR foundation
17	1251 Jefferson Street	SFR foundation
18,19,20	1610, 1245 & 1201 Main Street (3 buildings)	Façade failing
21	903 Vallejo Street	Foundation
22	929 Jackson Street (Sunsweet Building)	Roof collapse
23	849 Jackson Street	Information not available
24	2400 Clay Street	Columns failing
25	1235 Walnut Street	Carport Collapse
26	1428 Fourth Street	Foundation
27	1738 Oak Street	Foundation
28	2320 Oak Street	Collapsed structure
29	1540 Laurel Street	House fire
30	2350 Pine Street	Foundation
31	493 Walnut Street, Unit 900	Partial collapse
32	1063 Stonybrook Drive	Chimney through roof
33	1709 F Street	Collapsed structure

South Napa Earthquake: *After Action Report*

8:18 p.m. – Earthquake status report as of 8:18 p.m.

Area	Report
Earthquake Status Report	“A reported 6.1 earthquake hit the North Bay at 3:20 a.m. today. The USGS now believes the quake was on the West Napa Fault. The South Napa Quake epicenter was between Napa and American Canyon. The City of Napa declared a local emergency at 7:59 a.m. and the Governor declared a state of emergency as well.”
Area	Report
Water Supply	<p>If you lost water service completely for any period of time after today’s earthquake, the City of Napa advises you to use one of these three options:</p> <ul style="list-style-type: none"> •Use bottled water for drinking and cooking •Boil tap water for one full minute before use for drinking or cooking •Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue <p>All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears. Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made. Once all broken water lines (60 estimated) are repaired and City water has been restored and tested, the City will rescind this advisory notice. This notice is provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water. Beginning tomorrow, 10 crews will work on water line repairs using regional mutual aid. All water line repairs can be completed by Wednesday or Thursday at the latest.</p>
Street Closures	The closure of streets in downtown Napa overnight and into Monday August 25 will include First, Second, and Third Streets from Seminary to Soscol and Main Street from Third to Clinton Streets due to damaged structures. The public should stay out of these areas and allow contractors to begin needed repairs and business persons to spend Monday cleaning up. No other streets are closed in these areas at this time.
Gas Lines	PG&E crews have checked out approximately 100 reports of gas line leaks and all have been resolved. There are no known gas leaks at this time.
Electrical Service	PG&E reports that less than 10,000 customers are without electrical service now. Service will be returned to most of these customers sometime this evening, with all restored by early Monday afternoon.

South Napa Earthquake: *After Action Report*

Area	Report
Structures Damaged	33 buildings in the City have been red-tagged as uninhabitable due to damage from the quake. One of these is the Napa Senior Center which will be closed until further notice. A list of these structures is posted at cityofnapa.org . If you believe a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions. Beginning tomorrow, 20 to 30 OES building inspectors will be at work in Napa.
Bridges	All City bridges have been inspected and are safe and remain in use.
Shelters	The Red Cross evacuation center is in operation at the Crosswalk Community Church on First Street west of Highway 29.
School Closures	All Napa Valley Unified School District campuses will be closed on Monday Aug. 25. Justin Siena High School will also be closed. Napa Valley College will remain open for classes and activities.
Debris Disposal	Drop boxes for debris have been placed at Napa High School, Silverado Middle School, Harvest Middle School, and at El Centro, Northwood, Alta Heights and Browns Valley Elementary schools for residents and business doing cleanup.

Monday, August 25

5:30 a.m. – IAP for the operational period 0700-1900 08/25/2014 prepared. Operational Period Objectives are:

1. Manage emergencies as needed on a priority basis.
2. Provide security and control measures in affected areas.
3. Provide current information to the community.
4. Provide care and shelter as needed.
5. Continue to assess the severity of the damage.
6. Establish precautionary measure for safe drinking water.
7. Coordinate with Housing and Urban Development (HUD) to ensure mobile home safety.
8. Establish street closure plan based on building damage.

South Napa Earthquake: *After Action Report*

9:00 a.m. – Earthquake status report as of 9:00 a.m.

Area	Report
Earthquake Status Report	“Following the 6.1 earthquake that hit the North Bay at 3:20 a.m. Sunday, August 24, the City of Napa declared a local emergency at 7:59 a.m. Sunday. The Governor also declared a state of emergency. The City is now moving into the recovery phase and remains focused on providing for public safety, restoring services, and assessing damage.”
Injuries	A total of 208 patients that have been treated at Queen of the Valley Hospital with 17 admitted. Most injuries are orthopedic. No new patients have been treated since 11:00 p.m. Sunday. There have been no fatalities related to the earthquake.
Water Supply	The total of water line breaks that need repair has risen to 90. Eight breaks were repaired last night. If you lost water service completely for any period of time after the earthquake, the City of Napa advises you to use one of these three options: <ul style="list-style-type: none"> •Use bottled water for drinking and cooking •Boil tap water for one full minute before use for drinking or cooking •Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears. Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made. Once all broken water lines (60 estimated) are repaired and City water has been restored and tested, the City will rescind this advisory notice. This notice is provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water. Beginning tomorrow, 10 crews will work on water line repairs using regional mutual aid. All water line repairs can be completed by Wednesday or Thursday at the latest.
Gas and Electric	PG&E reports about 94 customers remain without electric power. PG&E will continue checking for gas leaks – there are none currently known to be in need of repair. Any resident or business owner with concerns may call 1-800-743-5002 for a courtesy check from PG&E.

South Napa Earthquake: *After Action Report*

Area	Report
Streets	The closure of streets in downtown Napa will continue today, with closed streets including First, Second, and Third Streets from Seminary to Soscol and Main Street from Third to Clinton Streets due to damaged structures. The public should stay out of these areas and allow contractors to begin needed repairs and business persons to spend Monday cleaning up. No other streets are closed in these areas at this time. The switch to two-way streets on First and Second downtown is postponed until further notice.
Structures Damaged	33 buildings in the City have been red-tagged as uninhabitable due to damage from the quake. One of these is the Napa Senior Center which will be closed until further notice. A list of these structures is posted at cityofnapa.org . If you believe a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions. Beginning tomorrow, 20 to 30 OES building inspectors will be at work in Napa.
Bridges	All City bridges have been inspected and are safe and remain in use.
Shelters	The Red Cross evacuation center remains in operation at the Crosswalk Community Church on First Street west of Highway 29. Fifteen people spent last night in the shelter.
School Closures	All Napa Valley Unified School District campuses are closed on Monday Aug. 25. Justin Siena High School is also closed. Napa Valley College will remain open for classes and activities.
City Facilities	The Senior Center is closed and red-tagged. The Community Services Building is closed to the public for inspection. The parking garages have been inspected and are open. All other City offices and facilities are open. The City has opened a youth drop-in program for school age children offering free sports activities at the Las Flores Center, 4300 Linda Vista, from 9:00 a.m. to 3:00 p.m.
Debris Disposal	Drop boxes for debris have been placed at Napa High School, Harvest Middle School, Browns Valley, El Centro, Alta Heights, Northwood, and West Park elementary schools. By 5:00 p.m. bins will also be placed at Klamath Park, Las Flores Center, Century Oaks Park, Fairview Park and Parking Lot Location G North at Corner of Pearl and Coombs for residents and business doing cleanup.
Public Information	The City's Public Information hotline is 707-258-7817. Regular status reports are posted at cityofnapa.org .

South Napa Earthquake: *After Action Report*

5:00 p.m. – Earthquake status report as of 5:00 p.m.

Area	Report
Earthquake Status Report	“Following the 6.1 earthquake that hit the North Bay at 3:20 a.m. Sunday, August 24, the City of Napa declared a local emergency at 7:59:00 a.m. Sunday. The Governor also declared a state of emergency. The City is now moving into the recovery phase and remains focused on providing for public safety, restoring services, and assessing damage.”
Injuries	A total of 208 patients that have been treated at Queen of the Valley Hospital with 17 admitted. Most injuries are orthopedic. No new patients have been treated since 11:00 p.m. Sunday. There have been no fatalities related to the earthquake.
Water Supply	The total of water line breaks that need repair is estimated at 90. Eight breaks were repaired last night. 30 repair sites are active at this time. 10 crews are working on water line repairs and all will be completed as soon as possible. If you lost water service completely for any period of time after the earthquake, the City of Napa advises you to use one of these three options: <ul style="list-style-type: none"> •Use bottled water for drinking and cooking •Boil tap water for one full minute before use for drinking or cooking •Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue Once all the broken water lines are repaired and City water has been restored and tested, the City will rescind this advisory notice provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water. All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears. Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made.
Gas and Electric	PG&E reports that electric and gas service has been restored to all Napa customers. No gas leaks are currently known to be in need of repair. Any resident or business owner with concerns may call 1-800-743-5002 for a courtesy check from PG&E.
Streets	The closure of streets in downtown Napa will continue through tonight, with closed streets including First, Second, and Third Streets from Seminary to Soscol and Main Street from Third to Clinton Streets due to damaged structures. The public should stay out of these dangerous areas. No other streets are closed in these areas at this time. The switch to two-way streets on First and Second downtown is postponed until further notice. Cracks in Buhman Avenue area are under repair on Twin Oaks Drive, WhiteCliff Circle, Meadowbrook Drive, and Sandybrook Lane.

South Napa Earthquake: *After Action Report*

Area	Report
Structures Damaged	70 buildings in the City are now on the red tag list. A red tag means the structure is uninhabitable due to damage from the quake. The yellow-tagged list (caution required) is approaching 200. There are 60 building inspectors now at work evaluating structures. If you believe a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions.
Bridges	All City bridges have been inspected and the new Coombs Street pedestrian bridge has a damaged anchorage and that bridge has been closed for repairs as a precaution. All other bridges are safe and remain in use.
Shelters	The Red Cross evacuation center remains in operation at the Crosswalk Community Church on First Street west of Highway 29. Fifteen people spent Sunday night in the shelter.
School Closures	All Napa Valley Unified School District campuses will remain closed on Tuesday Aug. 26. Napa Valley College will remain open for classes and activities except those held on Napa Valley Unified School District campuses.
City Facilities and Programs	The Senior Center is closed and red-tagged and will be closed until further notice. The Community Services Building is closed and counter services will not be available on Tues August 26 as all staff are at work in the field. The City's parking garages have been inspected and are open. All other City offices and facilities are open. The City has opened a youth drop-in program for school age children offering free sports activities at the Las Flores Center, 4300 Linda Vista, from 9:00 a.m. to 3:00 p.m. The Kennedy Park Master Plan meeting and the Justin Siena Solano Square scoping meeting, both scheduled for Tues August 26, have been cancelled and will be rescheduled.
Debris Disposal	Drop boxes for debris have been placed at Napa High School, Harvest Middle School, Silverado Middle School, El Centro, Alta Heights, Northwood, and West Park elementary schools as well as Klamath Park, Las Flores Center, Century Oaks Park, Fairview Park and Parking Lot Location G North at Corner of Pearl and Coombs for residents and business doing cleanup.
Public Information	The City's Public Information hotline is 707-258-7817. Regular status reports are posted at cityofnapa.org .

South Napa Earthquake: *After Action Report*

Tuesday, August 26

9:30 a.m. – Earthquake status report as of 9:30 a.m.

Area	Report
Earthquake Status Report	“Following the 6.1 earthquake that hit the North Bay at 3:20 a.m. Sunday, August 24, the City of Napa declared a local emergency at 7:59 a.m. Sunday. The Governor also declared a state of emergency. The City is now moving into the recovery phase and remains focused on providing for public safety, restoring services, and assessing damage.”
Highway 29 Lane Closure	The California Highway Patrol (CHP) is closing the southbound #1 lane of Hwy 29 at the approach to the Butler Bridge (Southern Crossing) for additional inspection and possible repairs to the approach. There is some settlement of the soil in the approach area that needs to be addressed but there is no damage to the bridge itself detected. Drivers are encouraged to use alternate routes (Imola Avenue to SB 221) to avoid delays. The length of the lane closure is undetermined.
Injuries	A total of 209 patients that have been treated at Queen of the Valley Hospital with 18 admitted. Most injuries are orthopedic. One new patient sought treatment on Monday, August 25. There have been no fatalities related to the earthquake.
Water Supply	The total of water line breaks that need repair remains estimated at 90 as of 9:30 a.m. today. More than 30 repair sites are active at this time. 10 crews are working on water line repairs round-the-clock and all will be completed as soon as possible. If you lost water service completely for any period of time after the earthquake, the City of Napa advises you to use one of these three options: <ul style="list-style-type: none"> •Use bottled water for drinking and cooking •Boil tap water for one full minute before use for drinking or cooking •Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue Once all the broken water lines are repaired and City water has been restored and tested, the City will rescind this advisory notice and post a note on your door that your water service is restored. This message provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water. All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears. Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made.

South Napa Earthquake: *After Action Report*

Area	Report
Gas and Electric	PG&E reports that electric and gas service has been restored to all Napa customers. No gas leaks are currently known to be in need of repair. Any resident or business owner with concerns may call 1-800-743-5002 for a courtesy check from PG&E.
Debris Disposal	Drop boxes for earthquake debris are being removed from all school sites in the City. Please do not take debris to school sites from this point forward. Drop boxes will remain available at Klamath Park, Las Flores Center, Century Oaks Park, Fairview Park and Parking Lot Location G North at Corner of Pearl and Coombs for residents and business doing cleanup. Additional debris disposal sites are being added at the vacant lots at these locations: the southeast corner of Shoreline Drive and Stonehouse, Third Street between Soscol Avenue and the railroad tracks, and the southwest corner of Patrick Road and Browns Valley Road.
Streets	The closure of streets in downtown Napa will continue until barricades and/or fencing is in place to protect the public from potential danger from damaged structures. Closed streets including First, Second, and Third Streets from Seminary to Soscol and Main Street from Third to Clinton Streets due to damaged structures. The public should stay out of these dangerous areas. No other streets are closed in these areas at this time. The switch to two-way streets on First and Second downtown is postponed until further notice. Cracks in Buhman Avenue area are under repair on Twin Oaks Drive, WhiteCliff Circle, Meadowbrook Drive, and Sandybrook Lane.
Structures Damaged	As of 5:00 p.m. Monday, 70 buildings in the City are now on the red tag list. A red tag means the structure is uninhabitable due to damage from the quake. The yellow-tagged list (caution required) is approaching 200. There are 60 building inspectors now at work evaluating structures. If you believe you have significant structural damage a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions.
Bridges	All City bridges have been inspected and the new Coombs Street pedestrian bridge has a damaged anchorage and that bridge has been closed for repairs as a precaution. All other bridges are safe and remain in use.
Shelters	The Red Cross evacuation center remains in operation at the Crosswalk Community Church on First Street west of Highway 29. Eight (8) people spent Sunday night in the shelter and 18 used the shelter Monday night.
School Closures	All Napa Valley Unified School District campuses are closed on Tuesday Aug. 26. Napa Valley College and other schools are open for classes and activities.

South Napa Earthquake: After Action Report

Area	Report
City Facilities and Programs	The Senior Center is closed and red-tagged and will be closed until further notice. The Community Services Building is closed and counter services will not be available on Tues August 26 as all staff are at work in the field. The City's parking garages have been inspected and are open. All other City offices and facilities are open. The City has opened a youth drop-in program for school age children offering free sports activities at the Las Flores Center, 4300 Linda Vista, from 9:00 a.m. to 3:00 p.m. The Kennedy Park Master Plan meeting and the Justin Siena Solano Square scoping meeting, both scheduled for Tues August 26, have been cancelled and will be rescheduled.
Public Information	The City's Public Information hotline is 707-258-7817. Regular status reports are posted at cityofnapa.org .

5:00 p.m. – IAP for the operational period 0800-1800 08/27/2014 prepared. Operational Period Objectives are:

1. Manage emergencies as needed on a priority basis.
2. Provide security and control measures in affected areas.
3. Provide current information to the community.
4. Provide care and shelter as needed.
5. Continue to assess the severity of the damage.
6. Continue repairs on water system.
7. Maintain street closures for public safety.
8. Continue to monitor and adjust Call Center processes as needed.
9. Work with County to establish LAC.
10. Establish emergency and non-emergency permitting programs.
11. Refine cost estimates.

Wednesday, August 27

10:00 a.m. – Earthquake status report as of 10:00 a.m.

Area	Report
Earthquake Status Report	"Following the 6.1 earthquake that hit the North Bay at 3:20 a.m. Sunday, August 24, the City of Napa declared a local emergency. The City is now in the recovery phase and remains focused on providing for public safety, restoring services, and assessing and repairing damage."

South Napa Earthquake: *After Action Report*

Initial Damage Estimate	The City’s initial gross estimate of damage to privately owned structures, both homes and commercial properties in the City of Napa is \$300 million. This figure does not include damage to public buildings or infrastructure, loss of business inventories, or general economic losses. It is not known what portion of this damage will be eligible for reimbursement from government or sources.
Press Conferences	The City has no press conferences planned today, but Napa Valley Vintners will hold a press conference at Veterans Park, Third and Main, at 2pm today.
New Map Posted	The City of Napa has created an Interactive Earthquake Information map that shows red-tagged and yellow-tagged structures, debris drop-off locations and known water leaks. Find the link to the map at cityofnapa.org .
Planning Review and Permit Fees Waived	On August 26 the City Council passed a resolution to authorize the City Manager to waive inspection and permit fees for persons who have suffered earthquake damage. This lessens the burden on those who have a loss. The City will also set up a one-stop permit center to make processing as easy as possible.
Injuries	A total of 209 patients that have been treated at Queen of the Valley Hospital with 18 admitted for some period of time. Most injuries are orthopedic. There have been no fatalities related to the earthquake.
Water Supply	<p>The total of known water line breaks that need repair is now 83. 49 breaks have been repaired. Between 500-1,000 customers will be without water service today – the number will vary as crews turn off service in repair areas. More than 30 repair sites will be active today. Repairs will continue round-the-clock and all will be completed as soon as possible. If you lost water service completely for any period of time after the earthquake, the City of Napa advises you to use one of these three options:</p> <ul style="list-style-type: none"> • Use bottled water for drinking and cooking • Boil tap water for one full minute before use for drinking or cooking • Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue <p>Once all the broken water lines are repaired and City water has been restored and tested, the City will rescind this advisory notice and post a note on your door that your water service is restored. This message provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water.</p> <p>All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears.</p> <p>Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made.</p>

South Napa Earthquake: *After Action Report*

Area	Report
Gas and Electric	PG&E reports that electric and gas service has been restored to all Napa customers. Two Picarro leak survey cars are in use by PG&E and will continue to survey for leaks from 8:00 p.m. to 1:00 a.m. through Friday. Any resident or business owner with concerns may call 1-800-743-5002 for a courtesy check from PG&E. Contractors are urged to call 811 before any digging for quake-related repairs. PG&E is continuing to assist the City and Napa Recycling and Waste Services (NRWS) by providing dump trucks for debris removal.
Sewer Problems	When you see or experience a sewage backup, report it to Napa Sanitation District (NSD) at 707-258-6000, ext. 9. NSD crews will contact you via phone ASAP and try and respond within 30 minutes, locate the blockage and determine if it is the public sewer. If it is, the crew will remove the blockage and end the sewage overflow. During emergencies, the response time may be greater and calls will be prioritized. It is important to stop using water within the building until NSD has responded to the call.
Debris Disposal	Drop boxes for earthquake debris have been removed from all school sites in the City. Please do not take debris to school sites from this point forward. Primary Sites for debris drop-off: - Fire Station 5 Future Location – southwest corner of First Street and Laurel - Las Flores Community Center – 4300 Linda Vista Ave. - Vacant lot on Third Street (east of Soscol Ave., north side of Third at intersection of Burnell, east of railroad tracks) Secondary Sites - Klamath Park – 3999 Klamath Way (cross street Trower Ave.) - Century Oaks Park – 1013 Century Oaks Park - Fairview Park – 1000 Terrace Drive - Parking Lot G North (southwest corner Pearl and Main)
Streets	The southbound Hwy 29 off ramp at Trancas-Redwood Road is closed until 6:00 p.m. for emergency repairs of a water line in the Solano-Redwood intersection. The closure of streets in downtown Napa will continue until barricades and/or fencing is in place to protect the public from potential danger from damaged structures. However, some streets have reopened. Currently closed streets include Second Street from Coombs to Main Street, Brown Street from Second to Third, and one lane of First Street from Main to School. These closures are due to damaged structures and/or repair work. The closure of Second and Brown intersection means no access to the Second Street parking garage. No other streets are closed at this time. Cracks in streets are under repair on Twin Oaks Drive, WhiteCliff Circle, Meadowbrook Drive, and Sandybrook Lane. The switch to two-way streets on First and Second downtown is postponed until further notice.

South Napa Earthquake: *After Action Report*

Area	Report
Structures Damaged	As of now, inspectors have completed the first round of building inspections and there are approximately 613 structures in the City have been tagged – 113 are on the red tag list and about 500 are on the yellow tag list. A red tag means the structure is uninhabitable due to damage from the quake; a yellow tag indicates caution should be used. See cityofnapa.org for more information on red-tagged and yellow tags and how to respond to them. Please DO NOT remove any tag – red, yellow or green – from your home or commercial property. These exterior tags help inspectors know at a glance that your building has had initial review. If your structure has no tag, it is up to the individual to decide if the structure is safe to inhabit. If you believe you have significant structural damage a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions. So far about 800 persons have called for an inspection. Please be patient as City staff works to clear the backlog. There are 60 building inspectors now at work evaluating structures.
Bridges	All City bridges have been inspected. The new Coombs Street pedestrian bridge has a damaged anchorage and that bridge has been closed as a precaution. The Tallgrass Bridge has been closed due to damage. A temporary alternative means of foot and vehicle traffic to the Hidden Hills neighborhood is the Sandybrook Bridge at Meadowbrook. All other bridges are safe and remain in use.
Shelters	The Red Cross evacuation center remains in operation at the Crosswalk Community Church on First Street west of Highway 29. Eight (8) people spent Sunday night in the shelter, 18 used the shelter Monday night, and 23 used the shelter on Tuesday night. The Salvation Army served 1,800 meals on Tuesday at the shelter and from the five canteen trucks in use.
School Closures	All Napa Valley Unified School District campuses resumed classes on Wednesday August 27, with the exception of Stonebridge School. Napa Valley College and other schools are open for classes and activities.
City Facilities and Programs	The Senior Center is closed and red-tagged and will be closed until further notice, but the Senior Nutrition program is resuming today outside the center on the bocce courts. The Second Street parking garage cannot be accessed due to street closures and will be out of service for the time being. The City's other parking garages have been inspected and are open. The Community Services Building is closed and counter services will not be available on Wed., August 27 as all staff are at work in the field. All other City offices and facilities are open. The Five Way Intersection public meeting set for Wed., August 27 has been postponed.
Public Information	The City's Public Information hotline is 707-258-7817. Regular status reports are posted at cityofnapa.org .

South Napa Earthquake: *After Action Report*

5:00 p.m. – IAP for the operational period 0800-1700 08/28/2014 prepared. Operational Period Objectives are:

1. Manage emergencies as needed on a priority basis.
2. Provide current information to the community.
3. Provide care and shelter as needed.
4. Continue to monitor and adjust Call Center processes as needed.
5. Develop plan for opening CSB.
6. Work with County to establish LAC.
7. Establish emergency and non-emergency permitting programs.
8. Develop process for transition from EOC to LAC.
9. Develop City staff team for LAC.
10. Confirm weekend work for City employees, EOC staff, supplemental staff.
11. Refine cost estimates.

5:45 p.m. – Earthquake status report as of 5:45 p.m.

Area	Report
Earthquake Status Report	“Following the 6.1 earthquake that hit the North Bay at 3:20 a.m. Sunday, August 24, the City of Napa declared a local emergency. The City is now in the recovery phase and remains focused on providing for public safety, restoring services, and assessing and repairing damage.”
Initial Damage Estimate	The City’s initial gross estimate of damage to privately owned structures, both homes and commercial properties in the City of Napa, is \$300 million. This figure does not include damage to public buildings or infrastructure, loss of business inventories, or general economic losses. It is not known what portion of this damage will be eligible for reimbursement from government or sources.
Press Conferences	The City has no press conferences planned tonight or on Thursday August 28. If the need arises, a new press opportunity will be offered.
Interactive Map Posted	The City of Napa has created an Interactive Earthquake Information map that shows red-tagged and yellow-tagged structures, debris drop-off locations and known water leaks. Find the link to the map at cityofnapa.org .
Planning Review and Permit Fees Waived	On August 26 the City Council passed a resolution to authorize the City Manager to waive inspection and permit fees for persons who have suffered earthquake damage. This lessens the burden on those who have a loss. The City will soon set up a one-stop permit center to make processing as easy as possible.

South Napa Earthquake: After Action Report

Area	Report
Injuries	A total of 209 patients that have been treated at Queen of the Valley Hospital with 18 admitted for some period of time. Most injuries are orthopedic. No new patients have been treated in the last 24 hours. There have been no fatalities related to the earthquake.
Water Supply	<p>The total of known water line breaks that need repair was 83 as of 8:00 a.m. 14 leaks were repaired today on large diameter water lines and 8 more repair sites are active now. Less than 500 customers remain without water service. Repairs will continue round-the-clock with the goal of completing all water line repairs by the end of the day Friday. If you lost water service completely for any period of time after the earthquake, the City of Napa advises you to use one of these three options:</p> <ul style="list-style-type: none"> •Use bottled water for drinking and cooking. •Boil tap water for one full minute before use for drinking or cooking. •Use water for drinking and cooking from one of the water stations set up by the City, on Pearl Street one block west of Main, or at the Las Flores Center on Linda Vista Avenue. <p>Once all the broken water lines are repaired and City water has been restored and tested, the City will rescind this advisory notice and post a note on your door that your water service is restored. This message provided by the City of Napa (System No. 2810003) in collaboration with the State Water Resources Control Board, Division of Drinking Water.</p> <p>All tap water remains safe for bathing and other household uses. If your water appears cloudy but you did not lose service, let the tap run until the sediment clears.</p> <p>Call 707-257-9544 with questions. The Water Division is staffing phones 24 hours a day while repairs are made.</p>
Gas and Electric	PG&E reports that electric and gas service has been restored to all Napa customers. Two Picarro leak survey cars are in use by PG&E and will continue to survey for leaks from 8:00 p.m. to 1:00 a.m. through Friday. Any resident or business owner with concerns may call 1-800-743-5002 for a courtesy check from PG&E. Contractors are urged to call 811 before any digging for quake-related repairs. PG&E is continuing to assist the City and NRWS by providing dump trucks for debris removal through Friday.
Sewer Problems	When you see or experience a sewage backup, report it to NSD at 707-258-6000, ext. 9. NSD crews will contact you via phone ASAP and try and respond within 30 minutes, locate the blockage and determine if it is the public sewer. If it is, the crew will remove the blockage and end the sewage overflow. During emergencies, the response time may be greater and calls will be prioritized. It is important to stop using water within the building until NSD has responded to the call.

South Napa Earthquake: *After Action Report*

Area	Report
Debris Disposal	<p>Drop boxes for earthquake debris have been removed from all school sites in the City. Please do not take debris to school sites from this point forward. Debris drop-off is now available only at these locations:</p> <ul style="list-style-type: none"> - Fire Station 5 Future Location – southwest corner of First Street and Laurel - Las Flores Community Center – 4300 Linda Vista Ave - Vacant lot on Third Street (east of Soscol Ave., north side of Third at intersection of Burnell, east of railroad tracks)
Streets	<p>On Friday August 29, crews will repair the east approach to the First Street overpass. One lane will be closed at a time, with flaggers in place to route traffic. Work hours will be 8:30 a.m. to 2:00 p.m. Delays may occur so the use of alternate routes is recommended. Cracks in streets are under repair on Twin Oaks Drive, WhiteCliff Circle, Meadowbrook Drive, and Sandybrook Lane and are expected to be completed by Thursday.</p> <p>Franklin St. from First to Clay is closed to allow access for work on the Andaz Hotel and McCaulou’s building. The closure will continue for approximately 2 weeks. The closure of streets in downtown Napa will continue until barricades and/or fencing is in place to protect the public from potential danger from damaged structures. However, some streets have reopened. Currently closed streets include Second Street from Coombs to Main Street, Brown Street from Second to Third, and one lane of First Street from Main to School. These closures are due to damaged structures and/or repair work. The closure of Second and Brown intersection means no access to the Second Street parking garage. No other streets are closed at this time. The switch to two-way streets on First and Second downtown is postponed until further notice.</p>
Structures Damaged	<p>As of now, the 60 inspectors at work continued the second round of evaluations of damaged structures. At this time, there are 632 structures in the City that have been tagged – 116 are on the red tag list and 513 are on the yellow tag list. A red tag means the structure is uninhabitable due to damage from the quake; a yellow tag indicates caution should be used. See cityofnapa.org for more information on red-tagged and yellow tags and how to respond to them. Please DO NOT remove any tag – red, yellow or green – from your home or commercial property. These exterior tags help inspectors know at a glance that your building has had initial review. If your structure has no tag, it is up to the individual to decide if the structure is safe to inhabit. If you believe you have significant structural damage a City inspector should come by your property to inspect for safety concerns call 707-258-7829 and follow the instructions. So far about 800 persons have called for an inspection. Please be patient as City staff works to clear the backlog.</p>

South Napa Earthquake: *After Action Report*

Area	Report
Bridges	All City bridges have been inspected. The new Coombs Street pedestrian bridge has a damaged anchorage and that bridge has been closed as a precaution. The Tallgrass Bridge has been closed due to damage. A temporary alternative means of foot and vehicle traffic to the Hidden Hills neighborhood is the Sandybrook Bridge at Meadowbrook. All other bridges are safe and remain in use.
Shelters	The Red Cross evacuation center remains in operation at the Crosswalk Community Church on First Street west of Highway 29. Eight people spent Sunday night in the shelter, 18 used the shelter Monday night, and 23 used the shelter on Tuesday night. The Salvation Army served 5,800 meals since Sunday at the shelter and from the five canteen trucks in use. The shelter will remain open and food service will continue on Thursday.
Showers Available	Napa Valley College has made the showers in their locker rooms available to households that currently do not have showers, and those that have been displaced from their homes and are staying in shelters. The gym is the 600 Building on campus. Campus Police are currently not ticketing for parking on campus through September. The gym facilities will be open Monday–Friday: 7:30 a.m.–7:30 p.m. and Saturday: 8:00 a.m.–4:00 p.m. Closed Sunday.
School Closures	All Napa Valley Unified School District campuses resumed classes on Wednesday August 27, with the exception of Stonebridge School. Napa Valley College and other schools are open for classes and activities.
City Facilities and Programs	The Senior Center is closed and red-tagged and will be closed until further notice, but the Senior Nutrition program is resuming today outside the center on the bocce courts. The Second Street parking garage cannot be accessed due to street closures and will be out of service for the time being. The City's other parking garages have been inspected and are open. The Community Services Building is closed and counter services will not be available on Thur., August 28 as all staff are at work in the field. All other City offices and facilities are open. The Five Way Intersection public meeting set for Wed., August 27 has been postponed.
Public Information	The City's Public Information hotline is 707-258-7817. Regular status reports are posted at cityofnapa.org .

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APPENDIX C: SOUTH NAPA EARTHQUAKE BY THE NUMBERS

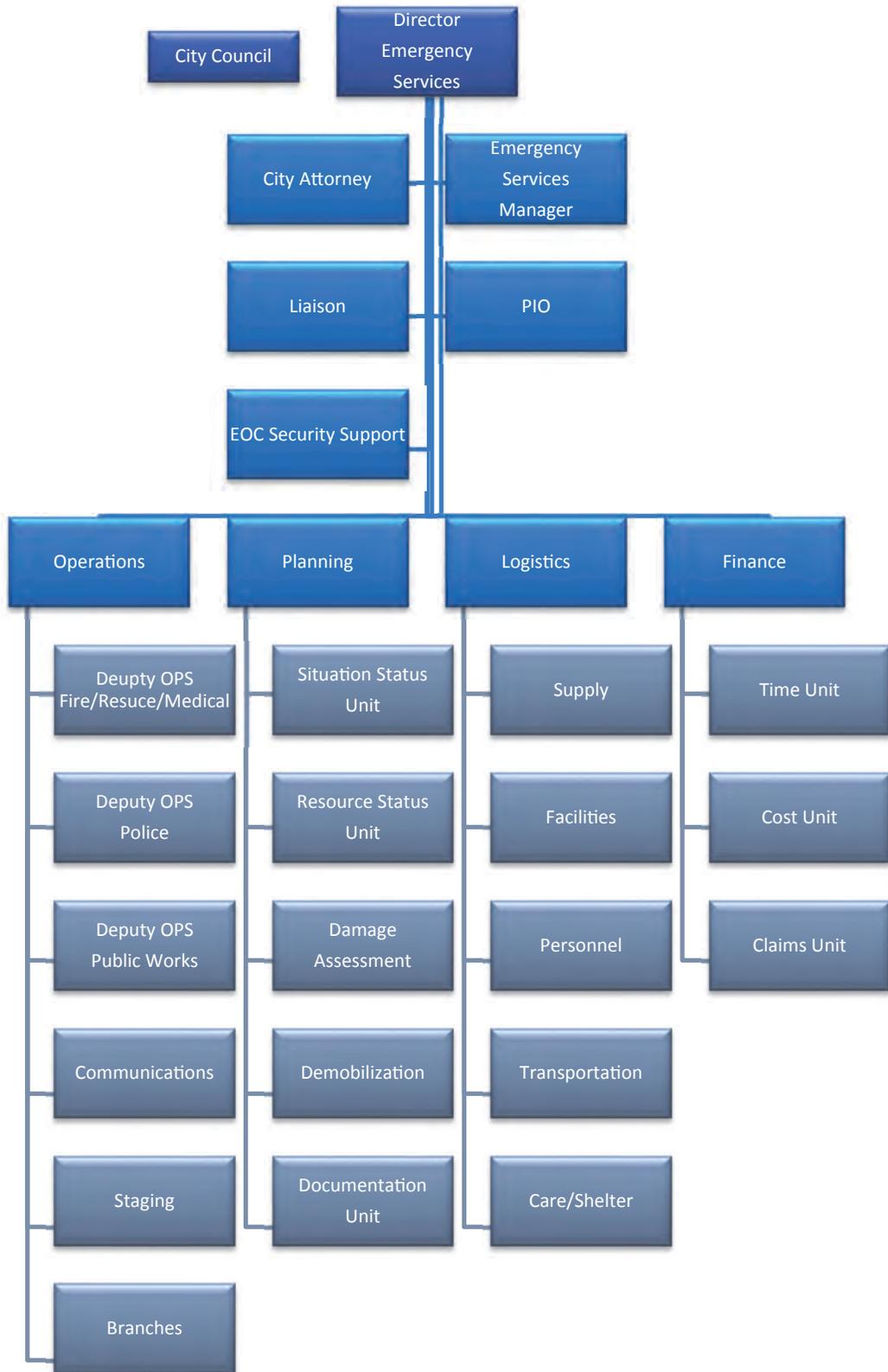
The following table provides a snapshot of the effects of the South Napa Earthquake for the City of Napa.

Category	Number
Deaths	1
Injuries	300*
Damage Assessments (total)	4,195
Red-Tagged	142
Yellow-Tagged	1,484
Green-Tagged	2,569
Structures downgraded from Yellow to Green	334
Structures downgraded from Red to Yellow	21
Structures downgraded from Red to Green	45
Structures changed from Yellow to Red	2
Structures changed from Green to Yellow	5
Structures changed from Green to Red	3

*Total injuries countywide

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APPENDIX D: EOC ORGANIZATION CHART



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South Napa Earthquake: After Action Report

APPENDIX E: LOCAL ASSISTANCE CENTER METRICS

Attendance Metrics

Type: In-Person | **Location:** Napa LAC Center | **Date:** 9.8.14 – 10.4.14

Saturday's (10/4) Visits = 73 with 20 speaking English, 53 speaking Spanish

Total Visits = 2046

Spoken Language:

- English 1702
- Spanish 487
- Other 1
- Total Volunteers = 49
 - » Volunteer Center of Napa County
 - » San Francisco & E
 - » San Rafael Fire Department
 - » Military, First Responders, and US Coast Guard
 - » High School Students
 - » Misc. (CBO, FBO, word of mouth)

Entrance Numbers

Week1	Week2	Week3	Mon	Tues	Wed	Thurs	Fri	Sat	Total
9/8-13	9/15-20	9/22-29	9/29	9/30	10/1	10/2	10/3	10/4	
946	477	338	57	49	80	99	71	73	2190

Partner Contacts (Partner data was not made available on 10/4)

Week1	Week2	Week3	Mon	Tues	Wed	Thurs	Fri	Sat	Total
9/8-13	9/15-20	9/22-29	9/29	9/30	10/1	10/2	10/3	10/4	
1947	589	269	60	40	91	80	64		3140

Number of Damage Surveys = 35

Number of Building Permits issued at the LAC (as of Monday, 9/29) = 450

Top FAQs

1. Where is FEMA?

South Napa Earthquake: *After Action Report*

2. Are there other forms of grants/aid?
3. Why hasn't the IA been granted from FEMA?
4. Are there resources for temporary housing?
5. How do I start the repairs on my tagged home?

Most Visited Partner Tables

- Salvation Army
- American Red Cross
- Season of Sharing
- City Permitting

Type: Phone | **Location:** (707) 258-7829 | **Date:** 9.8.14 – 10.4.14

Inspection Requests

Total number of inspection requests (as of 10/4) = 1,911

Completed: 1,683

Remaining: 228

Call Center from 9.15.14 to 10.4.14

1. Call Center received 16 calls today.

The Call Center has received a grand total 881 calls, of which:

- 193 were for Inspections
- 319 were referred to the LAC
- 116 were referred to an outside agency
- 25 were follow-up calls
- 52 were for general information
- 222 calls were not categorized by the type of call.

Type: Web Visit | **Location:** napaquakeinfo.com | **Date:** 9.5.14 – 10.2.14 | 13,189 Page Views

- » 73.4% New Visitor
- » 26.6% Returning Visitor

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APPENDIX F: LIST OF PRESS RELEASES

In addition to the periodic status summaries by email listed below, the City PIO staff for the EOC posted many specific pieces of information using social media, added comments to others' social media postings, gave innumerable interviews, and directly responded to specific media questions and needs from early morning on August 24th through September 2nd. Media interest in the story dropped after this time.

Date	Time	Title
August 24, 2014	5:57 a.m.	City of Napa assessing earthquake damage
August 24, 2014	8:09 a.m.	MEDIA BRIEFING on earthquake damage status as of 9:00 am
August 24, 2014	11:05 a.m.	Update on South Napa earthquake
August 24, 2014	1:20 p.m.	Earthquake status report
August 25, 2014	8:07 a.m.	Switch to two-way streets downtown postponed
August 25, 2014	9:10 a.m.	Earthquake status report as of 9:00 a.m.
August 25 2014	2:16 p.m.	MEDIA ALERT: Next City of Napa media conference at 5:00 p.m. today
August 25, 2014	5:43 p.m.	Earthquake status report as of 5:00 p.m.
August 26, 2014	8:01 a.m.	MEDIA NOTICE: Areas now designated for satellite trucks and other vehicles
August 26, 2014	9:19 a.m.	Lane closure on Southbound Highway 29 at Butler Bridge
August 26, 2014	9:30 a.m.	
	6:00 p.m.	Earthquake status reports posted on the City website with social media posts linking them

South Napa Earthquake: *After Action Report*

Date	Time	Title
August 27, 2014	9:07 a.m.	Senior Meals program re-opening at Senior Center
August 27, 2014	10:28 a.m.	City of Napa Earthquake recovery status report as of 10:00 a.m.
August 27, 2014	12:03 p.m.	Immediate Media Advisory: Napa Valley Vintners to announce Community Earthquake Relief today at 2:00 p.m.
August 27, 2014	6:02 p.m.	City of Napa Earthquake Recovery status report as of 5:45 p.m.
August 28, 2014	9:42 a.m.	City of Napa Earthquake Recovery status report as of 9:30 a.m.
August 28, 2014	3:46 p.m.	MEDIA RELEASE: Many hands responsible for water main repairs
August 28, 2014	4:45 p.m.	City of Napa Earthquake Recovery status report as of 4:00 p.m.
August 29, 2014	1:46 p.m.	City of Napa Earthquake Recovery status report as of 1:00 p.m.
September 2, 2014	4:19 p.m.	City of Napa Earthquake Recovery status report as of 3:00 p.m.
September 5, 2014	3:05 p.m.	Local Assistance Center to open Monday, September 8th in Napa

South Napa Earthquake: After Action Report

APPENDIX G: DECLARATIONS AND PROCLAMATIONS

The following declarations and proclamations were issued following the South Napa Earthquake:

Date	Title
August 24, 2014	Napa City Manager declares a local emergency in accordance with Napa Municipal Code, Chapter 2.89 at 7:59 a.m.
August 24, 2014	Napa County Board of Supervisors adopts local emergency resolution at 8:00 a.m.
August 24, 2014	Napa County proclaims local emergency at 10:00 a.m.
August 24, 2014	Governor Brown issues a State of California emergency proclamation.
August 26, 2014	Napa City Council ratifies its declaration by Resolution (R2014-146).
September 2, 2014	Governor Brown requests presidential disaster declaration.
September 11, 2014	Presidential major disaster declaration is declared for California.
September 16, 2014	Resolution (R2014-151) continuing the Proclamation of Local Emergency approved by City Council.
October 7, 2014	Resolution (R2014-155) continuing the Proclamation of Local Emergency approved by City Council.
October 21, 2015	Resolution (R2014-162) continuing the Proclamation of Local Emergency approved by City Council.
October 30, 2014	Resolution (R2014-171) continuing the Proclamation of Local Emergency approved by City Council.
November 18, 2014	Resolution (R2014-173) continuing the Proclamation of Local Emergency approved by City Council.
December 2, 2014	Resolution (R2014-188) continuing the Proclamation of Local Emergency approved by City Council.
December 16, 2014	Resolution (R2014-190) continuing the Proclamation of Local Emergency approved by City Council.
January 6, 2015	Resolution (R2015-1) continuing the Proclamation of Local Emergency approved by City Council.
January 20, 2015	Resolution (R2015-2) continuing the Proclamation of Local Emergency approved by City Council.
February 3, 2015	Resolution (R2015-12) continuing the Proclamation of Local Emergency approved by City Council.
February 17, 2015	Resolution (R2015-17) continuing the Proclamation of Local Emergency approved by City Council.

South Napa Earthquake: *After Action Report*

Date	Title
March 3, 2015	Resolution (R2015-24) continuing the Proclamation of Local Emergency approved by City Council.
March 17, 2015	Resolution (R2015-29) continuing the Proclamation of Local Emergency approved by City Council.
April 7, 2015	Resolution (R2015-37) continuing the Proclamation of Local Emergency approved by City Council.
April 21, 2015	<p>Resolution Terminating the Proclamation of Local Emergency (excerpt below)</p> <p>6.B Resolution Terminating the Proclamation of Local Emergency</p> <p>City Manager Parness stated it has been necessary to continue the Local Emergency since the 2014 South Napa Earthquake due to the severity of conditions and needed services. He explained the resolution extends fee waivers to May 21, 2015 for permits and inspections for individuals who would have qualified under initial Emergency Proclamation.</p> <p>Discussion ensued.</p> <p>Moved, seconded (Vice Mayor Sedgley / Luros) to adopt Resolution R2015-42 as amended, terminating the Proclamation of a Local Emergency.</p> <p>Motion carried:</p> <p>AYES: Mott, Luros, Vice Mayor Sedgley, Mayor Techel NOES: None ABSENT: Inman</p>

APPENDIX H: ACRONYMS

Acronym	Term
AAR	After Action Report
ADA	Americans with Disabilities Act
AMR	American Medical Response
Cal OES	California Governor's Office of Emergency Services
CAD	Computer Aided Dispatch
CHP	California Highway Patrol
COOP	Continuity of Operations
CSB	Community Services Building
DES	Director of Emergency Services
DSA	Disaster Services Assistance
EMAC	Emergency Management Assistance Compact
EMD	Emergency Medical Dispatch
EMS	Emergency Medical Service
EOC	Emergency Operations Center
EOP	Emergency Operations Plan
EVC	Emergency Volunteer Center
FEMA	Federal Emergency Management Agency
FOG	Field Operations Guide
GIS	Geospatial Information Systems
HUD	Housing and Urban Development
IA	Individual Assistance
IAP	Incident Action Plan
ICS	Incident Command System
JFO	Joint Field Office
JIC	Joint Information Center
LAC	Local Assistance Center
MMS	Moment Magnitude Scale

South Napa Earthquake: After Action Report

Acronym	Term
NRWS	Napa Recycling and Waste Services
NSD	Napa Sanitation District
OES	Office of Emergency Services
OT	Overtime
PG&E	Pacific Gas and Electric
PIO	Public Information Officer
PSAP	Public Safety Answering Point
SAP	Safety Assessment Program
SBA	Small Business Administration
SEMS	Standardized Emergency Management System
SOFR	Safety Officer
USAR	Urban Search and Rescue
USGS	United States Geological Survey

South Napa Earthquake: *After Action Report*

MAPS

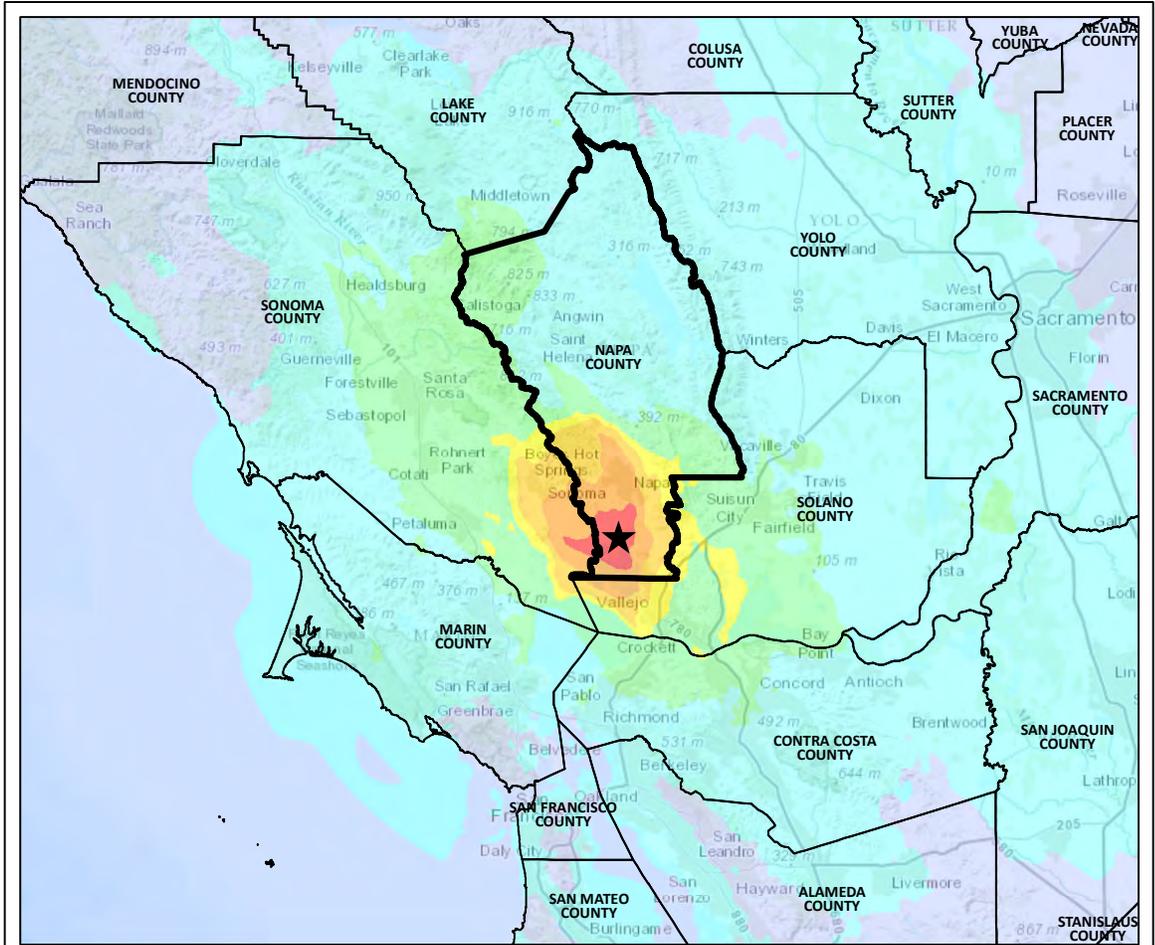
The following maps are included:

1. Bay Area Location
2. Peak Ground Velocity
3. Earthquake and Aftershock

MAPS

South Napa Earthquake: After Action Report

MAPS



LEGEND

- ★ Epicenter, South Napa Quake
- County Boundaries

Peak Ground Velocity (ShakeMap)	Strong (8.1 - 16 cm/s)
Not Felt (<.1 cm/s)	Very Strong (16 - 31 cm/s)
Weak (.1 - 1.1 cm/s)	Severe (31 - 60 cm/s)
Light (1.1 - 3.4 cm/s)	Violent (60 - 116 cm/s)
Moderate (3.4 - 8.1 cm/s)	Extreme (>116 cm/s)



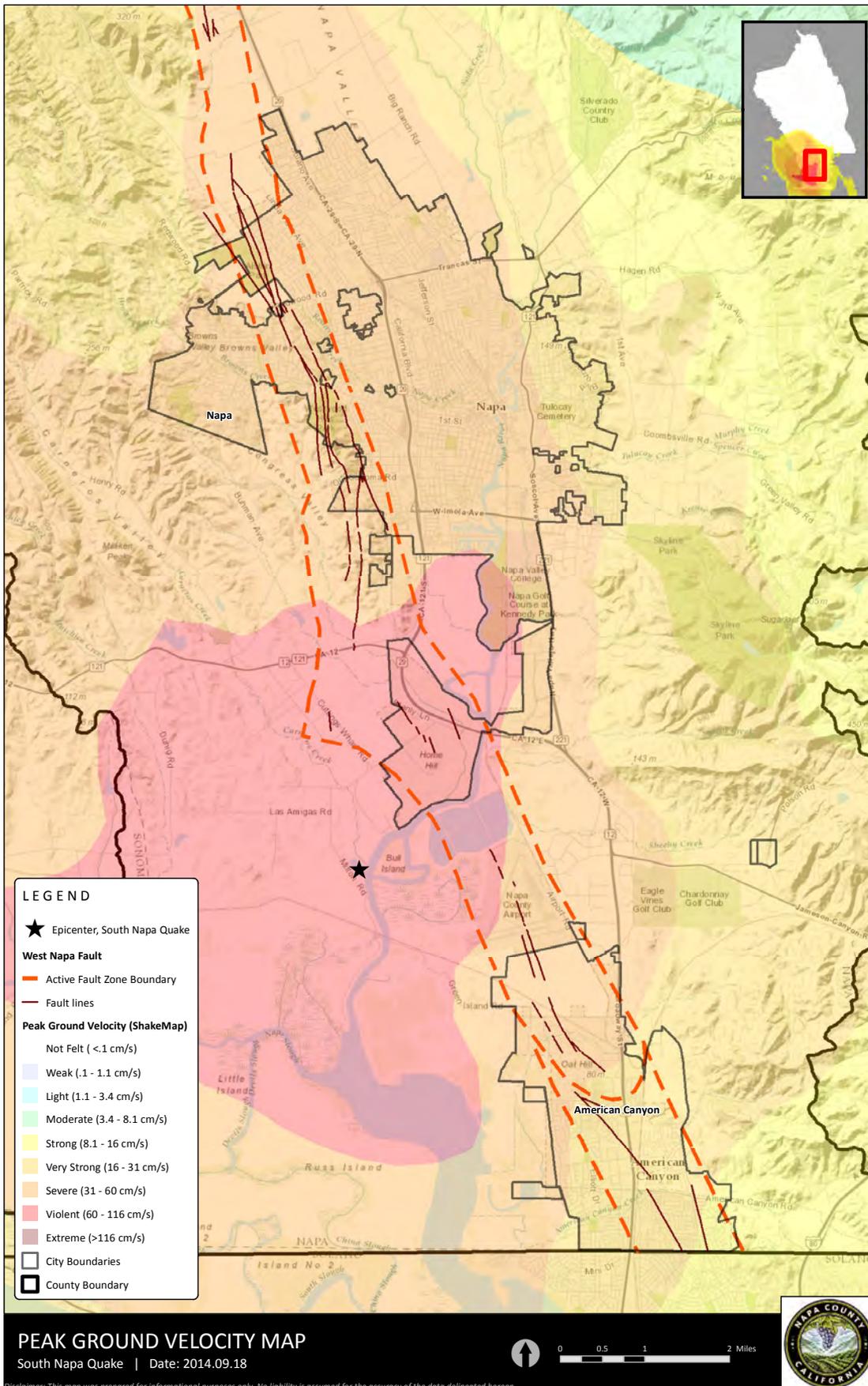
BAY AREA LOCATION MAP

South Napa Quake | Date: 2014.09.17

Disclaimer: This map was prepared for informational purposes only. No liability is assumed for the accuracy of the data delineated hereon.



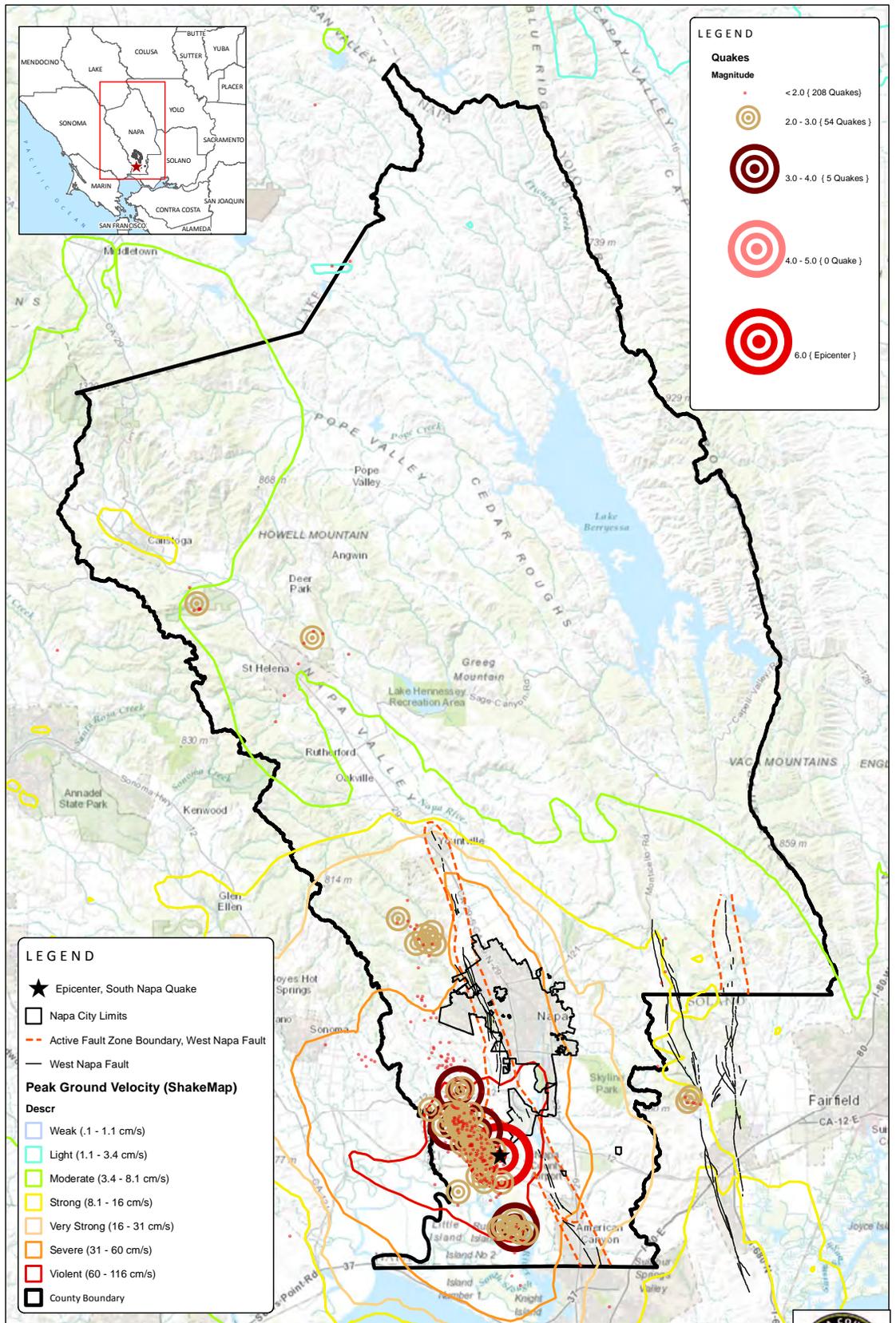
South Napa Earthquake: After Action Report



MAPS

South Napa Earthquake: After Action Report

MAPS



EARTHQUAKE AND AFTERSHOCK

South Napa Quake | Date: 2014.09.18 | Quakes from 2014.08.24 to 2014.09.07



0 1.25 2.5 5 Miles



Disclaimer: This map was prepared for informational purposes only. No liability is assumed for the accuracy of the data delineated hereon.